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**Revitalizing the Grounds: Analysis and Recommendations for  
the Green Space at St. Ann's Academy National Historic Site**

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## EXECUTIVE SUMMARY

This report is an Advanced Management Report prepared for the Provincial Capital Commission and the Department of Public Administration by a Master's of Public Administration candidate at the University of Victoria, British Columbia. Its main objective is to provide recommendations for the ongoing maintenance of the grounds at St. Ann's Academy, a national, provincial and municipal heritage site located in Victoria, BC. This report is to be presented for consideration to the Director of Outreach and Engagement at the Provincial Capital Commission (PCC).

### BACKGROUND

St. Ann's Academy was originally established as a Catholic school and convent in 1858, and continued in that capacity for 115 years before closing its doors in 1973. Located in the Humboldt Valley Precinct of Victoria, the landmark academy building and surrounding six acres of open green space are now under the stewardship of the PCC. The building was renovated and re-opened as a National Historic Site in 1997; the site is open to surrounding neighbours, downtown workers, and out of town visitors for recreation and events rentals. The majority of the building is leased by the Accommodation and Real Estate Services (ARES) branch of the provincial government, and is currently subleased to the Ministry of Advanced Education (AVED).

Financial constraints, in addition to heritage designation, limit what sort of development or amenities can be installed and maintained on the grounds, and the PCC also acts as the heritage steward of the site. A key central portion of the building was retained by the PCC for use as an Interpretive Centre, which exists to educate people on the history of St. Ann's Academy, but also supports the operations of the site by liaising with the main tenant, and promoting revenue and programming through site rentals and events.

Shortly after the site's re-opening, a Five Year Plan for the grounds was put into place, slated to span the years 1999-2004. Although this plan was followed, it "expired" in 2004, and was not succeeded by an updated plan. No steps have been taken to create an updated grounds planning document; currently, grounds maintenance work is being carried out on an ad hoc basis, contracted through Brookfield LePage Johnson Controls – Workplace Services Inc. property management company (WSI), which is accountable only to ARES and not to the PCC. This complex management and oversight arrangement presents some unique challenges for grounds maintenance at St. Ann's.

### METHODOLOGY

This report attempts to not only assess the successful completion of the original plan, but to understand how grounds maintenance might go forward in the future. With no current formalized approach in place, two overarching research questions are examined: *What are the strategic priorities facing St. Ann's Academy, and does St. Ann's need a new Grounds Plan?*

The primary research of this report took the form of qualitative interviews with managers, employees and volunteers associated with St. Ann's. In addition to the interviews and one focus group, three participants with direct involvement in the grounds toured the site with the researcher as part of an additional interview, conducted to review the recommendations of the previous grounds plan, and establish current directions. The results of this activity are presented in Appendix B.

Secondary research took the form of a literature review of heritage landscape management issues, statistical analysis, best practices research and historical background research. Other records and information reviewed included Interpretive Centre attendance statistics, the Former Five Year Plan and associated appendices, and several PCC planning documents. Website research gathered background information on best practices institutions, local Victoria urban development, and heritage-related principles and regulations.

## FINDINGS

The findings of this investigation articulate the changing nature of the surrounding financial, political, social and physical environment in which the site rests. To answer the first of the research questions, "*What are the strategic priorities facing St. Ann's Academy?*" input was collected from interview participants surrounding the key issues facing the current maintenance of the site.

The most frequently-cited issues revolved around welcoming more visitors on to the grounds and increasing public outdoor events, encouraging community involvement and increasing the opportunity to convey historically-themed information. Increasing urban residential and commercial development in the surrounding area is seen as an opportunity to increase grounds use. Current directional and interpretive signage on the grounds is considered insufficient, and statistics suggest there is an opportunity to cost-effectively capture a larger audience for interpretive information through strategically placed historical and botanical interpretive signage, supplemented by written materials and additional marketing. Many of the natural and historic features on the grounds are considered run down or unkempt, diminishing their potential, therefore enhancements to decorative plantings and features could potentially renew the "garden" sensibilities of the grounds, increase revenue and protect heritage elements. Priority safety issues on the grounds include the treatment of mature trees that are at the end of their lifespan, and reducing undesirable vagrant activity, which discourages other visitors from entering the grounds. Participants agreed that the site serves many different purposes at once, though their perceptions of the space centered around three common themes: a park/garden, a historic landscape, and an oasis.

To answer the second research question, "*Does St. Ann's need a new Grounds Plan?*", a greater understanding of the management challenges facing the PCC was necessary. Currently, the multifaceted grounds maintenance arrangement demands ongoing communication between multiple stakeholder organizations. Findings of this investigation revealed grey areas of accountability and authority, which could be addressed through the creation of a formal planning document.

Another issue, which could be addressed through planning, is the need for additional resources to fund grounds maintenance. Fundraising and volunteer efforts can potentially fill the gaps left by a limited grounds maintenance budget, while simultaneously engaging the public and creating awareness of the outdoor space at St. Ann's. However, grounds-related fundraising activities have declined since the grounds re-opened, and research into the current Garden Volunteer program has revealed some areas in need of enhancement. An examination of successful practices at other sites, including Government House, Hatley Park, and Beacon Hill Park also reveal some planning possibilities for the future of St. Ann's.

The previous grounds management plan expired in 2004, and though grounds maintenance is ongoing, no plan has been created to replace it. Since there are no formal procedures in place to create a planning document for St. Ann's Academy grounds maintenance, one wonders whether there is any justification for reaching beyond the current status quo. Participants, some of whom are part of the management team, came up with some strong reasons why documented planning might act as a complementary or supplementary action to the current management action, without hindering the effective and suitable actions currently taking place.

## OPTIONS AND RECOMMENDATIONS

Site use can roughly be divided into three groups based on primary interest: *Garden*, *Heritage*, and *Revenue*. These varying purposes translate into competing perspectives, and emphasizing one of these perspectives over another involves making choices about the allocation of resources, as well as the accommodation of stakeholder needs. These perspectives play a part in the formation of an overall vision for the site, which plays a part in future grounds planning. **The first recommendation is that the PCC continue to balance the needs of all stakeholders, by maintaining a *Balanced Perspective*, which takes into account the highest priorities of each perspective.**

The consensus of participants is that current management practices are effective in reacting to onsite issues, and the immediate managers of the site are aware of the issues. However, participants put forth some very strong arguments for why formal documentation of these planned actions would be advantageous to both the PCC and external individuals and organizations. Considering the needs of various stakeholders is the first step in envisioning the future of St. Ann's Academy. The next step is to determine whether these stakeholders should be involved in the actual decision-making that carries out this vision.

Planning has an importance for all levels of grounds management, from volunteers to the executive level. There are advantages to planning at three different levels; each encompasses a different sphere of planning participation, and each is outlined as a unique option: Intra-organizational planning, Inter-organizational planning, and Community-based planning. **The recommended approach, given the current management context, is for the PCC to gradually widen its planning participant sphere over time.** In the short term, the PCC could continue its current intra-organizational planning activities,

with some more formal communication and documentation of the resulting decisions over the next two years. After the most urgent grounds issues have been addressed, the PCC should consider including other organizations in its planning process, with a goal of widening to an inter-organizational planning sphere within the next 5 years. After that time, the success of the process should be re-examined, to determine whether community-based planning is necessary or desirable under those existing circumstances.

An equitable approach to prioritizing action complements a gradual approach to increasing planning participation. A balanced perspective, and a moderate approach to inclusive planning, creates a vision for the future which benefits the largest possible group of varied stakeholders. The suggested implementation of the recommended action is to undertake planning and community engagement to treat the above issues, with a goal of reaching documented Inter-organizational planning by the year 2012, which is the centennial anniversary of the Formal Gardens.

## ACKNOWLEDGEMENTS

This project has been a valuable learning opportunity for me; I consider myself lucky to have undertaken my graduate work on such an interesting topic, and for a landmark institution such as St. Ann's Academy. I am indebted to many people for putting their faith and confidence in me over the past year.

I would like to thank my client, Denis Johnston, for his endless patience, and his support for my academic efforts. I have appreciated his mentorship and sense of humour throughout this process.

I also wish to thank the management, staff and volunteers of St. Ann's Academy and the Provincial Capital Commission for agreeing to participate in this study. Your honesty, trust and candour made this a very enriching experience, and I have made my best efforts to address your concerns, as I valued each and every comment.

I would like to thank my academic supervisor, Dr. Evert Lindquist, for taking the time to guide me through this process. His high expectations of my work challenged me to always reach further, and to expect more from myself. I also extend my thanks to Dr. Catherine Althaus and Dr. John Langford for their time and involvement.

Last, but definitely not least, I owe a great debt to my family for their support and encouragement. Without them I never would have been able to embark on this process and reach for my goals. Thank you for being there!



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**PART I**

**Overview and Approach**

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## 1. INTRODUCTION

St. Ann's Academy has existed as a landmark institution in Victoria for over a century. The school has grown from a humble wooden shack to an impressive masonry structure, sitting on six acres of natural oasis which has remained protected, while the city has grown and matured around it. The building has since changed hands and purposes, but the grounds around it continue to be used for education, play, and quiet contemplation. Because a new environment surrounds this historic site, proactive and intentional planning becomes an important step in ensuring that its heritage value is respected and retained. Keeping the grounds of St. Ann's as an attractive and welcoming refuge is integral to maintaining the site's importance in the community, ensuring its future survival as a public green space.

This report is an Advanced Management Report prepared for the Provincial Capital Commission and the Department of Public Administration by a Master's of Public Administration Candidate at the University of Victoria, British Columbia. Its main objective is to provide recommendations for the ongoing maintenance of the grounds at St. Ann's Academy, a national, provincial and municipal heritage site located in Victoria, British Columbia. This report is to be presented for consideration by decision-makers at the Provincial Capital Commission (PCC), who are stewards of the site. The recommendations take into account the competing interests of the green space users, the National Historic Site status, and the mandate and vision of the PCC.

The largest component of the research undertaken is in the form of interviews with select individuals who are involved in the management, administration, and daily operating of the site. By generating input from PCC Management, staff and volunteers, the findings of this investigation articulate the changing nature of the surrounding financial, political, social and physical environment in which the site rests.

This report revisits the 1999-2004 St. Ann's Academy Grounds Five Year Plan. The former Grounds Plan contains recommended steps for "the installation, refurbishment and / or maintenance of all plant and garden features of the property"<sup>1</sup>; this report attempts to not only assess the successful completion of those plans, but to understand how grounds maintenance might go forward in the future.

The resulting findings reveal a set of new circumstances facing St. Ann's. This report aims to act as a catalyst for future concrete discussion and planning regarding the stewardship of this heritage landscape; and to encourage a conceptual direction for the management of the grounds, upon which the Provincial Capital Commission may choose to build a long term vision of vitality and functionality for this unique downtown amenity.

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<sup>1</sup> (Provincial Capital Commission, 1999)



## 2. BACKGROUND AND RATIONALE FOR THIS REPORT

St. Ann's Academy was originally established as a Catholic school and convent in 1858, and continued in that capacity for 115 years before closing its doors in 1973. The landmark academy building and surrounding six acres of open green space are now under the stewardship of the Provincial Capital Commission (PCC). The building was renovated and re-opened as a National Historic Site in 1997; the site is open to surrounding neighbours, downtown workers, and out of town visitors for recreation and relaxation. In 1998, the grounds surrounding the building were officially opened as public green space with an extensive horticultural history. Financial constraints, in addition to heritage designation, limit what sort of development or amenities can be installed and maintained on the grounds.

Shortly after the site's re-opening, a Five Year Plan for the grounds was put into place, slated to span the years 1999-2004. Although this plan was followed, it "expired" in 2004, and was not succeeded by an updated plan. No steps have been taken to create an updated grounds planning document.

Currently, grounds maintenance work is being carried out on an ad hoc basis, overseen by facilities staff at the PCC. With no current grounds plan in place, my initial assumption was that this research would lead to recommendations for a new plan. However, it was revealed that no future planning is foreseen. This absence of a formalized approach necessitated the formation of the overarching research questions: *What are the strategic priorities facing St. Ann's Academy, and does St. Ann's need a new Grounds Plan?*

There are some ongoing issues facing the grounds maintenance, and one aim of this report is to identify and articulate these. Many of the challenges facing the site managers are due to social, political, and financial changes both external and internal to the organization, but some of the challenges are simply due to the inevitable alteration of the landscape by natural forces over time.

There are many other individuals and organizations that hold a stake in the management of St. Ann's grounds. Leaseholders and tenants, staff and volunteers, as well as neighbourhood residents and heritage advocates, all communicate and share an interest in the ongoing maintenance of the outdoor space. Also, a growing neighbourhood residential presence and fluctuating user trends have changed the environment in which St. Ann's operates, and these changes may have a considerable effect on grounds use.

By discussing and identifying these issues through the input of staff and volunteers, I will present them in a way that draws a historical connection to earlier site maintenance, while introducing some ideas for future maintenance suggested both by research participants and by other local institutions facing many similar pressures. I then finish this discussion by framing some of the alternatives for prioritizing these issues, articulating the differing approaches that can be taken by management depending on which perspective they choose to emphasize.

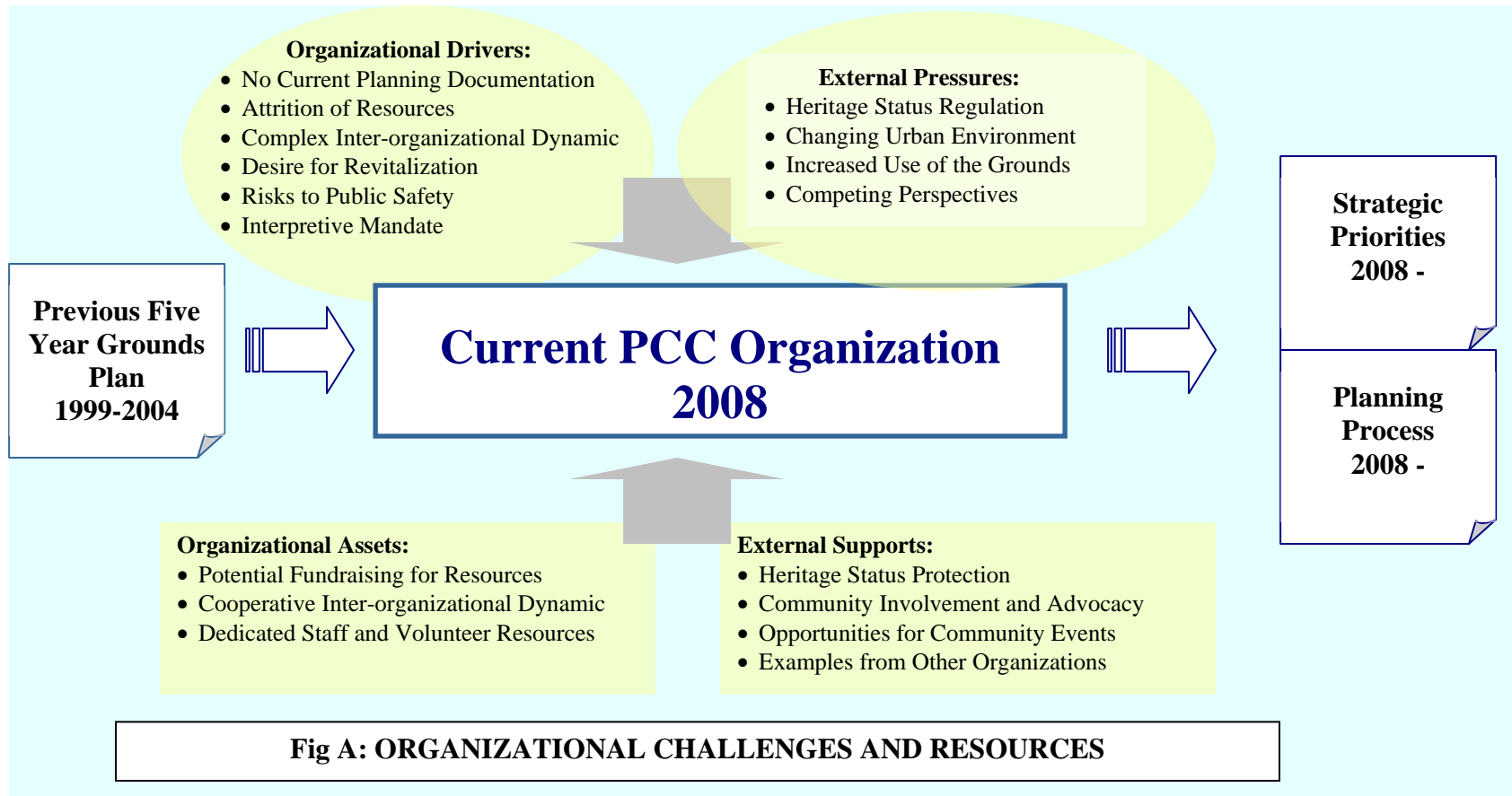
This report does not recommend planning for planning's sake. With so many participants indicating advantages connected with a planning process, however, it becomes an issue that warrants some discussion. This report represents an attempt to discover whether current requirements of the site, new conditions and circumstances, and future organizational goals are such that a more planned approach might be appropriate. Whether or not an updated grounds plan is necessary will remain a decision to be made by the PCC.



*St. Ann's Academy: View of the Academy Green from the Arboretum*

### 3. INTERNAL AND EXTERNAL SITUATIONAL SUMMARY

The following is a conceptual framework which introduces the circumstantial advantages and disadvantages facing the PCC; by summarizing the pressures facing site managers, contrasted with some of the internal and external support available, this framework provides a guide to the issues that were raised during research.





## 4. METHODOLOGY

As the previous conceptual diagram suggests, the PCC is under significant external pressures, and also internal concerns, which drive current grounds maintenance at St. Ann's. The organization also benefits from external and internal assets which support grounds maintenance. Research was undertaken to assess these external and internal conditions, which would then suggest possibilities for future direction. In order to provide a structure for the project research, three initial objectives or topics of examination were established. All interviews and research took direction from these three objectives:

- ***Establish Current Status:*** The goal was to establish a “bridge” between the former five year plan, which expired in 2004, and future management plans. The aim was to answer the question “where are we now?” for the management team, in order to inform future steps. This was accomplished through examination of what was completed from the previous plan, and what the current physical and contextual status is for the site.
- ***Assess New Circumstances:*** The goal was to assess whether the environment in which current maintenance is taking place is significantly different from the earlier planning environment of 1998/1999. The aim was to answer the question “what has changed?”. This was accomplished through the assessment of new or different resource availability, traffic patterns and use, as well as new perspectives at play.
- ***Propose Future Possibilities:*** The goal was to propose “fresh ideas” and a new vision for the future. The aim was to answer the question “what might be done in the future?”. This was accomplished through information gathered and collected from staff and volunteers, and through examining the best practices of other similar heritage sites.

An examination of these issues, through qualitative primary and secondary research, was necessary in order to answer the research questions: ***What are the strategic priorities facing St. Ann's Academy, and does St. Ann's need a new Grounds Plan?*** Although research was organized using the above objectives as a rough guide, the findings sections are presented thematically, to be more reflective of the internal and external issues outlined in the conceptual diagram.

### ***Primary Research***

The primary research of this report took the form of qualitative interviews with managers, employees and volunteers associated with St. Ann's. Some participants have been employed by the PCC since the implementation of the first five-year plan, and could speak to the continuity and change facing the site. Others were new to St. Ann's and offered a fresh point of view. This information was examined for common themes. The goal was to gain perspectives on the objectives-based issues, and to garner opinions on past, present and future directions for grounds management.

After receiving official notice of permission to conduct research from the University of Victoria in January, 2008, many interviews and one focus group were arranged to take place in February and March, 2008. Invited to participate were:

- PCC management and staff from head office and the St. Ann's Interpretive Centre, familiar with the grounds, and involved directly in monitoring and operations for the site to some extent;
- Volunteers at St. Ann's, including the garden volunteers and one docent, and the Society of Friends of St. Ann's Academy, familiar with the functioning and upkeep of the grounds.

Of the 25 individuals invited to participate, 20 agreed to participate, and 17 of these were interviewed. Because of scheduling issues, only one focus group was conducted, while the rest of the participants were interviewed individually or in tandem. Some interviews took place by email because of individual circumstances. At least two representative members of each participant group - PCC staff, St. Ann's staff, volunteers and Friends Society - participated. The Garden Volunteers were the only group to participate in a focus group, conducted without the volunteer coordinator and lead volunteer, to encourage candor.

Although the questions for each interview or group were tailored to the individual's area of familiarity, in general participants were asked about the following topics:

- Definition of the grounds
- Personal likes and dislikes relating to the grounds
- User trends and Neighborhood growth
- Events
- Fundraising
- The garden volunteer program
- Safety
- Signage
- Educational/interpretive programming
- Heritage designation protocols
- PCC communication protocols and authority
- PCC funding applicable to the grounds
- Organic/sustainable practices
- The former five-year plan and future planning

Questions were open-ended, and participants were encouraged to discuss any other issues they felt relevant.

In addition to the interviews and focus group, three participants with direct involvement in the grounds toured the site with the researcher as part of an additional interview, conducted to review the recommendations of the previous grounds plan, and establish current directions. The results of this activity are presented in Appendix B.

## *Secondary Research*

Secondary research took the form of a literature review of heritage landscape management issues, statistical analysis, best practices research and historical background research. Other records and information reviewed included St. Ann's Academy attendance statistics, the Former Five Year Plan and associated appendices, and several PCC planning documents. Website research gathered background information on best practices institutions, local Victoria urban development, and heritage-related principles and regulations.

## *Research Methodology: Potential Strengths and Weaknesses*

Because the intended client for this report manages outreach and education for the PCC, the research and analysis took a programming related approach which would deal with issues within the client's sphere of influence. Qualitative data analysis was deemed more appropriate for the research, because subjective perception of the site maintenance was a large part of what was being investigated. Originally, more of the research was planned as focus groups, to garner creative give and take, and discussion that could move toward consensus. This proved not to be practical, but separate interviews elicited very similar responses and common themes, without the influence of others present. Maintaining anonymity for participants was a challenge, because of the small sample size and their unique positions. However, the subject matter under research posed little perceived risk for participants.

Analysis of the issues at hand concentrated on the employees and volunteers of the PCC. Given more resources and an extended format for results, research could have included in-depth interviews with best practices institutions, rental clients, long term leaseholders and contractors, as well as neighborhood residents, construction companies, municipal and provincial representatives and the public at large. These groups were considered for participation, but ultimately decided against, for several reasons:

- It was most effective to focus research on factors within the client's control.
- Participants were familiar with grounds maintenance at St. Ann's, and the heritage constraints facing the site.
- There was a risk of creating false expectations of upcoming action or change, in a neighborhood that has experienced so much recent development.
- The relationship between the leaseholder, renters, contractors and the PCC is complex, so these issues are more appropriately addressed at an executive level, and with great care.

Overall, choices made in the research were guided by the three research objectives, and methodology adhered to the actions that would most serve that purpose. This qualitative methodology allowed new themes to be introduced by participants, and emphasized the importance of some issues over others. This enriched the analysis by ensuring that the research objectives addressed the varying perspectives of each stakeholder.



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**PART II**

**Results and Findings**

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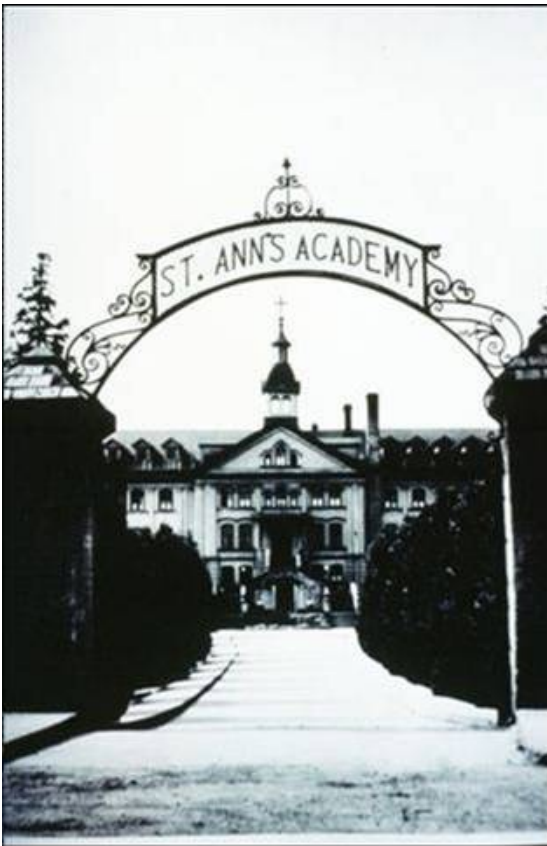
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## 5. SITE HISTORY, HERITAGE AND PLANNING

Viewing a landscape involves more than just seeing separate parts. To truly observe it, one must perceive it as a whole. The grounds of St. Ann's Academy are made up of more than just physical elements. The grounds work together as a complex and comprehensive entirety, and embody the history of those who formed it. The following is an overview of the site's history, heritage and previous planning process.

### 5.1 HISTORY



*Historic photo of the Humboldt Gates:  
Property of St. Ann's Academy*

The Academy was originally established as a Catholic school and convent in 1858, by the Order of the Sisters of St. Ann, and continued in that capacity for 115 years before closing its doors in 1973. At the end of this period, existing onsite was a five storey masonry building approximately 76,000 square feet in size. This landmark structure is surrounded by six acres of open green space, orchard trees, remnants of formal gardens and arboretum, as well as associated decorative and structural elements, all of which had been developed over the past century through the Sisters' efforts.

The year after the Academy closed, the Provincial Government bought the building and grounds for \$1.2 million. The site sat nearly empty for several years while decisions were being made about its future.

The Provincial Capital Commission (PCC) became the owner and steward of St. Ann's Academy, in 1982. The PCC's mandate is to "connect and celebrate the Capital with all

British Columbians."<sup>2</sup> These efforts include outreach initiatives to foster pride in and awareness of the province's capital, as well as the stewardship of many provincially-owned properties and heritage buildings in the Capital Region.

<sup>2</sup> (Provincial Capital Commission, 2007)

By the time the PCC took over management of St. Ann's, the property was in need of extensive upgrading, as it was no longer compliant with modern fire codes and was seismically unsound. A self-sustaining Crown Corporation, the PCC was not able to secure government funding adequate to complete the millions of dollars in renovations necessary to make the building habitable again. However, as a public entity, it was not permitted to borrow privately from lending institutions. Therefore, the option was considered to secure a tenant for the site who was willing to take on the cost of renovations.

A viable solution, which would allow St. Ann's Academy to be retained for public use, was discovered when the British Columbia Buildings Corporation (BCBC) agreed as a crown corporation to pay the \$16 million for necessary renovations to the site up front, in exchange for a 51 year long-term lease. The renovation costs essentially acted as prepayment for the lease of the site. This agreement in place, the renovations went ahead, leading to the successful re-opening of St. Ann's Academy as a structure with a new purpose.

BCBC, which operated as an accommodation and real-estate service for the Province of BC, then subleased the majority of the building space as government Ministry offices, currently occupied by the BC Ministry of Advanced Education (AVED). Since this agreement was made in the 1990's, BCBC has transformed into the Accommodation and Real Estate Services (ARES) branch of the provincial government. Maintenance of the site has been subcontracted to the Brookfield LePage Johnson Controls – Workplace Services Inc. property management company (WSI), accountable only to ARES and not to the PCC.

Primary grounds maintenance action is carried out by the contracted maintenance company WSI; however there are other individuals who contribute greatly to the grounds maintenance at St. Ann's Academy: internal PCC staff are appointed to give personal attention to grounds issues; the PCC has employed a facilities support staff member since 2005. This individual, who oversees facilities at all the PCC properties, takes a hands-on approach to monitoring maintenance of St. Ann's grounds. With the administrative cooperation of the Interpretive Centre's Program Coordinator, more detailed and specialized care is arranged as needed. Decisions about specialized controls, such as assessments by a professional arborist, are arranged and paid for by the PCC. A Garden Volunteer program enhances WSI's basic care regimen, by giving more detailed attention to deadheading perennials, refurbishing heritage plantings, and installing additional decorative plantings.

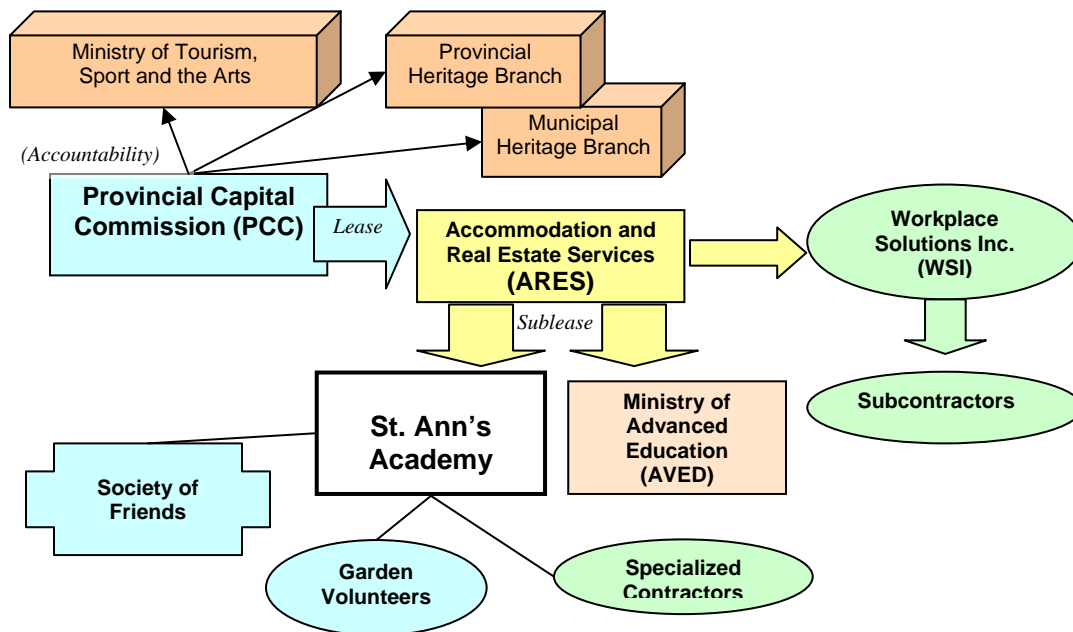


*Restoration Photo property of John Taylor  
Photography*

When the building was renovated in the 1990s, a key central portion of the building was retained by the PCC for interpretive use. This Interpretive Centre serves the mandate of the PCC by existing both to educate the public about a period in the capital's history, and to generate revenue to offset some of the operational costs of maintaining the site, while conserving an important heritage landmark building. The Centre, as well as the 1910 auditorium and outdoor venues, are rented for approximately 100 weddings per year, as well as concerts, plays, graduations, festivals and other events. The site is also a popular photography and filming location. PCC staff host tours and school groups on site as well.<sup>3</sup> This is the St. Ann's that exists today.

In 1998, the grounds surrounding the building were officially opened as public green space; the Interpretive Centre also encompasses the grounds, and controls and oversees their use. The outdoor space is open to surrounding neighbours, downtown workers, and out of town visitors for recreation and relaxation.

Figure B below illustrates the management and oversight structure that currently exists in relation to St. Ann's Academy:



**Fig. B: St. Ann's Academy Management/Oversight Structure**

<sup>3</sup> (St. Ann's Academy, 2008)

The BCBC/ARES lease allowed for the successful renovation of the site. It increased the complexity of overall site maintenance, however, introducing several key issues to be managed:

- The current lease of over 90% of the building does not generate revenue for the PCC, because it has in essence been prepaid. The PCC receives no income from this tenant for grounds upkeep. The space for the Interpretive Centre, along with the majority of the grounds, has been leased back to the PCC by ARES as a separate arrangement. Although the PCC does not pay rent by this arrangement, it pays a proportional share of the building's operational costs, including security, power and maintenance. This doesn't cover additional capital improvements onsite, however, and ARES controls the capital improvement budget.
- Although the grounds fall under the lease, they are not subject to the same proportional maintenance agreement as the building. After the building re-opened, the St. Ann's Advisory Committee developed a "Grounds Plan" and a separate agreement was signed regarding grounds maintenance. When the Advisory Committee disbanded and BCBC later dissolved, the exact terms regarding grounds maintenance remained an issue in question. In practice, the PCC is responsible for most maintenance costs to the grounds. The PCC originally agreed to pay 83% of the landscaping contractor fee, but extra items such as planting materials have come out of the PCC's St. Ann's operating fund. The remaining 17% of grounds upkeep is paid for by the leaseholder. Some grounds-specific fundraising has been done in the past, and garden donations were utilised for features such as benches and the oaks lining the formal driveway. Over the past few years there has been no grounds-specific fundraising activity.
- The grounds maintenance contractor is accountable to the leaseholder first, not to the PCC, although the PCC has some input into budgetary decisions regarding maintenance of the site. Direct communication with the maintenance contractor is limited, but regularly facilitated through quarterly meetings between the PCC, the leaseholder ARES, the contractor WSI, and the tenant AVED.

The arrangements which facilitated the site renovation created significant challenging factors for its maintenance. The complexity of oversight is an ongoing situation which is being navigated through cooperation and communication efforts from all organizations involved.

## 5.2 HERITAGE



*Historic photo property of St. Ann's Academy*

The site is designated as a national, provincial and municipal historic site. The PCC is responsible for ensuring that the history of the site is honoured through appropriate maintenance of its heritage elements, which involves some form of compliance at three levels of government. Many of these heritage features are situated in the expansive outdoor space. Heritage designation, in addition to financial constraints, limits what sort of development or amenities can be installed and maintained on the grounds.

The objectives of St. Ann's Academy, as included in the St. Ann's Academy Business Plan 2001-2006<sup>4</sup> are as follows:

- To enable residents and visitors to learn about the heritage of the St. Ann's Academy building and grounds and their adaptive re-use;
- To refurbish the grounds to provide quality open space and heritage interpretation, which is consistent with the history and nature of the site;
- To interpret St. Ann's as evidence of a history of service – the role of the Sisters of St. Ann in the educational, spiritual, social and cultural development of British Columbia;
- To encourage and foster the development of a knowledge of, and support for, St. Ann's Academy through development and utilization of a corps of volunteers;
- To focus on the concept that the buildings and grounds are a harbour and focus of refuge, solace, calm, and contemplation within the urban landscape.

In addition to the planning documents for the PCC and Interpretive Centre, the grounds must comply with applicable heritage laws, regulations, and guidelines. These strictures come from St. Ann's status as a national, provincial and municipal historic site, and affect maintenance and improvement plans. These heritage protections and constraints ensure that the site will continue to benefit and include the public, and usage of the site should remain consistent with its general theme and history.

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<sup>4</sup> (St. Ann's Academy, 2001)

Parks Canada oversees National Heritage Sites on behalf of the Minister of Environment<sup>5</sup>, operating under its National Historic Sites Policy. However, national designation is largely commemorative in nature, indicated at St. Ann's by a plaque on the main gates, which in this case does not offer any legal protection or funding. Under the principles of the Parks Canada Cultural Resource Management Policy, which sets out nationally-unifying principles for the management of cultural resources, a historic site is valued as an evolving entity, and its use and interpretation should be for the benefit and interest of the public it serves.<sup>6</sup>

Conversely, the provincial and municipal designations do represent a legal requirement for notification and approval before certain work can move forward. Control by these levels of government largely follows the spirit and intent outlined by the federal standards and guidelines. St. Ann's Academy falls under British Columbia's Heritage Conservation Act, and is defined as a Provincial Heritage Site under that act.<sup>7</sup> It also must comply with Part 27 of the Local Government Act that deals with Heritage Conservation.<sup>8</sup> Local and provincial heritage designation can prevent interior or exterior demolition and alteration of the site, requiring special permits for these actions.<sup>9</sup> Protection also exists through minimum maintenance standards associated with these statutes.

As property stewards, the PCC ensures that heritage sensitivities and standards are respected, and must communicate effectively with the leaseholder, sub-leaseholder, and contractor. A standard of upkeep and maintenance, including the grounds, was not strictly outlined in the original lease agreement, perhaps because the original 51-year lease was made for a site then undergoing extensive renovation. However, minimum maintenance standards do exist for St. Ann's, arising from its heritage designation. ARES, AVED, and WSI, while cooperating with the PCC in respecting the historic values of the site, rely on the PCC to be the principal overseer for heritage considerations, and the PCC generally contacts government heritage agencies when any significant changes are contemplated, such as tree removal or changes to built features. For instance, when the main building tenants wanted to erect safe bicycle lock-up cages, they needed to fill out a Heritage Alteration request form, which went through the PCC to the relevant municipal and provincial heritage departments for approval.

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<sup>5</sup> (Historic Sites and Monuments Board of Canada, 2007)

<sup>6</sup> (Parks Canada, 2007 )

<sup>7</sup> (Province of British Columbia, 2008 )

<sup>8</sup> (Province of British Columbia, 2007)

<sup>9</sup> (BC Heritage Branch, 1995)

### 5.3 THE FORMER FIVE YEAR GROUNDS PLAN: 1999-2004

When the grounds were first opened to the public in the late 1990s, a St. Ann’s Advisory Committee existed, to include varying perspectives in decision making for the site. A grounds-specific subcommittee included PCC Board members and staff, members of BCBC and city heritage staff, and other public members at large. This sub-committee met monthly, eventually producing the Five Year Grounds Plan in May 1999. Participants relied on previous planning documents undertaken by various sources between 1986 and 1997, which included a grounds chronology, an architectural history report, a restoration concept plan, and a landscape inventory.<sup>10</sup>

Two of the paramount characteristics in the plan are “sensitivity to maintaining the original and heritage plant material and garden features where they exist or can be re-established” and recognizing St. Ann’s as a “link in the greenway between Beacon Hill Park and the Inner Harbour of Victoria”<sup>11</sup>. The plan sought “to define the approach to the installation, refurbishment and / or maintenance of all plant and garden features of the property”<sup>12</sup>, and was intended for use in discussions with other local and provincial agencies, and as a support document for requests for financial assistance.

This plan, presented as Appendix A, contains statements of purpose and principles, a background section detailing use of the site, and a description of the site divided into distinct areas. Where a change, alteration, or treatment is recommended for each section of the grounds, it is noted in the report under the particular feature(s) involved. The plan then discusses implementation, including identification of key stakeholders who should be made aware of the plan. It ends with a listing of estimated costs associated with the project, and potential and secured sources of funding, such as direct funding from the PCC, fundraising, the Society of Friends, federal and private sources.

A tour of the site with key PCC staff/volunteers revealed the extent of completion of the recommendations of the former five year plan. A synopsis in table form of both the original recommendations, and current plans, is presented as Appendix B of this report. An estimated 75% of the recommendations have been completed. Those recommendations still considered a priority are slated for attention in the short term or long term by the PCC staff. Reasons given for non-completion were a lack of funding, lack of time, or a reassessment of priorities or practicality of the action. Reasons for successful completion included adequate funding, fundraising, and attention given to grounds maintenance following the launch of the previous plan.

Although the St. Ann’s Advisory Committee dissolved around 2000, the Grounds Plan remained in place. Unfortunately, with much of the planned work accomplished, and no committee to establish updated priorities, the Plan’s expiry in 2004 went largely unrecognized. Since 2004, work has carried forward on the grounds in the same spirit, but without a formalized document to outline future plans.

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<sup>10</sup> Available as appendices to the former grounds plan

<sup>11</sup> (Provincial Capital Commission, 1999)

<sup>12</sup> (Provincial Capital Commission, 1999)

### SITE HISTORY, HERITAGE AND PLANNING: SUMMARY POINTS

Understanding the historical context for the St. Ann's Academy Site is important for discussing its current status. The key points which were revealed are:

- ✓ A multifaceted grounds maintenance arrangement demands ongoing communication between the owner/steward, the main leaseholder, the main tenant and the grounds contractor.
- ✓ As heritage stewards, the PCC ensures that heritage sensitivities and standards are respected, and complies with heritage designation protocols at three levels of government.
- ✓ The previous grounds management plan expired in 2004, and though grounds maintenance is ongoing, no plan has been created to replace it.

This helps us understand how the current grounds management environment came to exist. In the next section, we move toward viewing how the physical environment of St. Ann's functions as a whole.

## 6. THE CHANGING ENVIRONMENT

A tree doesn't grow in isolation; it grows as part of an active ecosystem, sharing its environment with the living things surrounding it and constantly adapting to the elements to which it is exposed. Over the past century, St. Ann's Academy has gone from being the tallest masonry building in Victoria to being dwarfed by lofty condominium complexes. Like any growing thing, if it is to survive, it must adapt to its environment. As we have learned, the management structure for St. Ann's has shifted, since the last grounds plan was created. In addition to this, the external environment of St. Ann's has shifted as well. The following is an overview of the physical situation of the site, and the ever-changing nature of the surroundings of St. Ann's.

### 6.1 LAYOUT

St. Ann's Academy is located at 835 Humboldt Street, in the Humboldt Valley Precinct adjacent to downtown Victoria, BC. To the west lies the Victoria Legislative Building, the Royal BC Museum, and the inner harbour, the hub of tourist activity. To the south is the 60 acre Beacon Hill Park, a large and historic public park. To the north is the Cathedral Hill neighbourhood, which combines business and residential use and also contains some significant heritage structures. To the east is the residential community of Fairfield, in which St. Ann's Academy is considered to reside.



*Aerial photo ca. 1970s property of St. Ann's Academy*

The Academy is a landmark presence bordering all of these neighbourhoods; its green space provides a buffer between urban downtown activities and quieter residential streets.<sup>13</sup> Some of the elements of value identified in the Humboldt valley community plan include the mature trees, the mix of public and private green space, the mix of new development and heritage, mixed use including tourism and a diversity of residents, and the transitional nature between downtown and residential use. The St. Ann's Academy grounds provide a green link between the

inner harbour and the residential and Beacon Hill Park areas.<sup>14</sup> The Humboldt Valley Precinct Community Plan of 2000 embraces the St. Ann's green space as an important part of the community, as an outdoor green space resource as well as a pedestrian route, and sees its maintenance as a contribution to the community as a whole. The significance of the presence of St. Ann's in this precinct, including heritage, view corridor, and green space in relation to residential can be seen in Appendix C of this report.

<sup>13</sup> See Appendix C for maps of the neighbourhood

<sup>14</sup> (City of Victoria, 2005)

The following is a breakdown of the separate outdoor spaces which comprise the grounds. These distinctions were made in the former Grounds Plan, and current management of the site continues to consider these areas as discrete sections. The map of the grounds (Fig. C, following) provides a numbered overview of the different areas that make up the St. Ann's grounds, indicating heritage features located on site.

***AREA "A": The Perimeter***



Area A covers one acre around the building perimeter, including the border of the parking lot; it also refers to the border of the Formal Drive inclusive of the holly hedges, the planted area referred to as the Humboldt / Blanshard Corner, the Humboldt Gates (feature #1 on the map) and the rear Courtyard (#13).

***AREA "B": Academy Green***



The "Academy Green" (#2) is the grass area between the Formal Driveway and the Formal Garden, including the formal cemetery (#4); this lawn area is now rented occasionally for festivals and events, and used informally for recreation.

***AREA "C": The Orchard***



The Orchard (#11) is the area east of Formal Driveway extending from Humboldt Street to Academy Close; it is also a rental and recreation site.

***AREA “D”: The Arboretum***



The Arboretum (#3) is also known as the Formal Garden; it is bordered by Humboldt Street, Blanshard Street, the Blanshard Street driveway entrance and the Academy Green

***AREA “E”: The Novitiate Garden and Grand Staircase***



The Novitiate Garden (#12) contains original plant materials and heritage appropriate plantings of 1920’s or earlier species. This area rents as part of the Interpretive Centre package for weddings and events.



The Grand Staircase, with its formal planters and rose garden, are also included in Area E.

Although described individually, the above locations do not operate as distinct areas; Users of the outdoor amenities may interact with all of these features, as all are open to the public and flow directly into one another. Together, they function as a unique and unified heritage green space.

Fig.C – Map of St. Ann’s Academy Grounds



## 6.2 THE NEW URBAN ENVIRONMENT



*Construction on Humboldt Street, viewed from the St. Ann's Property*

Since the St. Ann's Academy grounds were reopened in 1998, there has been rapid development in the surrounding city blocks, changing the landscape and environment around the site. Residential and commercial construction is going forward at a rapid pace over the past decade, and does not appear to be slowing.<sup>15</sup>

Downtown Victoria residential demand projections indicate that between 2006 and 2026, the residential population growth in the Victoria Metropolitan area will rise by approximately 52,000 to 74,500 people, or a 15%-22% increase in residential population. Between 1992 and 2006, apartments have consistently accounted for more than 40% of the total regional housing development.<sup>16</sup> These are residents without backyards, who are interested in utilizing community green space for recreational purposes - community green space such as St. Ann's.

The PCC is aware of these changes to the neighbourhood. Maintaining good relationships with neighboring residences and businesses is an important consideration for the grounds maintenance team, and an attempt is made at all times to accommodate the needs or concerns of these stakeholders. Relationships are maintained with surrounding hotels and bed and breakfasts, for example, to ensure that excess noise and foot traffic are not generated through St. Ann's activities, which could negatively impact local businesses. Adhering to bylaws and limiting activity that may be disturbing to the surrounding buildings is vital to the successful ongoing function of the site as a public space. The PCC is committed to making a positive contribution to the surrounding community.

The urban location of the St. Ann's Academy grounds is considered a unique strength. Because the grounds are used as a public green space for activities such as picnicking, exercising, dog-walking, St. Ann's acts as an "oasis" in a high-density urban area, and potentially faces a considerable increase in public foot-traffic in the next few years. Some research participants mentioned the importance of St. Ann's as general community green space for the local residents, and felt that increased local urban development might have a largely positive effect on the site. In general, all respondents who mentioned community use felt strongly that these users were an important element on the grounds, and should be encouraged and welcomed.

<sup>15</sup> (Darron Kloster and Carolyn Heiman, 2007)

<sup>16</sup> (Coriolis Consulting Corp., 2007)

### CHANGING ENVIRONMENT: SUMMARY POINTS

The current physical environment of St. Ann's Academy has changed over time, and affects the management of the grounds. The key points which were revealed are:

- ✓ St. Ann's Academy is a landmark presence located in the Humboldt valley precinct, and is valued both as a greenspace and as a buffer between the urban downtown core and more residential neighbourhoods.
- ✓ Urban residential and commercial development in the surrounding area is viewed as a potential benefit for the site, rather than a threat, because it can potentially increase overall community grounds use.

This helps us understand how the distinct sections of the grounds work as a whole, and how they fit into the larger urban context of Victoria. In the next section, we move toward discovering ways in which St. Ann's might capture a wider audience and encourage grounds use.

## 7. REVITALIZING THE GROUNDS

Keeping the grounds of St. Ann's as an attractive and welcoming refuge is integral to maintaining the site's importance in the community, ensuring its future survival as a public green space. Community engagement and grounds use was a large focus of the research. The following is a summary of the issues which arose during this line of questioning.

### 7.1 USER TRENDS

How has grounds use changed since the original Grounds Plan was conceived? Users of the St. Ann's Academy outdoor space are varied, ranging from neighbourhood recreational users to tourists to rental clients, and the management policies are inclusive of all. Users can roughly be divided into three groups based on primary interest:

- Users of the grounds only, such as local apartment dwellers, dog walkers, exercisers and other recreational users. These individuals will usually not enter the building;
- Users who are more interested in the heritage and history of St. Ann's, and thus may also visit the Interpretive Centre. This group includes local and distant tourists, former St. Ann's students, and school groups;
- Site rentals, including outdoor-specific rentals such as festivals, and combination indoor/outdoor rentals such as wedding clients. This group would also include the main tenants of the building, who also use the grounds for breaks and recreation. Large community events held on the grounds may invite a combination of all three groups.



*Public Event on the Academy Green  
Provincial Capital Commission Photo*

## 7.2 “WELCOMING”

One theme that emerged spontaneously and unanimously in interviews was the idea of “welcoming” or “inviting” more people onto the grounds. As this interest became apparent, time was allocated in the interviews towards understanding how people defined these concepts and how they felt it could be accomplished. There is a common desire to increase the overall human presence on the grounds; indeed, most participants felt that the public was not aware that they were welcome to enter.

“Welcoming”, for participants, means making the site feel accessible and open to the public. It means clarifying misconceptions about the site, by orienting visitors to the layout and history of the grounds, providing a sense of safety and sanctuary, and encouraging community engagement and emotional involvement in the site. Welcoming means inviting all types of users and all types of uses, from casual enjoyment to large organized events. Common suggestions were increased signage, public events and marketing, increasing the aesthetic garden element, and inviting community involvement.



*The welcome sign that was at the corner of  
Humboldt and Blanchard Streets  
(Renovation of this area has commenced in 2008)*

### 7.3 OUTDOOR EVENTS



*St. Ann's depicted in lantern form at Luminara 2007. Photo property of Michael S. Joyce*

Although there are no physical or legal barriers to the public access for reasonable daytime use, some improvements were suggested to encourage greater use of the outdoor space. One commonly suggested method to invite people onto the grounds is through outdoor events, which St. Ann's Academy hosts regularly. Since the site was reopened, the grounds have been the location for regular popular community events, whether subsidized by the PCC or operated as independent rental functions. Many participants would like to see an increase in these types of activities because of the community involvement and public presence on the grounds.

Some suggestions for additional events are seasonal celebrations such as a pumpkin festival in the fall, more outdoor theatre presentations, and musical and arts events.

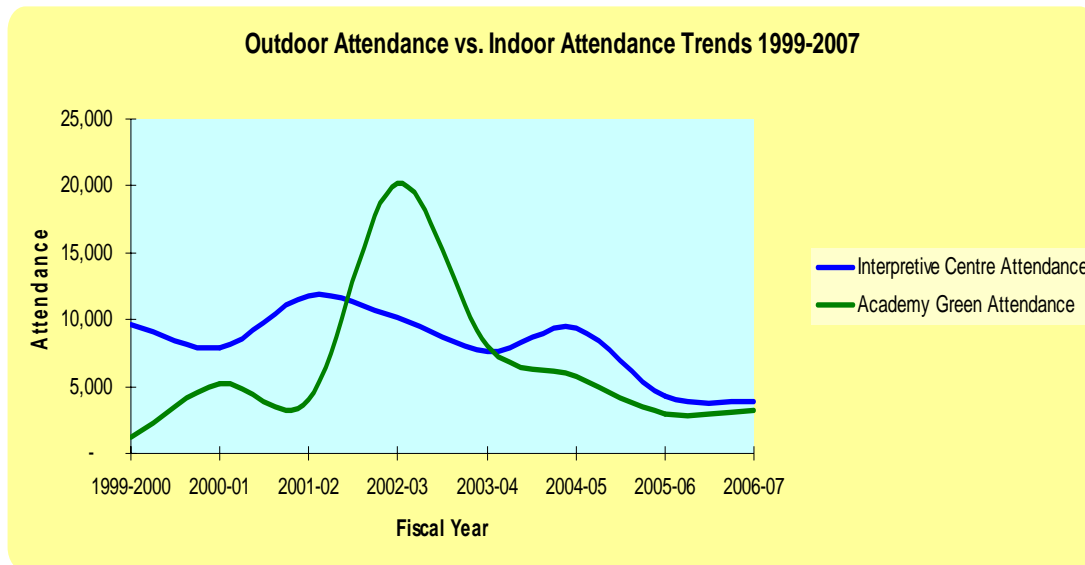
Participants indicated a strong desire for more facilities to accommodate these activities, such as outdoor washrooms, kitchen facilities, increased access to elevators, water and power, and more permanent shelters.

Some hindrances to these community activities do exist, including noise bylaws, parking limitations, limited outdoor amenities and a public access policy that complicates the option of charging admission to the grounds. However, participants stressed many advantages of holding outdoor events such as marketing opportunities, interpretive and educational opportunities, and increased public support for the site. They felt that increasing public events was an important priority to be considered during grounds planning. Although events were not directly addressed in the former five year plan, the outdoor space has been maintained to accommodate such events, with exterior water and power sources being made available, and the Academy Green maintained as a flexible open space.

## 7.4 OUTDOOR EVENTS ANALYSIS

As there have been no foot traffic studies done for the exterior grounds, it is difficult to generalize about whether use by any group is increasing or decreasing. In the absence of a formal foot traffic study, the most relevant statistics available are for Academy Green (AG) rentals, which refer to the rental/use of the large grassy open area to the north of the building, and occasionally ties in with the rental of the adjacent orchard area. Rentals of the AG have been ongoing for 10 years, with usually less than five events rentals for this area per year. These community events are popular and draw in large crowds. One example is the Luminara festival held every July, which uses St. Ann's as one venue, adjacent to the majority of the displays and venues situated in Beacon Hill Park to the South.

In Fig D.1, analysis of the AG attendance since the 1999-2000 fiscal year shows that Interpretive Centre (IC) attendance is slightly falling (in blue), while AG events attendance (in green) has fluctuate only slightly, except for a large anomaly in 2002-2003:



**Fig D.1**

The unusually higher AG attendance for the 2002-2003 season can be explained by several one-time larger festivals/events. In addition to Luminara in July, St. Ann's was the location for the Bites of Victoria food festival and the International Federation of Organic Agriculture Movements (IFOAM) organic festival in August. In that year, AG events attendance rose to over 20,000 people, whereas the average AG attendance from the other years 1999-2007 has been just over 4,000 people per year.

People attending these outdoor events do interact with the heritage site, but the question is whether outdoor activities such as large-scale events help the Interpretive Centre further its mandate<sup>17</sup> to convey historical interpretive information with the public. In

<sup>17</sup> See Appendix E: Excerpt from St. Ann's Academy Business Plan

2002-2003 (fig D.2), IC attendance rises slightly during those event months, although it is nowhere near the jump in attendance on the grounds.

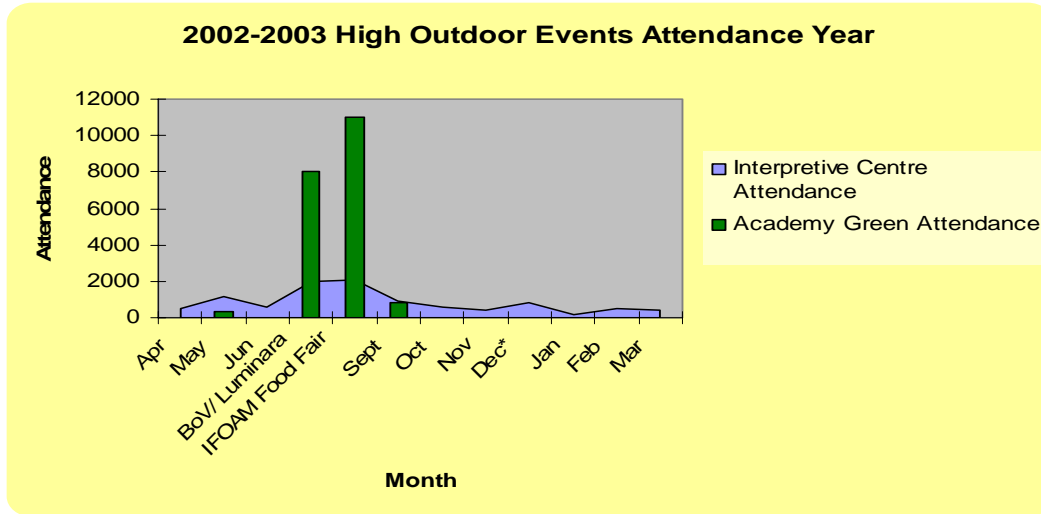


Fig. D.2

One should not assume that all recorded IC attendance occurs during these outdoor events, because some rise in IC attendance during July and August occurs simply from warm weather and the tourist season. However, for comparison, in the above analysis we see that only 25% of AG attendance was captured by interpretive attendance in 2002/03. This suggests that up to 9,000 potential interpretive audience members remained outdoors and did not enter the Interpretive Centre.

The 2006-2007 year was more “typical” at 3,173 people in 2006-2007, but we see a similar trend in Fig. D.3:

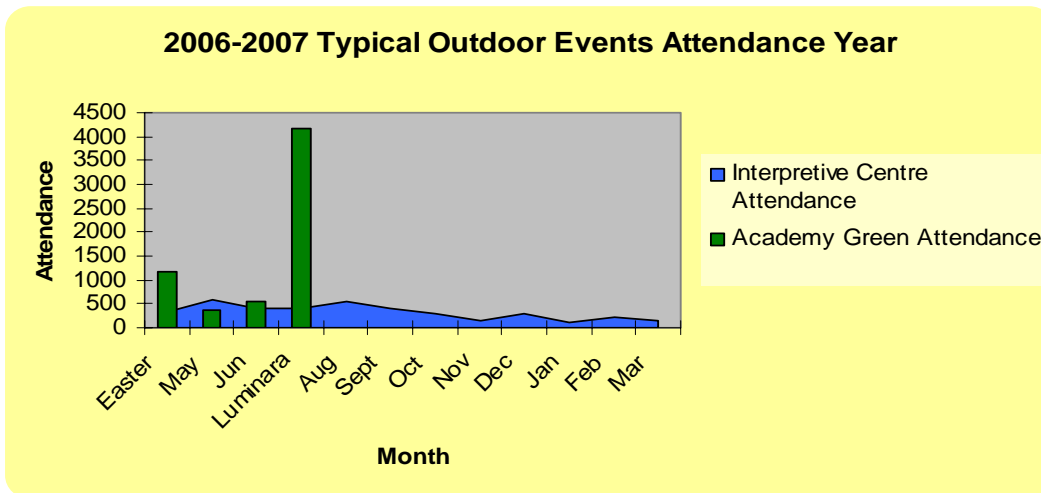
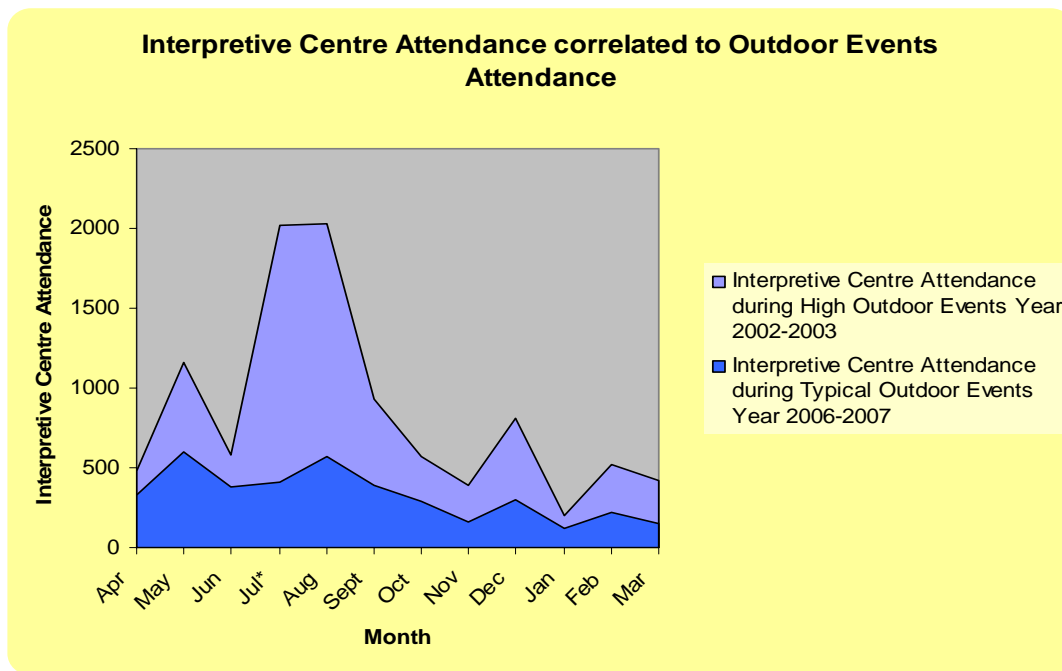


Fig. D.3

Only 10% of outdoor events attendance was captured by indoor attendance; a large number of outdoor event attendees never saw inside the Interpretive Centre. Because there is significantly less historical and interpretive information posted on the grounds, this suggests that most event attendees are underexposed to information on the history of St. Ann's Academy, compared to those who do find their way into the historic interpretive interior.

The above statistics do, however, suggest that large scale outdoor events have some general affect on increased indoor attendance. When we compare the high-events-attendance year and the typical-events attendance year, Interpretive Centre attendance did jump significantly in the months those events were held in 2002-03, compared with the typical year. Fig.D.4 reveals that the attendance for the *interior space* during the high-events 2002-2003 year was four times higher than in the typical year:



**Fig. D.4**

Overall, the statistics suggest there is an opportunity for the Interpretive Centre to capture a larger portion of the audience for interpretive information by extending the information to the exterior of the building, since event patrons may not have a reason to enter the building. Increasing exterior events attendance, even if historically-unrelated to St. Ann's, increases the opportunity to convey historically-themed information to the public.

## 7.5 SIGNAGE



*Existing signage is tasteful but minimal.*

Another factor that participants feel would increase and improve grounds use is signage. Exterior signage was not considered part of the original grounds plan, but was included in the Interpretive Centre Plan, through a separate planning process. It is considered here because it is a fixed feature on the grounds and intrinsic to their functioning as a public space. The minimal signage on the grounds, although tasteful, is approximately ten years old, and participants agreed that it was largely insufficient.

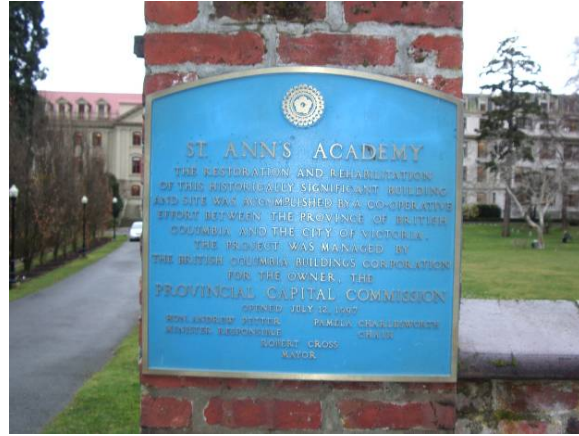
In interviews, signage was discussed in three separate categories: *directional/invitational* (indicating open hours, amenity locations, and general introductory information), *historical interpretive* (interpreting the history of the site, past and present use, and explaining some of the heritage features still existing on the grounds), and *botanical interpretive* (containing horticultural information).

Existing directional and invitational signage is minimal. Several freestanding directional signs near the building indicate separate entrances and parking, and two interpretive plaques are placed near the grand staircase. The sandwich boards that direct visitors to the Interpretive Centre are not fixed, but must be brought up and down several flights of steps by staff and require frequent repair. There is a “Welcome” sign fixed at the Blanchard/Humboldt corner entrance<sup>18</sup>, and two gated entrances have decorative “St. Ann’s Academy” ironwork. There are also two plaques on the main Humboldt gates indicating the historic designation of the site and a brief background history. Participants comment that the gates can be perceived as an entrance, but also as a barrier, and the name “St. Ann’s Academy”, with no accompanying explanation, suggests that the site is a private school and not open to the public. They worry that the public passing by on the street may feel intimidated, or not understand they are welcome to enter.

Historical interpretive signage needs the most improvement according to participants. Arguments made for increasing this signage were to increase the educational element, to make people more connected with the site, and to support a public appreciation for the space. Some participants stressed that the lack of interpretive signage on the grounds represents a missed opportunity to draw people onto the grounds and share the history of St. Ann’s Academy. Giving the public more strategically placed information could increase visitors to the Interpretive Centre, and serve an interpretive function during the hours that the indoor spaces are closed.

<sup>18</sup> Renovations to the Humboldt/Blanchard corner have been undertaken by the time of this report’s completion, and the welcome sign has been removed and replaced with decorative annual flowers.

Several key areas were mentioned as important for focused signage: The formal gates on Humboldt Street were often suggested as an ideal location for some directional/invitational and interpretive signage. All other entrances, particularly at the south end of the site, as well as the bottom of the grand staircase, outside the Ministry lobby, by the auditorium entrance and near elevator access, were thought to benefit from additional introductory and directional signage, and possibly site maps. More focused interpretive signage was suggested for key historic points such as the former cemetery, the battleship fountain, and the novitiate garden. A permanent events board including Interpretive Centre hours and exhibits at the base of the grand staircase was suggested as a functional tool for drawing events guests and general visitors up the two flights of steps to the historic interiors. The goal of such increased signage would be to engage and inform the public, and to encourage them to enter the site and explore further.



*The Humboldt Gate, where this informative plaque is placed, is one of the often-mentioned sites in need of additional directional, invitational, and interpretive signage.*

Botanical interpretive signage does not exist on the grounds. The Interpretive Centre has a booklet that discusses the history of the gardens and details the plantings in the Novitiate garden; however this booklet was produced in the late 1990s and is no longer factually accurate because plant matter has changed. A professional inventory and condition report of the trees onsite was undertaken as part of the original five year plan, but is no longer current.

## **7.6 “GARDEN” SENSIBILITIES AND PERCEPTIONS OF THE GROUNDS**

Many participants feel that the grounds could be marketed more actively as a “garden”, and PCC staff are making marketing efforts towards having more of a recognizable presence in Victoria’s garden tourism activities. Participants indicated that returning certain areas to their former garden appearance would be desirable, especially with overall aesthetic improvements such as enhanced decorative plantings throughout the site and a renewal of the formal garden area including the battleship fountain. Not only would this encourage an aesthetic appreciation of the grounds, but would encourage continued use of the site as a popular rental and photography location, protecting operating revenue.

Many plants originally placed by the Sisters of St. Ann had spiritual meaning, and some participants feel that this feature is worthy of interpretation. Also suggested were interpretive photographs on the grounds to show the historic grounds, which is a way to represent the botanical history of the site at a fraction of the cost of actually refurbishing the garden with historically-based plantings. Many indicated that, in the absence of

resources to totally renew the historical vegetation and garden features, placing interpretive signage at strategic locations with historical and botanical information for visitors would cost-effectively enhance the appreciation of the garden's fading historical presence. Enhanced interpretive signage, booklets and other associated marketing were seen as affordable.

Participants were asked to convey their personal perception of what the grounds/ green space at St. Ann's are, as well as their favourite things about the site. Although all participants agreed the grounds were more than a park, the qualities of mature vegetation combined with open green space were seen as vital. A common favourite is the formal garden/arboretum area, particularly because of its past beauty when it was a more intricately planted area full of perennials and shrubs. Many used the terms "park like", "green space", or "garden" to describe the grounds, although each person's emphasis varied. Some felt that the horticultural elements were not cultivated enough to warrant its definition as a garden, for example, while others felt that the site's historical use as a formal garden did allow for that definition.



*The Novitiate Garden: A favourite.*

Some suggested ways to enhance the "garden" sensibility of the site are allotment gardens and attention to green and organic practices. Many respondents would like to see community allotment gardens eventually be put in place on the grounds, not only as public programming but as a way to keep the historical agricultural use of the site alive. Although adhering to organic guidelines was something previously examined in a document called the Greening Plan in 2003, the grounds keeping practices do not specifically adhere to a code of principles that certify the grounds as organic. More attention to these ideas has been identified as a future long term possibility by management and staff.

Participant's perceptions for the outdoor space were wide and varied, which reflects the multipurpose use of the site. Some other emergent themes were the historic and meditative qualities of the grounds; participants referred to the former and current uses of the outdoor space, such as the agricultural and horticultural activity by the Sisters of St. Ann, and recreational activities of the students. Several mentioned the orchard trees as favourites, which were planted by the Sisters and still enjoyed by the community. This element of historical use was important for many, and the words "heritage" and "historic" were often invoked, not only in relation to the significant heritage built structures onsite, but also because the layout of the grounds reflects this historical use to some extent. In some cases the built elements of the site were considered favourite elements of the grounds as well, because they lend their grand or historic feel to the surrounding space. Two examples are the grand driveway or allee leading from

Humboldt Street, and the remains of the battleship fountain in the arboretum. Most felt that this historical ambiance meant the grounds were something beyond a typical “park”.

A significant perception of many participants was the sense of meditative tranquility on the grounds. This reflects historic use of the site by the Sisters, as well as current recreational use. The description of the grounds as an “oasis” or a “peaceful space” was often presented as a contrast to the business of the downtown urban area located outside St. Ann’s gates. The novitiate garden is also a favourite of many, largely because of its additional fenced in privacy and lush vegetation. Several participants described either one of these areas as “secret”, and felt the nature of “discovery” associated with these areas added to their appeal.

Least favourite were some utilitarian elements of the grounds, seen as distracting from the natural elements. Some examples were the west side parking lot and the utility boxes near the building exterior.

Many of the features regarded as favourites were also on the least favourite list; this can be attributed to the fact that these areas were considered run down or unkempt, diminishing their potential. The Academy green, although open and sunny, was called “untended” and “underutilized” by some.



*A pathway through the arboretum closely follows the historic pathlines.*

Renewal, maintenance, and adding pathways around and through the arboretum was indicated by many participants as a priority. This area was historically interwoven with pathways, some of which were renewed using roughly the same footprint during the 1990’s renovation effort. However, some historic paths were not renewed, and the original footprint is gradually being lost. Of particular concern was the lack of a pathway to accommodate pedestrian traffic along the main driveway running from the Blanchard entrance, forcing visitors to walk next to vehicle traffic. Also mentioned as a priority was pathway maintenance to ensure wheelchair and walker accessibility.

The treatment of built heritage features, particularly the battleship fountain, was considered imperative by many participants because of the possibility of eventual loss of such features. Many of the built and structural features

of the site - such as the grape arbour and bicycle gazebo - no longer exist, and those remaining features - such as the rose arbour, sundial and fountain - serve to symbolically represent historic use, enriching the visitor experience and illustrating the past.

## 7.7 SAFETY

The arboretum, including battleship fountain and Humboldt/Blanchard corner, was most often indicated as the least favourite area of the site, referred to as “dark” and “unsafe”. Covered by a canopy of mature trees, with little natural daylight reaching the interior, and no night illumination, participants widely believed that undesirable activities occur in this area. Mentioned often was the use of this area for undesirable nocturnal activity, loitering and public substance use which commonly leaves detritus such as trash, broken bottles and used drug paraphernalia for others to find. These activities are known because of security patrol reports, anecdotal evidence and the evidence of human presence in the form of detritus and trash. Participants felt that this was the largest perceived threat to a feeling of safety. The appearance of this area as unsafe potentially discourages visitors from entering the grounds.



*Battleship Fountain ca 1920. Historic photo property of St. Ann's Academy*



*The Battleship Fountain today*

Some responded that the downtown location itself had more to do with this type of undesirable activity, and could not be prevented exclusively by St. Ann's grounds management. However, when asked about whether the increased urban development was considered a liability to the grounds in terms of safety, many felt the opposite -- that a neighbourhood presence of regular daytime use would actually increase the sense of safety on the grounds by reducing the sense of isolation. Various potential treatments were suggested by participants, including increased lighting and increased patrols for litter and dangerous items. Arguments were made that pruning to open up the mature trees and provide less privacy would reduce these activities. Treatments are underway for this area, but plans have not been formally circulated to the staff as a whole.



*The Novitiate Garden Robinia:  
One of the mature trees which is a  
maintenance priority*

Another safety concern on the grounds is the number of mature trees which are reaching the end of their lifespan. The large feature Robinia tree in the Novitiate Garden has contracted a fungal disease that will necessitate its removal within the next five years; The orchard trees are also at full maturity and showing signs of decline; as popular climbing trees for children, this is a particular safety hazard and so proper monitoring and replacement is essential to avoid any unfortunate accidents or liability.

The mature stand of trees in the northwest corner arboretum area that lend charm to the St. Ann's grounds was identified as one of the most pressing priorities for managing the landscape. The trees that currently populate the area require professional pruning. They have been examined by facilities staff and professional arborists over the past decade, and a great number are reaching the end of their lifespan.

Selective pruning and gradual removal of these large specimens is required to prevent a public safety risk from falling limbs and eventually collapsing trees.

PCC staff have begun the permit process necessary to make this area safer, however opinions on what to do with the grounds beneath the large trees varies. Some would like to establish more pathways and floral displays reflecting the original formal garden plans, while others favour replanting an understory of similar tree species in order to maintain the privacy of the site. Many participants stressed that action in this area was vitally important, not only to avoid a potential accident, but to renew the appearance of this prominently visible area.



*The Arboretum: described as "dark and  
"unsafe" by some.*

### REVITALIZING THE GROUNDS: SUMMARY POINTS

This has presented some of the priority issues that influence grounds use by the public. The key points which were revealed are:

- ✓ Variable use of the grounds invites competing perspectives; users can roughly be divided into three groups based on primary interest: Grounds, Heritage, and Rentals. Participants' perceptions of the space centered around three common themes: a park/garden, a historic landscape, and an oasis.
- ✓ A common desire exists to welcome more visitors on to the grounds. Many participants would like to see an increase in public outdoor events, because it encourages community involvement and increases the opportunity to convey historically-themed information.
- ✓ Signage on the grounds is minimal, and participants agree that it is largely insufficient. Statistics suggest there is an opportunity to cost-effectively capture a larger audience for interpretive information through strategically placed historical and botanical interpretive signage, supplemented by written materials and additional marketing.
- ✓ Many of the natural and historic features, such as the arboretum and battleship fountain, are considered run down or unkempt, diminishing their potential. Enhancements to decorative plantings could potentially renew the "garden" sensibilities of the grounds, and increase revenue.
- ✓ Safety issues potentially discourage visitors from entering the grounds; The arboretum is perceived as dark and unsafe, and the grounds contain many mature trees which are potential public safety hazards.

Analysis of these issues helps us understand that choices in the treatment and maintenance of the grounds can influence the way in which it is perceived and utilized by the community. In the next section, we move review some of the potential supplemental resources available for grounds maintenance.



## 8. COMMUNITY RESOURCES

Members of the community are not only users of the site; they can also be a valuable resource for grounds maintenance, through fundraising and hands-on involvement. Although fundraising and a garden volunteer program were part of the initial attention put towards a successful grounds reopening ten years ago, energy had been redirected from those pursuits until recently. Making use of community resources is not only a form of community engagement, it is vital for an organization with limited money, time, and staff.

### 8.1 FUNDRAISING



*The formal gardens as they appeared in the past:  
Historical photo property of St. Ann's Academy.*

When the grounds were re-opened in the 1990's, some fundraising occurred to help pay for details such as trees and benches. Many of these features are now in need of replacement or refurbishment. In recent years, however, garden specific fundraising has been less vigorous. Interview participants were asked about the possibility of engaging staff or volunteers in some sort of grounds-associated fundraising activity. Most responded that it was a good idea to pursue more fundraising, since current resources are limited. Some suggestions

for fundraising activities included musical events, sponsorship by plant nurseries, lecture series and garden parties.

The majority of participants expressed that it would be most appropriate to approach the Society of Friends of St. Ann's Academy about spearheading garden-specific fundraising. This non-profit society works cooperatively with PCC management and staff to enhance the public programming and preserve the historical values of the institution. The Friends are involved in education and fundraising for various projects that realize their vision for a meaningful past, present and future for St. Ann's.<sup>19</sup>

Friends members who were individually interviewed were open to the idea, because in the past the Friends have worked side by side with the PCC in procuring funding for programming. The group would have to be approached as a whole, and as an independent charitable organization they would drive their own fundraising efforts and perhaps decide where the funds should be directed. A cooperative fundraising effort could potentially fill the gaps left by a limited grounds maintenance budget, while simultaneously engaging the public and creating awareness of the outdoor space at St. Ann's.

<sup>19</sup> (SFSAA, 2008)

## 8.2 GARDEN VOLUNTEER PROGRAM



*The Novitiate herb garden:  
a garden volunteer project*

PCC staff oversee the Garden Volunteer Program, part of the PCC's Outreach programming. Although a previous Garden Volunteer group existed for a short time in the late 1990's, it dissolved, and the current program was restarted in spring 2007. The group currently consists of a lead volunteer with a horticultural background and four to six members. Funding for the volunteer program comes from the PCC's Outreach budget, because it is considered programming rather than an operational expense. ARES has no responsibility for the Garden Volunteer activities.

The garden volunteer program is an important contributor to St. Ann's. PCC management, staff and volunteers commented on the presence of Garden Volunteers as part of the overall grounds maintenance efforts.

The garden volunteers indicated that they are satisfied with the frequency and duration of volunteer sessions, and value the flexibility in the program. Many are retirees who formerly owned homes with gardens, but have since downsized to condominiums or apartments, and the activities at St. Ann's provide an opportunity to connect with green space in a way that they feel gives them a sense of "ownership" and pride. To foster that feeling of ownership, some volunteers would like to be more involved in decision making in a way that was appropriate, but still gave them a feeling that their input was being considered in the overall planning for the site.

One unanticipated outcome of the Garden Volunteer focus group was the expression of dissatisfaction with some motivational factors of the program. A unanimous comment from the Garden Volunteers was that they sought awareness of the "vision" for the site; as participants in the inaugural year of the program, they were not always sure of the ultimate goals and direction for the volunteer activities. They suggested that the conveyance of a greater sense of "vision" and "purpose" would increase their motivation to continue work on what, at times, seems like a large and daunting task. The Garden Volunteers felt that strong leadership, clarity about tasks and goals for each session and perhaps schedules or future plans would motivate them. To that end, they also expressed a desire for a balance between heavy and light duties, and a sense of completion by finishing one area before moving on to another.

Garden Volunteers indicated some gaps in their knowledge about the historical background of the site. For instance, several were not aware of the formal gardens that once existed in the arboretum, or the significance of the battleship fountain. They suggested that a better orientation to the history of the grounds would give greater meaning to their physical efforts and would allow them to take pride in their work as the contribution to some form of “restoration”.

The team that oversees the Garden Volunteers demonstrate an openness and interest in hearing the ideas of the volunteers, hoping to foster that sense of ownership and motivation they desire. The leadership team has conveyed a desire to emotionally engage volunteers in the site, and provide long-term goals such as the completion of projects for the 100<sup>th</sup> anniversary of the formal gardens in 2012. The engagement of a strong group of volunteers is seen as a step towards engaging the wider community.

### COMMUNITY RESOURCES: SUMMARY POINTS

Garden volunteerism and fundraising involvement at St. Ann’s are important to the functioning of the grounds. The key points which were revealed are:

- ✓ Making use of community resources is not only a form of community engagement, it is vital for an organization with limited money, time, and human resources.
- ✓ A cooperative fundraising effort could potentially fill the gaps left by a limited grounds maintenance budget, while simultaneously engaging the public and creating awareness of the outdoor space at St. Ann’s.
- ✓ The engagement of a strong group of volunteers is seen as a step towards the engaging the wider community.

This discussion helps us understand some ways in which St. Ann’s can engage the community as a resource. In the next section, we examine how other institutions in Victoria have successfully undertaken community engagement.



## 9. PLANTING IDEAS FOR A STRONG FUTURE

Ideas can be the seeds that grow into great possibilities, if they are nurtured. Research participants had no shortage of ideas for St. Ann’s Academy. Ideas can also be transplanted from elsewhere; the following overview attempts to introduce new life to the discussion of St. Ann’s, by presenting some new possibilities for the site.

### 9.1 DREAMS



*A “dream” for the site:  
More children enjoying the grounds.  
Provincial Capital Commission photo.*

This section challenges the reader to imagine goals and possibilities for the future, by examining the creative ideas and wishes that participants have for the grounds. Participants were asked to discuss their “dreams” for the site, imagining circumstances where resources were not so limited.

2012 marks the 100 year anniversary of the establishment of the formal gardens. This upcoming milestone has been recognized by St. Ann’s staff and volunteers as a potential opportunity to turn some attention to the heritage exterior space. An event to celebrate the gardens, and

restoring or adding decorative plantings, have been suggested as an opportunity to encourage more public awareness. In general, most participants expressed that a “dream” for the site included inviting more visitors and sharing the site with more people, to facilitate the sharing of more information about the heritage of St. Ann’s Academy. Even though the past is of value to participants, however, there was also a strong wish to move forward into the future, and to keep the grounds relevant to present day users.

Participants’ dreams for St. Ann’s Academy, in general, involve the effective treatment of the issues described in the previous sections; these include increased signage and events, aesthetic improvements, making the grounds more welcoming, and enhancing colour, pathways, seating and the general “garden” environment. One user group that many felt should be increased was children, which would be appropriate to the former use of the site as a school. Another dream was a larger, more comprehensive volunteer program that might engage horticulture students and include fundraising efforts.

## 9.2 PRACTICES AT OTHER HISTORIC SITES

There are many sites around the world that provide examples of the effective management of heritage landscapes, which may further inform the management of the St. Ann's grounds. The staff and volunteers have demonstrated a passion for keeping up with the practices of other sites in Victoria, for professional reasons or personal interest, and freely offered comments on other sites in Victoria that have demonstrated excellence in one or more of these areas. Three of these sites have been examined in more detail.

The following three case studies, presented in an introductory format, are all within close proximity to St. Ann's Academy. These were chosen because of their multiple similarities to St. Ann's, and their examples of successful practices. All three have heritage considerations that function under similar Canadian regulatory bodies, although at differing levels of government. All three share a target audience with St. Ann's, both locally and in tourism. All three hold events, to some extent, on the grounds, and yet are also open to the public in some way. All three have associated non-profit societies that function as fundraising bodies. Because they are in or near Victoria, the climate and vegetation is of a roughly similar nature and therefore have similar maintenance requirements, although each site is unique in regards to size and composition. The following sites were chosen for examination because, although they have noticeable differences, the similarities are numerous, and so many of the choices that each institution has made, whether consciously or through circumstance, in maintaining their grounds is a potential decision for St. Ann's.

### *Government House Gardens: A Community of Volunteers*

Government House is the residence of the Lieutenant Governor of British Columbia, situated on Rockland Avenue in Victoria. The first official residence was built on site in 1859, one year after the Sisters of St. Ann opened the Academy, and the current structure was built in 1959.<sup>20</sup> Public presence on the grounds is encouraged, although the grounds are closed and patrolled by security at night. Public events are often held at Government House, supported by the Lieutenant Governor, and wedding photography is allowed free of charge on a first come first served basis, although ceremonies are not permitted.

The site consists of 26 acres, 22 of which are a protected Garry Oak ecosystem. The 14 acres of formal gardens were originally designed in 1911, the same year as St. Ann's formal grounds. The gardens deteriorated due to lowered maintenance until a revitalisation project was spearheaded in 1991 by then Lieutenant Governor, the Honourable David Lam. Subsequent institutional involvement and support of volunteers has been an asset to the gardens; for example the former Lt. Gov., the Honourable Iona Campagnolo, volunteered to help maintain an area on the southeast side of the Terrace Gardens.

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<sup>20</sup> (Office of the Lieutenant Governor, 2007)

Government House Gardens has a large, well run volunteer society. The Friends of Government House Gardens Society is a group of dedicated volunteers who maintain the garden, runs regular garden tours, and engage the community in grounds maintenance. Started in 1992 as a small group, the Society has now grown to approximately 275 members, which allows members to specialize in their own area of interest. Half the members work hands-on in the garden, while other members take on work in areas such as archives, library, photography, publications, greeting cards, administration, tours, education and special events. Government House has an associated charitable foundation which channels bequests and donations to the site, including grounds maintenance. It is complemented by funds raised from Gardens Society memberships and fundraising events, channelled directly to improvements and maintenance of the gardens. Decisions about development and maintenance of the gardens are made in cooperation with Government House Staff.

The size of the Friends Society, and dedication and reputation of the garden volunteers, shows the massive potential for community involvement possible by fostering grounds-specific fundraising and community involvement. The Government House group started 16 years ago with a volunteer group the same size as St. Ann's, and has grown exponentially, allowing it to diversify. It shows the effect of hands-on involvement and the connection between the highest level of overseers and the most grassroots level of support. The community is also allowed to take significant "ownership" of the grounds and is a partner in decision-making.

### *Hatley Park National Historic Site: Fundraising for a Historic Garden*

Hatley Park is a 565 acre Edwardian Estate, located 25 minutes from downtown Victoria. It boasts a castle built in 1908 by former BC premier James Dunsmuir.<sup>21</sup> Later, the site became federally owned by the Department of National Defence, and served as the location for Royal Roads Military College for many years. Hatley Park is a rare example of a National Historic Site still under national control, so the historic designation holds more legal power than the usual commemorative function of a designation such as St. Ann's Academy's. The estate grounds and castle are leased by Royal Roads University. The university acts as the heritage steward, and must maintain the grounds to a prescribed standard. Royal Roads receives no government funding for grounds maintenance, but instead relies on internal resources and significant donations.

The site was originally formally landscaped in 1912, the same time that the St. Ann's formal gardens were created. It once took 50-100 groundskeepers to maintain the site. Now the university employs less than 20 internal professionals, including an arborist, a garden curator, and a manager. Parts of the site are regularly rented for weddings and events, conferences and filming. It has a much grander scale than the intimate St. Ann's location, but a similar historic feel. Like St. Ann's Academy, Hatley castle contains a small museum to interpret the history of the location. Unlike St. Ann's, maintenance for

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<sup>21</sup> (Hatley Gardens Victoria, ; *Hatley Park National Historic Site website. 2008*)

Hatley Park's Gardens relies on significant private donations and a higher level of operating revenue due to high-end wedding rentals and a recently-introduced admission fee. They also provide more detailed wedding packages and services incorporating the garden as a prime location, and grounds maintenance accommodates this function. Its manicured formal gardens, including Japanese, Italian and Rose Gardens, demand that there is little casual recreational use, and pets are not allowed.

Hatley Park employs tourism and education strategies to market and maintain a garden, not just a green space. The associated non-profit associations, Royal Roads University Foundation and the Friends of Hatley Park Society, fund and operate garden tours and workshops, and help maintain the inventory of plantings. The university is mandated as part of its lease to maintain a full garden inventory and map of vegetative and built heritage materials and maintain the gardens through propagation of genetic stock and ongoing cataloguing, and to this end employ a garden curator. A recent Garden Inventory Project was completed in 2007, and was funded by a 300,000 private donation. Detailed botanical information concerning the site is available online.<sup>22</sup>

Hatley Park has a significantly larger site than St. Ann's Academy, and a widespread association with a university and military network, which creates funding opportunities. However, the Society of Friends of St. Ann's Academy also has a widespread network of former students. Hatley is an example of what significant fundraising, often from former students, can contribute in the absence of government funding. Examples are a recent 750,000 donation from the military-associated Fisher Foundation to save a historic greenhouse, and the \$300,000 donation from a retired Military College graduate to establish the garden inventory. The online Garden inventory, as well as the fundraising efforts in general, show on a grand scale what St. Ann's might wish to consider accomplishing on a smaller scale with more volunteer involvement.

### *Beacon Hill Park: Planning with Heritage in Mind*

Beacon Hill Park is 60 acres of manicured and wild landscape, owned by the City of Victoria and operated as a public park since 1882<sup>23</sup>. This site was used as a place for recreation by the Sisters of St. Ann and their students, and still shares users with the Academy as a co-venue for public events such as the Luminara Festival, since it is adjacent to St. Ann's. Ten times the size of the St. Ann's Academy green space, it boasts more variety in specialized use, including a playground and petting zoo, specialized sports fields, wild Garry oak meadows, and formal gardens with water features<sup>24</sup>. Heritage elements of the park include use by First Nations and Victorians for over 100 years. A registered charitable Friends Society conducts activities in support of the park.<sup>25</sup>

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<sup>22</sup> (Hatley Park National Historic Site, 2008)

<sup>23</sup> (*BeaconHillPark.com*.2001)

<sup>24</sup> (City of Victoria, 2008 )

<sup>25</sup> (Friends of Beacon Hill Park, 2008 )

Worthy of note is the variety of planning processes undertaken by the city, and how inclusive and balanced they appear to be. In 2001, a Beacon Hill Park Management Plan was adopted,<sup>26</sup> the result of round table discussions involving key internal and external stakeholders, as well as public open houses and surveys for broader community involvement. The inclusion of many different perspectives resulted in the adoption of a strong collective vision, which balanced considerations such as environmental sensitivity and historical protection, recreation and leisure, safety, and education etc. A more recent planning exercise was undertaken by independent consultants, as recommended by the 2001 report, and resulted in the Beacon Hill Park Heritage Landscape Management Plan of 2004.<sup>27</sup> The planning process took heritage sensitivities as a priority, but also considered other needs met by the park, conducting a balanced evaluation of competing needs and priorities. The transparency of considerations and decision making embodied in the report work well in a government context. The report also contains recommendations for directly educating the maintenance staff on heritage concerns directly, so that heritage understanding and sensitivity is built into park caretaking.

At the civic level, Beacon Hill is subject to different funding conditions, and has an internal maintenance team. Direct contact with and control over the maintenance crew makes changes to the maintenance less complex than at St. Ann's (although perhaps not when the larger size and staff of the site is considered). Although the original St. Ann's Academy Grounds Plan already takes heritage into consideration, and may have differing values and priorities from the Beacon Hill site, the Beacon Hill Plan systematically identifies values that correlate directly with maintenance actions. The Beacon Hill Plans communicate a strong vision for the park, but given the difference in size and management context, similar public involvement in planning might be too excessive for the needs of St. Ann's Academy. A more detailed review of these two planning processes, however, might suggest to the PCC management team some different options to pursue.

### *Additional Locations*

Many other sites were mentioned by participants as having practices worthy of further research: The University of Victoria's Finnerty Gardens, Dominion Brook Park, and the Glendale Gardens have examples of excellent botanical interpretive signage; Abkhazi Gardens, Point Ellis House and Glendale Gardens regularly hold outdoor events, including private weddings.

Many of these sites may compete with St. Ann's for future rental revenue. In order to maintain current events rental revenue, the PCC must maintain the grounds to a level that meets or exceeds the expectations of the current market in terms of aesthetics, accessibility, price and service. Future examination of the practices of other rental sites in Victoria would shed light on the expectations of consumers, and help site managers understand and develop St. Ann's unique niche in that market.

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<sup>26</sup> (AXYS Environmental Consulting, 2001)

<sup>27</sup> (Commonwealth Historic Resource Management Ltd., 2004)

### PLANTING IDEAS FOR A STRONG FUTURE: SUMMARY POINTS

This section has given a glimpse of the vision that participants have for the future of St. Ann's, and shows other sites in Victoria which have successfully balanced organizational management with community needs. The key points which were revealed are:

- ✓ Participants have many dreams for the future of St. Ann's Academy; in general, these involve the effective treatment of the issues described in the previous sections.
- ✓ A case study of Government House illustrates the possibilities for maintenance and growth of a site when the site administration, non-profit society and community volunteers work and communicate as a cooperative team.
- ✓ Hatley Park demonstrates that a site with a long educational history has within its reach a potential pool of garden benefactors.
- ✓ Beacon Hill Park has undertaken two complementary planning processes which are balanced, inclusive, and work well in a government context.
- ✓ The PCC must maintain the grounds to a level that meets or exceeds the expectations of the current market in order to maintain events rental revenue.

These points help us understand how community involvement can benefit an organization, in terms of creating a vision for the future, contributing beneficial creative options concerning hands-on maintenance, public education, fundraising and planning. In the next section, an analysis of the competing priorities and planning challenges facing St. Ann's is discussed.

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**PART III**

**Analysis and Recommendations**

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## **10. DISCUSSION: PRIORITIES, PERSPECTIVES, AND PLANNING**

After less than 100 years, the fact that an established garden can change from a complex formal garden into a more utilitarian space filled with lawns and mature trees shows how quickly a green space can be altered if it is not maintained. Even if funds were available to re-establish what used to grow on the St. Ann's grounds, it is impossible to go back in time and recover what has been lost. Although it is only fair to say that plants will die, and gardens are always a place of transition, the Provincial Capital Commission can envision what kind of growth they want to see at St. Ann's in the future. Establishment of priorities, and effective planning, help the Interpretive Centre fulfill its mandate and safeguard the continued existence of the green space.

The diverse uses and perspectives that define St. Ann's Academy create a complex network of stakeholders that must be considered when making decisions for the future. The following discussion summarizes some of these competing perspectives, and the resulting challenges to maintenance and planning.

### **CAPTURING A GROWING AUDIENCE**

Research participants view St. Ann's Academy as a community space, embodying a spirit of inclusivity and generosity, which rings true with its past spiritual and educational use. St. Ann's remains because it is treated and perceived as something of value to a great number of people, a public good that is worth protecting. The increasing presence of high-density residential and commercial properties, as well as the spreading of the legislative tourism sector eastward, means that a new and increasing audience for St. Ann's heritage is being brought to its doorstep. St. Ann's Academy plays a role in engaging this larger community by inviting people onto the grounds and sharing its unique heritage with them. Events not only play a large role in the community engagement with St. Ann's, but also represent a significant opportunity to widen and grow the audience for historical information. Whether or not they are related to the heritage of St. Ann's, events on the grounds act as a type of marketing for the site, by raising the community profile and public awareness, potentially bringing more local traffic in. Community interaction with the grounds generated by other activities, such as community garden plots and volunteer programs, can extend into an overall appreciation of the site.

By "enlivening" the grounds, this increased activity could ensure that the green space is protected through community involvement. Whether or not these activities generate monetary revenue, the more the neighbourhood and community users see St. Ann's green space as a valuable commodity, the more it resists being viewed as an empty space awaiting development. This increased use can serve to safeguard the heritage of the site.

Appreciation for the heritage aspects of St. Ann's could be enhanced if the historical interpretation of the site was intentionally extended outside the building and onto the grounds. There is an inconsistency between the amount of heritage interpretation occurring in the interior Interpretive Centre, and what is reflected in the exterior of the site. With the exception of a few plaques, new visitors to the outdoor space are given little indication of the historical relevance or significance of the St. Ann's site, and this represents a huge lost opportunity. The battleship fountain, a vestige of the formal gardens, is a symbol of the fast rate at which deterioration of exterior features can occur, when little is done to halt it. Although restoration of the fountain may be expensive and impractical, signage to tell the story of the fountain and the formal gardens is feasible, and might elicit an increased appreciation of such heritage features that could potentially reduce their mistreatment by certain users. Heritage information, in the form of signage, can act to preserve a symbolic past.

Unfortunately, mature stands of trees can make the grounds appear dark and uninviting, and this may result in a lost opportunity to share the unique history of St. Ann's with a growing audience. To connect with more new users of the grounds, especially the expanding population of the Humboldt Valley the PCC is looking into ways of making the grounds more open and inviting.

The presence of vagrant activity, whether a real or perceived threat to safety, also makes the grounds appear less inviting. The widespread belief is that some citizens use the site for undesirable activities because it is quiet, sheltered, private, dark, and hidden. The sheltered nature of the grounds is also what contributes to the definition the grounds as a secluded oasis, however, creating a secret garden waiting to be discovered. A balance must be maintained between opening up the area for safety's sake, and still maintaining protection from the contrasting urban sprawl outside the walls.

## **CHALLENGES TO CHANGE**

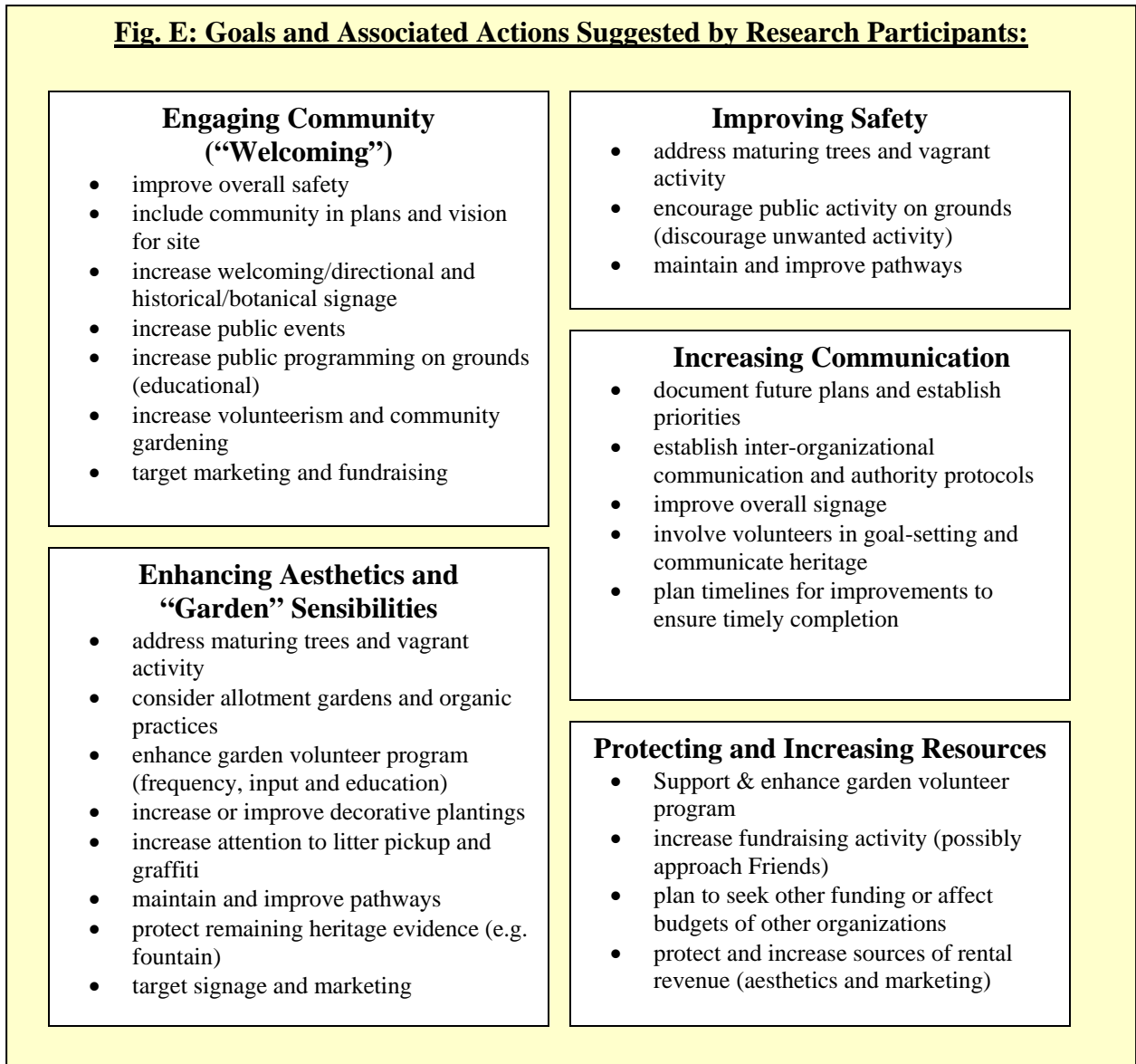
To discuss moving forward with changes to the grounds, before addressing some of the potential obstacles, might be putting the proverbial cart before the horse; two key challenges to grounds management are the management structure and availability of funding. Although the relationship with the main leaseholder is productive, there is a sharing of power and authority with the PCC that requires tenant buy-in and support of any changes. The complex nature and all the different players make effective communication an ongoing challenge, requiring some agreed upon communication protocol to clarify these roles.

How does the PCC fill in the funding gaps in order to facilitate necessary grounds-related spending? Non-profit fundraising and volunteer involvement become vital tools to fill the gap. Some future possibilities for fundraising have been suggested in the historic site case studies and the responses of research participants. To dedicate time to fundraising would require a significant shift in attention towards the grounds, on the part of management and fundraising groups, as well as the public who would presumably be patronising these efforts with donations and attendance.

While the Garden Volunteer program is a growing resource, it is important to protect it against the same sort of attrition that erased the previous volunteer program. In a city where competition for volunteers is a reality, it is important to ensure that the team at St. Ann's is motivated by a sense of completion and ownership, leadership and vision. Arming the garden volunteers with a historical orientation to the site, and providing concrete goals such as a 2012 garden celebration, would create a long term vision and context, and provide a sense of continuity from year to year.

## **ENCOMPASSING DIVERSE PERSPECTIVES**

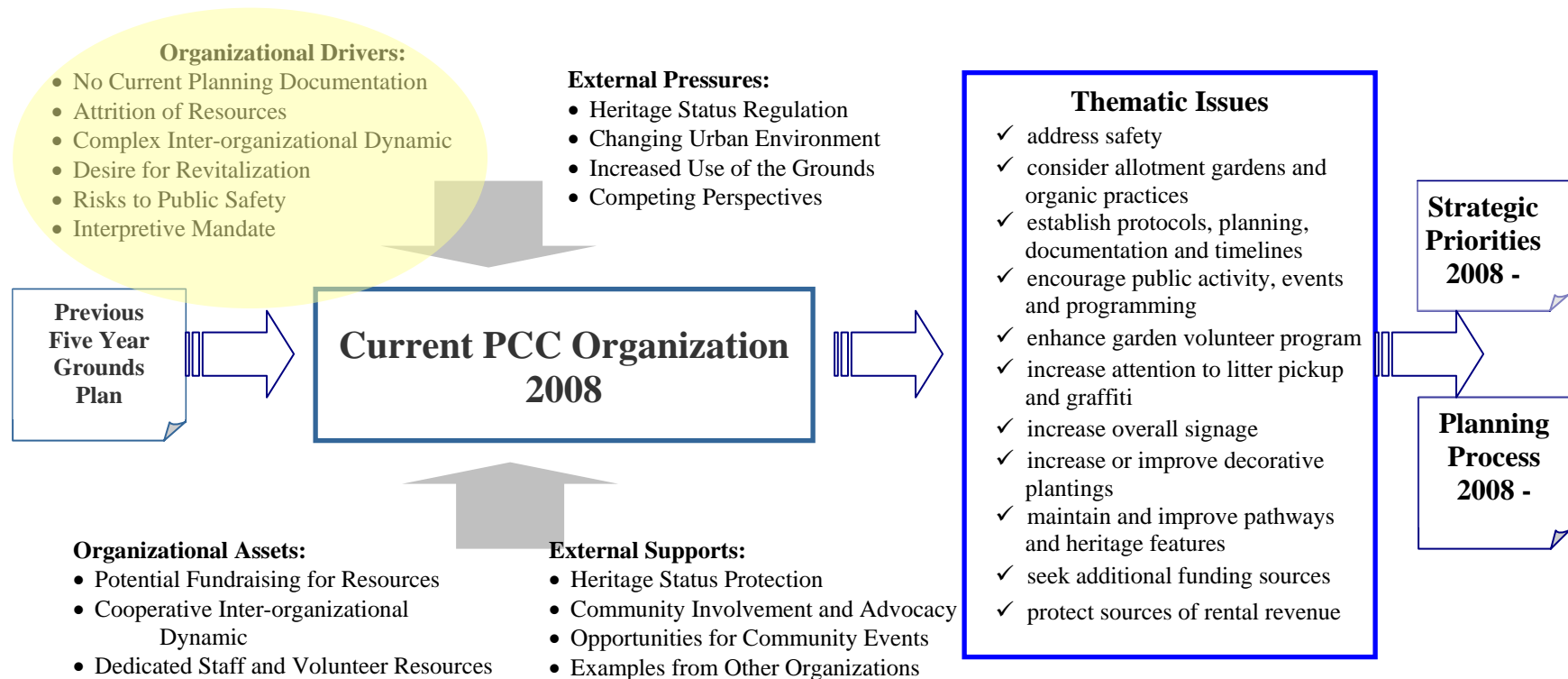
Staff and volunteers contributed ideas about what kind of changes they would like to see on the grounds; answers were specific in nature, but also revealed some common themes. The following is a summary of the issues raised by research participants, organized as goals and associated actions. Many of the goals and actions suggested by participants are multifaceted; for example, improving safety is a goal in its own right, however it also affects community engagement. The volunteer program is concerned with garden sensibilities, communication, and resources. Improved signage serves not only to engage the community, but to improve communication. Funding and planning have a role to play in addressing all of these issues. Like the grounds themselves, these issues flow together and form a cohesive whole that must be examined and treated together as one, since no one issue exists in isolation. Fig E below summarizes these multifaceted issues:

**Fig. E: Goals and Associated Actions Suggested by Research Participants:**

Because certain actions correspond to more than one goal, we can begin to organize these activities into collective themes, which narrow down the actions necessary to treat a multitude of grounds issues. Fig. F below summarizes the thematic issues raised by participants, presenting them as future decisions for consideration. Establishing strategic priorities and planning processes are then discussed.

## THEMATIC ISSUES: REVISITING THE SITUATIONAL SUMMARY

Revisiting the conceptual framework which introduced the circumstantial advantages and pressures facing the PCC, we can see the thematic issues raised during research correspond with the initial pressures, drivers and assets facing the organization. As the next step in treatment of these issues, the establishment of priorities and a planning process become important in managing the maintenance resources.



**Fig F: ORGANIZATIONAL CHALLENGES, RESOURCES, ISSUES AND NEXT STEPS**



## STRATEGIC PERSPECTIVES AND PRIORITIES

In order to view the above issues in a more strategic way, we can organize them not by the issue, but by the beneficiary. Throughout the research process, one point has been expressed unanimously: many different points of view define the grounds of St. Ann's, and each of these perspectives prioritizes certain actions over others.

***Heritage Perspective:*** The heritage perspective is one that takes the long history of the St. Ann's site into account. Part of the site's purpose is to communicate that history with visitors, which should ideally include those who never enter the building. Because it is a designated historic site, there are some important structures on site that must be maintained. The preservation of historical evidence, together with conveying that history to as broad an audience as possible, becomes very important. Interpretive signage and educational programming are some examples of priorities for this perspective.

***Garden Perspective:*** The garden perspective is one which takes into account the needs of grounds users who may have little to no association with activities going on inside the building. These users may be community members or tourists who want to use the green space for recreation, whether active or restful, solitary or social, including picnickers, dog-walkers, and those engaging in quiet contemplation. Because the grounds are open 24 hours a day, 7 days a week, many users may not ever enter the building or even be aware of its history. Their enjoyment is primarily of the outdoor amenities such as large lawns, tree shelter, benches and walkways for travelling toward other destinations. Considerations of the garden perspective are practical, such as pathways, lighting, and security, or possibly horticultural, such as botanical interpretation or allotment gardens. Signage priorities may be directional and botanical.

***Revenue Perspective:*** A revenue perspective emphasizes maintaining rental income and accommodating the main tenant, while attracting as much new business as possible. Avoiding liability is a top priority, through treatment of safety issues and clear accountability. Organizational efficiency is a vital part of this perspective, such as efficient spending and proper preventative maintenance practices to avoid expensive remedies. It also emphasizes the maintenance of marketable aspects such as the floral displays in the novitiate garden, which encourage wedding photography, or the clean expanse of lawn on the Academy Green, which accommodates large festivals and tented events.

Future plans for the grounds necessitate the establishment of priorities for the allocation of resources, based on an agreed-upon perspective or vision. Although the above perspectives are not mutually exclusive, by emphasizing one over the others, different ways in which the PCC might choose to approach grounds management are represented.

## PLANNING AND ITS PLACE AT THE PCC

Creating a unified vision for St. Ann's involves examining dreams, ideas, and perspectives. Practical methods, however, are necessary to capture these ideas and establish associated actions to bring this vision to fruition.

When I first undertook this project, and was presented with an expired grounds management plan, my assumption was that the PCC intended to create an updated document. Through the interview process, however, I found this is not true; another formal five year plan has not been identified as necessary. In fact grounds management activities have moved forward at a steady pace in the absence of a formal documented plan, and communication about future steps is ongoing. Current facilities staff and management appear fully aware of the priorities and issues brought forth during this research, and are taking steady steps to remedy specific issues.

Planning, although mentioned throughout this report, has not been concretely defined. Part of the discovery of the research process has been an emerging understanding of what planning means to the organization under study. Although some argue that formal planning can increase efficiency and effectiveness for the organization, it would not be efficient to slow down effective actions currently being undertaken, simply to follow a overly prescriptive process. Therefore, the term "planning" is used very broadly in this report. The term "strategic planning" was intentionally not used, because for some it implies a more intensive and time-consuming process than what may be warranted in this situation. For the purposes of this report, it is defined more intuitively; it can mean a rough guide, groundwork or outline, or it can mean establishing concrete timelines, goals, policies and procedures. ***The central theme of planning is that it implies formulating and documenting intentional action, towards a specific vision.*** The goals, actions, and methods associated with such planning are infinitely flexible.

The previous Five Year Grounds Plan was the result of past organizational activities, and currently there is no comparable advisory committee to carry out the same kind of work. The positive indication is that the grounds management team can work independently and is trusted to undertake appropriate action without being too hindered by undue process. Since there are no formal procedures in place to create a planning document for St. Ann's Academy grounds maintenance, one wonders whether there is any justification for reaching beyond the current status quo. Participants, some of whom are part of the management team, came up with some strong reasons why documented planning might act as a complementary or supplementary action to the current management action, without hindering the effective and suitable actions currently taking place.

## PARTICIPANT INPUT

Participants were asked whether additional formal planning was necessary or advantageous, in an environment where limitations on time and resources do exist. The following is a summary of their answers to the question: “Why plan?”

- **Planning would encourage a more proactive approach to maintenance**, because upcoming risks would be identified early on and their effects could be minimized. Public health and safety issues, for example, if addressed only reactively, pose an increased risk for liability. New issues will be easier to manage if they are foreseen.
- **Planning can invite beneficial resources**, by extending beyond the inner circle of PCC management to encompass other organizations individuals and groups associated with the site, such as ARES, and the Friends society. By being included in the planning process, these groups can choose to plan their own resource distribution to complement the PCC’s plans. It potentially increases access to resources by making the planning part of the resource-controllers’ agendas, and becomes a supporting document for applications for external funding such as grants.
- **Planning legitimizes the grounds maintenance in a government context**. It increases accountability for actions between and within organizations, and specifically identifies those responsible for stewardship of various aspects of the site. It creates a public document that fosters a sense of confidence in the wider public sphere. When change occurs on the grounds, neighbourhood perceptions of that change can be managed by demonstrating a beneficial and responsible vision.
- **Planning acts as a communication tool**. Involving those who may be largely outside the current internal decision-making process increases communication and cooperation. Improved communication increases buy-in through overall awareness of the challenges and uniqueness of the site. Improved communication means that the PCC, leaseholder, tenants and contractors associated with St. Ann’s could plan their work in a cooperative way, following a common vision for the site that encompasses many different points of view. Garden Volunteers could plan their activities and spend their time more efficiently towards a clear goal.
- **Planning aids in the navigation of the inevitable succession of staff and volunteers**. In addition to future leadership and political transitions, many of the stakeholders of the grounds will undoubtedly change; a formal document helps incoming management, staff and volunteers become familiarized quickly, avoiding a loss of momentum.

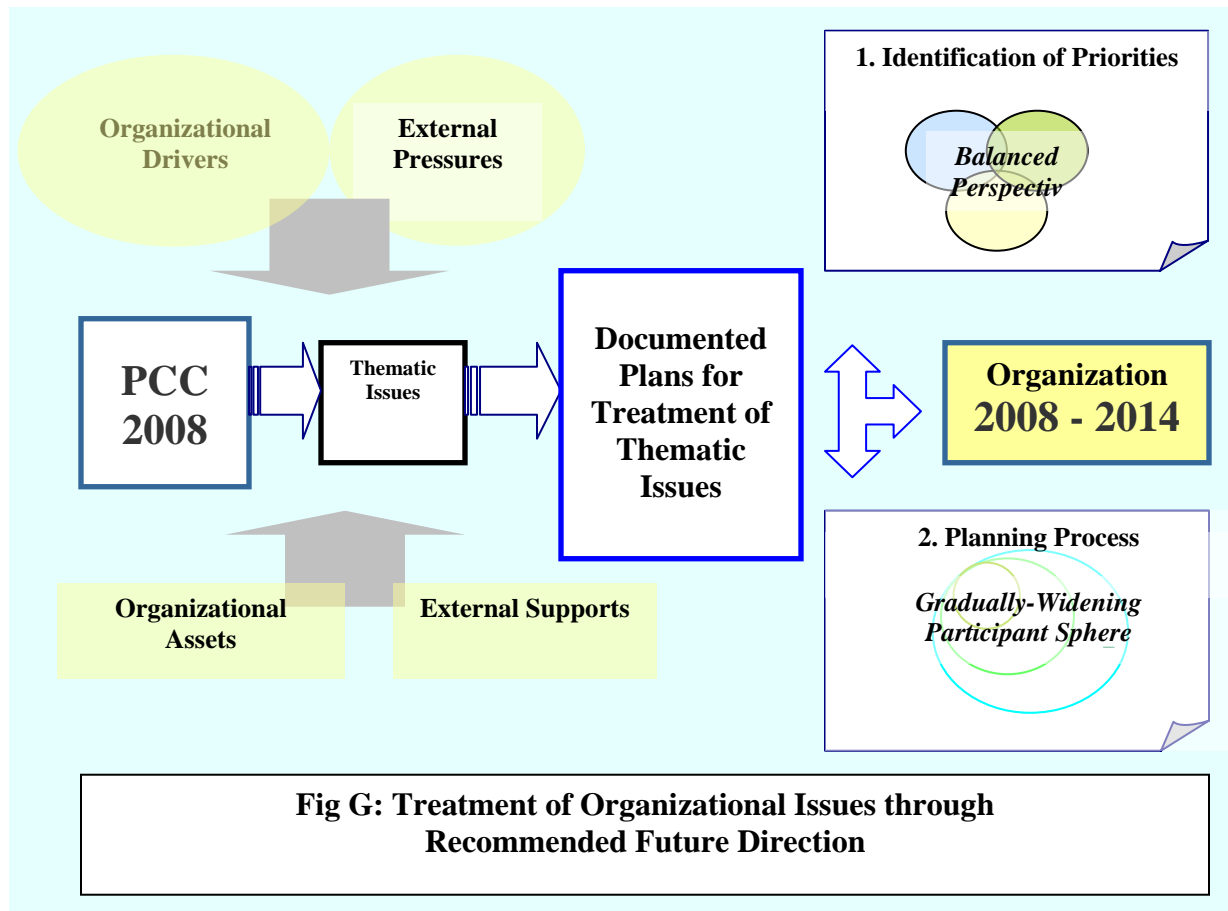
The consensus of participants is that current management practices are effective in reacting to onsite issues, and the immediate managers of the site are aware of the issues. However, participants put forth some very strong arguments for why formal documentation of these planned actions would be advantageous to both the PCC and external individuals and organizations.



## 11. STRATEGIC PRIORITIES

If we revisit the research questions, “*What are the strategic priorities facing St. Ann’s Academy, and does St. Ann’s need a new Grounds Plan?*”, we see that the previous discussion about competing perspectives can be reframed as a discussion about a guiding vision that would inform future planning decisions. Two separate sets of options and recommendations follow, which address this pair of guiding questions: the first, Strategic Perspectives, examines the effect that competing visions for the site can have on resource allocation. The second, Approaches to Planning, outlines different possible spheres of planning participation and how they might affect the organization.

Figure G below represents how any plans to treat the thematic grounds issues should involve these two steps: priorities and planning structure. Options are then outlined for each step.



## STRATEGIC PRIORITIES: OPTIONS TO CONSIDER

“*What are the strategic priorities facing St. Ann’s Academy ?*” The answer to this depends on which perspective the PCC takes in approaching grounds management. Three different perspectives were described previously: Heritage, Garden, and Revenue. There is some agreement, as well as some disparity, between priority issues for these three suggested perspectives.

To clarify these shared issues, the following table prioritizes the issues raised by their importance to each perspective. Importance, for this discussion, is defined as urgency, dictated by either a significant current shortcoming in effectiveness (such as inadequate signage), a serious risk factor (such as public safety) or a necessary first step before other issues can be resolved (such as increased funding). Items of lower importance are still significant issues which were discovered during the research, but may wait to be addressed while other more urgent matters are attended to.

<b>Table H: Prioritizing Issues through Competing Perspectives</b>			
<b>Action</b>	<i>Heritage Perspective</i>	<i>Garden Perspective</i>	<i>Revenue Perspective</i>
address safety	<i>High</i>	<i>High</i>	<i>High</i>
establish protocols, planning, documentation and timelines	<i>High</i>	<i>High</i>	<i>High</i>
encourage public activity, events and programming	<i>High</i>	<i>High</i>	<i>High</i>
increase overall signage	<i>High</i>	<i>High</i>	<i>High</i>
seek additional funding sources	<i>High</i>	<i>High</i>	<i>High</i>
maintain and improve pathways and heritage features	<i>High</i>	<i>Med</i>	<i>Low</i>
increase attention to litter pickup and graffiti	<i>Med</i>	<i>Med</i>	<i>Med</i>
increase or improve decorative plantings	<i>Med</i>	<i>Med</i>	<i>Low</i>
enhance garden volunteer program	<i>Low</i>	<i>Med</i>	<i>Med</i>
target marketing and research other sites	<i>Low</i>	<i>Med</i>	<i>Med</i>
protect sources of rental revenue	<i>Low</i>	<i>Low</i>	<i>Med</i>
consider allotment gardens and organic practices	<i>Low</i>	<i>Low</i>	<i>Low</i>

While importance is a subjective suggestion, by rating each issue as “low”, “medium” or “high” for each perspective, we can estimate which activities might have the most beneficial impact in treating current grounds issues according to each perspective. This begins to organize the way in which grounds maintenance work might be prioritized, creating the three options presented below.

Future plans for the grounds necessitate the establishment of priorities for the allocation of resources, based on an agreed-upon perspective or vision. Again, the highest priority activities are those that provide the most urgently-needed treatment for current grounds issues, while lower priority items are those that would be desirable for the future, but are not as urgent. The following three options represent different ways in which the PCC might choose to approach grounds management

### ***Option 1: Heritage Perspective***

The heritage perspective takes the long history of the St. Ann's site into account. As a national, provincial and municipal heritage site, the preservation of historical evidence, together with conveying that history to as broad an audience as possible becomes very important.

#### **Higher priority would be placed upon:**

- increasing safety measures which would encourage visitors and protect heritage elements
- planning to further the interpretive mandate of St. Ann's
- encouraging public presence on the grounds that would increase the audience for interpretive information, such as increasing outdoor educational programs
- increasing interpretive signage
- seeking funding to support interpretive functions of the site
- restoring and protecting heritage pathways and other built heritage

#### **Medium to Lower priority would be placed upon:**

- increasing attention to litter and graffiti to protect heritage elements
- restoring or renewing heritage plant materials
- providing Garden Volunteers with more historical background
- increasing heritage-related marketing of the grounds
- researching practices at other heritage sites
- seeking heritage-related rental revenue
- starting allotment gardens

Part of the Interpretive Centre's mandate is to communicate the site's history with visitors, which should ideally include those who never enter the building. Establishing priorities based on the heritage perspective places an emphasis on communicating the story of the pioneer Sisters of St. Ann and their lasting legacy.

### ***Option 2: Garden Perspective***

Embracing the garden perspective involves catering to the needs of grounds users who may have little to no association with activities going on inside the building. These users may be community members or tourists who want to use the green space for recreation, whether active or restful, solitary or social, including picnickers, dog-walkers, and those engaging in quiet contemplation.

#### **Higher priority would be placed upon:**

- increasing safety measures which would protect and encourage visitors and also protect heritage plant material such as trees
- planning to time maintenance practices to the seasons and growth needs of the site

- encouraging public presence on the grounds that would increase the audience for botanical information, and promote enjoyment of the amenities
- increasing botanical interpretive signage
- garden-related fundraising to support the green space

**Medium to Lower priority would be placed upon:**

- restoring and increasing pathways for more accessibility
- increasing attention to litter and graffiti to improve aesthetic qualities
- restoring or introducing additional heritage plant materials
- providing Garden Volunteers with more botanical background
- increasing garden-related marketing of the grounds
- researching practices at other heritage garden sites
- seeking garden-related rental revenue
- starting allotment gardens and organic practices

St. Ann's grounds are considered an oasis of large lawns, tree shelter, benches and walkways for community enjoyment. Establishing priorities based on the garden perspective places an emphasis on both the practical and the horticultural, maintaining a pleasant and welcoming green space.

***Option 3: Revenue Perspective***

A vision for St. Ann's based on the revenue perspective emphasizes maintaining rental income and accommodating the main tenant, while attracting as much new business as possible.

**Higher priority would be placed upon:**

- increasing safety measures which would protect and encourage visitors and avoid liability
- planning maintenance practices for maximum efficiency
- encouraging public presence on the grounds that would increase rental revenue and act as additional marketing
- increasing introductory and directional signage
- fundraising and seeking additional funding to support grounds maintenance

**Medium to Lower priority would be placed upon:**

- restoring and increasing pathways for more accessibility
- increasing attention to litter and graffiti to reduce expensive corrective measures
- maintaining plant materials to reduce costly replacement
- utilizing and increasing capacity of Garden Volunteers
- marketing of the grounds as a rental venue
- researching practices at other event rental sites
- increasing rental-related amenities
- starting allotment gardens and organic practices to cater to current tenants

Part of the site's purpose is to generate operating revenue to support site operations. However, growth in rental revenue does have its limits; in some respects -- such as summer wedding rentals -- the site has reached capacity in terms of growth in rental income, because of limitations in the size and layout of the site that make multiple concurrent bookings inappropriate. Therefore, this perspective must emphasize the maintenance of current rental income, while minimizing expenditures on investments such as marketing and amenities in order to do so. Free marketing through community events, as well as fundraising, are some preferable practices for increasing the incidence of rentals. Establishing priorities based on the revenue perspective emphasizes organizational efficiency and the maintenance of marketable aspects.

These three options suggest ways in which different points of view might create a different set of priorities for grounds maintenance. Choosing one perspective is in fact the first step in creating a vision for the future of the grounds. Establishing this vision is the necessary first step in planning for the future, because it indicates certain goals and actions to be pursued. Building on this established vision, the next step in grounds maintenance is to establish goals to be reached, and the process by which this will be accomplished. The PCC has many choices in how to approach planning for the future.

### **CRITERIA FOR EVALUATING OPTIONS FOR STRATEGIC PRIORITIES**

The wider the planning participant sphere, the more competing perspectives come into play. St. Ann's already faces these competing perspectives, as it serves many different user groups, and engages a wide and varied community through its programming. Even if the decision-making sphere is kept small, the variety of stakeholders affected by the decisions suggest that there is a potential downfall to prioritizing the perspective of one group over another.

Fortunately, these perspectives, like the users they reflect, are not mutually exclusive -- they can coexist, with a few compromises. Once the actions are condensed thematically, there are some issues that are clearly prioritized across all three perspectives: Addressing safety, organizational planning, increasing public presence on the grounds, increasing overall signage, and seeking additional funding are the urgent issues from all perspectives. By amassing the top priorities for all the perspectives, a fourth perspective is created: *a balanced perspective*. A balanced perspective, because it still honours the top priorities of all three perspectives, ensures that action taken will benefit the widest group of stakeholders. This most closely reflects the current grounds management direction.

Embracing a vision for St. Ann's based on a balanced perspective takes into account the competing priorities of each perspective, and reflects what participants have already clearly expressed: St. Ann's Academy embodies more than one definition, because it is many things to many people at the same time.

**Higher priority would be placed upon:**

- increasing safety measures
- planning
- encouraging public presence on the grounds
- increasing signage
- seeking additional funds

**Medium to Lower priority would be placed upon:**

- restoring and increasing pathways
- increasing attention to litter and graffiti
- restoring or introducing plant materials
- enhancing Garden Volunteer program
- increasing targeted marketing of the grounds
- protecting rental revenue
- researching practices at other local sites
- starting allotment gardens and organic practices

The priorities for this perspective are outlined in Table L:

<b>Table L: Prioritizing Issues with a Balanced Perspective</b>	
	<i>Balanced</i>
address safety	<i>High</i>
establish protocols, planning, documentation and timelines	<i>High</i>
encourage public activity, events and programming	<i>High</i>
increase overall signage	<i>High</i>
seek additional funding sources	<i>High</i>
enhance garden volunteer program	<i>Med</i>
increase attention to litter pickup and graffiti	<i>Med</i>
increase or improve decorative plantings	<i>Med</i>
maintain and improve pathways and heritage features	<i>Med</i>
target marketing and research other sites	<i>Med</i>
consider allotment gardens and organic practices	<i>Low</i>
protect sources of rental revenue	<i>Low</i>

Part of the site's purpose is to remain welcoming and inclusive of the three different categories of user outlined earlier. Establishing priorities based on the balanced perspective combines the priorities of the other perspectives, while not excluding any specific user group, which most closely reflects the current balance of maintenance action already being carried out on the grounds. Considering the needs of various stakeholders is the first step in envisioning the future of St. Ann's Academy. The next step is to determine whether these stakeholders should be involved in the actual decisions that carry out this vision.

## 12. APPROACHES TO PLANNING

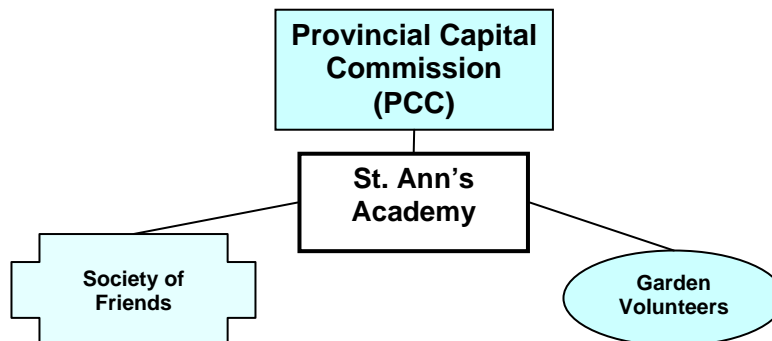
*“Does St. Ann’s need a new Grounds Plan?”* The advantages to planning remarked upon by participants suggest that some more formal grounds planning would be a welcome addition to current actions taking place. To review, participants expressed the following about a potential planning process:

- **Planning would encourage a more proactive approach to maintenance;**
- **Planning can invite beneficial resources;**
- **Planning legitimizes the grounds maintenance in a government context;**
- **Planning acts as a communication tool;**
- **Planning aids in the navigation of the inevitable succession of staff and volunteers;**

Planning has an importance for all levels of grounds management, from volunteers to the executive level. There are advantages to planning at three different levels; each encompasses a different sphere of planning participation, and each is outlined below as a unique option:

### APPROACHES TO PLANNING: OPTIONS TO CONSIDER

#### *Option 1: Intra-Organizational Planning*

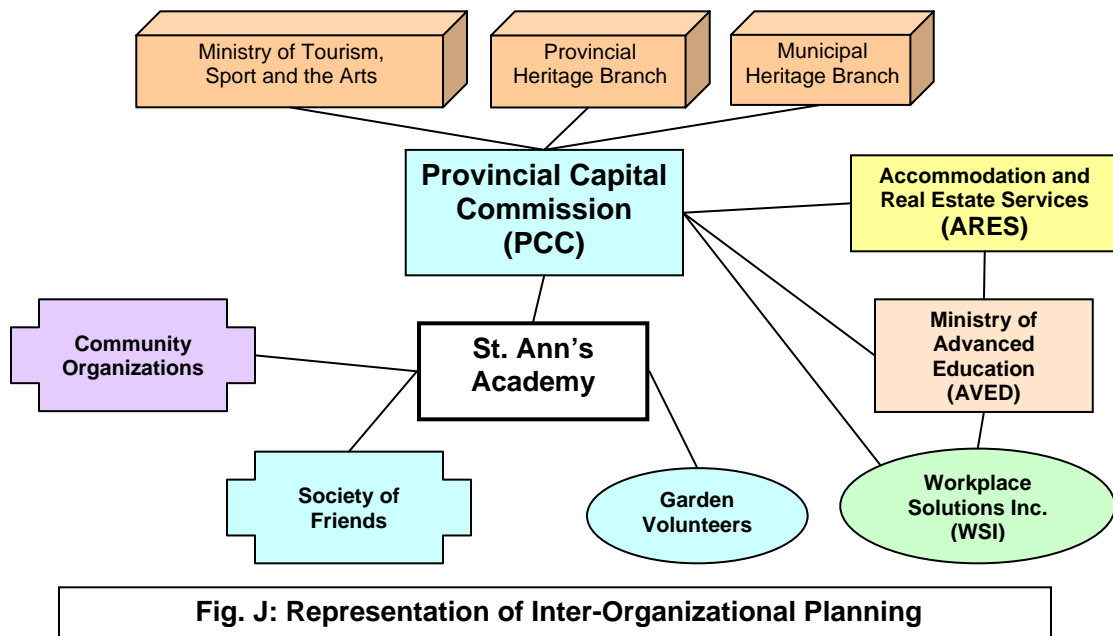


**Fig. I: Representation of Intra-Organizational Planning**

This refers to an internal planning process undertaken by the PCC. This could include management, staff and volunteers as appropriate, and the Friends Society because of their close association. The goal of such planning would be to:

- Establish proactive short term and long term goals - priorities that support a common vision.
- Identify financial and human resources available, plan for their most efficient use, and take steps to improve the resource base where possible.
- Communicate the plans of the decision makers to those who may have to carry out associated action.

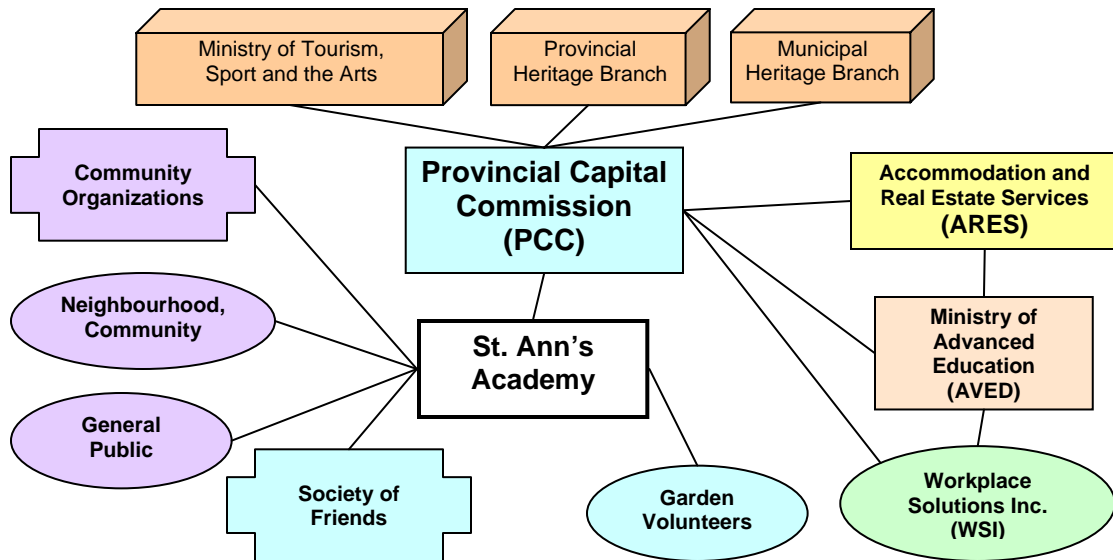
### *Option 2: Inter-Organizational Planning*



This refers to a formal planning process undertaken between the PCC and other stakeholder organizations. This could include ARES, AVED, WSI, associated municipal and provincial branches, etc. Such planning could also include community and non-profit organizations such as garden or heritage interest groups, as well as other external organizations. The goal would be to:

- Synchronize resources by enlisting the aid of other organizations, or establishing priorities to be considered in the activities and budgets of others organizations.
- Improve communication between organizations, avoid misunderstandings, and put management issues and heritage concerns for the St. Ann's grounds on the agenda of all.
- Safeguard sustainability by clarifying the management authority and communication protocols and modifying them where appropriate.

### Option 3: Community-Based Planning



**Fig. K: Representation of Community-Based Planning**

This refers to a cooperative planning process which invites the input and perspectives of the users of the grounds, the surrounding neighbours, as well as the general public. The goal of such planning would be to:

- Foster increased community engagement in the St. Ann's Academy site.
- Encourage a feeling of ownership and cooperation through community consultation.
- Balance the needs and desires of the wider community with the more practical considerations of site management.

The above options represent different complexities and levels of involvement, all of which offer benefits and present some challenges. As more players are introduced, the balance of autonomy in decision-making naturally shifts away from the PCC. However, by embracing a wider vision created by more participation, the opportunities to foster a more inclusive space increase, which then creates a wider base of support for grounds maintenance. There are many issues to consider in striking an appropriate balance between control over grounds management, and engaging the community and other organizations in the decision-making process.

## CRITERIA FOR EVALUATING PLANNING OPTIONS

As the planning participant sphere widens for each option, so does the complexity of communication and cooperation. This larger sphere of involvement creates more opportunity for a variety of stakeholder input, and the likelihood that the site will meet the needs of a wider user base. There is a trade off between the benefits of wider planning involvement and a more intensive and complex process. The following criteria should be taken under consideration when examining these three options: Intra-organizational, Inter-organizational, and Community-based planning.

Intra-organizational planning (Option 1) is very close to the current planning action being undertaken by the PCC. The conditions under which the PCC could proceed with option one are already in place, and because communication is only necessary within the PCC management sphere, regular meetings and correspondence already occur. In terms of capacity, no additional infrastructure would be necessary, provided that time was allocated during current meetings to discuss planning, and the main cost of this process would be in allocating additional time to grounds management discussion.

The benefit of choosing to maintain planning functions at Option 1 levels is that very little change would be required, except perhaps documenting and more formally communicating the decisions being made. This keeps decision-making expedient, because there are less players involved. A potential drawback is the fact that this level of planning does not address the complex communication structure which still exists at the inter-organizational level, and although decisions can be made internally, the buy-in of other stakeholders is still necessary to move forward with many of the actions.

Inter-organizational planning (Option 2) addresses the complex inter-organizational structure associated with St. Ann's; the conditions under which the PCC could proceed with Option 2 are partially in place, because lines of communication are open with other organizations, and stakeholders meet regularly. Current communication at this level shows room for improvement, however, and intra-organizational planning could start with increased agreement on accountability, heritage sensitivity, and lines of communication between the PCC, ARES, AVED and WSI.

Actually opening up the PCC planning process to other stakeholder organizations would require more capacity in terms of meeting space, staff time spent on organization, and communication expenses, however in a cooperative atmosphere the capacity of the PCC would be increased by the contribution of the other organizations. Different organizations will be at different points in their own internal timelines, and may have different priorities or vision for the site. These, as well as a perceived loss of autonomy, are potential drawbacks of this option. However, many potential advantages to a more cooperative process include potential access to more resources, better communication, and shared accountability for the site that could make some of the PCC's responsibilities, such as heritage stewardship, less isolated and more of a shared commitment. Although this planning environment might require more initial investment and logistical organization initially, inviting and including organizations such as ARES and the Heritage Branch at the planning level, rather than after the fact, creates an environment that deals with inter-organizational issues as they arise, rather than trying to negotiate resistance or backtrack on decisions once they have already been made.

The conditions under which the PCC could proceed with Community-based planning (Option 3) already exist at a conceptual level; St. Ann's Academy is part of a larger neighbourhood, and benefits from the attentions of the community concerned with heritage, the environment, development, etc. Harnessing that energy by inviting community input is an extension on the community engagement already desired by the PCC. However, capacity for such an endeavour might be beyond the PCC's current organizational means. Most likely such a step would require the assistance of independent facilitators or consultants, which would be costly, and creating the additional infrastructure necessary to facilitate regular public input would require an expensive planning process in itself.

Another potential drawback might be the creation of unreasonable expectations; widening the sphere of planners to include every stakeholder does not mean that every stakeholder will have their needs met or be satisfied with the result. There must be some trade-offs between stakeholder needs, and the larger the planning sphere, the more potential there is for someone to be disappointed by the outcome. However, a more reasonable manifestation of the spirit of community-based planning does reside in the communication of a planning document. As a public document, any PCC planning reports could be circulated more widely, so that decisions to alter the site -- such as the upcoming arboretum work -- could be explained to the wider public, potentially offsetting ill will from the community that could result from a lack of understanding of the PCC's intentions. In this way, Inter-organizational planning could still partially fulfill the communication goals of Community-based planning.

These three options could each be approached gradually. The planning participant sphere could initially be made up of a small group of dedicated staff, and then slowly widen over time. Because Intra-organizational planning is the most internal and closely resembles the current decision making process, it is recommended as the short-term choice. Inter-organizational planning is a step forward from the current communication already established between organizations, and so is manageable to implement as a next step over a longer period of time. Community-based planning involves opening up the organizational process to a wider and more diverse sphere of input, and may be more appropriately attempted once the internal and organizational plans are solidly in place, so it is recommended as the long-term future consideration.

A gradual approach to increasing planning participation is complemented by an equitable approach to prioritizing action. A balanced perspective, and a moderate approach to inclusive planning, creates an opportunity to plan for a future which benefits the largest possible group of varied stakeholders.

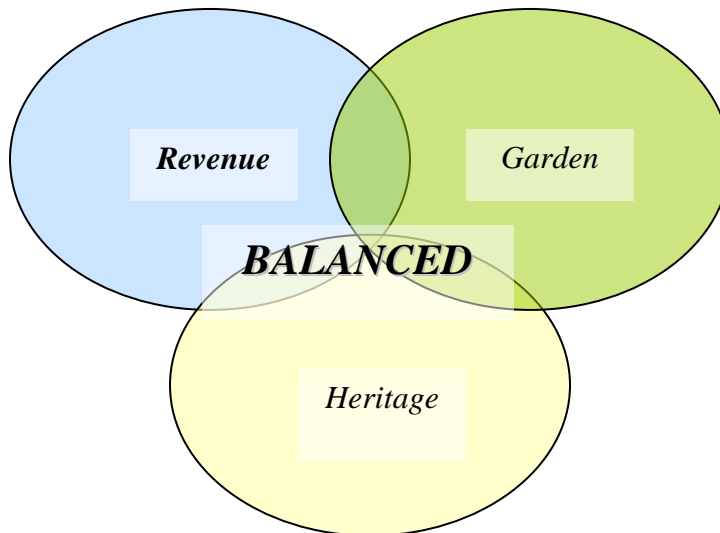


### 13. RECOMMENDATIONS

If we revisit the research questions, “*What are the strategic priorities facing St. Ann’s Academy, and does St. Ann’s need a new Grounds Plan?*”, we can see that the points made by research participants, as well as the maintenance issues which have emerged, begin to form complex responses that require choices to be made between various options. Two questions demand two answers, and the following two recommendations attempt to treat the grounds management issues facing the PCC by establishing priorities and participation necessary to move forward with plans for the future.

The recommended strategic perspective is the balanced perspective. Not only does this collection of priorities most closely reflect the current management balance, it reflects the nature of site use, and supports the comments of individual participants. As long as St. Ann’s Academy maintains an objective to be welcoming and inclusive of all citizens, this should be reflected in the overall vision for the outdoor space, and the balanced perspective supports this vision.

#### STRATEGIC PERSPECTIVES: RECOMMENDATION: *MAINTAIN A BALANCED PERSPECTIVE*

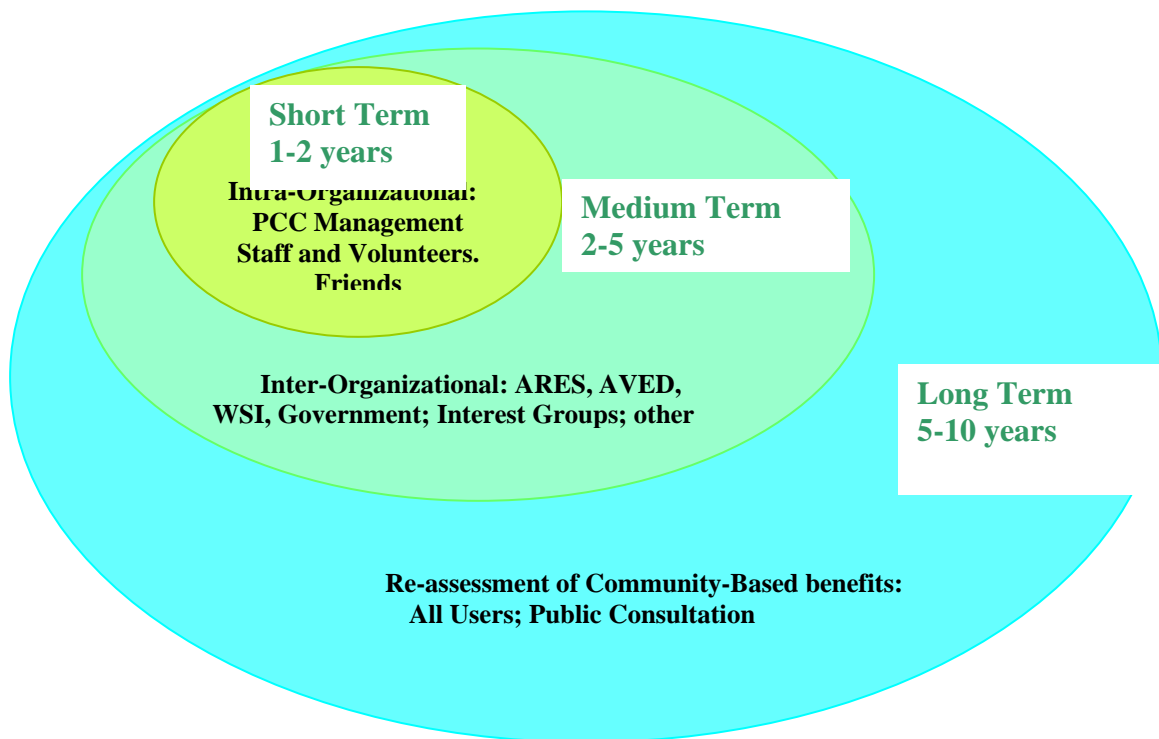




Analysis of competing perspectives demonstrates how resources might be allocated differently depending on the chosen priorities. Although time and resources are limited for the PCC management team, respondents argued that having a proactive plan in place potentially uses both time and resources more efficiently, and helps to manage future challenges and risks in an effective way. Research participants felt that some form of documented plan was a worthy exercise with potential benefits for all, and the different stakeholders and processes which could be involved in this process were outlined as three optional planning participant spheres. A gradual approach to widening the sphere is preferable to a sudden organizational change.

**PLANNING APPROACH:  
RECOMMENDATION: A GRADUAL APPROACH**

- Intra-organizational planning over the next two years in order to quickly address urgent grounds issues;
- Widening the planning sphere with the goal of achieving Inter-organizational planning at the five-year point;
- Re-assessment after five years to determine whether Community-based planning is appropriate.





The recommended approach, given the current management context, is for the PCC to continue its current intra-organizational planning activities, with some more formal communication and documentation of the resulting decisions over the next two years. After the most urgent grounds issues have been addressed, the PCC should consider including other organizations in its planning process, with a goal of widening to an inter-organizational planning sphere within the next 5 years. After that time, the success of the process should be re-examined, to determine whether community-based planning is necessary or desirable under those existing circumstances.

The overarching recommendation emerging from this research is that the Provincial Capital Commission considers some form of intentional planning process. This process could be more formal or less so, and could be a long-term process or a brief one. The decision to undertake a planning process is one that is ideally made after examining the issues from various perspectives, and then agreeing on a level and degree of planning that suits the current organization. Deciding what will work best for the present situation, rather than attempting to recreate the original planning process, will take into account the changing context and new challenges of the grounds management environment. Through intentional planning, the PCC creates the conditions under which St. Ann's Academy can flourish and grow.



## 14. IMPLEMENTATION STRATEGY FOR RECOMMENDED ACTIONS

The importance or priority of a certain action does not necessarily have direct correspondence with its time frame for successful implementation. Seeking additional resources might be the necessary first step toward any treatment of urgent grounds issues, while some lower-priority issues may be inexpensive and quick. However, because of the serious consequences of inaction in the case of some priorities, such as safety, putting planning attention towards certain higher priorities is required.

The first step in the treatment of these priority issues is to discuss and consider the ideas presented here in the format of meetings or communications within the PCC. Once brought to the attention of the higher Executive and the PCC board, a clearer picture of a realistic planning structure may emerge. This inter-organizational communication should take place in a timely manner, because the grounds issues require immediate attention, in some cases, and action is required to prevent potential liabilities. Information about the resulting decisions should be communicated to the staff at St. Ann's Academy, and individuals from St. Ann's should be invited to comment, or be included in discussions, as deemed appropriate.

The next step is to decide which stakeholders should be enlisted or included in the resulting actions. Some, such as the Garden Volunteer Group, might benefit from communication of the contents of this report, which may generate further discussion about their concerns. Likewise, the Society of Friends of St. Ann's Academy may have interest in these priority issues, and such communication could act as a catalyst to conversations about fundraising possibilities. Consideration should be given to discussing some of these shared issues with ARES, AVED and WSI, either by presenting this report or by approaching these organizations more casually, creating an open dialogue which may facilitate their future inclusion in the planning process.

In congruence with the widening of the planning sphere and treatment of current issues, ongoing steps could be made to gather more information about other possibilities, and proactively foresee future issues. The examination of practices at other local institutions could be broadened, and particular practices could be examined in more depth. The scope of such research could expand worldwide, in order to find fresh ways in which to deal with issues, as well as to witness other issues which may face St. Ann's in the future.

Options have been put forth, both in terms of prioritizing action, and in planning involvement. Implementation of treatments to the current grounds issues could go forward in a myriad of ways; a suggested tangible goal is to undertake planning and community engagement which peaks in the year 2012 – with a celebration of the centennial anniversary of the Formal Gardens. Table M below outlines how the recommended balanced top priorities might move forward through a widening planning sphere over the next five years:



<b>Table M: Implementation of Recommended Action Leading up to 2012 Formal Gardens Anniversary Celebration</b>						
<b>Priority</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>Beyond</b>
	<b>Intra-Organizational</b>		<b>Inter-Organizational</b>			<b>Community-based?</b>
<b>Establish protocols, planning, documentation and timelines</b>	<b>Discuss outlined options as an organization; agree on planning direction</b>	<b>Establish Organizational protocols for increased documentation and communication of plans</b>	<b>Identify other stakeholder organizations and gauge interest in their involvement in planning sphere</b>	<b>Communicate documented planning with other organizations and invite input</b>	<b>Establish Inter-organizational protocols for regular planning with stakeholder organizations</b>	<b>Assess effectiveness of current planning environment and consider or reject community-based planning</b>
<b>Seek additional funding sources</b>	<b>Approach Friends about fundraising; research grants and other sources</b>	<b>Put planned resource-building into action; actively fundraise and apply for grants etc.</b>	<b>Increase awareness of St. Ann's resource needs and make note of the resources of other organizations. Invite additional resources to match increased input into planning. Fundraise and seek sponsorship for 2012 celebrations</b>			
<b>Address safety; encourage public activity, events and programming; increase overall signage</b>	<b>Continue immediate reactive treatment to safety issues; plan funding needs for programming and signage</b>	<b>Plan for future safety risks; allocate incoming funds to safety, programming and signage</b>	<b>Communicate treatment of safety, programming and signage issues</b>	<b>Invite input and on safety, signage and programming issues</b>	<b>Invite additional resources for safety, programming and signage issues</b>	

The broadening of the planning sphere suggests the opportunity for additional research involving all participant groups; primary and secondary data collection, both qualitative and quantitative, would be useful in further examining some of these issues. For example, surveys to determine grounds use could generate some statistical data which could further influence grounds use and amenities. As well, interviewing rental clients and the public at large may reveal some additional priorities that did not arise during this initial process. The act of contacting these different stakeholder groups for the purposes of research in itself becomes a process of communication that widens the sphere of participation.

The process outlined above shows one vision of how the recommended options could be implemented. What this illustrates is that as the planning process becomes more inclusive and more people and organizations are engaged, the pool of resources accessible to the PCC gradually widens. Involvement in planning also infers responsibility and accountability; by inviting this wider sphere of engagement, the responsibility for successful grounds management is put into the hands of many, and the support for St. Ann's Academy can grow over time.



## 15. CONCLUSION: HELPING NEW IDEAS GROW

The PCC is steward to a heritage landscape with a long and venerable history. Not only have the physical elements and environment of St. Ann's Academy changed over time, but so have the management and resources at play. Any garden has its share of happy accidents, and beauty is often found in those natural elements that have been allowed to grow and develop undisturbed in their own time. However, healthy gardens are best kept through proper preparation, maintenance, and prevention. Recognizing the heritage value of the grounds, while keeping the site relevant for present-day use, enables the grounds of St. Ann's Academy to flourish.

Public interest and engagement in the St. Ann's site is the very thing that has kept it alive for so many years, and is necessary to continue keeping it alive. The site rests on a prime piece of downtown land, and its protection lies in the fact that it has survived in the collective memory of Victorians for all these years. It is remembered not just as a school or a convent, but as a place where people are married, family events take place, children play and neighbours relax in the sun. These activities are all valid parts of St. Ann's heritage value; this value is embodied in its past use, but also in its present and future use as a welcoming space.

Bringing this spirit of inclusivity and engagement into the planning process is a natural extension of the principles which currently govern the site. The Provincial Capital Commission has done an exceptional job of balancing the needs of different users of the site, and maintaining St. Ann's Academy as a place which is appropriate for many different uses. The next step in this direction is to formally recognize this balanced view in some form of documentation, which can be used as a tool to communicate and protect this unifying vision.

Taking a proactive, accountable and sustainable planning approach becomes essential, if the groundwork is to be laid for embracing new possibilities. The change that has occurred to the grounds over the past 150 years can then be celebrated in a heritage site that is not only dedicated to preserving history, but to creating an outdoor space that benefits the community and draws people to our capital.



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## **APPENDICES**

**A. St. Ann's Academy Grounds Five Year Plan 1999-2004**

**B. Table of Implementation**

**C. Maps from the Humboldt Valley Plan 2004**

- 1) Land Use
- 2) Heritage
- 3) Green space, Parks and Transportation

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## **APPENDIX A**

### **St. Ann's Academy Grounds Five Year Plan**

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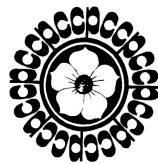
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**St. Ann's Academy  
Grounds  
Five Year Plan**

**May 1999**



**Provincial Capital Commission  
613 Pandora Street  
Victoria, BC V8W 1N8**



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## Bibliography

- Appendix 1 – The Grounds of St. Ann’s Academy - Chronology
- Appendix 2 - “Site and Surroundings”, St. Ann’s Academy: A Concept Plan for Restoration and Use
- Appendix 3 – Grice Consultants, “St. Ann’s Academy – Grounds Plan Inventory
- Appendix 4 - “Mount View Tree Services Arboretum listing
- Appendix 5 –“Garden Plans” (Novitiate Garden) design by Lynne Milnes, drawn by Doris Fancourt-Smith
- Appendix 6 – BC Fruit Testers list of fruit trees on the property
- Appendix 7 – Grounds for Celebration, PCC, Victoria, 1998
- Appendix 8 - Garden photographs from the Sisters of St. Ann’s Archives



## 1. INTRODUCTION

On November 25, 1998, the grounds of St. Ann's Academy were designated a provincial heritage site. Sensitivity to maintaining original and heritage plant material and garden features where they exist or can be re-established is paramount. Additionally, the grounds of St. Ann's Academy are recognised as a link in the greenway between Beacon Hill Park and the Inner Harbour of Victoria.

For maintenance purposes, the grounds have been defined into the following areas (see attached map)

### AREA "A"

- One acre around the building perimeter including the border of the parking lot but excluding the Novitiate Garden, excluding the Rose garden at the foot of the grand staircase, excluding the planted areas between the stairs, and excluding four urn planters on the grand staircase
- The Border of the Formal Drive inclusive of the holly hedges
- The planted area referred to as the Humboldt / Blanshard Corner

### AREA "B"

- "Academy Green" – the grass area between the Formal Driveway and the Formal Garden

### AREA "C"

- Orchard – area east of Formal Driveway extending from Humboldt Street to Academy Close

### AREA "D"

- Formal Garden, also known as the Arboretum bordered by Humboldt Street, Blanshard Street, the Blanshard Street driveway entrance and the Academy Green

### AREA "E"

- Novitiate Garden
- Rose garden at the bottom of the grand staircase
- Planters between the stairs of the grand staircase
- Four urn planters on the grand staircase

This area contains original plant materials and heritage appropriate plantings of 1920's or earlier species. Annuals are used to fill in areas awaiting the growth of perennials. Rosebushes.

Currently Area "E" is maintained under a separate contract from the rest of the grounds.

## **2. PURPOSE OF THE PLAN**

The purpose of this plan is to define the approach to the installation, refurbishment and / or maintenance of all plant and garden features of the property. This plan is based on a series of planning documents noted in the Bibliography. The section “Site and Surroundings” of the document St. Ann’s Academy: A Concept Plan for Restoration and Use with PCC responses is included as Appendix 1.

The plan is being documented to assist with discussions with local and provincial agencies involved in the planning and approval process. It is also intended as a support document for requests for financial assistance from a variety of sources.

This plan does not address the interpretation of the garden to the public. A plan for the interpretation of the garden has not yet been developed and will be undertaken as a separate planning process.

## **3. STATEMENT OF PRINCIPLES**

- 3.1 As the grounds contain mature trees, all other decisions in those areas must become secondary to maintaining these trees.
- 3.2 Projects must adapt to the change in use of the property from a private school and convent to public use.
- 3.3 Returning the grounds to the original detail of design is not possible since landscape is a continuous work in progress – it evolves and changes through time and must be allowed to do so.
- 3.4 The objective for the Academy site is to restore the grounds north of the building as if the 1974 landscape had been maintained by the Sisters of St. Ann to the present time and acknowledging points 3.1 and 3.3.
- 3.5 Paths are recognised as probably the most contentious issue. Change of use and maturation of the garden plantings will affect the choices to re-establish old pathways and create new pathways.
- 3.6 The intent to replicate features based on archival photographs notwithstanding, replacement of any feature may be modified so that construction meets code requirements.
- 3.7 Adjustments to the reinstallation of any feature may be undertaken where issues of present use, safety and maintenance efficiencies become factors.
- 3.8 Whenever possible trees or shrubs which die will be replaced with the same species.

## 4. USE OF THE GROUNDS

### 4.1 Pre-historic (information from the 1997 Archaeological study, Management Summary)

Millennia Research Ltd. Undertook an archaeological impact assessment (AIA) of St. Ann's Academy during October 29 – 31, 1997. During the AIA, the grounds were walked for surficial archaeological remains and thoroughly tested for sub-surface deposits using shovel and auger tests. During the walkover, traces of shell were seen near the corner of Blanshard and Humboldt Street, where the archaeological site DcRu-154, a midden site, is located. The rest of the grounds were covered with lawn or newly laid top-soil and no traces of shell were observed. Sub-surface testing revealed no intact deposits of shell midden, although some traces of shell mixed with historical refuse such as brick, porcelain, and metal, were recovered in shovel and auger tests in the north-west part of the grounds.

The presence of shell and historical refuse in the same layer could indicate several possibilities:

- The area from which the fill found in the northwest corner of the academy grounds was removed from contained intact Native shell-midden deposits which subsequently were disturbed as it was dug up and moved;
- Intact native shell deposits were present in the northwest corner of the grounds at one time but subsequently became disturbed by developments in the area; or
- The shell is associated with non-Native peoples who occupied the area.

The absence of fire-cracked rock indicated that the third possibility is the most likely. The traces of shell observed in the shovel tests may have been the result of non-Native consumption of clams, or it was also commonly used in gardens as a source of calcium and to keep the soil from becoming too acidic.

Based on the findings of the AIA, no further archaeological work is recommended within the study area. However, workers should be aware of and alerted to the potential for archaeological remains underneath the fill. Should intact shell midden be uncovered during future developments, it is recommended that the work be stopped, and the BC Archaeological Branch notified.

### 4.2 Historic Time Line (see Appendix 1 - Christopher Phillips & Associates Landscape Architects Inc., "The Grounds of St. Ann's Academy – Chronology", unpub. ms., January 9, 1996.

#### 4.3 Current and Proposed Use

- Recreation
  - Walking & strolling by foot, stroller or wheelchair
  - Picnics
  - Dog walking
  - Team sports and individual pursuits
  - Quiet contemplation
- Education
  - Study of heritage gardens
  - Formal educational programming by PCC
  - School Groups
- Greenways Linkage
- Rentals where appropriate

## 5. GARDEN AREAS

### 5.1 FORMAL GARDEN or ARBORETUM (Area “D”)

#### 5.1.1 Overview

This area was originally a tidal creek and lowland. Fill was added between 1909 and 1912 to create a formal garden that included exotic tree species, walkways, two gazebos, a sundial and a fountain. The garden was laid out on a north south axis with various quadrant and themes. This enclosed private garden was used as an educational resource and a place for recreation for the building occupants.

#### 5.1.2 Features

- a) Exotic Trees – (see attached inventory) currently on a programmed pruning schedule.

*Recommendation that due to a change from an open sunny vista to one of mature trees creating large expanses of shade, that any new plantings be chosen to match those shade tolerant varieties that would have replaced the sun tolerant ones.*

- b) Sundial - Original sundial installed in memory of Marjorie Napier. Base of sandstone from the chapel at St. Anne de Beaupre.

*Recommendation to replicate existing but unavailable original sundial as funding has already been secured for this work.*

- c) Rose Arbour - replace roses with shade tolerant varieties. Water requirements need to be determined

- d) Pathways - Additional paths

Originally the paths were a combination of major geometrical laid 8’ wide, edged paths with meandering minor paths. The gravel paths were edged with either rough stones, or bricks set on a diagonal to create a sawtooth appearance and a narrow strip of grass. Larger stones mark the intersection of avenues.

These pathways are for the most part now unrecognisable. In some portions, rock edging remains and in others trees outline the edges. Today the garden is now traversed by building occupants and a variety of other users. The new users have created pathways which do not follow the traditional garden layout.

In 1998, two portions of the main rectangular pathway were re-established using a 5'0" width of crushed rock and cement powder mix edged with rough cut rocks.

*Recommendation that further pathway development may be considered after the recommended work below is completed. While tree roots are now impacting on historic pathlines, current "users" paths should not dictate direction of all paths which may be permanently established.*

*Recommendation that the main rectangular pathway be completed to allow a circuit of the arboretum giving joggers and others an 1/8 mile run; original rock line to remain where existing but that the path be continued at the new 5'0" width rather than original 8'0" width.*

*Recommendation that the main rectangular pathway be constructed to provide a surface for wheelchair accessibility.*

*Recommendation that the east-west meandering path where the urns once stood be re-established based on the current location determined by modern property users.*

*Recommendation that the north south path from the birch walk past the battleship fountain to where the urns once stood at the east – west meandering path be restored to a width of one person wide.*

e) Birch Walk

The birch walk has been re-established using a new 5'0" width rather than original 8'0" width. Existing rock edges were brought in to create the narrower width. Some additional birches were planted at the western end of the walk to join the walk to the new entrance off Blanshard Street near the Humboldt / Blanshard Corner. The new birches are cut leaf birches and are under planted with Hydrangeas.

f) Battleship Fountain - Restore fountain – degree to be determined

The Battleship Fountain was built by Father Vullinghs in the 1920's. At one time the sculpted battleship shot water from its cannons towards a castle on shore.

*Recommendation that options for the future of the Battleship Fountain as a play sculpture or other use be investigated including questions of safety, liability, historic appearance, etc.*

g) Gazebos –located on either side of the Battleship Fountain on areas of raised earth, these latticed sided summer houses were removed by the Sisters of St. Ann due to concerns regarding inappropriate use.

*Recommendation that the gazebos are not rebuilt until such time that doing so would not create vandalism or inappropriate use issues.*

- h) Unusual theme section included theme sections for children's play. Part of this area is now included in the Humboldt / Blanshard corner redevelopment.

"...there is a rockery and further along a mound typifying the Rockies with a river flowing down it from lake to lake, the water being represented by glass...Along the lower slope runs a model railway into a tunnel past a pioneer's log cabin and slashed clearing, with an Indian tepee not far off. Then a dry creek bridged by a rough lumber bridge. An inverted carboy painted black inside and on a wooden pedestal reflects views of the garden on every side and a weathercock with a kind of astrolabe stands in another part."<sup>1</sup>

*Recommendation that more research is required to determine whether aspects of this unusual theme garden should be redeveloped.*

*Recommendation to interpret this portion of the garden rather than restoring due to safety concerns regarding some features such as the crushed glass water course.*

- i) Side Gate – a 1913 gate was located at the Blanshard driveway entrance over which was a wrought iron arch noting “Residential Girls School”. It is uncertain when this gate was removed. As the driveway has been widened to allow access for Fire Trucks, it is not possible to reinstall this archway. A new pedestrian access off Blanshard Street at Belleville has been created and a gateway of similar design could be installed here.

*Recommendation that wooden gate posts and an iron arch gate noting “St. Ann’s Academy” be installed on either side of the pedestrian access based on the design of the gate originally at the Blanshard driveway entrance.*

- j) Humboldt / Blanshard Corner
- k) Urns – unusual rustic concrete urns were located at the junction of the meandering paths north of the sundial.

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<sup>1</sup> ASSAVE-from Brabant Scrapbook cited in Phillips, "...Chronology", 1996, p. 3

*Recommendation that these urns not be re-established into the garden until user group has sufficiently changed to decrease the risk of vandalism to an acceptable level.*

- l) Holly Hedge – the hedge was planted in 1886. It now lies outside the property line of St. Ann’s Academy on a City of Victoria right-of-way.

## 5.2 ACADEMY GREEN (Area “B”)

### 5.2.1 Overview

The Green was used by students for recreation, and had a large bicycle gazebo, grass tennis courts and a croquet lawn.

"What was the potato field has been terraced into four parts. The farthest from the house is a favorite resting place for the pupils; the second is a croquet lawn; the third is a tennis court, and then comes the grove, which is covered with crushed stone instead of grass. The cemetery where so many of our dear departed lie is now a plain plot with a slight mound in the middle on which rests a statue of our Lady."<sup>2</sup>

### 5.2.2 Features

- a) Bicycle Shed – This feature was built as an open multi-sided shed with asphalt shingle multi-coloured roof for the storage of student bicycles.

*Recommendation that the bicycle shed be replicated by modifying the original plan as needed to meet modern building code and use as an interpretive space or gathering place.*

- b) Tennis Courts – The tennis courts were laid out in 1928-29 and enlarged in 1933 to accommodate two sets of players. They were renewed in 1958-59. From 1974 until 1995, this area was used as a paid parking lot. A lawn area was established however vandalism shortly after installation has left the area as a rough lawn. Upgrading of the lawn is planned for April 1999. The area is currently irrigated in the summer by hose and sprinkler during the hottest months to decrease fire risk.

*Recommendation that the tennis courts not be restored to the historic gravel and fenced arrangement but the lawn be upgraded instead for use as public open space or for tented events when appropriate.*

*Recommendation that to define and stabilize the edge of the arboretum where it meets the Academy Green and to decrease erosion on this edge, re-establish the pathway stairs.*

- c) Croquet lawn – This area was once a potato field (circa 1911). The Croquet lawn was established sometime later.

- d) Grape Arbour

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<sup>2</sup> ASSAVE-ECC cited in Phillips, "...Chronology", 1996, p. 2

*Recommendation that investigations start into the construction, plantings and maintenance requirements of re-establishing the grape arbour. Due to the high maintenance costs expected, this is not a high priority.*

- e) Forecourt (south of Bicycle Shed) – this area included specific placement of benches.
- f) 1874 Well feature on Keay report drawing – investigate more information about this feature and whether it should also be re-established.

### 5.3 FORMER CEMETERY (Area “B”)

#### 5.3.1 Overview

- a) In 1889 the existing graves were moved from beside the chapel to this location. For many years this cemetery (1889 – 1974) memorialized the founding sisters in British Columbia. After 1908, all new burials were placed in the Roman Catholic section of Ross Bay Cemetery. Students of the school remember the Virgin Mary statue they would crown with flowers each May. In 1974, the remains of the early sisters were also transferred to Ross Bay cemetery

#### 5.3.2 Features

- a) Statue of Mary on a plinth– replicate existing original statue and install
- b) Corner markers – replicate original markers based on photographs. Follow up with Stuart Monumental underway.
- c) Plantings – use Pheasant Eye Narcissus

*Recommendation that a replica or similar statue of modern manufacture of the Statue of the Virgin Mary be installed on a replica plinth in the garden and that replica corner markers also be placed into their original locations. Plantings in this area should reflect the period when the cemetery area was primarily grass.*

## 5.4 HUMBOLDT GATES AND FORMAL DRIVEWAY (Area “A”)

### 5.4.1 Overview

These gates frame the building and there is a tree lined drive. The formal driveway was originally established in 1872.

### 5.4.2 Features

- a) Humboldt Gate (1913 - 1974) replicated in 1998
- b) Humboldt Brick wall – The first portions of this wall were erected in 1896, and the wall was rebuilt after a collapse in 1942.

*Recommendation that the brick wall not be re-pointed at this time but that arrangements be made to regularly remove graffiti.*

- c) Driveway trees – This is the fourth planting of trees to line the driveway. The first choice for this planting was Tulip Poplar but as this species was unavailable a second choice of columnar oak was chosen instead.
- d) Sequoias - The two giant Sequoias were planted to commemorate the McQuade sisters as the first British Columbians to become Sisters of St. Ann. It is thought that these trees were planted around 1886.
- e) Federal Designation markers – the driveway is flanked by two Federal Heritage Designation markers, the first commemorates Bishop Demers which the second recognises St. Ann’s Academy as a National Heritage Site.
- f) Belleville Driveway entrance Side Gate – a gate, built in 1913, was located at the Blanshard driveway entrance over which was a wrought iron arch noting “Residential Girls School”. As the driveway has been widened to allow access for Fire Trucks, it is not possible to reinstall this archway.

## 5.5 ORCHARD (Area “C”)

### 5.5.1 Overview

The orchard has apple, pear, plum and cherry trees. A photograph shows the eastern side of the property in grain fields. The fruit was used by the Sisters of the Academy to feed the residents of the building and others.

### 5.5.2 Features

#### a) Orchard

The orchard has been under study by the BC Fruit Testers to determine the nature of each species. A three year pruning program has been established to bring the trees back to their best condition. There are no plans to infill plant trees to re-establish full rows of fruit trees as the soil is likely contaminated with fruit tree diseases. Also, young trees and old trees have different watering needs which are incompatible. There is also a greater risk of vandalism to the young trees.

*Recommendation that cuttings be taken of ailing trees to provide samples for replacement of those trees which may require replacement due to death of the tree.*

*Recommendation that the incomplete rows of fruit trees not be inter-planted.*

- b) baseball diamond – this area was once used for senior student recreations such as baseball.
- c) vegetable gardens – north east corner of the property was planted with potatoes, onions
- d) shed (1880 – 1950)  
There are no plans to re-establish the shed
- e) Greenhouse - while there is no indication when this structure was built, the rafters and glass were repaired in 1956.  
There are no plans to re-establish the greenhouse.

## 5.7 NOVITIATE GARDEN (Area “E“)

### 5.7.1 Overview

This was a quiet place for rest and reflection for the convent novices. It has a kitchen garden and summerhouse.

### 5.7.2 Features

- a) Summerhouse – originally built in 1925, it was documented and removed in 1984 due to its poor condition. It was replicated in 1998.
- b) Herb Garden – an original rosemary bush was one of the few remaining features. Cuttings of this bush have been taken and the rest of the garden has been re-established through new plantings of period appropriate species in May 1998
- c) Cutting Garden- the rest of the garden has been re-established through new plantings of period appropriate species in May 1998
- d) Fruit trees  
There are two fruit trees in this area both Queen Anne Cherry, one of which is two-third's dead.

*Recommendation that cuttings be taken of the dying Queen Anne Cherry to create a replacement of the same species for when this tree is dead.*

## 5.8 COURTYARD (Area “A”)

### 5.8.1 Overview

This was the site of a small cemetery (1871 to 1908). When the adjacent area became a primary school playground, the graves were relocated to the front of the building.

### 5.8.2 Features

- a) Cemetery - a cemetery was located next to the chapel. In 1889 the existing graves were moved to north side of the school.

*Recommendation that a White Hawthorne tree be planted to mark the location of this cemetery site.*

- b) Grotto – a half circle of stone and concrete still exists which was a platform for a Statue of the Virgin. The grotto is framed by a row of mature cedars thought to have been planted along the perimeter of the property in 1870. There is also a native Garry Oak in the area thought to have established itself before 1870. (look for photo)
- c) Gymnasium – designed by Sr. Mary Osithe in 1922, this was a two story structure with a gymnasium on one floor and a lunchroom on the other.

## 5.9 ACADEMY CLOSE PERIMETER / SERVICE AREA (Area “A & C”)

### 5.9.1 Overview

There were several buildings located along the south perimeter of the property adjacent to Academy Close. Services located on the southeast corner included a caretakers cottage, garage and laundry. On the southwest portion of the property adjacent to Academy Close was the original school. This two room schoolhouse had been part residence and part school. It was moved from its original location across the street to the area above the current parking lot during renovations to St. Ann’s Annex in the 1950’s. It was moved in 1974 to the Royal BC Museum.

### 5.9.2 Features

- a) Laundry - 1896 original brick building designed by Maclure with a 1913 addition
- b) Cottage - possibly "employees quarters brick building back of laundry - built of concrete and brick, concrete stairs, galvanized iron roof"<sup>3</sup>
- c) Double Garage (1956) – now modified for use as a recycling depot and bicycle lock up.
- d) Shed - There is a notation of a one storey shed erected in 1942 on the rear of the property with a hipped shingled roof and dropped [sic] siding.<sup>4</sup>
- e) Original School house – built prior to 1858 south of what is now Academy Close. It was moved to the north side of Academy Close in 1966 west of the gymnasium. In 1974 the school was relocated to the grounds of the Royal BC Museum.

*Recommendation that the relocation of original school house onto the St. Ann’s grounds to one of two original locations or an alternative location in the area of the former laundry will not be considered during this five year plan but may be addressed with planning for the modifications of the landscape due to the closure of Academy Close.*

- f) Berry Garden – west end of building – now a parking lot

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<sup>3</sup> ASSAVE-SC cited in Phillips, "...Chronology", 1996, p. 3

<sup>4</sup> ASSAV 017 BP cited in Phillips, "...Chronology", 1996, p. 4

The pear trees on the southwest side of the property are thought to have been planted by the homesteaders who occupied the land before 1871.

*Recommendation that the idea of planting berry canes along the wire fencing around the parking lot to camouflage the modern fence, increase security along this perimeter and interpret that the area was once a berry garden be reviewed.*

*All areas of grounds that adjoin Academy Close to await a master plan of the connection to Beacon Hill Park following the vacating of the St. Ann's Annex and the closure of Academy Close.*

## 6. MODERN AMENITIES

### 6.1 OVERVIEW

Some modern amenities have been added to the site during the renovations 1995-1997 and other are under consideration now that the site is occupied.

### 6.2 FEATURES

#### a) Irrigation and Water

Irrigation systems have been installed for the grass in the Novitiate Garden and along the driveway. Irrigation systems also address watering of the Humboldt / Blanshard Corner and the planters between the grand stairs. Planted areas in the Novitiate garden are hand watered along with the urns on the stairs.

*Recommendation that automated irrigation be expanded to include Academy Green, the urns on the stairs and the rose arbour in the Arboretum. Other areas of development be reviewed to determine if automated irrigation is required.*

*Recommendation that a complete review of the watering needs of the property be undertaken including the other recommendations in the plan to develop a single comprehensive watering control system.*

#### b) Electricity outlets – Novitiate Garden, Academy Green and Auditorium rental users have requested increased access to power in these areas – see recommendation under lighting.

#### c) Lighting

New period sympathetic light standards have been added to the modern parking lot on the west side of the building. Low mounted “cane” lights were installed along the perimeter of the driveway off Blanshard starting at the edge of the building and the pathways along the main drive. Lighting has also been installed in the trees between Blanshard Street and the end of the building. Outdoor Christmas lighting has been installed into fruit trees around the parking lot, on trees in the back courtyard and on the driveway trees. Due to vandalism, many of the cane lights have been removed.

*Recommendation that a complete review of the electrical needs of the property be undertaken including the other recommendations in the plan to develop a single comprehensive electrical supply system.*

#### d) Seating

12 Teak and 5 concrete benches have been placed on the St. Ann's Academy grounds. These benches were placed based on the expected use of the property by visitors.

*Recommendation that a review of the location of benches historically in the Academy Green and Cemetery area should be undertaken to determine if some of the benches should be moved to these historic locations or if further benches (perhaps of vintage styling) should be acquired for these historic locations.*

- e) Garbage receptacles  
Recently a number of concrete and pebble garbage receptacles have been delivered to St. Ann's.
- f) Smoking receptacles  
A number of formed concrete garden urns filled with sand have been placed near the building entrances to provide smoking receptacles.
- g) Dog refuse management  
Dogs and their owners are a user group of St. Ann's grounds. At this time, the impact of these visitors has not been noted as problematic however consideration might be given to whether refuse bags should be dispensed near major entrances to the grounds.
- h) East hedge – introduced in 1986 to address concerns raised by the neighbours
- i) Grounds Security
- j) Vandalism issues
- k) Signage  
Currently there are signs located on the grounds as follows:
  1. "Welcome" sign at the Humboldt / Blanshard corner
  2. "St. Ann's Academy" arch gate at the driveway
  3. Two arrow sign posts, one near the parking lot junction and the other at the south end of the main driveway.
  4. A map sign noting the route to Beacon Hill Park on the eastern side of the building

*Recommendation that further directional and information signs be installed for users of the building.*

*Recommendation that interpretive signage be developed in coordination with the Interpretive Centre of Interest of the St. Ann's Academy Advisory Committee.*

- a) Driveway and parking – currently some areas use formed concrete curbs while other areas use large rocks. There are several areas of grass which are being driven on and should be protected by additional curbing.

*Recommendation that additional curbing located near the main parking lot be used to outline the small lot on the east side of the building to deter driving on the grass.*

*Recommendation that the boulevard understorey between the parking lot and the driveway street be cleaned up and planted with a low maintenance ground planting.*

- m) Bike Racks – better services need to be provided for bike couriers and for public users of the property who wish to lock up a bicycle.

*Recommendation that the needs of bicycle users of the buildings be determined and that appropriate arrangements be made for those needing to leave a bicycle on the property.*

- n) Other

*Recommendation that the City parks department be asked about extending the hanging basket concept into the immediate area of Belleville and Blanshard Streets and that hanging baskets be considered for possible use on parking area light standards.*

## 7. SUMMARY OF RECOMMENDATIONS

### 5.1 Formal Garden

- *Recommendation that due to a change from an open sunny vista to one of mature trees creating large expanses of shade, that any new plantings be chosen to match those shade tolerant varieties that would have replaced the sun tolerant ones.*
- *Recommendation to replicate existing but unavailable original sundial as funding has already been secured for this work.*
- *Recommendation that further pathway development may be considered after the recommended work below is completed. While tree roots are now impacting on historic pathlines, current “users” paths should not dictate direction of all paths which may be permanently established.*
- *Recommendation that the main rectangular pathway be completed to allow a circuit of the arboretum giving joggers and others an 1/8 mile run; original rock line to remain where existing but that the path be continued at the new 5’0” width rather than original 8’0” width.*
- *Recommendation that the main rectangular pathway be constructed to provide a surface for wheelchair accessibility.*
- *Recommendation that the east-west meandering path where the urns once stood be re-established based on the current location determined by modern property users.*
- *Recommendation that the north south path from the birch walk past the battleship fountain to where the urns once stood at the east – west meandering path be stored to a width of one person wide.*
- *Recommendation that options for the future of the Battleship Fountain as a play sculpture or other use be investigated including questions of safety, liability, historic appearance, etc.*
- *Recommendation that the gazebos are not rebuilt until such time that doing so would not create vandalism or inappropriate use issues.*
- *Recommendation that more research is required to determine whether aspects of this unusual theme garden should be redeveloped.*

- *Recommendation to interpret this portion of the garden [unusual theme area] rather than restoring due to safety concerns regarding some features such as the crushed glass water course.*
- *Recommendation that wooden gate posts and an iron arch gate noting “St. Ann’s Academy” be installed on either side of the pedestrian access based on the design of the gate originally at the Blanshard driveway entrance.*
- *Recommendation that these urns not be re-established into the garden until user group has sufficiently changed to decrease the risk of vandalism to an acceptable level.*

## **5.2 Academy Green**

- ***Recommendation that the bicycle shed be replicated by modifying the original plan as needed to meet modern building code and use as an interpretive space or gathering place.***
- *Recommendation that the tennis courts are not be restored to the historic gravel and fenced arrangement but the lawn should be upgraded instead for use as public open space or for tented events when appropriate.*
- *Recommendation that to define and stabilize the edge of the arboretum where it meets the Academy Green and to decrease erosion on this edge, re-established the pathway stairs.*
- *Recommendation that investigations start into the construction, plantings and maintenance requirements of re-establishing the grape arbour. Due to the high maintenance costs expected, this is not a high priority.*

## **5.3 Former Cemetery**

- *Recommendation that a replica or similar statue of modern manufacture of the Statue of the Virgin Mary be installed on a replica plinth in the garden and that replica corner markers also be placed into their original locations. Plantings in this area should reflect the period when the cemetery area was primarily grass.*

## **5.4 Humboldt Gates and Formal Driveway**

- *Recommendation that the brick wall not be re-pointed at this time but that arrangements be made to regularly remove graffiti.*

### **5.5 Orchard**

- *Recommendation that cuttings be taken of ailing the trees to provide samples for replacement of those trees which may require replacement due to death of the tree.*
- *Recommendation that the incomplete rows of fruit trees not be inter-planted.*

### **5.6 Novitiate Garden**

- *Recommendation that cuttings be taken of the dying Queen Anne Cherry to create a replacement of the same species for when this tree is dead.*

### **5.7 Courtyard**

- *Recommendation that a White Hawthorne tree be planted to mark the location of this cemetery site.*

### **5.8 Academy Close perimeter**

- *Recommendation that the relocation of the original school house onto the St. Ann's grounds to one of two original locations or an alternative location in the area of the former laundry will not be considered during this five year plan but may be addressed with planning for the modifications of the landscape due to the closure of Academy Close.*
- *Recommendation that the idea of planting berry canes along the wire fencing around the parking lot to camouflage the modern fence, increase security along this perimeter and interpret that the area was once a berry garden be reviewed.*
- *All areas of grounds that adjoin Academy close to await a master plan of the connection to Beacon Hill Park following the vacating of the St. Ann's Annex and the closure of Academy Close.*

## **6. Modern Amenities**

- *Recommendation that automated irrigation be expanded to include Academy Green, the urns on the stairs and the rose arbour in the Arboretum. Other areas of development be reviewed to determine if automated irrigation is required.*
- *Recommendation that a complete review of the watering needs of the property be undertaken including the other recommendations in the plan to develop a single comprehensive watering control system.*
- *Recommendation that a complete review of the electrical needs of the property be undertaken including the other recommendations in the plan to develop a single comprehensive electrical supply system.*

- *Recommendation that a review of the location of benches historically in the Academy Green and Cemetery area should be undertaken to determine if some of the benches should be moved to these historic locations or if further benches (perhaps of vintage styling) should be acquired for these historic locations.*
- *Recommendation that further directional and information signs be installed for users of the building.*
- *Recommendation that interpretive signage be developed in coordination with the Interpretive Centre of Interest of the St. Ann's Academy Advisory Committee.*
- *Recommendation that additional curbing located near the main parking lot be used to outline the small lot on the east side of the building to deter driving on the grass.*
- *Recommendation that the boulevard understorey between the parking lot and the driveway street be cleaned up and planted with a low maintenance ground plantings.*
- *Recommendation that the needs of bicycle users of the building be determined and that appropriate arrangements be made for those needing to leave a bicycle on the property*
- *Recommendation that the City parks department be asked about extending the hanging basket concept into the immediate area of Belleville and Blanshard Streets and that hanging baskets be considered for possible use on parking area light standards.*

## **8. IMPLEMENTING THE PLAN**

Due the heritage designation of the grounds, the Heritage Branch of the Ministry of Small Business, Tourism and Culture will need to be involved in approving the work on the grounds of St. Ann's Academy. It is expected that this plan will be forwarded to both the Heritage Branch and the City of Victoria to ensure a smooth process of adoption of the plan and its implementation.

Parties involved in the management and maintenance of the grounds of St. Ann's Academy:

- PCC staff
- BCBC
- Landscaping contractors
- Pruning contractors
- Pest Control contractors
- Snow removal (large equipment) contractors
- Janitorial contractors
- BC Fruit Testers

BCBC will be responsible for improvements to Area "A", other improvement areas are the responsibility of the PCC.

- **TIMELINE FOR RECOMMENDED IMPROVEMENTS**

Considerations for developing the timeline:

Approvals

Logical sequencing

Fundraising and financing projects

## BUDGET

### Costs

<b>Item</b>	<b>Amount</b>	<b>Secured</b>
5.1 Formal Garden <ul style="list-style-type: none"><li>• new plantings</li><li>• sundial</li><li>• main rectangular pathway</li><li>• meandering pathway</li><li>• north-south path</li><li>• Battleship fountain planning</li><li>• Unusual theme garden research &amp; Interpretation</li><li>• Side gate</li></ul>	<ul style="list-style-type: none"><li>• \$ 5,000</li><li>• \$ 7,000</li><li>• \$12,000</li><li>• \$ 7,000</li><li>• \$ 7,000</li><li>• \$ 2,000</li><li>• \$ 2,000</li><li>• \$ 7,000</li></ul>	
5.2 Academy Green <ul style="list-style-type: none"><li>• Bicycle shed</li><li>• Lawn upgrade</li><li>• Pathway stairs</li><li>• Grape arbour review</li></ul>	<ul style="list-style-type: none"><li>• \$25,000</li><li>• \$ 3,500</li><li>• \$ 3,000</li><li>• \$ 2,000</li></ul>	
5.3 Former Cemetery <ul style="list-style-type: none"><li>• Replica Statue and corner markers</li></ul>	<ul style="list-style-type: none"><li>• \$10,000</li></ul>	
5.4 Humboldt Gates and Formal Driveway		
5.5 Orchard <ul style="list-style-type: none"><li>• Tree cuttings</li></ul>	<ul style="list-style-type: none"><li>• \$ 2,000</li></ul>	
5.6 Novitiate Garden <ul style="list-style-type: none"><li>• Tree cuttings</li></ul>	<ul style="list-style-type: none"><li>• \$ 500</li></ul>	
5.7 Courtyard <ul style="list-style-type: none"><li>• White Hawthorne</li></ul>	<ul style="list-style-type: none"><li>• \$ 300</li></ul>	
5.8 Academy Close perimeter <ul style="list-style-type: none"><li>• Review of berry cane planting</li></ul>	<ul style="list-style-type: none"><li>• \$ 2,000</li></ul>	

<b>6.0 Modern Amenities</b> <ul style="list-style-type: none"> <li>• Irrigation system expansion</li> <li>• Review of watering needs</li> <li>• Review of Electrical needs</li> <li>• Review of bench locations</li> <li>• Directional and informational signage</li> <li>• Curbing to protect grass</li> <li>• Boulevard landscaping</li> <li>• Review of bicycle users needs and other traffic</li> </ul>	<ul style="list-style-type: none"> <li>• \$20,000</li> <li>• \$ 2,000</li> <li>• \$ 2,000</li> <li>• \$ 3,000</li> <li>• \$ 5,000</li> <li>• \$ 500</li> <li>• \$ 3,500</li> <li>• \$ 4,500</li> </ul>	
<b>TOTALS</b>	\$128,800	

**Revenues**

<b>Source</b>	<b>Amount</b>	<b>Percentage</b>	<b>Secured</b>
Provincial Capital Commission	\$45,800	35.6 %	<b>\$45,800</b>
Friends of St. Ann's Academy Society	\$ 5,000	3.9%	
Federal Sources – Canadian Millennium Partnership Program	\$43,000	33.4 %	
Private Foundations –	\$10,000	7.8%	
Fundraising	\$25,000	19.4%	<b>\$ 23,127</b>
<b>TOTALS</b>	<b>\$128,800</b>	<b>100 %</b>	<b>53.5%</b>

Possible Sources of Funding (not a definitive list)

**Federal**

*Canadian Millennium Partnership Program*

- project must be underway by December 31, 2000
- Funding to a maximum of one-third of eligible expenses
- Application deadlines: May 31, 1999, October 31, 1999 and March 1, 2000

*Young Canada Works (Summer 1999)*

- Up to \$30,000 to hire youth up to the age of 30
- Deadline April 12, 1999

*On-Site (industry – government partnership)*

- Provides qualified professionals for 6 months
- HRDC supported salaries, employer pays administrative fee

**Provincial**

*BC2000 Community Partnerships*

- Application must be by a not-for-profit
- Project must be completed by March 31, 2001
- Up to \$25,000 and not to exceed 50% of the project costs
- Deadlines April 30, 1999, October 31, 1999 and April 30, 2000

**Local Government**

**Private**

*Canada Trust Friends of the Environment Community Fund*

- Grants up to \$10,000

Many other Foundations support heritage or green projects.

**Fundraising Sponsorships**

St. Ann's Academy currently has a fundraising program underway to support various St. Ann's Academy initiatives including the development of the grounds.

As of May 4, 1999

Bike Gazebo	\$ 200
Garden bench – concrete	\$ 500
Garden bench – teak	\$ 500
Sundial	\$ 1,000
Garden Improvement	\$ 1,315
Garden plantings	\$ 250
Trees	\$ 19,362
Total:	\$ 23,127

## **BIBLIOGRAPHY**

Provincial Capital Commission, St. Ann's Academy: A Concept Plan for Restoration and Use, November 1997 (John Keay, Andrew Lee, Robert Patterson, Stuart Stark)

Christopher Phillips & Associates Landscape Architects Inc., "The Grounds of St. Ann's Academy – Chronology", unpub. ms., January 9, 1996

Canadian Park Service, Architectural History Branch, "St. Ann's Academy – The Gardens", unpub.ms., circa 1986

Grice Consultants Landscape Architects, "St. Ann's Academy – Grounds Plan Inventory" unpub. ms., August 5, 1986

Appendix 1 – The Grounds of St. Ann’s Academy – Chronology

Christopher Phillips & Associates Landscape Architects Inc., January 9, 1996 Appendix 2 -  
“Site and Surroundings”, St. Ann’s Academy: A Concept Plan for Restoration and Use  
undertaken by John Keay, Andrew Lee, Robert Patterson and Stuart Stark, with  
Provincial Capital Commission responses.

Appendix 3 – Grice Consultants, “St. Ann’s Academy – Grounds Plan Inventory

Appendix 4 - “Mount View Tree Services Arboretum listing

Appendix 5 –“Garden Plans” (Novitiate Garden) design by Lynne Milnes, drawn by Doris  
Fancourt-Smith

Appendix 6 – BC Fruit Testers list of fruit trees on the property

Appendix 7 – St. Ann’s Academy, Grounds for Celebration, Provincial Capital  
Commission, Victoria, 1998

Appendix 8 - Garden photographs from the Sisters of St. Ann’s Archives

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## **APPENDIX B**

### **Table of Implementation**

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**Appendix B: Table of Implementation**  
**Assessing the Results of the Recommendations from the 1999-2004 Grounds Five Year Plan**

This table is the result of two site tours that were undertaken with facilities/site staff. They were asked to comment on the completion level of previous recommendations, where applicable. They were then asked to comment generally on the overall condition of each feature, and whether more attention was needed / planned within an estimated timeframe. This table is a summary of those comments.

<b>AREA "A": HUMBOLDT GATES, FORMAL DRIVEWAY, ACADEMY CLOSE PERIMETER and REAR COURTYARD</b>					
<b>Area and Associated Features</b>	<b>Previous Comments and Recommendations (from 1999-2004 Grounds Plan)</b>	<b>Level of Completion</b>	<b>Current condition of the feature</b>	<b>Does it require more attention?</b>	<b>Suggested/ Planned next steps</b>
Academy Close	<i>All areas of grounds that adjoin Academy Close to await a master plan of the connection to Beacon Hill Park following the vacating of the St. Ann's Annex and the closure of Academy Close.</i>	Green space that joins Beacon Hill Park and St. Ann's Academy" is now "Millennium Park"	Good	Does not currently fall under the St. Ann's Grounds maintenance contract.	May be efficient to consider treating Millennium Park and the St. Ann's grounds under the same maintenance package in the long-term future.
Humboldt Gate (replicated in 1998)	<i>(No Recommendations)</i>	N/A	Good		A primary area suggested for increased signage

Area and Associated Features	Previous Comments and Recommendations (from 1999-2004 Grounds Plan)	Level of Completion	Current condition of the feature	Does it require more attention?	Suggested/ Planned next steps
Humboldt Brick Wall	<i>Recommendation that the brick wall not be re-pointed at this time but that arrangements be made to regularly remove graffiti.</i>	Regular graffiti removal occurring	Below Average: Repair with Portland cement occurred ca. 2007 after car accident – possibility of heritage issues with this repair/ Other parts of wall in need of repointing (loose bricks)	Condition of repair site needs to be addressed/ Entire wall needs attention and repointing	Within five years: Professional assessment of wall condition and heritage treatment
Driveway trees – Columnar Oaks	<i>(No Recommendations)</i>	N/A	Below Average: Deteriorating specimens/ aeration/cultivation below trees to promote health	4 oaks have had to be replaced so far/ attention is directed at this issue	In next five years: Replacement of all trees with another type may be necessary of condition of current species continues to deteriorate
Sequoias	<i>(No Recommendations)</i>	N/A	Very Good	Root systems visibly traveling under driveway	Watch root systems do not affect driveway safety

<b>Area and Associated Features</b>	<b>Previous Comments and Recommendations (from 1999-2004 Grounds Plan)</b>	<b>Level of Completion</b>	<b>Current condition of the feature</b>	<b>Does it require more attention?</b>	<b>Suggested/ Planned next steps</b>
Federal Designation markers (flanking the driveway)	<i>(No Recommendations)</i>	N/A	Current signs in Good condition	Potential site for additional welcoming/ informative signage	In next five years: Consider and discuss this location for interpretive/ directional signage possibilities
Belleville Driveway entrance Side Gate	<i>(No Recommendations)</i>	N/A	Very Good		
Former Cemetery (1871 to 1908)	<i>Recommendation that a White Hawthorne tree be planted to mark the location of this cemetery site</i>	Completed			Long-term: Consider this location for interpretive signage
Grotto	<i>(No Recommendations)</i>	N/A			
Former Gymnasium	<i>(No Recommendations)</i>	N/A			
Former Laundry, Cottage and Shed	<i>(No Recommendations)-</i>	N/A			

Appendix B: Table of Implementation:  
Assessing the Results of the Recommendations from the 1999-2004 Five Year Grounds Plan

Area and Associated Features	Previous Comments and Recommendations (from 1999-2004 Grounds Plan)	Level of Completion	Current condition of the feature	Does it require more attention?	Suggested/ Planned next steps
Original School house (In 1974 the school was relocated to the grounds of the Royal BC Museum.)	<i>Recommendation that the relocation of original school house onto the St. Ann's grounds... will not be considered during this five year plan but may be addressed with planning for the modifications of the landscape due to the closure of Academy Close.</i>	Possibility looked into, and decided against			
Berry Garden – west end of building – now a parking lot	<i>Recommendation that the idea of planting berry canes along the wire fencing around the parking lot to camouflage the modern fence, increase security along this perimeter and interpret that the area was once a berry garden be reviewed.</i>	Possibility looked into, and decided against			Some easy-maintenance planting may occur at the south end of the parking lot in the future.

Appendix B: Table of Implementation:  
Assessing the Results of the Recommendations from the 1999-2004 Five Year Grounds Plan

<b>AREA "B": ACADEMY GREEN and FORMER CEMETARY</b>					
<b>Area and Associated Features</b>	<b>Previous recommendation (from 1999-2004 grounds plan)</b>	<b>Level of Completion</b>	<b>Current condition of the feature</b>	<b>Does it require more attention?</b>	<b>Suggested/ Planned next steps</b>
Bicycle Shed – This feature was built as an open multi-sided shed with asphalt shingle multi-coloured roof for the storage of student bicycles.	<i>Recommendation that the bicycle shed be replicated by modifying the original plan as needed to meet modern building code and use as an interpretive space or gathering place.</i>	Possibility looked into, and decided against Possibility of vandalism and providing shelter for undesirable activities			
Former Tennis Courts	<i>Recommendation that the tennis courts not be restored to the historic gravel and fenced arrangement but the lawn be upgraded instead for use as public open space or for tented events when appropriate.</i>	Completed, and now in use as a public space/ irrigation installed ca. 2007*		*Note: irrigation installation brought to light communication issues between contracted maintenance and PCC (taps for irrigation installed in former cemetery without heritage consultation with PCC)	Long-term: continue efforts to increase heritage-sensitivity communication with leaseholders and contracted maintenance

Appendix B: Table of Implementation:  
Assessing the Results of the Recommendations from the 1999-2004 Five Year Grounds Plan

<b>Area and Associated Features</b>	<b>Previous recommendation (from 1999-2004 grounds plan)</b>	<b>Level of Completion</b>	<b>Current condition of the feature</b>	<b>Does it require more attention?</b>	<b>Suggested/ Planned next steps</b>
Former Tennis Courts	<i>Recommendation that to define and stabilize the edge of the arboretum where it meets the Academy Green and to decrease erosion on this edge; re-establish the pathway stairs.</i>				Possibly consider over long term
Croquet lawn	<i>(No Recommendations)</i>	N/A			
Former Grape Arbor	<i>Recommendation that investigations start into the construction, plantings and maintenance requirements of re-establishing the grape arbour. Due to the high maintenance costs expected, this is not a high priority.</i>	Ongoing			Long term: consider re-establishment of grape arbor as resources allow
Forecourt (south of Bicycle Shed)	<i>(No Recommendations)</i>	N/A			

Appendix B: Table of Implementation:  
Assessing the Results of the Recommendations from the 1999-2004 Five Year Grounds Plan

Area and Associated Features	Previous recommendation (from 1999-2004 grounds plan)	Level of Completion	Current condition of the feature	Does it require more attention?	Suggested/ Planned next steps
Former 1874 Well feature (on Keay report drawing)	<i>Investigate more information about this feature and whether it should also be re-established.</i>	Possibility looked into, and decided against			
Former Cemetery, including Statue of Mary on a plinth, corner markers and associated plantings	<i>Recommendation that a replica or similar statue of modern manufacture of the Statue of the Virgin Mary be installed on a replica plinth in the garden and that replica corner markers also be placed into their original locations.</i>	Completed by anonymous donor ca. 2006	Very Good		
	<i>Replicate original markers based on photographs. Follow up with Stuart Monumental underway.</i>	Completed	Very Good		
	<i>Plantings – use Pheasant Eye Narcissus</i>	Not completed			Long term: consider this location for future symbolic planting

<b>AREA "C": ORCHARD and ESAT-SIDE SERVICE AREA</b>					
<b>Area and Associated Features</b>	<b>Previous recommendation (from 1999-2004 grounds plan)</b>	<b>Level of Completion</b>	<b>Current condition of the feature</b>	<b>Does it require more attention?</b>	<b>Suggested/ Planned next steps</b>
Orchard	<i>The orchard has been under study by the BC Fruit Testers to determine the nature of each species. A three year pruning program has been established to bring the trees back to their best condition. There are no plans to infill plant trees to re-establish full rows of fruit trees</i>	Routine pruning and organic spraying ongoing indefinitely	Below average: trees are at the end of lifespan and present a potential safety issue as children climb them. Holes are visible in some limbs, others are held up by wiring.	Currently no irrigation; re-establishment of orchard would require irrigation plans.	Continue with current program and assess the health of current trees as needed; discuss re-establishing the heritage orchard trees over the long term with pest and disease-resistant varieties, as current specimens are at the end of lifespan
	<i>Recommendation that cuttings be taken of ailing trees to provide samples for replacement of those trees which may require replacement due to death of the tree.</i>				

<b>Area and Associated Features</b>	<b>Previous recommendation (from 1999-2004 grounds plan)</b>	<b>Level of Completion</b>	<b>Current condition of the feature</b>	<b>Does it require more attention?</b>	<b>Suggested/ Planned next steps</b>
Former Baseball diamond	<i>There are no plans to re-establish the shed</i>	N/A			
Former vegetable gardens	<i>There are no plans to re-establish the greenhouse</i>	N/A		Would be a logical potential site for allotment gardens	Within five years: discuss possibility of establishing community allotment plots or other appropriate community / agricultural use
Shed (1880 – 1950)	<i>Now modified for use as a recycling depot and bicycle lock up.</i>	N/A			
Former Greenhouse		N/A			
Double Garage (1956)	<i>Now modified for use as a recycling depot and bicycle lock-up</i>	Completed	Good: Current adapted use is functional		
General Lawn area	<i>(No Recommendations)</i>	N/A	Below Average: Potholes and general rubbish present potential hazards	Holes should be filled in for safety reasons	In the next year: discuss with WSI about increasing general periodic sweeps for trash.

Appendix B: Table of Implementation:  
Assessing the Results of the Recommendations from the 1999-2004 Five Year Grounds Plan

<b>Area and Associated Features</b>	<b>Previous recommendation (from 1999-2004 grounds plan)</b>	<b>Level of Completion</b>	<b>Current condition of the feature</b>	<b>Does it require more attention?</b>	<b>Suggested/ Planned next steps</b>
Pathways	<i>(No Recommendations)</i>	N/A	Average	Pathways in this area do not formally connect with seating, with other pathways, or building access. Some pedestrian-created paths crossing the lawn	Long term: discuss the possibility of formally incorporating the existing pedestrian trails and seating into the formal pathway design, to connect different features of the site and direct traffic flow.

Appendix B: Table of Implementation:  
Assessing the Results of the Recommendations from the 1999-2004 Five Year Grounds Plan

<b>FORMAL GARDEN or ARBORETUM (Area "D")</b>					
<b>Area and Associated Features</b>	<b>Previous recommendation (from 1999-2004 grounds plan)</b>	<b>Level of Completion</b>	<b>Current condition of the feature</b>	<b>Does it require more attention?</b>	<b>Suggested/ Planned next steps</b>
Exotic Trees – currently on a programmed pruning schedule.	<i>Recommendation that due to a change from an open sunny vista to one of mature trees creating large expanses of shade, that any new plantings be chosen to match those shade tolerant varieties that would have replaced the sun tolerant ones.</i>	Ongoing. Heritage alterations permit application in place. City arborist had visited site.	Below average: Preventative pruning and proactive under planting is deemed necessary. Safety issues with particular trees.	Yes. This area is a focus of current attention.	In the next two years, if permit is approved, will begin cutting and removal of necessary trees and shrubs.
Sundial - Original sundial installed in memory of Marjorie Napier.	<i>Recommendation to replicate existing but unavailable original sundial as funding has already been secured for this work.</i>	Completed		Potential future location for interpretive signage and connecting pathways	Next five years: Consider this location for interpretive signage and/or connective pathways
Rose Arbor	<i>Replace roses with shade tolerant varieties. Water requirements need to be determined</i>	Not Completed	Below Average		Consider in the long term future.

Appendix B: Table of Implementation:  
Assessing the Results of the Recommendations from the 1999-2004 Five Year Grounds Plan

Area and Associated Features	Previous recommendation (from 1999-2004 grounds plan)	Level of Completion	Current condition of the feature	Does it require more attention?	Suggested/ Planned next steps
Pathways - Additional paths Pathways - Additional paths	<i>Recommendation that further pathway development may be considered. While tree roots are now impacting on historic path lines, current "users" paths should not dictate direction of all paths which may be permanently established.</i>	Path leading to staircase to Blanchard street completed	Good		
	<i>Recommendation that the main rectangular pathway be completed to allow a circuit of the arboretum giving joggers and others an 1/8 mile run; original rock line to remain where existing but that the path be continued at the new 5'0" width rather than original 8'0" width.</i>	Partially completed, although 1/8 mile run not completely laid out.	Below Average: Pedestrian safety not completely addressed by current pathway system; absence of pathways by sundial and driveway force pedestrian traffic to travel to the building using the vehicle route.	A pathway along the driveway running from the Blanchard entrance to connective pathways is desirable, to relocate foot traffic from roadway to pedestrian route. Would require partial removal of holly hedge to facilitate pedestrian entrance, which would also create better driver visibility	Over next two years: address safety issue with pedestrian traffic along driveway with additional pathway  Over next five years: Move toward complete renewal of 1/8 mile track.

Appendix B: Table of Implementation:  
Assessing the Results of the Recommendations from the 1999-2004 Five Year Grounds Plan

<b>Area and Associated Features</b>	<b>Previous recommendation (from 1999-2004 grounds plan)</b>	<b>Level of Completion</b>	<b>Current condition of the feature</b>	<b>Does it require more attention?</b>	<b>Suggested/ Planned next steps</b>
Pathways - Additional paths Pathways - Additional paths	<i>Recommendation that the main rectangular pathway be constructed to provide a surface for wheelchair accessibility.</i>	Completed	Average	Paths are beginning to wear	Over next five years: Gradually re-gravel existing paths
	<i>Recommendation that the east-west meandering path where the urns once stood be re-established based on the current location determined by modern property users.</i>	Completed	Average		
	<i>Recommendation that the north south path from the birch walk past the battleship fountain to where the urns once stood at the east – west meandering path be restored to a width of one person wide</i>	Completed	Average		

Appendix B: Table of Implementation:  
Assessing the Results of the Recommendations from the 1999-2004 Five Year Grounds Plan

<b>Area and Associated Features</b>	<b>Previous recommendation (from 1999-2004 grounds plan)</b>	<b>Level of Completion</b>	<b>Current condition of the feature</b>	<b>Does it require more attention?</b>	<b>Suggested/ Planned next steps</b>
Birch Walk	<i>(No Recommendations)</i>	N/A			See exotic trees comments above
Battleship Fountain	<i>Restore Fountain- Recommendation that options for the future of the Battleship Fountain as a play sculpture or other use be investigated including questions of safety, liability, historic appearance, etc.</i>	Clearing of vegetation completed; no other restorative plans carried out	Poor: Fountain is almost 100 years old; it is steadily deteriorating and is occasionally misused by visitors	Needs immediate attention or this heritage feature may be lost entirely. Would be a prime location for interpretive signage. Decorative planting an/or increased lighting might decrease vandalism	In next five years: Discuss and decide whether this feature will be allowed to naturally deteriorate; if not, decide on preventative action. Discuss possibility of interpretive signage.  Long Term: discuss possibility of irrigation to this area.
Gazebos – located on either side of the Battleship Fountain; removed by the Sisters due to concerns regarding inappropriate use.	<i>Recommendation that the gazebos are not rebuilt until such time that doing so would not create vandalism or inappropriate use issues.</i>	Possibility looked into, and decided against; Possibility of vandalism and providing shelter for undesirable activities			Long Term: consider replicating original design aesthetic in an interpretive kiosk design that would not accommodate undesirable activities.

Appendix B: Table of Implementation:  
Assessing the Results of the Recommendations from the 1999-2004 Five Year Grounds Plan

Area and Associated Features	Previous recommendation (from 1999-2004 grounds plan)	Level of Completion	Current condition of the feature	Does it require more attention?	Suggested/ Planned next steps
Formal Garden: Unusual theme section - included theme sections for children's play. Part of this area is now included in the Humboldt / Blanshard corner redevelopment.	<i>Recommendation that more research is required to determine whether aspects of this unusual theme garden should be redeveloped.</i>	Not completed			
	<i>Recommendation to interpret this portion of the garden rather than restoring due to safety concerns regarding some features</i>	Not completed			
Side Gate – a 1913 gate was located at the Blanshard driveway entrance over which was a wrought iron arch noting “Residential Girls School”.	<i>Recommendation that wooden gate posts and an iron arch gate noting “St. Ann’s Academy” be installed on either side of the pedestrian access based on the design of the gate originally at the Blanshard driveway entrance.</i>	Completed			

Appendix B: Table of Implementation:  
Assessing the Results of the Recommendations from the 1999-2004 Five Year Grounds Plan

<b>Area and Associated Features</b>	<b>Previous recommendation (from 1999-2004 grounds plan)</b>	<b>Level of Completion</b>	<b>Current condition of the feature</b>	<b>Does it require more attention?</b>	<b>Suggested/ Planned next steps</b>
Humboldt / Blanshard Corner containing welcome sign	<i>(No Recommendations)</i>	N/A	Poor: Currently planted with hydrangeas, invasive plants such as <i>vinca</i> and <i>hypericum</i> multiplying, signage is not very visible.	Immediate attention needed.	In the next year: High priority, as it is the high-visibility corner. Plans to create a feature corner and potential volunteer-assisted project underway.
Concrete Urns – north of the sundial.	<i>Recommendation that these urns not be re-established.</i>	N/A			
Holly Hedge – the hedge was planted in 1886. It now lies outside the property line on a City of Victoria right-of-way.	<i>(No Recommendations)</i>	N/A	Good	Current hedge pruning is high, emphasizing a feeling of privacy over openness	Over next two years: If pathway next to driveway is established, a section of the hedge may need to be altered, and might require permission from the City
Rose Brambles between Arboretum and Academy Green	<i>(No Recommendations)</i>	N/A	Below Average	May need some pruning for health / aesthetics	Over next five years: Prune bush for shape – potential volunteer activity

Appendix B: Table of Implementation:  
Assessing the Results of the Recommendations from the 1999-2004 Five Year Grounds Plan

<b>AREA "E": NOVITIATE GARDEN and GRAND STAIRCASE</b>					
<b>Area and Associated Features</b>	<b>Previous recommendation (from 1999-2004 grounds plan)</b>	<b>Level of Completion</b>	<b>Current condition of the feature</b>	<b>Does it require more attention?</b>	<b>Suggested/ Planned next steps</b>
Summerhouse <i>Replicated in 1998</i>	<i>(No Recommendations)</i>	N/A	Very Good		
Herb Garden	<i>An original rosemary bush was one of the few remaining features. Cuttings of this bush have been taken and the rest of the garden has been re-established through new plantings of period appropriate species in May 1998</i>	Herb garden was redone by the garden volunteer group in 2007. Assessment reveals the rosemary was not original	Excellent	Requires ongoing maintenance and ongoing replanting of annual/biennial herbs	Maintenance could be an appropriate part of regular garden volunteer activity.
Cutting Garden	<i>The rest of the garden has been re-established through new plantings of period appropriate species in May 1998</i>	Completed but then not maintained	Below Average – a priority because of high visibility to rental clients	Needs attention – perennials need renewal, some species have died off, others need to be divided, no longer adheres to the original 1998 plan	Over next five years, renew/renovate cutting garden, potential garden volunteer activity. Novitiate design should be updated in the Interpretive booklet before reprinting.

Appendix B: Table of Implementation:  
Assessing the Results of the Recommendations from the 1999-2004 Five Year Grounds Plan

Fruit trees	<i>Recommendation that cuttings be taken of the dying Queen Anne Cherry to create a replacement of the same species for when this tree is dead.</i>	Not completed. Cuttings not taken, but cherry has not died, and replacement species are now available on the market.	Below Average	Ongoing monitoring for viral disease.	Over next five years: Cherries should be pruned along walkway as low branches are a safety hazard.
Mature Acacia (Robinia) Tree	<i>(No Recommendations)</i>	N/A	Poor: Tree has been examined by a certified arborist and found to have an untreatable fungus.	Priority safety issue Tree must be removed before it falls.	Initial pruning has removed 1/3; Within three years, plan removal and discuss a replacement tree.
Hollies against Northeast corner of Academy building (1886 wing)	<i>(No Recommendations)</i>	N/A	Poor: Overgrown, potentially interfering with foundation drainage and structure	Requires attention; may also be providing shelter for undesirable activities.	Over the next five years: discuss removal.

<b>MODERN AMENITIES</b>					
<b>Area and Associated Features</b>	<b>Previous recommendation (from 1999-2004 grounds plan)</b>	<b>Level of Completion</b>	<b>Current condition of the feature</b>	<b>Attention Required?</b>	<b>Suggested/ Planned next steps</b>
Irrigation and Water	<i>Recommendation that automated irrigation be expanded to include Academy Green, the urns on the stairs and the rose arbor in the Arboretum. Other areas of development be reviewed to determine if automated irrigation is required.</i>	Completed, except for the rose arbor.	Good. Irrigation has also been installed on the Academy Green, to Humboldt / Blanchard Corner, and Novitiate Garden		Consider over the long term.
	<i>Recommendation that a complete review of the watering needs of the property be undertaken including the other recommendations in the plan to develop a single comprehensive watering control system.</i>	Partially addressed			

Appendix B: Table of Implementation:  
Assessing the Results of the Recommendations from the 1999-2004 Five Year Grounds Plan

Area and Associated Features	Previous recommendation (from 1999-2004 grounds plan)	Level of Completion	Current condition of the feature	Attention Required?	Suggested/ Planned next steps
Electricity outlets	<i>Novitiate Garden, Academy Green and Auditorium rental users have requested increased access to power in these areas – see recommendation under lighting.</i>	Not Completed			Over the long term: discuss these issues in more detail.
Lighting	<i>Recommendation that a complete review of the electrical needs of the property be undertaken including the other recommendations in the plan to develop a single comprehensive electrical supply system.</i>				
Seating	<i>Recommendation that a review of the location of benches historically in the Academy Green and Cemetery area should be undertaken to determine if some of the benches should be moved to these historic locations or if further benches should be acquired.</i>	Completed. Teak benches added ca. 1997	Below Average	Teak benches are acquiring lichen, and some lattice elements are broken or missing. Benches receive regular use.	Over next five years: Gradual replacement/ repair (new supplier has been located). Discuss remedies for general wear and tear of grass around the benches.

Appendix B: Table of Implementation:  
Assessing the Results of the Recommendations from the 1999-2004 Five Year Grounds Plan

Area and Associated Features	Previous recommendation (from 1999-2004 grounds plan)	Level of Completion	Current condition of the feature	Attention Required?	Suggested/ Planned next steps
Garbage receptacles	<i>(No Recommendation)</i>	N/A			Over the next five years: revisit these issues
Smoking receptacles	<i>(No Recommendation)</i>	N/A			
Dog refuse management	<i>At this time, the impact of these visitors has not been noted as problematic however consideration might be give to whether refuse bags should be dispensed near major entrances to the grounds.</i>	Not Completed			

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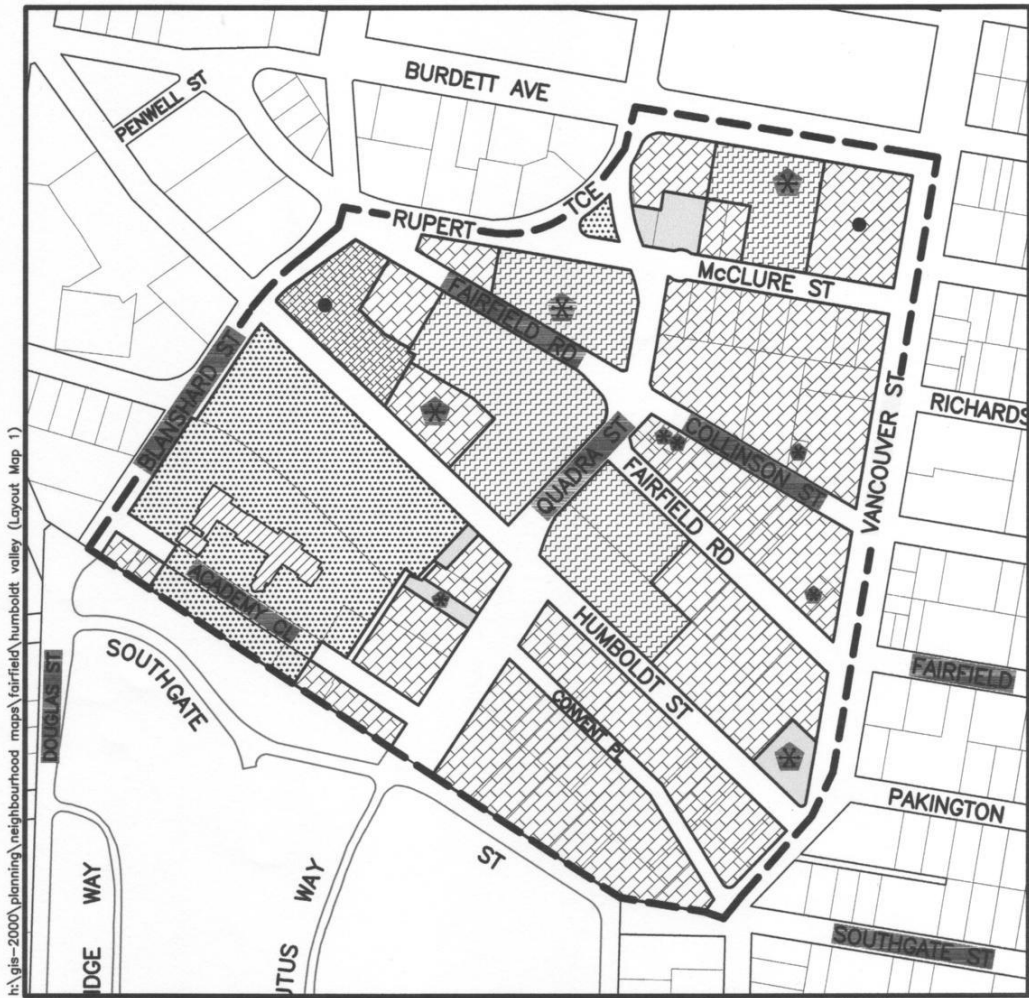
**APPENDIX C**

**Humboldt Valley Maps**

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# Humboldt Valley Map 1

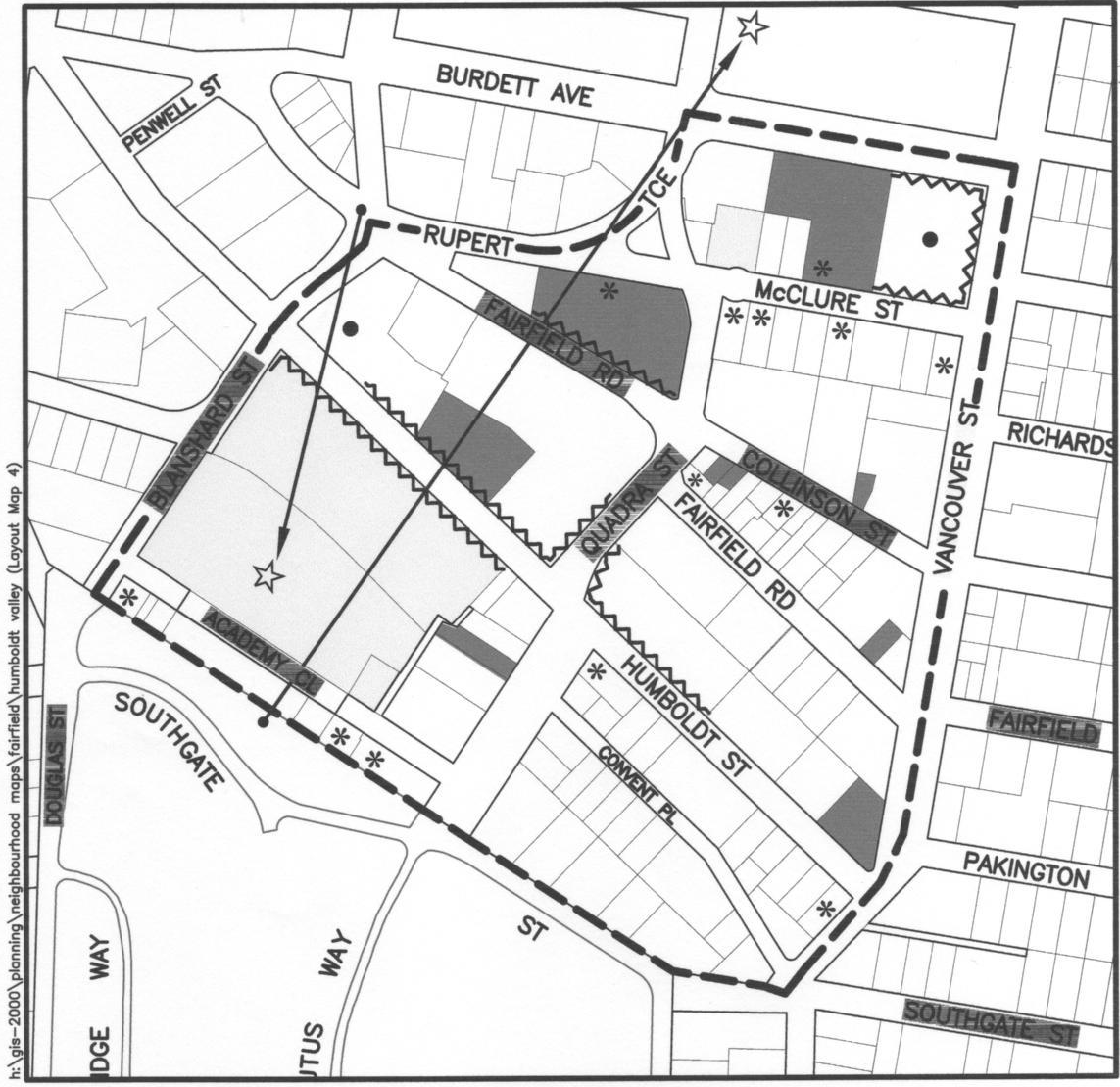
## Existing Land Use

### Legend

- |   |   |
|---|---|
|  Institutional           |  Public/Private Greenspace     |
|  Residential             |  Vacant Land/Development Site  |
|  Transient Accommodation |  Heritage Designated Building  |
|  Office/Public Building  |  Humboldt Valley Boundary Line |
|  Mixed Use               |   |

Date Updated: July 15, 2004












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# Humboldt Valley Map 4

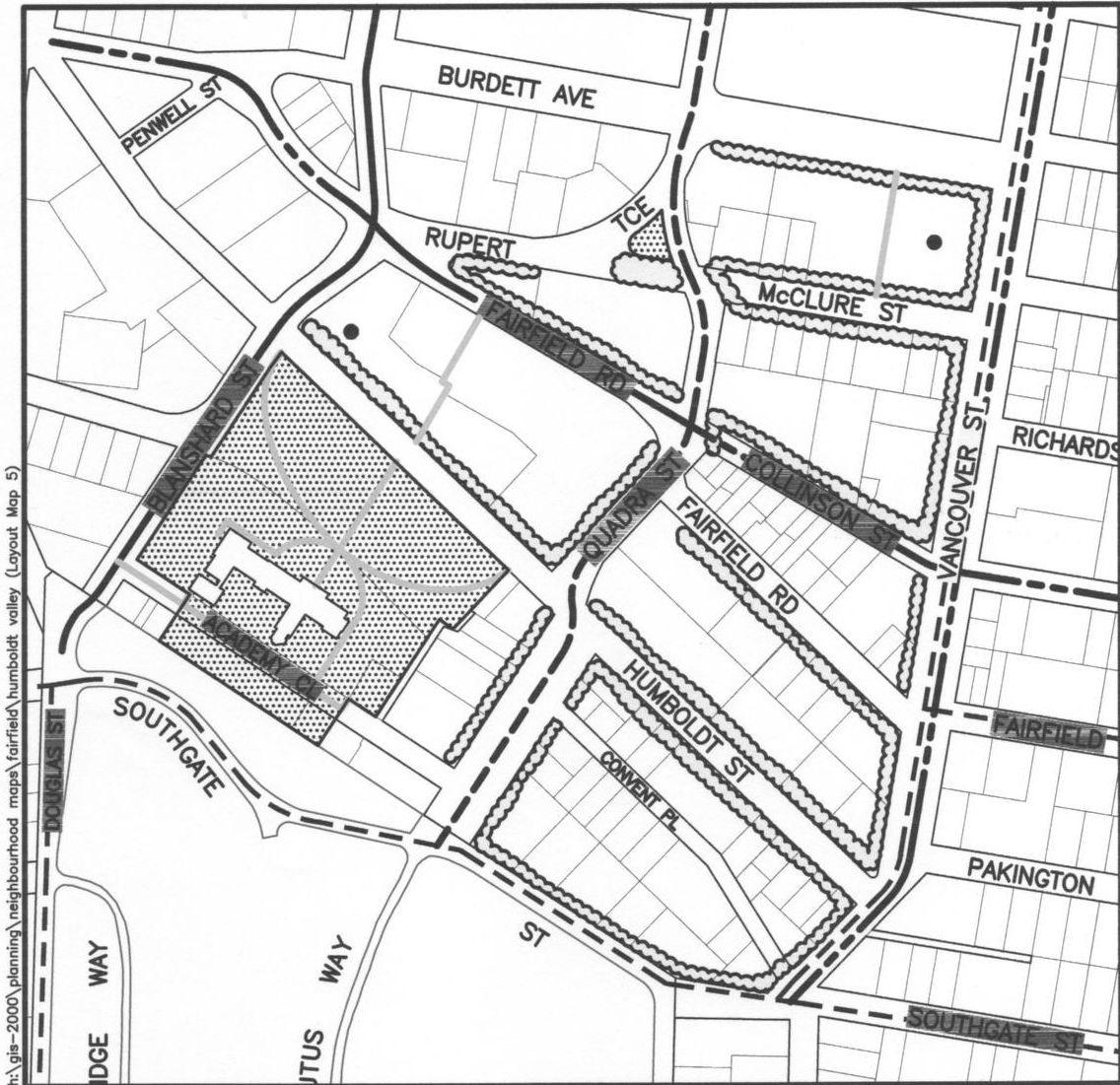
## Heritage

### Legend

-  Heritage Designated Properties
-  Landmark Building
-  Heritage Registered Properties
-  Vacant Land/Development Site
-  \* These properties and landscape features may be considered for inclusion on the City Heritage Registry when the registry is next updated.
-  View Corridor
-  Humboldt Valley Boundary Line



Date Updated: January 3, 2005



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# Humboldt Valley Map 5

## Parks, Greenspace and Transportation



### Legend

- |                                |                                 |
|--------------------------------|---------------------------------|
| ----- Shared Greenway          | — Conceptual Mid-Block Walkways |
| ———— Arterial Route            | ▨ Public/Private Greenspace     |
| ----- Secondary Arterial Route | ⊖ Significant Boulevard         |
| ----- Collector Route          | ● Vacant Land/Development Site  |

Date Updated: July 15, 2004

