

Strategic Plan

2025 - 2028

HeritageBC



'If you don't know where you are going, you might wind up someplace else'. **Yogi Berra.**

Heritage is dynamic, and Heritage BC's strategic priorities must adapt to align with our organizational goals and the evolving landscape of the sector. A strategic plan is not static; it requires regular review to ensure it remains relevant and effective in guiding us to serve our sector and community.

In 2024, Heritage BC's staff and board undertook a deliberate process to revisit and refresh our strategic priorities, reflecting on the organization's progress and aligning our goals with the changing needs of the heritage sector. A well-crafted strategic plan provides a critical framework for decision-making, helping us identify and implement initiatives that deliver the greatest impact.

To support this renewal, Heritage BC engaged Catherine Rockandel of Rockandel & Associates in November 2023 to conduct research through surveys and interviews with diverse interestholders, including staff, board members, heritage advocates, planners, community members, partner organizations, and government representatives. The findings were compiled into a summary of "what was heard," which informed a two-day staff and board retreat in March 2024.

Facilitated by Catherine Rockandel, the retreat fostered meaningful dialogue and debate, resulting in a foundational document that guided further collaboration throughout 2024. This process culminated in the development of our 2025–2028 strategic priorities.

This renewed plan reaffirms Heritage BC's commitment to advancing the heritage sector, addressing critical societal challenges, and ensuring our work remains relevant, innovative, and impactful.

Heritage BC is

a member-based non-profit that supports the heritage sector through skills development, advocacy, capacity building, and grant funding.

Statement of Acknowledgement

As an organization of provincial scope, Heritage BC recognizes that its members, and the local history and heritage they seek to preserve, occupy the lands and territories of BC's Indigenous peoples. Heritage BC asks its members and all people to reflect on the places where they reside and work, and to respect the diversity of cultures and experiences that form the richness of our provincial heritage.

Our Vision

Heritage BC is trusted to empower sustainable community heritage stewardship in BC.

Our Mission

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

Our Values

Equity

Consistently prioritizing diverse needs and addressing barriers. We support an (expanding) Heritage sector by seeking out, listening to and representing diverse communities, sites, landscapes, perspectives and stories.

Integrity

Strong principles inform Heritage BC's accountability as a trusted advisor in the sector. We strive to understand and show up for evolving conversations in our community.

Informed Progress

Actively evaluate feedback, results and processes to inform our work. We make thoughtful choices and changes that contribute to impactful programs, community resilience and a sustainable/adaptable sector

Collaboration

Centering work on projects and initiatives that are people driven and community focused. We focus on engaging community and partnerships to build connectivity that enriches and enhances our work.

Strategic Priorities

- 1.** Remain a Respected Resource and Voice for Heritage in BC
- 2.** Facilitate Stewardship of Heritage in BC Through Knowledge Sharing and Programming
- 3.** Empower Communities and Inform Government Through Advocacy
- 4.** Build and Nurture Relationships to Strengthen Government and Community Support
- 5.** Achieve Financial, Human, and Organizational Sustainability

1. Remain a Respected Resource and Voice for Heritage in BC

By emphasizing **Communications**, our goals are:

- Reassess and refine our communications strategy to identify and address gaps.
- Formalize a comprehensive strategic communications and engagement plan.
- Amplify the voices and issues of diverse and underserved groups.
- Elevate and share heritage work and perspectives led by First Nations and First Nation organizations.

2. Facilitate Stewardship of Heritage in BC Through Knowledge Sharing and Programming

Our **Programming** goals are:

- Review and assess the impact of core programs, revising them to remain relevant.
- Identify programming gaps, focusing on the needs of underserved communities.
- Curate lessons learned and resources to build stronger, more actionable programs.
- Develop programs aligned with the work and recommendations of HBC committees.

3. Empower Communities and Inform Government Through Advocacy

Through ***Advocacy***, our goals are:

- Maintain, enhance, and promote resources that support grassroots heritage initiatives.
- Modernize heritage values to reflect BC's diversity.
- Expand the Heritage Legacy Fund to \$25 million by 2028, in celebration of its 25th anniversary.
- Strengthen visibility to become the dependable voice for BC's heritage sector.
- Ensure advocacy efforts are aligned with the principles of UNDRIP.

4. Build and Nurture Relationships to Strengthen Government and Community Support

By focusing on ***Relationships***, our goals are:

- Implement a heritage sector engagement strategy leveraging staff and board relationships to achieve a collective vision for heritage.
- Deepen partnerships with the Provincial Heritage Branch and Provincial Archaeology Branch.
- Enhance engagement with local governments and First Nations.
- Seek guidance and build trust with Indigenous and diverse communities across BC.

5. Achieve Financial, Human, and Organizational Sustainability

By strengthening our *Organizational Capacity*, our goals are:

- Advance and implement a comprehensive People and Culture plan.
- Prioritize business development and operational planning to ensure long-term sustainability.
- Identify and address internal program data needs.
- Expand human resources capacity to meet organizational demands.
- Strengthen diversity across staff, board, and volunteer roles.



Heritage BC was founded in 1981 to support grassroots heritage conservation. Over the years, our work has expanded to include promoting intangible heritage, raising awareness of how heritage values intersect with societal challenges such as housing and climate action, and engaging in reconciliation efforts while supporting others in theirs.

As we approach our 45th anniversary in 2026, the 2025–2028 Strategic Plan reaffirms our commitment to our vision, mission, and values. The plan outlines five key focus areas to guide our efforts and resources over the next four years.

In developing this plan, we listened to the sector and community, who shared challenges such as financial and capacity constraints, equity issues, and increasingly complex social concerns. Our strategic priorities reflect a shared commitment among our board, staff, and members, emphasizing **Communications, Programming, Advocacy, Relationships, and Organizational Capacity**.

With approximately 350 members—including individuals, heritage organizations, local governments, and First Nations bands—Heritage BC reflects the diversity of BC’s heritage sector. This diversity calls for a nuanced approach, and our Strategic Plan is designed to address these complexities. Through collaboration with groups such as the BC Provincial Government Heritage Branch, regional heritage societies, the National Trust for Canada, the BC Association of Heritage Planners, and others, we aim to make a lasting and meaningful impact on heritage in BC.

This Strategic Plan provides a dynamic framework to guide staff work plans over the coming years, enabling us to adapt to changing contexts and maintain our leadership in the heritage sector.

Heritage BC



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