

The background of the cover is an impressionistic painting. It depicts a mountain landscape with a village on the left and a river or lake on the right. The mountains are painted in shades of blue and purple, while the trees and foliage are in various shades of green. The village features several buildings, including a church with a prominent steeple. The overall style is painterly and expressive, with visible brushstrokes and a rich, textured appearance.

HeritageBC



# STRATEGIC DIRECTIONS

2019–2021



An aerial photograph of a historic town in British Columbia, likely Rossland, showing a dense cluster of buildings and houses built on a hillside. In the background, there are large, forested mountains under a cloudy sky. The image is in black and white, with a slightly faded, historical feel.

## OUR MISSION

Heritage BC supports all people of British Columbia who champion the preservation and conservation of all forms of cultural heritage. We achieve this by developing awareness, appreciation and respect for B.C.'s built and intangible traditions.

## OUR STRATEGIC PRIORITIES

1

Building a strong, focused, and impactful organization that is recognized as a guiding leader and supporting connector for the sector.

2

Building awareness of the importance and diversity of cultural heritage, so that heritage values are appreciated by all.

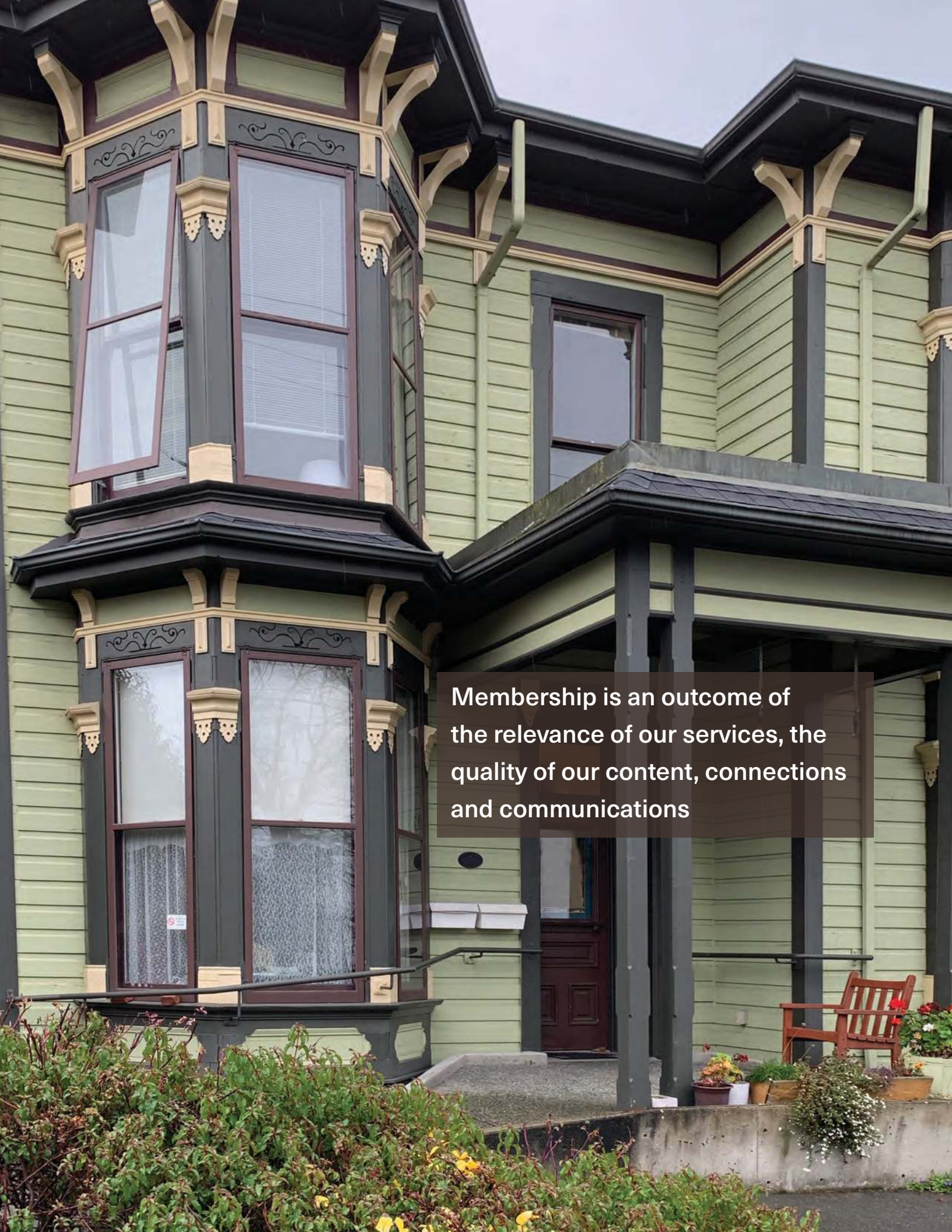
3

Building collaborations and maximizing capacities of communities, local governments, private sector organizations, and First Nations governments to create a dynamic future for heritage.

4

Building the capacities of a strong and vital sector through exceptional service and comprehensive learning.





Membership is an outcome of the relevance of our services, the quality of our content, connections and communications

# **Building a strong, focused, and impactful organization.**

## **MEMBERSHIP**

The number and diversity of Heritage BC's members is a key indicator of our value and contribution to the sector. Membership is an outcome of the relevance of our services, the quality of our content, connections and communications, and the support and visibility we bring to the sector as a whole.

With a strong and diverse membership, Heritage BC is able to better represent the sector to all levels of government, speaking with a common voice for the diversity of people and their history, heritage and stories.

With a strong and diverse membership, Heritage BC is able to lead with the support and commitment of stakeholders throughout the province, exploring new ideas and intersections on the vanguard of an evolving field.

The measure of success will go beyond the number of members to include the qualitative sum of experiences and disciplines, the diversity of the people and their geographic dispersal, and the breadth of representation of a rich and varied sector.

## GOVERNANCE

To affirm our commitment to and representation of the sector, the Board of Directors will embody cultural, geographic and professional diversity.

The Directors will be mindful of the diversity of disciplines, peoples and geographies that represent and influence the sector. The Directors will not only seek to reflect the state of the sector as it is today, but they will look to future directions and values.

A measure of success will be a Board of Directors that at all times represents the values and diversity of the heritage sector.

## FINANCES

In recent years, Heritage BC weathered considerable disruption that affected its operation, finance health, and business model. After years of re-evaluation, adjustments and visioning, Heritage BC is now making significant strides toward stability.

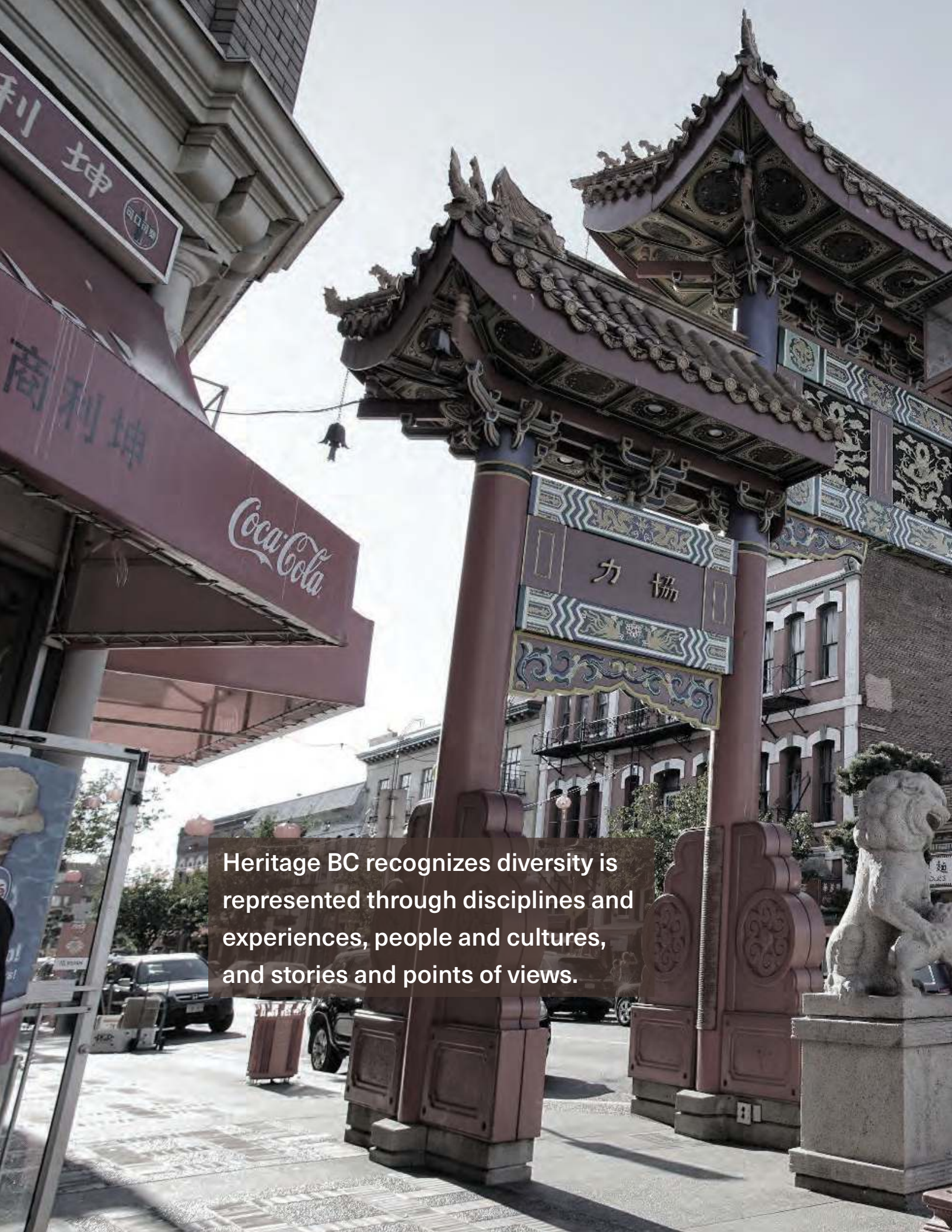
Key goals will be to establish a stability fund that will safeguard the organization in the event of another disruptive threat, and to increase the Heritage Legacy Fund investment.





Japanese Canadian men cobbling shoes in Hastings Park during Japanese Canadian internment and relocation, 1942





Heritage BC recognizes diversity is represented through disciplines and experiences, people and cultures, and stories and points of views.



## **Building awareness of the importance and diversity of cultural heritage so that heritage values are appreciated by all.**

### **COMMITMENT TO DIVERSIFICATION**

Heritage BC recognizes diversity is represented through disciplines and experiences, people and cultures, and stories and points of views. This broad and inclusive representation will be a value that informs our work.

Heritage BC will continually seek the advice and guidance of BC's First Nations and Indigenous Peoples, as well as people of other diverse communities, including those of Japanese, Chinese, South Asian and Francophone descent. Heritage BC will consult and work with individuals involved in related disciplines, such as archaeology, museology, and archives.

The measure of success will be the number and quality of ongoing relationships that embody these values in programming and services and that are manifested through the Board of Directors and committees.

### **ANNUAL CONFERENCE**

Heritage BC will seek the collaboration with and participation of local First Nations bands, organizations and communities in preparation for each conference. Additionally, Heritage BC will seek the participation of and collaboration with culturally diverse communities.

Conference programming will value diversity of sectors, disciplines, points of view and cultural perspectives, and will provide a prime opportunity to engage youth and emerging professionals.







The measure of success will go beyond the count of registrations and survey results to consider the impacts, innovations, integrations, and intersections that gently lead the sector with inclusivity and broader, deeper explorations.

## **DIVERSITY COMMITTEE**

Heritage BC will establish a 'diversity committee' to guide program development and decision-making through a complement of viewpoints that are informed by unique personal experiences.

## **EMERGING PROFESSIONALS AND YOUNG ENTHUSIASTS**

Heritage BC will actively find ways to work with emerging professionals and enthusiasts to support informed decision-making and program development.

## **WEBINARS AND ONLINE FORUMS**

Webinars and online forums are opportunities to learn and exchange ideas leading to increased knowledge and capacities. These are opportunities to advance and discuss important issues and priorities facing the sector, to further develop familiar themes, and to explore new ideas.

With a purpose to strengthen the sector through networking and knowledge exchange, these programs will reflect the range of conditions and needs found throughout the sector, while exploring the diversity of ideas, disciplines, points of view and cultural perspectives.

## **COMMUNICATIONS AND WEBSITE**

All communications tools will be used regularly and consistently to promote diversity of sectors, disciplines, cultural perspectives and points of view. All forms of communications will exemplify our values and priorities, helping the heritage community navigate the sector's evolution of ideas and priorities.

The measure of success will go beyond the analytics and statistics of visitations and page views to qualitatively evaluate the comprehensiveness, timeliness, and merit of information that creates a valued hub of learning and investigation.



Our success as a  
collaborator will be our  
flexibility and openness

View of Hogan's Alley, 1958  
City of Vancouver Archives AM54-S4-: Bu P508.53

## **Building collaborations and maximizing capacities of communities, local governments and private sector organizations to create a dynamic future for heritage**

Heritage BC believes collaboration and partnerships are fundamental to increased capacities, leading to a stronger, more dynamic sector. Incorporating these key values into our business model, and with an experienced and knowledgeable board and staff, Heritage BC has many experiences, skills and capacities available to the sector that will maximize capacities and achieve goals.

Our success as a collaborator will be our flexibility and openness, proactively serving and leading the heritage community with the best practices and principles possible.

Following the ideal of “their success is our success”, measures of success will be increased capacities and quality of outcomes attained by organizations that collaborate with Heritage BC. Other measures will be the excellence of our services and the increase of recognition and value of heritage found throughout the province.



## HERITAGE BRANCH, BC PROVINCIAL GOVERNMENT

With a relationship that is based on respect, mutual benefit and excellence of service, the Heritage Branch has been and remains an invaluable partner and collaborator.

With experience, agility, and strong community connections and representations, Heritage BC continues to enhance the capacities of the Heritage Branch, collectively working toward the vision and goals set by the Province of BC. Heritage BC will also work with the Heritage Branch to support and further develop intergovernmental relationships and emerging directions. To support this, Heritage BC will work towards improved governmental relationships with the Archaeology Branch, BC Parks, and the Ministry of Tourism, Arts and Culture.

Heritage BC will continue to support the Province in recognizing the diverse cultural and historic contributions made by all peoples who have shaped the identity of British Columbia. Building upon the established cultural maps, Heritage BC will work with the Heritage Branch to tell a fuller story of BC's heritage and history. The online maps will reflect the developing priorities and emerging intersections of our sector; examples of future projects may include marine and naval history, cultural landscapes, and cultural communities that continue to struggle to find equitable representation.

Heritage BC will partner with the Heritage Branch to advance the Province's mandate in working collaboratively and respectfully with First Nations toward reconciliation. Unified in effort, Heritage BC will collaboratively work with the Heritage Branch and the sector to develop an authentic, representational view of BC's history. Inclusion, equality and respect are values the heritage community are eager to adopt and, with awareness and a spirit of co-operation, Heritage BC will collectively provide the opportunities to change behaviour and foster healing.

Revealing and encouraging the evolving practice of the sector is a priority that runs through the course of Heritage BC's programs and services. Webinars and online forums will explore ideas and deepen knowledge, and the annual conference will challenge assumptions and investigate innovations of approaches and connections.

With a focus on evolving the practice of the sector, Heritage BC will support the continuing shift from landmark historic site museums to a broader, inclusive definition of heritage that is uniquely valued in the social, economic, and

environmental fabric of our society. These mandates are mutually declared by Heritage BC and the Heritage Branch, connecting the organizations in an effort to broaden the breadth of the sector to strengthen and renew British Columbia's identity through its heritage.

Through the heritage property management planning process, accessibility assessments, and tourism-readiness seminars, examples of capacities supported and encouraged by the Heritage Branch, Heritage BC inspires new approaches to stewardship and business development that contribute to conservation and longer-term operational stability.

Heritage conservation and protection not only shapes the collective legacies for BC's citizens and the visitors to our province, but it also makes far-reaching impacts to the economies of local and regional governments and to the environmental stewardship of our province. Heritage BC works with the Heritage Branch to realize these ideals through leadership, research, analysis and education. Collectively, the sector is made stronger, as heritage becomes a visible and viable contributor to the livability and identity of BC's communities.

As the definition and practice of heritage evolve, Heritage BC will increase collaboration with the Heritage Branch on intangible heritage matters and heritage of fossils.





## COLUMBIA BASIN TRUST

With the Columbia Basin Trust, Heritage BC has established a second prime partnership that is based on support, expertise, and capacity building.

Fundamental to the relationship is the Professional Position that exclusively serves the Basin Region's heritage, museums and archives communities with a goal to maximize capacities and boost competencies. With that, the relationship brings to the Basin region a network of expertise that amplifies the contribution and value, and enhancing the ultimate goal of preserving and sharing the Basin's history with future generations.

In managing the Columbia Basin Trust's heritage, museums and archives grant programs, Heritage BC will impact awareness of best practices and planning that will provide excellent support for and conservation of the Basin Region's built and intangible heritage. This will lead to increased knowledge and capacity, ensuring the appropriate interventions are undertaken for lasting benefit.

Heritage BC will strengthen the region by drawing together the heritage sector, providing opportunities for networking and collaboration and offering new levels of support for and recognition of the area's history and heritage.

Heritage BC will continue to develop this strategic alliance for the full benefit of the sector in the Basin Region, and as a model private-public partnership to be adopted throughout the province, influencing local and regional competencies and capacities, and generating real impacts on the vitality of place and the identity of BC.



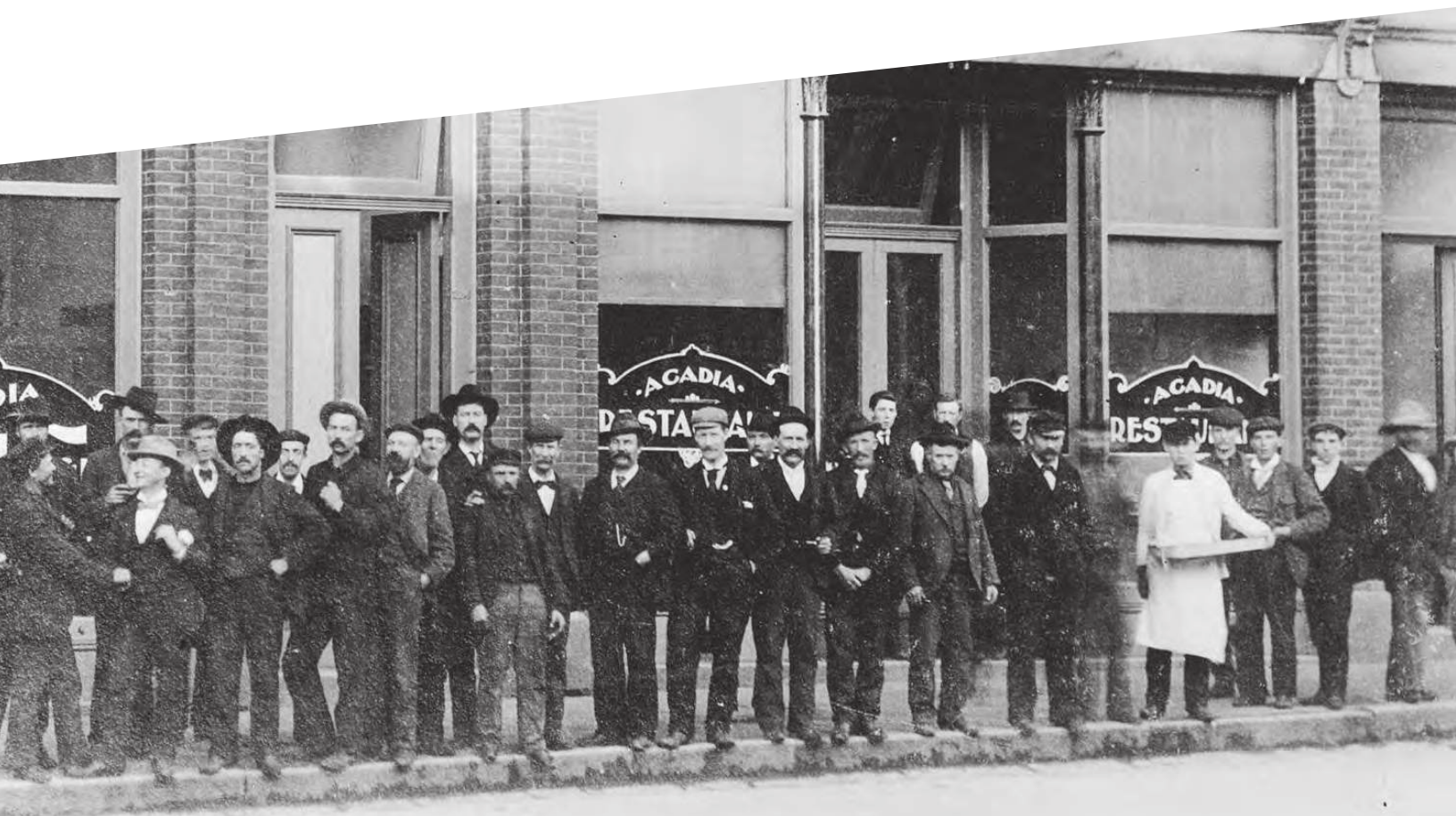
Men and children in front of the Acadia Restaurant at the corner of Abbott Street and Trounce Alley, 1898  
City of Vancouver Archives AM54-S4-: Str P60

## LOCAL GOVERNMENTS, NOT-FOR-PROFIT ORGANIZATIONS

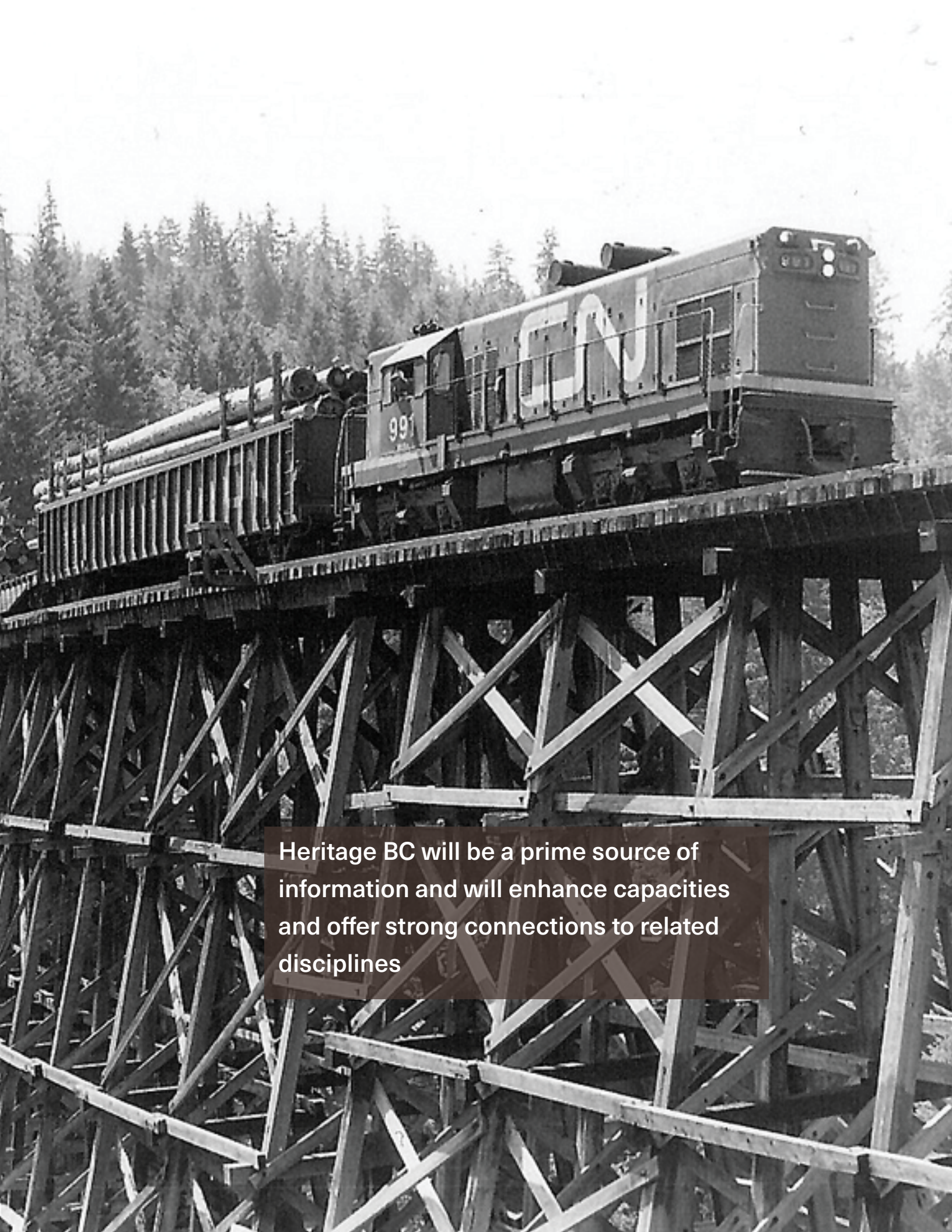
Heritage BC recognizes there are many disparate needs and challenges within the sector. As outlined in this document, Heritage BC is developing programs and services that are tailored to different types of stewards that are charged with the identification, conservation and interpretation of local heritage and history.

Heritage BC will invest in preparing new research and exploring best practices that will strengthen the sector. Programming will focus on collaboration and networking that provide opportunities to exchange information and opportunities to speak with and learn from the community of colleagues.

Partner organizations include BC Museums Association, BC Heritage Fairs, BC Chapter of Canadian Association of Heritage Professionals, Canadian Association of Heritage Professionals, First Peoples' Culture Council, Aboriginal Internship Program, Architects Institute of BC, Planning Institute of BC, Ministry of Tourism, Arts and Culture, and BC universities and colleges with heritage-focussed programs.







Heritage BC will be a prime source of information and will enhance capacities and offer strong connections to related disciplines

## **Building the capacities of a strong and vital sector through exceptional service and comprehensive learning.**

Access to relevant, quality information that supports organizational development, effectiveness of effort, and sector growth is a focus of Heritage BC's services, programs and communications. By continually collecting and developing resources, Heritage BC will be a prime source of information and will enhance capacities and offer strong connections to related disciplines.

### **WEBSITE**

Heritage BC's current website, launched in 2017, will continue to develop and grow as the 'go to' hub for the sector. This resource will boast webinar recordings, cultural maps, and numerous resources specific groups (e.g. First Nations, heritage commissions and not-for-profits), and will feature informative pages tailored to the sector.

Starting in 2019 Heritage BC will investigate the development of a custom-designed mapping platform as an accessible resource for heritage organizations and local governments to display local heritage inventories.

### **COMMUNICATIONS AND SOCIAL MEDIA**

Heritage BC will focus on distributing information that is immediately relevant and timely to the BC audience. Distributing local, provincial, national and international information, Heritage BC communications will always highlight to issues important to the BC community. Communications will also promote member activities.



## ANNUAL CONFERENCE

While the conference will value diversity, as described earlier, the programming will also remain rooted in the traditions of heritage planning, building conservation and other long-established priorities to the sector. Underpinning the conference programming will be the values of capacity building, networking and information exchange, best practice, and innovation.

## WEBINARS AND OPEN FORUMS

Heritage BC will provide a suite of online learning experiences and information exchanges on an annual cycle. Topics will be sourced through the membership and will be based on rising themes and issues.

The measure of success will go beyond the count of registrations to quantitatively describe the development and exchange of ideas, the diversity of participation, and the real-life outcomes.

## HERITAGE WEEK

Heritage BC will coordinate with the National Trust of Canada to promote Heritage Week on an annual basis.

Posters will be delivered to local governments (including mayors and councils), commissions, libraries, constituency offices, and not-for-profit organizations. Heritage BC will actively promote Heritage Week activities held throughout the province through the electronic newsletter and social media, and will support the promotion of Heritage Week with press releases and proclamations.

## ADVOCACY

Heritage BC will be the recognized advocate for heritage in BC and will collaborate with the National Trust of Canada on national issues. A source of information and perspectives on heritage concerns, Heritage BC will advance positive and responsible solutions and representing internationally-recognized standards.

In 2019, Heritage BC will evaluate the terms of reference, ideals, and goals related to advocacy activities.

## THE WATCH LIST

The Watch List will identify the susceptibilities and vulnerabilities of sites that strongly contribute to the identity and story of the local community and place and contribute to the legacy of British Columbia. The Watch List will feature threatened sites to highlight broader issues facing heritage in BC. The Watch List will be updated at least once a year.

In 2018, Heritage BC launched the Watch List to stimulate awareness and conversation, to foster protection and engagement, and to encourage action for improved preservation and conservation.

## RESEARCH

Heritage BC's research will explore the conditions and challenges faced by heritage sector. The information collected will be used to develop systems, tools, recommendations and best practices that mitigate challenges and bolster the effectiveness of effort. These outcomes will be shared with the heritage community to encourage continued collaboration, learning and capacity building.







Emily Carr, *Pemberton Meadows*, 1933, oil on canvas,  
Collection of the Vancouver Art Gallery, Emily Carr Trust

# HeritageBC



[heritagebc.ca](http://heritagebc.ca)