

Heritage BC



Open Forum: Heritage Commissions and Committees Maintain Relationships with Local Government January 26, 2018

Guests:

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Key elements include:

1. Building trust among the stakeholders
2. Refining roles for the committee and its members; and recognizing roles may need to evolve over time.
3. Developing shared values and respect for common interests;
4. Understanding relationships and dynamics will evolve with time and change of people; there will be times when roles need to be re-examined;
5. Retaining expertise on the committee;
6. Developing collaboration among community (through the committee), the staff and the local government; again, values need to be shared throughout;
7. Everyone needs to be committed to the process; “it all comes down to people” and cultivation is needed. Leaders need to know when to leave and succession planning is key;
8. Resolving tensions (before damage is caused);
9. Success can breed success

The values of heritage commissions and committees were referenced:

- Support diametric issue of public and private interests;
- Support clarity of process;
- Support programs (e.g. vet applications to incentive programs);
- Support public awareness;
- Support standards (which need to be specified and specific)

Other Takeaways

- The system can work, but it requires the right people with shared values and trust.
- Mayor and council can be considered allies; one-on-one meetings with councillors is a good tool to developing shared understandings.
- The story of heritage (value and contribution) needs to be told in the media. It is important to share the stories through social media and with local media.

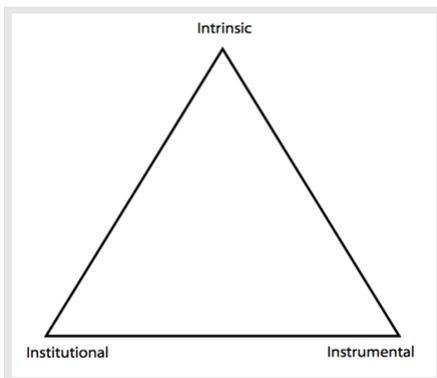


Additional Notes from Heritage BC

1. Never assume someone knows what you know, no matter how obvious it may seem to you.
2. A key component of succession documentation:
 - The history of the commission
 - The work and goals of the commission
 - The collected talents and experiences of the members
 - The roles and contributions of the members
 - The deliverables

- Also, conduct reviews: measure the committee's contributions from the point-of-view of the local government, and describe the accomplishments in ways that reflect the priorities of the government and the councilors.
3. Support your case through a range of values:
 - The tangible and intangible values of the committee.
 - The tangible and intangible values of heritage (specifically related to the local community).
 - Relate to the goals and values of the local government.
 - Describe how the committee (and heritage conservation) helps the local government achieve its vision, goals, values.

An excellent model of describing value is offered by John Holden¹. The approach provides a robust values assessment that will speak to the differing gaps, priorities and biases of the listener and reader.



Intrinsic values

Intrinsic values are the set of values that relate to the subjective experience of culture intellectually, emotionally and spiritually. It is these values that people refer to when they say things such as 'I hate this; it makes me feel angry', or 'If this was taken away from me I would lose part of my soul', or 'This tells me who I am'. These kinds of values can be captured in personal testimony, qualitative assessments, anecdotes, case studies and critical reviews.

¹ <https://www.demos.co.uk/files/Culturalvalueweb.pdf>

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Instrumental values

Instrumental values relate to the ancillary effects of culture, where culture is used to achieve a social or economic purpose. They are often, but not always, expressed in figures. This kind of value tends to be captured in ‘output’, ‘outcome’ and ‘impact’ studies that document the economic and social significance of investing in heritage.

Institutional value

Institutional value relates to the processes and techniques that organisations adopt in how they work to create value for the public. Institutional value is created (or destroyed) by how these organisations engage with their public; it flows from their working practices and attitudes, and is rooted in the ethos of public service. Through its concern for the public, an institution can achieve such public goods as creating trust and mutual respect among citizens, enhancing the public realm, and providing a context for sociability and the enjoyment of shared experiences.

4. Finally: The ‘Why’ and the ‘What’ of any organization, group, or cause, needs to be, on its own merit, resilient, and survive beyond the effects of change. If the ‘Why/What’ is clear and meaningful, it will attract those passionate, and they’ll figure out the ‘How’ and the ‘When’.

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