

Introduction



Introducing Community Heritage Legacy

Strathcona County's Community Heritage Legacy Initiative is a community-focused program dedicated to capturing and conveying the County's history and heritage for today and the future. To this end, Community Heritage Legacy aims to connect residents to the community by fostering a sense of identity, belonging and place.

Community Heritage Legacy is interested in Strathcona County's human history, its natural heritage and its intangible cultural heritage. The focus is on the County's social, cultural, economic and political history, as well as its natural heritage back to the earliest known time. As well, it is important to capture significant aspects of the more recent past and present, as they too will one day form history.

This document, the Community Heritage Legacy Framework, addresses local history and intangible cultural heritage within the context of natural heritage. Another document, the Heritage Resources Management Plan, focuses on tangible heritage—built heritage and historic places. These two documents complement each other and together they can be used to develop an overall heritage policy.

Council approved Community Heritage Legacy as an ongoing program in December 2005 after the initial proposal was assessed by Council and County administration that year. The initiative's first two years were devoted to preliminary research. Formal strategic planning began in the third year.

Purpose

The overall purpose of the Community Heritage Legacy Initiative is:

- to preserve accounts of Strathcona County's history
- to protect intangible cultural heritage in the form of traditions, practices, knowledge and skills, as well as the meanings and values that people attach to historic places
- to increase public awareness of Strathcona's history, intangible cultural heritage and natural heritage by various means
- to make history and heritage accessible to residents

The Community Heritage Legacy Framework reinforces this purpose by providing a foundation, structure and a direction for decision-making and program delivery for the next three years and beyond.

Identifying the overall need

In recent years Strathcona County has experienced substantial growth in its population. There are 22,000 more residents living in the County today than just 10 years ago and 30,000 more than in 1992. In fact Strathcona's population has more than doubled to 87,998 (May 2009) since 1976, and it is still growing. Of this current total, 61,660 residents live in urban Sherwood Park, double what it was in 1987, and 26,338 live on farms and in rural hamlets and country residential subdivisions. As newcomers, whether they move to the rural area or to Sherwood Park, the latest residents are likely to have limited, if any, awareness of the County's history and heritage.

It is a thesis of Community Heritage Legacy that if residents were to have a greater awareness of the history of the area, then they would have a greater appreciation for the welfare and continuity of their community (the County) overall, and its cultural and natural heritage. And with a greater appreciation, they would want to contribute to maintaining this continuity for the future.

The need is now. Strathcona County has been experiencing rapid growth and change. Community Heritage Legacy responds to a clear need to preserve community history and heritage, make them accessible to the public today, and secure their continuity into the future.

In 2006, 14 community stakeholders, indicating their endorsement of Community Heritage Legacy, wrote letters agreeing with the need and showing positive support for the initiative. Some expressed interest in participating in the effort. In 2008, results of community consultations indicate a broad base of interest in history and heritage, and associated activities and achievements.

That said, consultation participants also identified concern over:

- lost opportunity in capturing knowledge, stories and memories
- the need to save historic documents and photos as archival records and permanent resources for the community
- the need for historic research and interpretation of existing records
- the threat to our natural heritage due to growth and lack of awareness
- the community's diminishing connection with the past in terms of its rural character, its human history and its natural heritage
- a loss of a sense of community identity that reflects shared respect for its past and aspirations for its future

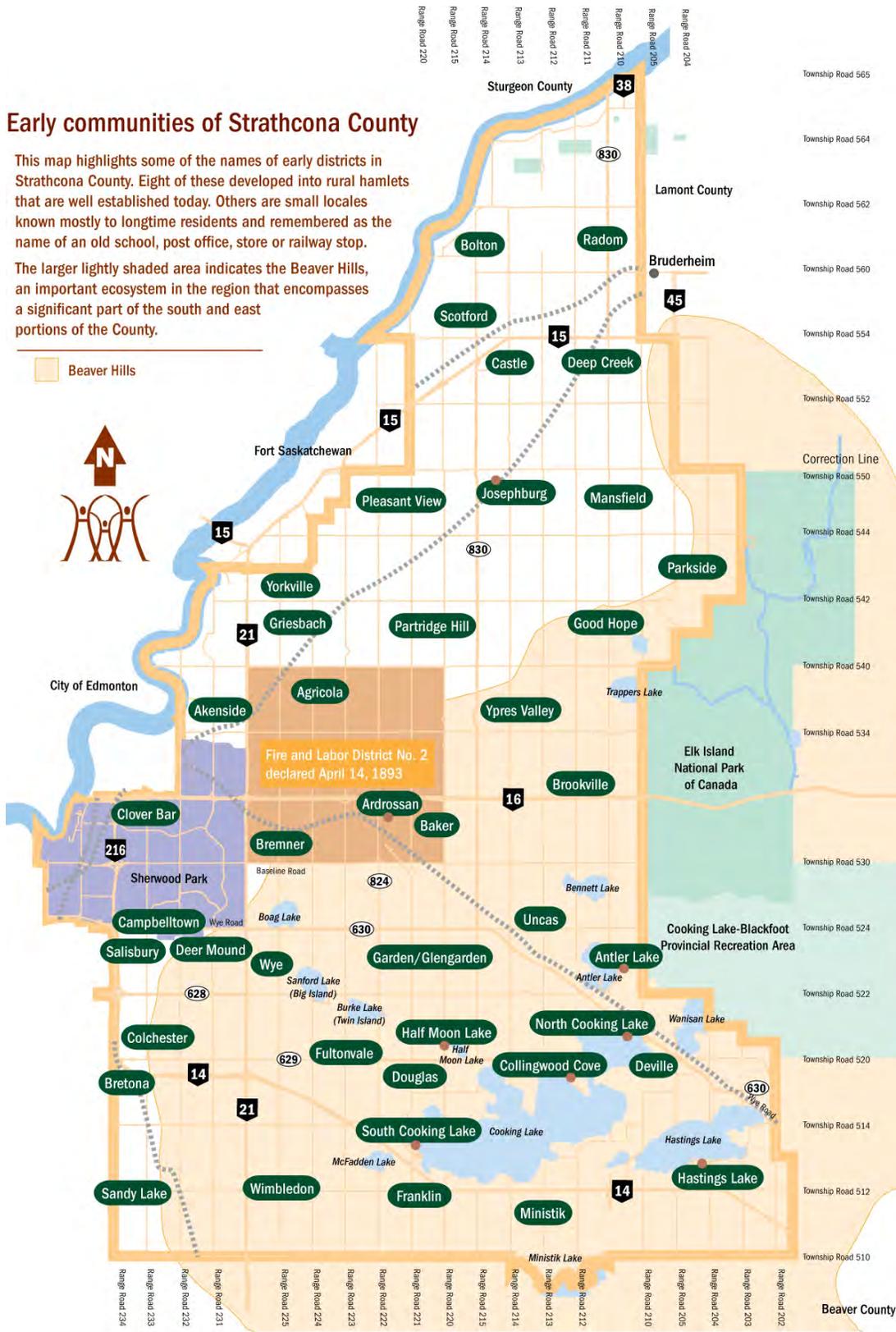
These concerns call for a concerted effort to capture and convey local history and heritage in Strathcona County.

Early communities of Strathcona County

This map highlights some of the names of early districts in Strathcona County. Eight of these developed into rural hamlets that are well established today. Others are small locales known mostly to longtime residents and remembered as the name of an old school, post office, store or railway stop.

The larger lightly shaded area indicates the Beaver Hills, an important ecosystem in the region that encompasses a significant part of the south and east portions of the County.

 Beaver Hills



Check www.strathcona.ab.ca/history for more information on Strathcona County's past.



Strathcona
County

Strathcona County's history and natural heritage

Retreating glaciers 12,000 years ago created the hummocky “knob and kettle” terrain that makes up the Beaver Hills, one of many ecosystems within Strathcona County. This natural environment is significant to the human history that has unfolded here to date; our natural heritage and cultural heritage are very much intertwined, even inseparable, in terms of describing our unique history.

The wetlands, lakes and dry mixed-wood boreal forest of the Beaver Hills Cooking Lake Moraine provided a perfect habitat for the diverse vegetation, animals, birds and fish on which the nomadic First Nations people subsisted for centuries.

Along with other archeological indications of aboriginal life in the area dating back hundreds of years, if not thousands, there is evidence that the Beaver Indians (Sarcee) arrived more than 300 years ago from north of the Peace River. The Eastern Woodland Cree soon followed, looking for rich food supplies and fine furs to trade with European merchants and the Hudson's Bay Company. Finding the area to have an abundance of wildlife, the Hudson's Bay Company in 1795 established a trading post at Fort Edmonton, near the edge of the Beaver Hills. It would become the largest in Western Canada.

After the Hudson's Bay sold its land to the Dominion of Canada, the North West Mounted Police were established at Fort Edmonton in 1874 and at Fort Saskatchewan in 1875. And word spread quickly that the soil was rich and fertile. With law and order in place, and the promise of a railway, settlers began to arrive to lay claim to land. Individuals and families of numerous ethnic and cultural backgrounds came here largely from across the North American continent and Europe.

This is the setting for the rural way of life that came to be in Strathcona County. Out of a pioneer tradition of working hard and working together emerged many strong, close-knit communities. It was the First Nations people and the Métis and European settlers in these early communities who laid the foundation for the dynamic municipality that Strathcona County has become.

And it's within this setting that Sherwood Park was first developed in the 1950s to serve workers at the refineries and other industrial developments on the County's western edge. Near the same time, the County began to develop country residential subdivisions.

Despite all of the change and even with the development of the large urban centre of Sherwood Park, Strathcona County has remained the municipality of its origin. Though its boundaries have been altered due to numerous annexations, no area within the County has ever incorporated to form a village, town or city.

Strathcona County began as territory of aboriginal people, then became one of the dozens of small agricultural regions that sprang up across Alberta as Western Canada was settled in the early 20th century. It has evolved into a municipality like no other in the Province of Alberta – a progressive 21st century community that still cherishes its roots.

Community history is depicted in stories and memories, and in historic records and publications. Through the years some community history has been recorded and collected. However, a lot has not. There are considerable gaps in the records that exist and much more research is required.

Documents and photographs are collected at the Strathcona County Museum & Archives. These primary records – donated by individuals, families, groups and organizations – include personal diaries, letters, financial records and meeting minutes, as well as photographs.

Collecting historical records is ongoing work, as it is time sensitive. For information still within reach, still in the minds and hands of longtime residents, it is important that we actively gather it now. If not captured, it will be lost forever. As well, it is also important to capture more current information, stories and records. As time passes, our daily occurrences become tomorrow's history.

Strathcona County's intangible cultural heritage

The intangible cultural heritage of Strathcona County is rich with traditions, practices, knowledge and skills stemming from the lives of people from many different cultural and economic backgrounds. Intangible cultural heritage is traditionally passed down orally, and through teaching, practice and observation.

A few examples of intangible cultural heritage include memories and stories of the past as well as customs, practices, knowledge and skills relating to:

- aboriginal practices
- hunting, fishing and trapping
- traditional building methods
- animal husbandry
- traditional farming and gardening methods
- native and heritage seed stocks
- knowledge of plants and herbs
- cuisine: cooking, baking, preserving food
- handcrafts: textiles and others
- craftsmanship using hand tools and machinery
- music, dance and theatre
- sports and athletic activities
- community activities and celebrations
- religious observances
- commemorative events

Carrying forward these traditional practices, customs, knowledge and skills is important to preserving the expertise and also keeping alive the memory of the first inhabitants and their ways of life. The activities and knowledge are also intrinsically interesting and useful in themselves. In addition to the inherent value

of these examples, they have all contributed to building a sense of community and co-operation among their practitioners.

Traditional knowledge and practices have survived to today simply because the generations before us thought they were important enough to teach to their children. Today, our generation has a similar duty to maintain this continuity for the future. If we don't take action, the invaluable memories, knowledge and skill will be lost to our community.

Throughout the consultations, participants and respondents identified hands-on experience as the way they would like to learn about their heritage— they wanted to actually see and experience these activities. The people in our community today who are the carriers and disseminators of intangible cultural heritage are the people who can share this traditional knowledge, information and skill with the rest of the community and the next generation. We can tap into these valuable resources held by such individuals as:

- farmers, ranchers and animal handlers
- gardeners and naturalists
- skilled workers: carpenters and other craftspeople
- aboriginal people
- hunters, trappers and fishers
- people who cook and preserve food
- artists, weavers and quilters
- actors, musicians and storytellers
- teachers, coaches and trainers
- community leaders and church representatives
- longtime County residents from all walks of life

Intangible cultural heritage also involves the meanings and values that people attach to historic places, such as farming communities, and natural and cultural landscapes. It is important that we capture stories and memories associated with these places and activities so that we can present a complete record of both our tangible and intangible heritage. A few examples of such places of historical significance in the County are:

- sites along Sherwood Park's Heritage Mile, including Smeltzer House
- Bremner House
- Cooking Lake
- Victoria Trail
- The Beaver Hills
- The North Saskatchewan River Valley

Benefits of community heritage

With a deeper knowledge of their history and heritage, residents will gain an appreciation of where they live – a sense of belonging and place – which will foster and enhance connectedness in the community and strengthen the community’s sense of identity within its boundaries.

In Strathcona County, by upholding the value of the community’s history, intangible cultural heritage and natural heritage, municipal leadership can help ensure their preservation and retention, and make them available and accessible to residents today and in the future.

Examples of benefits

- Residents will have access to information about local history and heritage.
- As more information about the community’s history is collected, we will have better resources from which to draw when communicating and interpreting our history and recognizing our milestones.
- As we incorporate history and heritage into initiatives, programs and events – offered by the County and the community – residents will have the opportunity to learn and participate in activities in their everyday experience in the community. As well, they can share in their history and heritage – in gathering and preserving it, in recognizing and celebrating it, and in practising and carrying it forward.
- As we integrate aspects of history and heritage into County operations, we become more familiar with it and garner a deeper appreciation for what has taken place before us. Our history is of tremendous value to County Council and administration for day-to-day functions and important decision making about the future of the community. Awareness and understanding of our past provide a vantage point for what is and also what could be. We can only appreciate the present as we understand how it came to be and how it can help shape our preferred future.

Outcomes of heritage

- Heritage unifies a community. Each community’s heritage is unique. Knowing and celebrating a community’s shared history fosters a collective understanding of its roots and a sense of community identity and pride.
- Residents benefit from a sense of community when they can recognize, experience and share their diverse cultures, history, and family- and community-level traditions and events. They can experience greater community connection and cohesiveness. Strong community social relations are based on strongly shared identities. Social cohesion, the result of citizens interacting and engaging, constitutes the glue that holds communities together.

- Heritage promotes a sense of continuity for residents. It provides a foundation of where we have come from and where we are going.
- Celebrating heritage reinforces the community's distinctiveness, identity and autonomy, and provides inspiration for future endeavours. Distinctive history and environments offer a sense of place—a sense of where we are.
- Heritage anchors a community, especially in times of rapid change.
- Preserving history and heritage and making them available to current and future generations are particularly important for the community as it undergoes significant change. By promoting increased community resiliency, heritage helps the community respond effectively to change and significant adversity, and helps residents take advantage of opportunities.
- Municipalities, as well as their overall communities, play an important role in creating the local community identity and cultivating in residents a capacity for creative problem solving and positive change.

The outcomes here were drawn from these sources:

—A Study of Resiliency in Communities, Health Canada

<http://www.hc-sc.gc.ca/hc-ps/pubs/adp-apd/resiliency-enquete/index-eng.php>

—Official Community Plan, City of Richmond, adopted March 15, 1999

http://www.richmond.ca/__shared/assets/31_neighbourhood491.pdf

—Local Government Resource Handbook, Nova Scotia Department of Housing and Municipal Affairs, May 2001

http://www.gov.ns.ca/snsmr/muns/manuals/PDF/LGRH/LocalGovernmentResourceHandbook_5.5.pdf

—From Restless Communities to Resilient Places: Building a Stronger Future for All Canadians, Government of Canada

<http://www.civicgovernance.ca/node/41>

Adopting a framework

Community development perspective

The Community Heritage Legacy Framework connects County policies and plans on matters of history and heritage with a community development perspective, and is based on a partnership model.

Community Heritage Legacy is designed to facilitate:

- preserving accounts of the County's history
- safeguarding of its intangible cultural heritage
- integrating history and heritage into the community to make them available to all through:
 - communication and education
 - interpretation and commemoration
 - community programming

The aim is to connect residents to the community through a sense of belonging, identity and place by capturing and conveying Strathcona County's history and heritage.

Trends in heritage planning

Typically, heritage strategic plans have been used for tangible heritage – to manage historical buildings, sites, structures, landscapes and other physical places of heritage value. Broadening this framework to include intangible cultural heritage is a logical progression.

The Government of Canada in its Historic Places Initiative has been encouraging municipalities since the late 1990s to focus heritage programs on preserving places that are valued by communities for their historical associations or “stories,” as well as their significant architectural styles.

The trend to develop plans, policies and programs around intangible cultural heritage is growing. Pioneering work in Newfoundland and Labrador by Dr. Gerald Pocius, Director of the Centre for Material Culture Studies at St. John's Memorial University, is setting the stage for intangible cultural heritage in Canada. It's through his enterprising lead and the contributions of many of his colleagues that intangible cultural heritage has found a significant grounding in provincial heritage plans for Newfoundland and Labrador, and Nova Scotia. As well, municipalities such as Montreal, Rivière du Loup and Toronto have incorporated intangible cultural heritage within their heritage policies.

The Government of Alberta is also oriented in this direction in its new Cultural Policy (2008). In its stated goal “... to ensure Albertans have access to a wide range of cultural experiences and opportunities ...” the province commits to provide support to communities, municipalities and individuals for the conservation of

historic places and for heritage education. Toward this same goal, the province also commits to increasing public awareness of Alberta’s natural heritage and history through innovative education, and interpretive and outreach programming.

With input from these sources and others, including UNESCO (the United Nations Educational, Scientific and Cultural Organization), and combined with links to County policies, plans and programs, Community Heritage Legacy proposes a made-in-Strathcona approach to address needs and conditions specific to the County.

Links with County policies and plans

The Community Heritage Legacy Framework was developed with a community development perspective within the context of Strathcona County’s Strategic Plan and its Social Sustainability Framework. The strategic goals recommended for Community Heritage Legacy uphold the intent of these two documents and several other policies, plans and programs.

Strathcona County’s Strategic Plan

The goals of Community Heritage Legacy underline and enhance the capstone policies in Strathcona’s Strategic Plan. The outcomes sought through the initiative are linked to all five perspectives in the plan.

Strategic Plan perspective	Outcomes of Community Heritage Legacy
Governance	A better knowledge of history will support the County’s autonomy by creating a stronger sense of place and identity among County residents. Grounding in Strathcona’s history will enhance decision making and delivery of programs and services.
Community development - Social sustainability - Environmental sustainability - Economic sustainability	With a better knowledge of their history, Strathcona residents will recognize the roots of their community and the people who built it. A strong sense of place and belonging in and between rural and urban areas will support social cohesion and community connectedness.
Service delivery	In a leadership role that engages the community, Community Heritage Legacy will co-ordinate information and facilitate County and community involvement.
Resident and stakeholder communications	Using various media—much of it existing—Community Heritage Legacy will showcase and make the community’s history more accessible to the public. It will also encourage deeper research, compile reliable information for communications and interpretive programming, and assist in planning for special events and milestones.
Resource management	To make the best use of human, physical and financial resources, Community Heritage Legacy aims to facilitate an integrated approach to heritage within the County, and also within the community.

The framework for Community Heritage Legacy aims to bring a community focus to history and heritage in order to foster community connectedness through advocating a sense of belonging, identity and place.

Social Sustainability Framework

Community Heritage Legacy enhances the County's Social Sustainability Framework. A socially sustainable community is one where people identify with and are connected to their community. They identify with their community as a caring place; a good place to live, work and play; and one to which they want to contribute.

Contributing to the Social Sustainability Framework, more than 600 residents provided input to a unique community values survey. This survey, along with other consultation measures, revealed four guiding principles for social sustainability that form the foundation of this framework, and all of which speak to the sense of place that is so important for a strong and sustainable community:

- social inclusion
- community connectedness
- social responsibility
- health and well-being



Heritage Resources Management Plan

Future heritage policy

There is a close relationship between intangible cultural heritage, natural heritage and tangible heritage. Intangible cultural heritage provides a context for natural heritage and built heritage and historic places. Tangible heritage helps give substance and brings a sense of place to intangible cultural heritage.

Though there are separate planning documents for intangible and tangible heritage, there are several important links between them. For example, action steps in the Heritage Resources Management Plan (2008) that would involve or be led under Community Heritage Legacy relate to:

- historic research, writing and interpretation
- heritage awareness and education
- heritage partnerships

as outlined specifically in the following actions from the plan:

Action 3 – Assess heritage resources for their heritage value.

Action 13 – Improve access to archival information

Action 14 – Continue to support intangible cultural heritage.

Action 15 – Develop communication strategies for cultural landscapes and archeological resources.

Action 16 – Work with community groups to promote heritage awareness through programming.

Together the Heritage Resources Management Plan and the Community Heritage Legacy Framework will inform the development of an integrated, umbrella heritage policy for the interplay between intangible cultural heritage, tangible and natural.



Cultural Services Policy

Community Heritage Legacy also relates closely to cultural services and the public good referred to in the County’s Cultural Services Policy, SER-011-012, (under review in 2009) as shown in this excerpt:

Whereas cultural services are an essential component of the quality of life in Strathcona County

And whereas everyone benefits from the availability of cultural services in the County

And whereas the provision of cultural services is clearly within the jurisdiction of the public sector

And whereas the County does provide various types of leadership and support in the delivery of cultural services

The County will ensure that appropriate levels of cultural services are broadly available to County residents by acting in the following capacities:

- Provide leadership to ensure that a public good is realized when leadership is needed and when the County is best positioned to provide it
- Provide support in order to achieve a public good when support is needed and no other group or agency is able or willing to provide it
- Act as a partner when an additional partner is needed to ensure that a public good is realized

For the purposes of the Cultural Services Policy, cultural services include the visual arts, the performing arts, the literary arts and heritage resources. Public goods are defined as any benefits (often of an intrinsic value) from a service that accrue to all members of a community independent of their direct use of or subscription to the service.

Other related policies, plans and programs

There is potential for Community Heritage Legacy to connect with, benefit from and enhance other County policies, plans and programs by providing research and interpretation, communication, education, and interpretive and commemorative activities. Here are some examples.

Policy, plan or program	Aspects relating to Community Heritage Legacy
Bremner House - Demand Analysis - Management Plan - Feasibility Study - Site Plan Analysis	These documents reflect the County's commitment to stewardship of Bremner House, a promising venue to showcase many aspects of the County's history and heritage. Plans for a multi-purpose facility include future interpretive programming. Historic research of the house, its inhabitants and their significance to the community will provide a foundation for future programming.
Open Spaces and Recreation Facilities Strategy (2008)	Provides broad direction to how parks, natural areas, trails, and leisure and recreation facilities will develop over the next 15 years. The strategy includes planning for Bremner House, community halls and the Museum, as well as interpretive signage.
Legacy Lands Policy	Conservation of natural heritage in balance with the County's land use planning.
Beaver Hills Initiative	Conservation and stewardship of natural heritage in the area of the Beaver Hills in balance with regional land use planning.
Environmental Sustainability Framework (2009)	Identifies the need to give greater consideration for matters that involve the natural environment. We can increase public awareness for the environment in part by acknowledging history and heritage.
Sustainable Urban Neighbourhoods (SUN)	Aims at fostering complete communities. The 12 th theme, culture, involves highlighting the sense of place that stems from connecting to history and heritage.
Building Strong Communities	Aims to engage community members in specific community-building initiatives to address their community needs and increase their ties with their neighbours.
Geographic Information System (GIS)	GIS is a fitting tool to capture, store, manage, display, access and report historical information as it relates to location. There is also potential to use GIS applications to enable users to do interactive searches and analyze spatial information.

Partnership model

Community Heritage Legacy presents a program that invites partnerships where there is opportunity to combine efforts toward achieving shared goals.

Accomplishments and assets

The role of Community Heritage Legacy is, in part, to facilitate, connect and collectively showcase accomplishments of many individuals and organizations who are working separately around the County. As a communications hub, Community Heritage Legacy can also serve as a resource to help members of the community achieve more than they could on their own.

County initiatives for history and heritage

Accomplishments of Community Heritage Legacy

In its first years, Community Heritage Legacy has contributed to public awareness by promoting local history and heritage. The following examples of Community Heritage Legacy activities and accomplishments in part demonstrate its focus on finding ways to increase awareness of existing assets to thereby build a greater sense of history and heritage within the community.

- conducted a survey of historical records
- started a bibliography of publications relating to the County's history
- invited residents to share their historic records
- added to information in a history section on the County's website
- researched and wrote articles on local history for County and community publications
- developed a map showing the names and locations of early districts
- held a public workshop on keeping family records
- partnered with the Strathcona County Museum & Archives to promote local history at community events
- partnered with Strathcona County Library in its popular lectures on history
- assisted with the Friends of the Strathcona County Library heritage bus tours
- developed a display for the 30th anniversary of County Hall
- responded to inquiries from the public and County staff
- encouraged an individual initiative to create a documentary of the Josephburg Chicken Supper
- conducted a number of interviews with longtime County residents
- arranged for the United Farmers Historic Society History in Motion exhibit at the Josephburg Chicken Supper (2008)

Examples of contributions by other County departments

Department	Examples of past and current initiatives in the interest of heritage
Recreation, Parks and Culture	Provide operational support for Strathcona County Heritage Foundation (Strathcona County Museum & Archives)
	Showcase history at festivals in Museum partnership
	Showcase local and provincial history and culture by coordinating aboriginal, ethnic and second language celebrations at festivals
	Developed and administer Permanent Art Collection program
	Incorporated heritage in 2002 and 2009 Cultural Services Policies
	Partnered with Sherwood Park's Heritage Mile Society in various initiatives
	Smeltzer House: Operate the site, offer arts and culture programming, showcase historically significant and accurate planting with a garden club
	Promote and showcase history in our Communities in Bloom participation
	Researched and published articles in the <i>Strathcona County This Week</i> newspaper for the 50 th anniversary of Sherwood Park (2006-2007)
	Provide grants encouraging the community to develop programs and events relating to arts, culture and heritage
Planning and Development Services	Lead for the management of heritage resources planning
	Naming of streets and developments
	Links between land use and conservation are central to the Municipal Development Plan
Family and Community Services	Use of local history as an anchor and tool for community-building initiatives
	Offers grant writing workshops for community groups and agencies
Engineering and Environmental Planning	Lead for the heritage conservation of Bremner House and preliminary requirements for developing the site for interpretive programming
	Lead for Open Spaces and Recreation Facilities Strategy
	Links between land use and conservation central to the Legacy Lands Policy
Corporate Planning and Intergovernmental Affairs	Links between land use and conservation central to Beaver Hills Initiative
	Led the development of the Heritage Resources Management Plan
	Lead for the Environmental Sustainability Framework
Economic Development and Tourism	Partnered in themed tours and events: Buffalo Spirit Aboriginal Experience, Discover Historical Treasures, Eastern Eco! East Tour, Harvest Festival of Foods, Country Cuisine Tomato Fair, and the Canadian Pacific Christmas Train, as examples; as well as a number with rural and agriculture themes
Information Technology Services	Initial spatial data identifies a number of historic places in the GIS mapping system, a starting point for additional data to be added
County Council	Since 1986, recognized several individuals for contributions to preserving history with a Pride of Strathcona Award (previously Awards of Excellence)

In addition to these examples of accomplishments and achievements (not an exhaustive list), County departments and the County overall can play a role in a wider community effort to capture and convey Strathcona's history and heritage. Community Heritage Legacy can be an added resource in these efforts.

Community assets

Consultation participants identified several community assets that involve history and intangible cultural heritage. Many are significant, effective and known somewhat in the broader community. Others, equally significant, are isolated and not widely known. All would benefit by an integrated and co-ordinated awareness strategy. Community Heritage Legacy is envisioned to provide this role.

Strathcona County Museum & Archives

The Strathcona County Museum & Archives does an important and notable job of showcasing the history of the County within its facility. It is sometimes said that the Museum is a treasure trove of history and the best kept secret in the County.

Highlights

- open for just 12 years – it is the only museum for community history in Strathcona County
- designed with themed rooms with period artifacts to demonstrate the lives of our ancestors
- operates a volunteer-dependent, hands-on museum that serves school children, County residents and visitors
- boasts in excess of 20,000 artifacts and over 1,000 books
- volunteers gave 5,900 hours of their personal time to catalogue artifacts, work in the archives and provide tours for about 1,700 children (2009)
- one of 11 Alberta museums with standing as an Institutional Member of the Archives Society of Alberta:
 - follows procedures consistent with generally recognized archival practices
 - developed a public access policy, a conservation policy, a preservation manual and an emergency preparedness plan
- completed accessioning 100 archival collections and 150 oral histories, which are now available for public access
- published a self-directed guidebook for visiting historic sites around the County
- republished a book on Strathcona County's history
- created new public programming and a County history activity booklet for students in Grades 1 to 3, meeting Alberta Education curriculum
- produced first of 16 film vignettes highlighting local history and heritage
- designing an education centre to promote the County's natural history
- designed custom databases to integrate archival and artifact collections for public research

Other examples of community accomplishments

Identified by stakeholders in the consultations, the following are a few other examples (not an exhaustive list) of known assets for history and heritage in the community. In addition to their accomplishments, these groups and others can play a role in a wider effort to capture and convey Strathcona County's history. In return, as a communications hub, Community Heritage Legacy can draw attention to their good work to give the whole community a "big picture" perspective of history and heritage in the County.

Associated group or organization	Examples of displays, exhibits, programs, events to date
Strathcona County Library	Offers adult programs, reference services (online, onsite and inter-library loans), access to historical publications and newspapers
Schools	Within a format of inquiry-based learning, Elk Island Public and Catholic Schools incorporate local and Canadian history in social studies curriculum for Grades 1, 2, 4 and 5.
Sherwood Park's Heritage Mile Society	Features a number of plaques at sites along a mile of Broadmoor Boulevard, recognizing pioneers and historically significant places
Sherwood Park and District Chamber of Commerce	Publishes information of Strathcona County's history in its visitor guide Displays wall of Ball family photos, one of Strathcona's founding families
Information and Volunteer Centre for Strathcona County	Co-ordinates community needs and volunteer services for the County Keeps an archives
Art Society of Strathcona County	Keeps an archives
Friends of Blackfoot Society	Offers programs and services at the Cooking Lake - Blackfoot Provincial Recreation Area to protect areas of natural and cultural significance for recreational and educational purposes
Friends of the Strathcona County Library	Offers heritage bus tours of Strathcona County
Sherwood Park Strathcona County News	Provides coverage of heritage themes and events in the local newspaper
Strathcona Industrial Association	Some members have prepared a corporate history of their development
Culture and Heritage Association of Strathcona County	Began in 2001 to advocate for long-term cultural and heritage space requirements
The Alberta League Encouraging Storytelling (T.A.L.E.S.)	An active local chapter, T.A.L.E.S. is a non-profit organization promoting the tradition of storytelling Prepared and performed stories based on local oral histories
Deville North Cooking Lake Historical Society	Gathered oral and written histories to write a book on the district history; still active
Green Hectares	Evolving as a hub of knowledge on modern and traditional farming methods and pioneers, collects oral histories

Partnership potential

The wide array of stakeholders with a pre-existing interest in history and heritage, evident from their activities and achievements, reflects the strengths in the community. To build on these strengths, the Community Heritage Legacy Framework presents a plan that invites partnerships where there is opportunity to combine efforts toward achieving shared goals. Two key partners are the Strathcona County Museum & Archives and Strathcona County Library.

Key partnerships with Museum and Library aim to be effective and mutually beneficial

As the Community Heritage Legacy program took shape in its formative years, the initiative aligned itself with goals shared with the Strathcona County Museum & Archives. We established a working partnership with the Museum that connects our common interests and complementary goals.

In the past four years, Community Heritage Legacy has supported the Strathcona County Museum & Archives in specific ways.

For example, in 2006 Community Heritage Legacy hired a professional archivist for a number of weeks. For one of these weeks, the archivist provided Museum staff and volunteers with hands-on consulting services, building on the Museum's previous professional archives training and accreditation.

We also joined the Museum in efforts to promote local history and heritage at community events such as the Ardrossan Old Fashioned Parade and Picnic, and the Strathcona County Trade Fair. In 2008 Strathcona County applied to host the United Farmers Historic Society *History in Motion* exhibit at the Josephburg Chicken Supper. When our application was accepted, Museum staff in turn volunteered to provide assistance.

Of the greatest significance, the Museum provided Community Heritage Legacy with office space and support for 14 months; this allowed the Program Coordinator the means to commit to developing this framework fulltime. Working in the same office enabled us to consult with each other on many occasions. And as specific needs arose, Community Heritage Legacy was able to give back to the Museum by purchasing a quantity of supplies for the Museum's professional archives; having maps designed for the Museum's driving tour guidebook; and providing communications, media and promotion assistance as needed.

We also recognized Strathcona County Library as another valued community partner in terms of its community focus, shared goals relating to adult learning and programs, digitizing of records, reference services, access to historical publications and newspapers, and also for its model of service delivery. When invited to partner on the Library's hosting of lectures on legendary bush pilot Wop May, we contributed to promotions and co-hosted the successful evening events.

Community Heritage Legacy values the relationships we have established with the Strathcona County Museum & Archives and Strathcona County Library and

looks forward to continuing to work in concert with them on common interests and shared goals.

Other potential partnerships expand the effort

With these two partners as models, there is potential for Community Heritage Legacy to collaborate with others as well, in order to facilitate, connect and showcase individual initiatives, activities and efforts. Other potential partners noted include:

- Individual residents, families
- Heritage groups
- Schools and school boards
- Churches
- Post-secondary institutions
- Historians and heritage professionals
- Not-for-profit organizations, agencies
- Community, seniors and youth groups
- Community leagues
- Agricultural societies
- Naturalists, conservationists and environmental groups
- Arts and culture groups
- Sports groups
- Business, industry and tourism
- Local media
- Neighbouring municipalities
- Other levels of government

The initiative also invites mutual co-operation and encourages collaboration between many County departments including:

- Planning and Development Services
- Recreation, Parks and Culture
- Family and Community Services
- Engineering and Environmental Planning
- Economic Development and Tourism
- Legislative and Legal Services
- Corporate Planning and Intergovernmental Affairs
- Information Technology Services
- Communications
- Transportation and Agriculture Services
- Facility Services

Consultation findings

Consultations

Consultations for the Community Heritage Legacy Framework took place between May and September 2008 and involved a number of steps and methods for gaining input and information. See Appendices for summaries.

Stakeholders

Two dozen stakeholders drawn from community groups and key County departments were interviewed one-on-one for their views of history and heritage and role of County leadership. About half of them also contributed to the development of guiding principles, a vision, mission and a mandate in a series of three workshops.

The 24 individuals also contributed to possible methods, which will be considered in the action stages.

Strathcona County Council

Council members were engaged in the consultation process through one-on-one interviews. All nine participants supported the draft strategic goals in their entirety.

The general public and County staff

The general public was invited to complete a questionnaire on community values about history and intangible cultural heritage and draft strategic goals.

In a separate survey, County staff members were invited to complete the same questionnaire.

An open house was held in July 2008 to receive public input, and the information panels used were also put on display in the lobby of the Strathcona County Library for an additional five weeks to increase awareness of the program and invite additional feedback.

In the questionnaire responses and the comments received on the information panels, the vast majority of respondents voiced a high level of support for the need to preserve and retain local history, intangible cultural heritage and natural heritage, and endorsed all five of the draft strategic goals.

Consultations conducted by Helen Cain Planning + Policy
Analysis of findings prepared by Allan Sheppard

Overview of findings

Background

This report is based on stakeholder and public consultations involving 132 individuals, a number who represented groups and organizations in the community. Participants gave their views on history and intangible cultural heritage in Strathcona County, and possible initiatives that would enhance their awareness.

- Fifty County residents and 49 County staff members answered online or paper versions of a questionnaire about history and intangible cultural heritage.
- Twenty-four stakeholders from County staff and community organizations took part in scripted one-on-one interviews. Half also attended workshops to discuss a vision, a mission, mandate and guiding principles.
- All nine members of County Council took part in scripted one-on-one interviews.

Such a small sample is not statistically representative of the full population of the County. Nevertheless, the information gained from the consultations provides valuable insight into current attitudes, opinions and hopes of County residents, staff and leaders.

The main focus of this report is on intangible cultural heritage, which includes all activities people commonly think of as history and heritage except buildings. (See definitions.) Built environments and certain physical locations, comprise tangible heritage. Conservation of historic buildings and places is being managed separately, under the Heritage Resources Management Plan. However, the two kinds of heritage are interdependent. Both guiding documents will relate to each other and will be combined in an umbrella heritage policy.

General observations

Consultation respondents and interviewees are virtually unanimous (as high as 98%) in agreeing that history and intangible cultural heritage are valuable and should be saved. There is occasional neutrality and isolated disagreement as to whether the County and the community should do more to safeguard intangible cultural heritage and lead or fund heritage initiatives. While they are not insignificant, such views are clearly in the minority compared to persuasive majorities that support strong leadership, timely action and modest funding.

Consultation respondents and interviewees agree strongly on the inherent value of intangible cultural heritage. They believe that knowledge of local history and retention of a community's heritage are public goods for a variety of reasons:

- they show respect for the community's pioneers and builders
- they help us understand where we are and how we got here

- they help demonstrate continuity from past, to present, to future
- they help us make better decisions about where we want to be now and where we want to go in the future

While these observations point to the actual and potential value of intangible cultural heritage, they are not by themselves foundations for policy or action. Fortunately, the consultations point to other, more instrumental, benefits of intangible heritage.

Social dimension

Many respondents and interviewees point to a need for a stronger sense of community and shared expectations for the future among the residents of Strathcona County. The technical term is social cohesion, and its sense was captured in many ways in the consultations:

- history and heritage are the glue for community
- history and heritage bring a sense of connectedness and of place
- history and heritage provide us with an understanding of where we came from and what values are important to the community
- knowledge of history and heritage gives residents a better understanding of their community

The concept of social cohesion is commonly used in a context of social, primarily ethnic, diversity. Though that perspective is certainly applicable to the County, the concept has greater relevance to the diversity between its rural, country residential and urban communities. Some residents see that diversity as an impediment; others see it as one of the opportunities inherent in the County's unique status as a specialized municipality. If there are significant differences between the rural, country residential and urban perspectives, creative approaches to preserving and sharing the County's history and intangible cultural heritage offer ways to pursue those opportunities, and build bridges and social cohesion among individuals and communities in the County.

Many respondents and interviewees say the community needs such social benefits, and they suggest the County has a role to play in providing or facilitating them. They and others who agree with them should remember that building support for such activities is interactive: County officials need as much active support from advocates and proponents of the social benefits of history and intangible cultural heritage activities as advocates and proponents need from County officials.

Community development dimension

Though the concept of community development is closely related to social cohesion, the focus is more on voluntary community organizations – often called “civil society” – than on government. Governments can and often do initiate (prime

the pump for) community development activities and programs, and the goal is normally to have community organizations take over leadership, control and revenue-raising responsibilities.

One of the key strategies in community development is to foster a sense of identity and pride in one's community. Again many respondents and interviewees point directly or indirectly to a need for such connections in the County and among its residents and communities. In responses to the questionnaire, 98% of County resident respondents and 84% of County staff respondents agree that history and intangible cultural heritage are important to the identity of Strathcona County. Many interviewees identify an ability to foster a sense of identity, place and uniqueness, and to engender respect for and pride in the community as positive benefits of activities and programs in history and intangible cultural heritage.

Again, the process is interactive: County officials need as much active support from advocates and proponents of the community benefits of history and intangible cultural heritage activities as advocates and proponents need from County officials.

Economic dimension

Some respondents and interviewees – inspired by precedents in other jurisdictions – point to potential economic benefits of well-designed and well-managed cultural heritage programs. Some respondents and interviewees suggest that communities that have strong identities and social cohesion are better able to attract industrial and residential development, and the commercial and retail activity that normally follow such developments.

Many respondents and interviewees realize that growth can bring with it pressures that can undermine social cohesion in the County. They argue that the greater the rate of and pressure for and from growth, the greater the need for the County and its leaders to seek a balance between economic and social benefits. There is a sense that economic development has many powerful proponents and advocates whose ambitions need to be balanced by a stronger emphasis and greater focus on the social needs to sustain the community.

Businesses exist to make a profit for themselves and their shareholders. They do, however, see the benefits of social cohesion and community development as they align with their corporate goals and vision. Community and County leaders, heritage advocates and champions must respond to the challenge and take advantage of the opportunities that the business community offers as a potential partner in social and community development.

Educational dimension

Several respondents and interviewees point to educational benefits that knowledge of history and intangible cultural heritage can bring. Alberta Education recognizes the value of using local history to teach social studies and other courses. Whether achieved via formal education at schools, colleges and universities or via informal education from clubs, societies, hobbies and personal explorations, such

knowledge, carefully researched and presented, can do much to motivate learning and to help build social cohesion in a community.

Cultural dimension

There are cultural benefits to preserving history and safeguarding intangible cultural heritage. In the most obvious sense, already pursued by some County residents, pioneer crafts can be practised as useful hobbies today or be refined to the level of fine craft and visual artwork by professional artists.

Personal and family stories, histories, archives and artifacts can be adapted to or serve as the inspiration for many kinds of artistic activities including storytelling, creative writing, music, dance, theatre, film and visual arts. Some such creative work is happening now. There is no way to know how or to what benefit history and intangible cultural heritage may be used creatively in the future, or to assess what might be lost if potential source material is not preserved. The prudent thing to do is to save as much as one can for the same reasons that pioneer farmers saved seed and pioneer homemakers preserved food – for future need (and some County residents still do). While we cannot always know if or when the things we save will be needed or how they will be used, those who come after us may live better for our foresight.

Another perspective looks on culture as lifestyle. Some residents seek to learn and practise pioneer lifestyles as a way of making connections with the past; they hope to draw lessons about living more simply and more lightly on the land – lessons that may have long-term social and environmental benefits for all of us.

Natural and environmental dimension

Some consultation participants spoke of protecting unique natural environments and landscapes, educating residents about their value and significance, and forging connections between residents and the land. The Beaver Hills, the North Saskatchewan River Valley, Victoria Trail and Cooking Lake were mentioned specifically. Others spoke more generally of a desire to protect environmental quality; precious agricultural land and topsoil; green spaces; and unique biological, botanical and geological features and values, citing their inherent importance and their contributions to feelings of identity, place and community.

Political and governance dimension

All of the benefits mentioned so far have a common thread. They touch heavily or lightly on possible social benefits of history and heritage activities and programs. If social benefits can be realized, and if County and community policies and actions generate the kind of positive outcomes that consultation respondents and interviewees contemplate, then the County and its many communities will become more productive, positive, inspiring and satisfying places to live, earn a living, enjoy educational leisure activities, and raise children. As this happens, the

County's unique character as a specialized municipality and its autonomy within the Capital Region will become more secure.

The County's unique history and heritage can provide a foundation for the enhanced quality of life that many participants in the consultations envision. Carefully developed, history and intangible cultural heritage can also serve as a bulwark to protect that quality of life.

See appendices for summaries of consultations with the public, employees, stakeholders and Council.

Values, vision, mission and mandate

During workshops in the consultations, participants contributed to developing a vision, mission and mandate. They also articulated their values around history and heritage. As well, respondents surveyed shared their thoughts on the importance of history and heritage to our lives today. Together, the following statements provide a foundation for Community Heritage Legacy, to guide implementation.

Community values

The Community Heritage Legacy Framework is informed and guided by community values about history and heritage, including:

- Strathcona County is a unique municipality with a rich and proud history that connects residents across its urban and rural communities.
- The diverse history of Strathcona County and its heritage have intrinsic worth and therefore merit stewardship for today and future generations.
- We need to respect the achievements and contributions of pioneers and other builders of the past and present.
- Our history, intangible cultural heritage and natural heritage are appreciated in the context of the inherent value they bring to social, environmental, cultural and economic sustainability.

Vision

Strathcona County fosters a strong community where residents are inspired and share a sense of belonging, identity and place from their appreciation of the County's unique history and heritage.

Mission

Our mission is to connect residents to the community through a sense of belonging, identity and place by capturing and conveying Strathcona County's history and heritage.

Mandate

Within the context of Strathcona County and its place in the Capital Region, in the province of Alberta and in the nation of Canada, Community Heritage Legacy is dedicated to:

- preserving accounts of local history
- the safeguarding of intangible cultural heritage
- facilitating historical research and gathering sources of knowledge
- advocacy and outreach in the interests of history and heritage

- communicating, educating and providing access to information on history, intangible cultural heritage and natural heritage
- opportunities for experiential learning
- facilitating community development with heritage initiatives
- program delivery by way of partnerships and collaboration

Guiding principles

Consultation respondents identified the following as principles to guide the management of intangible cultural resources.

- Safeguard history and heritage in all forms – intangible cultural heritage, tangible heritage, natural heritage – so they can be treasured, preserved and experienced.
- Establish the importance of history and heritage in all we do. Integrate history and heritage in the operations of the County and the everyday lives of the community.
- Manage and sustain intangible cultural heritage as a public good, a benefit of significant intrinsic value for the whole of the community. Recognize the importance of seeing intangible cultural heritage in all of its connections to tangible heritage and natural heritage.
- Make history and heritage accessible to the public.
- Take heritage to the people. Don't wait for them to come. Emphasize hands-on, interactive programs.
- Think big, yet stay focused. Concentrate on capturing the essence of Strathcona County and build community pride.
- Emphasize community engagement: involve the community and form partnerships to encourage grassroots buy-in and shared purpose.
- Support volunteers.
- Respect professional practices and principles. Adopt a code of conduct that aims for professional standards. Establish and protect the provenance and openness of materials and their acquisition. Tell the truth. Don't censor the past; tell the whole story as it is appropriate to the telling of the community's history.
- Everything – County, business, corporate and community initiatives and developments – should be done with respect for heritage and the people who created it.
- Respect and celebrate diversity in our different cultural heritages, and come together in one common heritage.

Recommendations

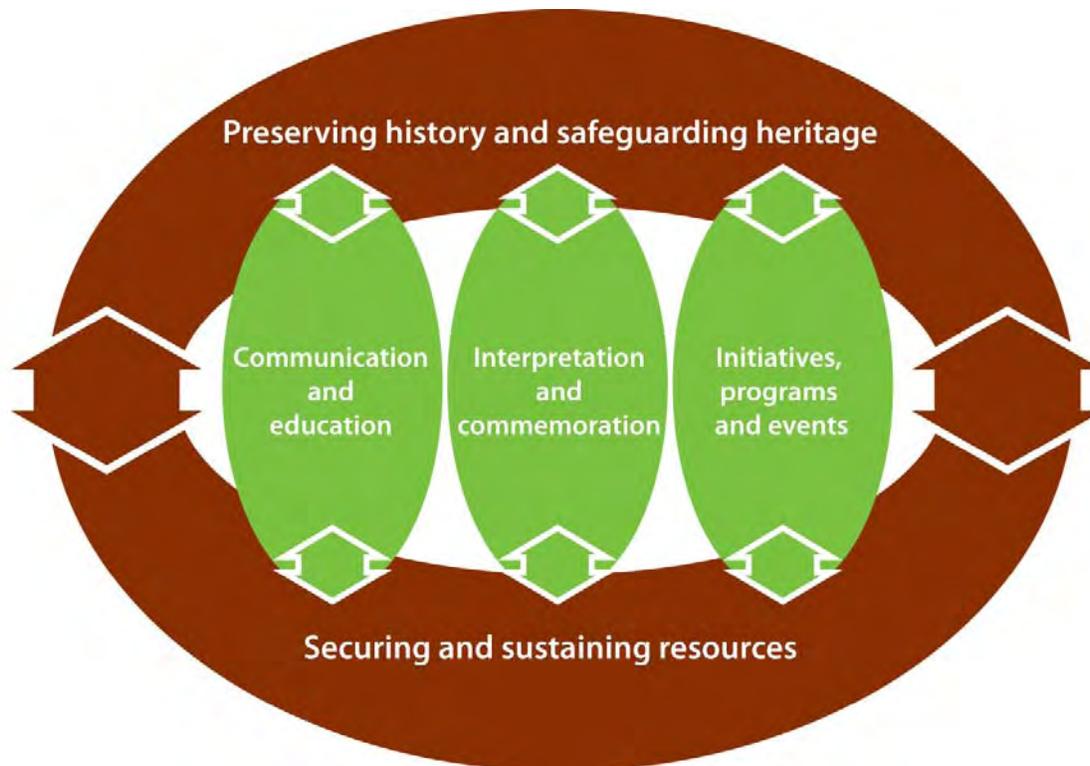
Recommended strategies

These 10 strategies for Strathcona County are recommended to proactively demonstrate the importance of history and heritage, and to achieve the vision, mission and goals of the Community Heritage Legacy Framework.

1. Establish Community Heritage Legacy as a capability within the organization, with Communications as the lead department, to actively advocate for local history and heritage; facilitate and/or co-ordinate County and community initiatives; and serve as a communications hub—as outlined in the Community Heritage Legacy Framework.
2. Integrate history and heritage perspectives into existing and future County policies, plans, initiatives, programs and events. Request that departments review the Community Heritage Legacy Framework and develop and adopt strategies to assist in meeting its goals.
3. Establish a heritage policy that takes an integrated approach to managing tangible, natural and intangible cultural heritage.
4. Develop a three-year action plan for Community Heritage Legacy that engages County departments and the community.
5. Develop an inventory of Strathcona County’s intangible cultural heritage, its carriers and disseminators. Continue the research and collection of records and accounts of Strathcona’s history and heritage.
6. Develop tools to advance the goals of the Community Heritage Legacy Framework.
7. Bolster efforts and build capacity among individuals and groups in the community with initiatives related to local history and heritage, including the Strathcona County Museum & Archives.
8. Develop a network of interested community members (County residents, schools and churches, hamlets, districts and neighbourhoods, not-for-profit organizations and agencies, agricultural societies, community leagues, and businesses, industry and the media) to participate and advance the goals of the Community Heritage Legacy Framework.
9. Provide engagement, learning and training opportunities to increase County staff and residents’ awareness of local history and heritage and involvement in the Community Heritage Legacy Framework.
10. Explore opportunities for additional resources, funding and support: research partners, additional funding, and community volunteers and other partnerships.

Strategic framework

The vision, mission and mandate, informed by community values identified during public consultation, will be realized through these five strategic goals.



This diagram illustrates the components of the strategic framework and the interrelationships between them.

- Goal 1 provides the *raison d'être* for all of the goals.
- Goals 2, 3 and 4 outline strategies on conveying history and heritage.
- Goal 5 is the foundation that provides resources for all of the goals.

Strategic goals and objectives

The following five strategic goals with accompanying objectives define each strategy. A heritage toolkit gives concrete examples of possible actions.

Provided by Helen Cain Planning + Policy

GOAL 1:

To preserve history and safeguard intangible cultural heritage

Objectives

- 1.1 Preserve accounts of Strathcona County's history
 - 1.2 Identify and safeguard the intangible cultural heritage of Strathcona County
 - 1.3 Integrate heritage perspectives with County policies and planning
-

GOAL 2:

To promote history and heritage through communications and education

Objectives

- 2.1 Act as an advocate for history and heritage stewardship
 - 2.2 Inform and educate the community
 - 2.3 Facilitate public access to information
 - 2.4 Engage in outreach to raise awareness
-

GOAL 3:

To interpret and commemorate history and heritage

Objectives

- 3.1 Commemorate people, places and events
 - 3.2 Develop and support and interpretive programs
-

GOAL 4:

To integrate history and heritage with initiatives, programs and events

Objectives

- 4.1 Integrate history and heritage with initiatives, programs and events
 - 4.2 Engage the community in interactive experiences
 - 4.3 Develop, enhance and sustain resident and visitor participation
-

GOAL 5:

To secure and sustain resources

Objectives

- 5.1 Build financial sustainability
- 5.2 Collaborate with community and develop partnerships
- 5.3 Establish a network of interested individuals, supporters and volunteers
- 5.4 Build capacity in the community for the effort overall

Recommended roles

Taking up these seven roles, Community Heritage Legacy will champion the framework goals.

1. Co-ordinate needs and interests relating to history and heritage across the County.
2. Provide a central hub and clearing house for communications.
3. Convey history and heritage in order to increase public awareness.
4. Make history and heritage accessible to the public.
5. Facilitate co-operation among departments and across the community.
6. Build capacity in the community for framework goals.
7. Identify and foster partnerships important to gaining the proactive support, leadership and participation of the community.

Heritage toolkit

Provided by Helen Cain Planning + Policy

Strategies	Examples of tools	
Preserving history and safeguarding heritage	Written records Visual records Audio recording Oral storytelling Traditional knowledge & skills Cultural traditions and practices	Archives and collections (artifacts) List of primary sources Bibliography Conservation of historic places Spatial data Film and digital media
Communications and education	Historical timeline Accounts of community history Demonstrations of intangible cultural heritage Statements of significance for historic places (heritage value) Section on website, eNewsletters	Media coverage Articles and publications Visitors guide Presentations and lectures Classes and workshops Brochures
Interpretation and commemoration	Events of recognition, milestones Heritage & history exhibitions Mapping Driving and walking tours	Public art Place names: streets, parks, etc. Plaques and place markers
Initiatives, programs and events	Activities for children, youth, adults Festivals and celebrations Creative writing (artists call)	Visual culture (artists call) Theatre and spoken word Music and dance
Securing and sustaining resources	Program funding Grants Donations Paid position	Volunteers and advocates Community partners Capital projects (equipment) Facilities

Implementation plan

Immediate action - Begin 2010 Short-term action - 2010 - 2011 Medium-term action - Begin 2012 or later

GOAL 1: To preserve history and safeguard intangible cultural heritage				
Objectives		Lead	Potential partners	Timeframe
1.1	Preserve accounts of history	Community Heritage Legacy	Museum Library Others	Immediate and ongoing
1.2	Identify and safeguard intangible cultural heritage	Community Heritage Legacy	Community members	Short term
1.3	Integrate history and heritage within County policies and plans	Community Heritage Legacy	County departments	Immediate and ongoing
GOAL 2: To promote history and heritage through communications and education				
Objectives		Lead	Potential partners	Timeframe
2.1	Act as an advocate for history and heritage stewardship	Community Heritage Legacy	Museum	Immediate and ongoing
2.2	Inform and educate the community	Community Heritage Legacy	Museum Library	Short term
2.3	Facilitate public access to information	Community Heritage Legacy	Museum Library	Immediate and ongoing
2.4	Engage in outreach to raise awareness	Community Heritage Legacy	Museum Library	Short term
GOAL 3: To interpret and commemorate history & heritage				
Objectives		Lead	Potential partners	Timeframe
3.1	Commemorate people, places and events	Community Heritage Legacy	Mayor's office Museum	Immediate and ongoing
3.2	Develop and support interpretive programs	Community Heritage Legacy	County departments Museum	Medium term
GOAL 4: To integrate history and heritage into initiatives, programs and events				
Objectives		Lead	Potential partners	Timeframe
4.1	Integrate history and heritage with County initiatives, programs and events	Community Heritage Legacy	County departments	Immediate and ongoing
4.2	Engage the community in interactive experiences	Community Heritage Legacy	Museum Community members	Medium term
4.3	Develop, enhance and sustain resident and visitor participation	Community Heritage Legacy	To be determined	Immediate and ongoing
GOAL 5: To secure and sustain resources				
Objectives		Lead	Potential partners	Timeframe
5.1	Build financial sustainability	Community Heritage Legacy	To be determined	Immediate and ongoing
5.2	Collaborate with community and develop partnerships	Community Heritage Legacy	Museum	Short term
5.3	Establish a network of interested individuals, supporters and volunteers	Community Heritage Legacy	Museum Community members	Immediate and ongoing
5.4	Build capacity in the community for the effort overall	Community Heritage Legacy	To be determined	Medium term

Acknowledgments

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