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Financial assistance for this project was provided by the Government of British Columbia through the Community Heritage Planning Program. Matching funding was provided by the City of Prince George.
The purpose of this Heritage Strategic Plan is to provide a focus for the development and management of a community-based heritage program. This Plan is based on a synthesis of information gathered from individuals, community groups and City staff. It seeks to promote a shared vision for community conservation efforts. In order for this plan to be successful, a consensus needs to be reached on what historic features must be managed, should be managed, and might be managed within the local government framework, and how heritage education and awareness can be delivered with the assistance of community partnerships.

Through consultation, a vision has been developed to guide the conservation of Prince George's historic resources, in order to preserve, protect and promote the City's unique heritage resources. This will require the adoption of a "conservation approach" and undertaking authentic conservation of heritage sites within their historical context.

**A Vision for a Heritage Program for Prince George**

The City of Prince George will work with the entire community to establish a heritage conservation program that will strive to protect, through a balance of incentives and regulations, significant examples of our heritage. This program will recognize the public benefits of preserving tangible links to our historical development, and raise awareness of the value of heritage to our community. The main goals of the Heritage Program will be:

1. Promoting Community Heritage Partnerships
2. Achieving Better Heritage Conservation
3. Improving Heritage Awareness and Communication

**GOAL ONE: PROMOTING COMMUNITY HERITAGE PARTNERSHIPS**

**STRATEGY: Coordinate and Nurture Community Involvement**

This will involve the development and coordination of community partnerships.

**GOAL TWO: ACHIEVING BETTER HERITAGE CONSERVATION**

**STRATEGY: Develop an Effective Management and Administrative Framework**

This will require an improved regulatory and heritage permit review processes, municipal heritage stewardship policies, a review of the Community Heritage Commission mandate, and sufficient resources to undertake a heritage program.

**STRATEGY: Provide Effective Incentives for Building Conservation**

This will promote a regime of cooperation with heritage building owners by removing municipal disincentives to heritage conservation (such as fees for assessing Building Code equivalencies), and establishing municipal heritage conservation incentives such as: financial incentives (grants, tax instituting, etc.); and non-financial incentives (negotiated agreements such as Heritage Revitalization Agreements, Building Code equivalencies etc.). A key part of this strategy is to take advantage of senior government funding programs.

**STRATEGY: Enhanced Protection of Heritage Landscape Features**

This involves a long-term approach to the identification and protection of significant heritage landscape features.
GOAL THREE: IMPROVING HERITAGE AWARENESS AND COMMUNICATION

STRATEGY: Better Heritage Information
This will involve the completion of a city-wide inventory, a review of archival storage and access, expanded public opportunities to access historical information, and increased capacity to provide heritage advice to the public.

STRATEGY: Promote Heritage Tourism
This will include further opportunities to coordinate City efforts within a regional context, a review of "A Cultural Plan for the Regional District of Fraser-Fort George" for coordination opportunities, and Improved heritage tourism strategies.

STRATEGY: Heritage Education and Awareness
This will involve assistance to volunteer and non-profit groups to achieve heritage education mandates, improved heritage education opportunities, and improved heritage awareness at all levels

Through these strategies, there will be a greatly enhanced ability to identify, celebrate and protect the significant heritage resources of Prince George.
1. BACKGROUND TO THE PLAN

Heritage resources are important for a number of reasons. Each community’s heritage is distinctive, and therefore can help instill a sense of community identity and resident pride. Heritage conservation has many potential cultural, social and economic benefits. It promotes a sense of stability and continuity for residents, an understanding of where we have been and how we got to where we are today. As such, key resources should be preserved for the enjoyment and benefit of future generations. The conservation of heritage is also important economically; it can increase property values and provide opportunities for business, property owners and tourism. It provides aesthetic enrichment as well as educational opportunities. A community maintains a more interesting environment by retaining symbols of its past. Direct economic benefits have also been proven to result from heritage conservation activities such as spin-offs associated with the movie and tourist industries. The preservation of historical sites also supports other public objectives such as tourism development and educational programs.

The term "heritage" is used to describe a wide range of aspects that the community values as a legacy of the past. Tangible heritage resources are the embodiment of historical, cultural and social values that give Prince George its particular sense of time and place. Historic structures such as the old Post Office and Liquor Store are important examples of built heritage, but the community may value many other historically significant features such as industrial sites, natural landscapes and transportation artifacts. Intangible elements of heritage are also diverse, ranging from cultural ancestry to social identity, community relationships and traditions. This shared legacy enriches the present and is worthy of celebration and respect.

There is a broad range of issues that affect heritage conservation. A plan to manage heritage issues will require a commitment of scarce resources, but it offers many potential benefits to the community. For a community the size and age of Prince George, the management of significant heritage resources is a legitimate and desirable function that is becoming increasingly important. Many significant heritage initiatives have already taken place as a result of the efforts of dedicated and involved community groups and individuals. This provides an excellent opportunity for Prince George to embrace a broader mandate for heritage conservation within its planning and development framework.

1.1 WHAT IS A HERITAGE STRATEGIC PLAN?
The purpose of this Heritage Strategic Plan is to provide a focus for the development and management of a community-based heritage program. This Plan is based on a synthesis of information gathered from individuals, community groups and City staff. It seeks to promote a shared vision for community conservation efforts. In order for this plan to be successful, a consensus needs to be reached on what historic features must be managed, should be managed, and might be managed within the local government framework, and how heritage education and awareness can be delivered with the assistance of community partnerships. The success of the heritage program will be based on the degree of coordination and cooperation that can be achieved among the community stakeholders.
The Heritage Strategic Plan asks five key questions:

'Where is Prince George now?'
This section identifies the strengths and weaknesses of the current management of heritage issues, and defines future opportunities.

'Where does Prince George want to get to?'
This provides the vision for the future direction of heritage resource management.

'How can Prince George get there?'
This identifies possible means of achieving this vision for heritage resource management.

'What does Prince George need to get there?'
This determines the information and resources required to implement the Heritage Strategic Plan.

How will Prince George know that it got there?
This identifies methods for evaluating and monitoring the effective implementation of the Heritage Strategic Plan over time.

This Plan outlines a prioritized strategy for the development of the community heritage conservation policies for the next five years. It answers key questions about the existing situation, defines a community vision for heritage conservation, and recommends an Action Plan for implementation.

Prior to this plan being started, a "Let's Get Organized" Workshop was held on April 5th, 2005, facilitated by Sue Morhun. As part of the Workshop Overview, it was noted that the community has a number of valuable historic resources, and a community that recognized the value of those resources. The community now has the choice to maintain the current level of activity, or raise the activity up another notch by involving more players in heritage activities and capitalizing on social and economic opportunities. This provides an excellent starting point for further discussion and prioritization.

As part of the Heritage Strategic Plan process, the following meetings and presentations were held:

- November 15th, 2005: Introductory meeting with City staff
- November 15th, 2005: Meeting with the Community Heritage Commission (CHC)
- January 10, 2006: Stakeholder Interviews
- January 10, 2006: Meeting with City staff
- January 10, 2006: Meeting with the CHC
- February 21, 2006: Public Open House
- March 6, 2006: Presentation to Prince George City Council
1.2 THE PUBLIC BENEFITS OF HERITAGE CONSERVATION

Heritage conservation has many potential cultural, social and economic benefits. Conserving heritage allows a community to retain and convey a sense of its history, and provides aesthetic enrichment as well as educational opportunities. A community maintains a more interesting urban environment by retaining symbols of its past. These elements serve to moderate the impact of rapid change. The conservation of heritage is also important economically; it can increase property values and provide opportunities for business, property owners and tourism. A coordinated approach to heritage programming can take advantage of partnership opportunities with senior levels of government, and engage the private and volunteer sectors. Also, the preservation of historical sites supports other public objectives such as tourism development and education programs.

Heritage resources help us understand where we have come from so that we can appreciate the continuity in our built environment from past to present to future. A mix of buildings from old to new together builds the character and distinctiveness that we cherish in our communities. Historic buildings become landmarks and touchstones for our community. Key landmark buildings, monuments, historic homes and period streetscapes all add to the vibrancy and character of Prince George.

Heritage conservation is now inextricably linked with tourism, and many regional examples show the success of this approach. Cultural and heritage-based tourism is now the fastest growing segment of the burgeoning tourism industry. The development of tourist destinations and attractions provides direct economic spin-offs. Downtown commercial areas that have retained their historic character are popular shopping destinations for tourists who seek a special experience not provided by a shopping mall. Traditionally, tourists are drawn to historic areas in towns and cities because of their charm, scale special character and central location. These issues are covered in detail in the Regional District's Cultural Plan.

There is a growing body of research indicating heritage initiatives have a strong positive impact on developing complete communities and creating a vibrant culture of creativity and innovation. Other commonly cited benefits of strong heritage policies include creating distinctive neighbourhoods, preserving cultural heritage, providing community identity and pride and combating social problems by engaging youth in the history and identity of their community.

By providing a common vision for heritage conservation efforts, the community initiatives already underway can be aligned to increase their individual effectiveness. This unified plan will facilitate a collaborative, community approach to the long-term management, protection and interpretation of Prince George's significant heritage resources.
1.3 ENABLING LEGISLATION

1.3.1 Provincial Legislation
In 1994, changes to the Municipal Act (now the Local Government Act) enabled local governments to better integrate heritage conservation activities into the mainstream of development and community planning, and defined new procedures for more powerful regulations (Heritage Conservation Areas, Community Heritage Commissions, heritage site maintenance standards, tree protection, etc.) and heritage incentives (tax exemptions, an expanded legal protection toolkit, consolidated approvals for heritage rehabilitation work, etc.). The following provincial legislation is pertinent to heritage planning at the municipal level:

1.3.1.1 Local Government Act
Under the Local Government Act, a legal framework and foundation is provided for the establishment and continuation of local governments to represent the interests and respond to the needs of their communities. Local governments are enabled with the powers, duties and functions necessary for fulfilling their purposes, including stewardship of their public assets, and the flexibility to respond to the different needs and changing circumstances of their communities. Municipalities are empowered to regulate zoning, control subdivisions, building by-laws, maintenance and occupancy by-laws, and a number of other regulatory controls, based on an Official Community Plan.

The majority of the legislative tools municipalities are liable to use in the conservation of heritage resources are enabled under the Local Government Act. The tools available to municipal governments are summarized in Appendix A: Heritage Conservation Toolkit. Further information on the 1994 legislation is available in a provincial publication, Heritage Conservation: A Community Guide.

1.3.1.2 Heritage Conservation Act
The purpose of this Act is to encourage and facilitate the protection and conservation of heritage property in British Columbia. This Act is most relevant when dealing with archaeological issues, the management of which remains under provincial jurisdiction. The Province may enter into a formal agreement with a First Nation with respect to the conservation and protection of heritage sites and heritage objects that represent the cultural heritage of the aboriginal people who are represented by that First Nation. Owners of identified archaeological sites are required to conform to provincial requirements.

1.3.1.3 Community Charter
The Community Charter came into effect in 2004, and provides municipalities with a framework for local activities and services. This legislation applies to all municipalities whose core powers were previously found in the Local Government Act, and replaces the tradition of prescriptive legislation with enabling legislation that allows municipalities to be innovative in meeting the needs of their communities. The Charter gives municipalities broad powers to regulate activities within their communities. The City of Prince George has established the C-1 (Central Business District) zoning area as a Revitalization Zone under section 226 of the Community Charter, and implemented a downtown revitalization tax exemption.
1.3.2 Municipal Legislation
The City has passed several bylaws that relate to the protection of specific heritage sites and initiatives:

- Bylaw 4894 (1987): Heritage designation of two facades of the Sixth Avenue Liquor Store.
- Bylaw 7281, (2001): Official Community Plan, which contains policies on Recreation, Culture and Heritage (See Section 3.1 for further information).

Municipally Designated Heritage Site: Sixth Avenue Liquor Store

1.4 SENIOR GOVERNMENT HERITAGE INITIATIVES

1.4.1 Federal Historic Places Initiative
In 2000, the Department of Canadian Heritage and Parks Canada began a wide-ranging series of consultations on the best means to preserve and celebrate Canada's historic places. Out of the consultations has arisen a broad based strategy, the Historic Places Initiative, which is the most important federal heritage conservation proposal in Canada's history. As of May 2, 2001, the Federal Government made the financial commitment to fund the development of these initiatives. These rapidly-evolving initiatives have significant implications for the management of heritage resources in Prince George.
The Historic Places Initiatives (HPI) is a national partnership consisting of a number of interrelated elements. A significant opportunity for local heritage conservation is being presented through the development of this broad new federal framework for a national system of heritage resource management. The Federal government has a number of recent initiatives including a national heritage register called the Canadian Register of Historic Places, comprehensive conservation standards and guidelines for historic places, and a certification process for project approval.

An integral part of HPI is the development of Standards and Guidelines for the Conservation of Historic Places in Canada. Prepared by Parks Canada to serve as the federal standard for the treatment of heritage resources, will also be adopted as the standard by the Province of BC and also a number of local governments. Federal financial incentives have also been provided. These are limited to taxable, revenue generating Canadian businesses. Funding for this program consists of $10,000,000/year for three years. Approved applications will require a certified historic place agreement. In February 2005, the government's commitment to HPI was renewed through another five years of funding.

These federal initiatives are evolving at a rapid pace, and Prince George has the opportunity to position its heritage program to take maximum advantage of potential program benefits.

1.4.2 Provincial Heritage Initiatives
The BC Heritage Branch has responsibilities that flow from the general purpose statement contained in Section 2 of the Heritage Conservation Act. "The purpose of this Act is to encourage and facilitate the protection and conservation of heritage property in British Columbia."

1.4.2.1 Community Heritage Planning Program
There are four programs eligible for provincial assistance through the BC Heritage Branch. Available provincial funding ranges from $7,500 to $15,000 per project based on 50/50 cost sharing with local governments. See Appendix B: Senior Government Heritage Programs for further details. These programs consist of:

• Strategic Plans
• Implementation Plans
• Community Heritage Registers
• Conservation/Feasibility Plans

1.4.2.2 Heritage Society of British Columbia
The objective of the Heritage Society of BC is to promote the conservation of heritage buildings, sites and landscapes. To this end the Society sponsors workshops, a newsletter and various promotional activities including the Heritage Awards Program. Some of these activities, such as community and technical workshops, are funded through the BC Heritage Branch.
1.4.2.3 Heritage Legacy Fund
On March 2, 2005, the Heritage Legacy Fund was launched. This fund was initially set up through a $5,000,000 endowment in March 2003. It is a joint initiative of The Land Conservancy and the Heritage Society of BC, and will provide financial support and guidance for local heritage projects throughout the Province, administered through a non-profit society called the “Heritage Legacy Fund of British Columbia Society.”

The goals of the Heritage Legacy Fund are to:
• support the conservation of heritage resources in British Columbia
• promote and increase public awareness, understanding, and appreciation of British Columbia’s heritage resources
• encourage high standards of heritage conservation and the continuing maintenance and protection of heritage resources
• support community-based heritage projects
• increase the Heritage Legacy Fund

1.4.2.4 ArtsNow Program
Under the 2010 Legacies Now Program, the ArtsNow program was established to strengthen and enhance the creative capacity of individuals, organizations and communities throughout the province. This will be done through a combination of contribution programs and targeted activities developed in consultation with the arts and culture community.

Key Goals:
• Participation: Increase community engagement in creative activities.
• Sustainability: Strengthen the arts and culture sector’s economic base and organizational capacity.
• Performance: Strengthen the arts and culture sector’s ability to achieve artistic excellence.

To achieve these goals, ArtsNow will invest strategically, and where possible, will leverage additional revenues from public and private sources. A key element will be working within partnerships to assist individuals, organizations, communities and sectors achieve the next step in their cultural development.

For further information on available programs, refer to Appendix B: Senior Government Heritage Programs.
1.5 REGIONAL INITIATIVES

1.5.1 Regional District Heritage Initiatives
Prince George cannot be separated from the regional context within which it exists. Many of the City’s important heritage sites sit outside city boundaries. The City provides substantial funding to regional initiatives. In addition, within the greater region are two major heritage destinations, Barkerville and Fort St. James.

The Regional District of Fraser-Fort George provides annual operating grants to the Fraser-Fort George Regional Museum Society, the Mackenzie Museum Society, the Prince George Railway & Forestry Museum, the Valemount Historical Society and the Huble Homestead-Giscome Portage Heritage Society. The grants assist the museums to gather, research and display historical artifacts from throughout the Region.

The Regional District currently has three structures designated as heritage properties. All three buildings are located within the Giscome Portage Regional Park. The three buildings are the Huble House, the Salmon Valley Post Office, and the Giscome Portage Animal Shelter. The Huble House has been restored to its original state and is the main attraction to the Giscome Portage Regional Park (See Section 2.3).

The Salmon Valley Post Office has recently been rebuilt within the Giscome Portage Regional Park. The log building was originally constructed as a residence in 1923 and became the Salmon Valley Post Office in 1924. The Post Office operated on the site for approximately 20 years. The Giscome Portage Animal Shelter is a log structure built in 1914. It was part of the original Huble Homestead.

In addition, there are two provincially designated heritage sites in the Regional District, the Alexander Mackenzie Heritage Trail (designated under the Heritage Conservation Act, Order in Council 1987 #1170 and 1988 #467) and Giscome Portage Trail (designated under the Heritage Conservation Act, Order in Council 1997 #802 and 1998 #390).

1.5.2 Cultural Plan for the Regional District of Fraser-Fort George
Now adopted by the Regional District, this comprehensive Cultural Plan assesses the cultural planning framework for the RDFFG, and makes recommendations for implementation. The RDFFG provides funding for nine cultural agencies and a number of cultural projects to serve its 100,000 residents and visitors across a geographic area of 52,000 square kilometres. The budget allocated to culture in 2005 by the RDFFG is $1,409,620 (the City of Prince George funds approximately two-thirds of the RDFFG’s budget.

The City also annually support cultural activities with $159,630 in grants as well as numerous in-kind services. The purposes of this report are to provide a five year vision, encourage participation, create a financially sustainable structure, foster collaboration, provide funded agencies with funding certainty, develop cultural resources to attract visitors and increase quality of life for residents, and facilitate the adoption of supporting cultural policies. The vision for the future of culture in the RDFFG sees a vibrant and high quality of cultural experience that is being offered and is appreciated by residents for the quality of life it supports and by tourists as a ‘must-see’ destination.
Strategies for increasing use of cultural facilities and programs are described, including specific ideas for engaging residents more fully. Similarly, strategies have been developed for increasing tourist use of the facilities and programs. A variation of the cultural corridor concept has been developed in the form of cultural clustering. A cultural precinct concept has been developed for Prince George with both short and long-term actions.

The linkage between tourism in the region and heritage and culture was seen to be weak and a need for a marketing plan for culture and heritage was identified. It is also noted in the plan that there is a need to nurture and develop collaboration and cooperation among the members of the arts and heritage community to further their joint interests. Although "heritage" is addressed in the broader sense, heritage conservation initiatives are not specifically addressed.

There are many opportunities identified in the Plan for joint actions and community partnerships. These should be further explored as the recommendations of the Plan are further reviewed.
2. COMMUNITY STAKEHOLDERS

Prince George is fortunate to have active community involvement in heritage activities. Some groups have been active over several decades, and have deep roots based on dedicated volunteers and broad-based support. Heritage programming is for the most part provided by not-for-profit groups. This includes two major facilities, the Fraser-Fort George Regional Museum and the Prince George Railway & Forest Industry Museum. Most local heritage programming is offered to a broad age spectrum.

The following is a description of some of the existing heritage organizations partners that are representative of the broad range of community activity established to date. There are also a number of community groups, which although their mandates are not specifically focused on heritage, have a complementary vision and could partner in heritage initiatives. In some cases these groups have heritage-related initiatives currently underway.

2.1 The Exploration Place at the Fraser-Fort George Regional Museum

The Exploration Place at the Fraser Fort George Regional Museum is an active and vibrant mirror of the surrounding community offering exhibits on: First Nations; the fur trade; community history including a sports hall of fame; natural history; paleontology; and a children's museum. Situated on the banks of the Fraser River in Fort George Park, the museum stands on the site of the original Hudson's Bay Post. Among the park's attractions are a First Nations graveyard and the first school house in the area, that dates from 1910. A 1912 steam train used in construction of the Grand Trunk Pacific Railway provides rides around the park on weekends in the summer, operated by the Fraser - Fort George Railway Society.
The Fraser-Fort George Museum was built as a Class A regional facility in Prince George in 1980-81 after incorporation as a non-profit in January 1971. A long-range plan to upgrade the facility was approved by the Board in 1994 with completion of an 11,000 sq ft addition and gallery renovation in March 2001. In addition to the Executive Director, there are nine core staff and up to forty-eight contract, seasonal and project staff positions in a given year. The Board of Directors consists of eleven elected and appointed members of the Society. There are appointed Board positions for representation from the Regional District of Fraser-Fort George and the Lheidli T’enneh First Nation.

In 1995, the Museum and Regional District agreed to a contract to provide services and expertise to assist with the preservation and promotion of heritage in the region under new provincial legislation allowing Regional Districts to directly fund museums. Increases in Regional District support since then have been principally directed to building repair, building overhead costs, increased financial accountability and regional outreach.

The mandate of the Museum includes:

- Gathering and preserving artifacts, information and records relevant to the history of the area within the political boundaries of the Regional District of Fraser-Fort George.
- Administering and developing a museum for the preservation and interpretation of specimens, artifacts and archive material.
- Developing public knowledge and appreciation of local Science and Technology in environmental, palaeontological heritage and cultural issues by exhibiting and interpreting acquired artifacts and specimens.
- Providing professional support services to museums throughout the Regional District of Fraser-Fort George and adjacent districts on request.

### 2.2 The Railway & Forestry Museum, Prince George and Region

The Museum, located next to Cottonwood Island Park at the confluence of the Nechako and Fraser rivers, revives Prince George’s captivating history when the railway was the region’s lifeline and forestry was becoming B.C.’s future. The Museum presents an interesting and fun industrial heritage attraction in a spacious park-like setting, where visitors are free to enjoy a “hands on – climb aboard” experience.

The Museum’s purpose is stated as follows:

“We work to preserve a collection of heritage railway buildings, locomotives, rolling stock, and industry artifacts representative of Central B.C. that might otherwise be lost from public view or destroyed.”

The Museum has evolved from a small outdoor civic museum depicting railway artifacts into a more broadly-based facility displaying both railway and forestry exhibits, serving a regional area. The Museum is home to a number of historically significant buildings that have been moved onto the site for restoration and preservation purposes. These buildings, which are accessible to Museum visitors and house exhibits and artifacts, include Penny Station, Hixon Station, a railway bunkhouse, a former police barracks transformed into a fire station, and other structures.
The Museum is now at a transition point in its evolution as it evolves into a more inclusive and significant component of the region's cultural fabric. It is anticipated that managed growth – taking advantage of its scenic location, proximity to downtown and access to tourist traffic – will allow the Museum to become a more significant component of the region's economy. The Museum is in the process of embarking on a phased development plan that would allow the Museum to realize its potential.

2.3 Huble Homestead-Giscome Portage Heritage Society
The Huble Homestead site is located on the Fraser River, forty kilometres north of Prince George, in the Fraser-Fort George Regional District park. The Society operates the Huble Homestead Historic Site. Crossing the Arctic Continental Divide, which separates the Pacific and Arctic watersheds, the Giscome Portage provided historically a short overland link for north and south water-bound travelers. In 1905, Al Huble and his partner, Ed Seebach, pre-empted the lots at the south end of the portage and opened up a small trading business. This business grew to include freighting, guiding boats through the Giscome rapids, and selling goods to the homesteaders in the area. In 1909, the homestead (then known as the community of Giscome Portage) became a regular stop for paddlewheel steamboats. Besides operating a General Store, Huble and Seebach traded for furs, operated a blacksmith shop, did survey work for homesteaders, and guided travellers through the Giscome Rapids (just downstream from the Homestead).
The site today is comprised of twelve buildings including the original dovetail log Huble House built in 1912, the Salmon Valley Post Office from the 1920s, an original animal shelter and a variety of non-vintage buildings of log construction. The site interprets the pioneer lifestyle in an authentic atmosphere. The site receives a substantial operating grant from the Regional District, and an office is maintained in the city for administrative purposes. The Society provides programming for school groups. Special events happen almost every weekend in the summer and include Homestead Day, a Multicultural Drum Festival, Robert Giscome Days and the Sheep and Wool Fair.

2.4 The Prince George Regional Heritage Fair
The Fair is part of a national program sponsored by Historica. The program is intended to encourage school children to think about their heritage and develop a project on Canadian history and heritage. School-based fairs happen between February and May each year with the best projects being selected to go on to a regional fair during the second week of May. The regional fairs in BC are held on the second weekend in May.

2.5 Prince George Chinese Heritage Preservation Committee
The committee was central in the planning of the Chinese Memorial at the Prince George Municipal Cemetery, which commemorates the contributions of Chinese Canadians to the community and surrounding area.

2.6 Local History Committee
The Local History Committee is a library board-appointed body, which acts to promote awareness of local history. The committee members present programs about local history, publish materials on local history and provide a store of information for the interested public. They have published a research guide, “Past Perfect: Prince George History and How to Find It” that is available through the Prince George Public Library.
2.7 Oral History Group
The Prince George Oral History Group is comprised of volunteers from the community who have a shared interest in preserving the history and memories of the people in the region. The group works with various institutions in Prince George, but is not formally associated with any of them. Besides preservation, the goal is to promote the oral history process by training people to record interviews, provide help with the transcription of those interviews, and to train people in the practical, legal and ethical aspects of oral history. Transcripts are available to the public at the Prince George Public Library, the College of New Caledonia, the Fraser-Fort George Regional Museum, and the University of Northern British Columbia. Audio copies are also kept at the University of Northern British Columbia and the Fraser-Fort George Museum. Funding for the Oral History Group comes from the sale of copies of a historic Robert Service tape.

2.8 Prince George Genealogical Society
The Society has a broad range of activities, including practical research advice for members. The PGGS maintains a well stocked library containing reference books, directories, and genealogical periodicals from all over the world. As well, the PGGS sponsors special activities to aid researchers, such as a Family History Seminar in the fall, and organizing/providing access to genealogy research tours. The club also publishes a quarterly newsletter called Tree Tracer, which includes interesting snippets about Prince George and area history, articles of interest to genealogists, queries from genealogists elsewhere regarding people who lived in our area, and member news.

2.9 Multicultural Heritage Society of Prince George
The Multicultural Heritage Society was formed in 1974 as an umbrella organization for various cultural groups in Prince George and surrounding areas. Over the years, it has evolved to meet the needs and aspirations of the cultural communities it serves. The Society's mandate includes implementation of the federal and provincial policies of multiculturalism and the promotion of cross-cultural relations. The Society is particularly committed to furthering the relationship between culture, heritage and public education in order to ensure the full participation of all individuals in the community.

The objectives of the Multicultural Heritage Society are:
- To encourage full participation of diverse cultures in the life of the community;
- To promote cross-cultural interaction between cultural groups through educational workshops, conferences and artistic events;
- To facilitate opportunities for youth of diverse cultures in the community and their involvement in community planning and activities;
- To improve collaborative relationships for diverse cultures and organizations in northern BC within educational, business, social and family environments; and
- To promote a sense of Canadian identity first, while respecting the right of everyone to value and preserve his or her cultural heritage.
2.10 Local Archives

There are several local community repositories of archival and historical information:

2.10.1 Fraser-Fort George Regional Museum
The Museum acquires records relating directly to the human and natural history of the Fraser-Fort George Regional District from First Nations and the post-European exploration by Alexander Mackenzie in 1793 up to present day. The holdings include: City records, including tax assessment rolls; personal papers, diaries, scrapbooks, and other documentation of the development of the Fraser-Fort George District; one of the largest and most complete photographic collections in the Central Interior; L.C. Gunn collection (1895-1946); Northwood Pulp and Timber Corporate Archives (circa 1940-1980); Prince George and vicinity cemetery records; a large collection of forestry, railway, civic and Northern B.C. development maps; and regional aural history transcripts. Extensive portions of the archives are available to the public online in themed presentations as well as the archive's RAD descriptions and the complete Museum holdings database.

2.10.2 University of Northern British Columbia Archives
The University of Northern British Columbia Archives collects all documents related to the administration of the university, its programs, committees, research units, student services and activities, and special events. The Archives also collects the private papers of groups and individuals connected to the university and to founding organizations such as the Interior University Society and the Implementation Planning Group that preceded UNBC. The Archives also collects material of cultural and historical interest to northern British Columbia, especially material related to primary resource industries, Native Peoples, European settlement, natural history, and local history.

2.10.3 Archives of the Diocese of Prince George
A Collections Policy has not been formally approved, but the archives collection includes 200 boxes and 20 file cabinet drawers of material, dating from 1865-1995.

2.10.4 College of New Caledonia Archives
The College maintains an archival collection, including a number of company records such as the Alcan Collection.

2.10.5 Prince George Family History Centre
The Church of Latter Day Saints maintains a Family History Centre on Fifth Avenue. This is an invaluable source for those seeking genealogical information.
2.11 Blackburn Community Association
The Blackburn Community Association is a non-profit society that has restored the R.J. Blackburn House, a log residence built in 1920. A valuable example of a pioneer home, the house was relocated to a city-owned site at 2455 Blackburn Road. The basement houses a pre-school facility, the ground floor is rented for events, and the top floor houses a small museum.

2.12 Prince George Chamber of Commerce
The Prince George Chamber of Commerce is a non-profit organization comprised of businesses, professionals, residents and community groups working together to ensure a healthy economic and socio-economic base to benefit the entire community. This is an action-oriented organization dedicated to making Prince George a strong and vibrant community in which to live and prosper. The Chamber is a strong presence in local organizations and events, and is working to build a sense of unity and enthusiasm for the community.

2.13 Downtown Prince George
Downtown Prince George (formerly the Prince George Downtown Business Improvement Association) was formed in May of 1999 by a group of downtown property owners and business people to improve the downtown area and enhance the business climate of downtown Prince George. Their main objectives are to organize and manage projects and activities such as streetscape improvements, coordinated marketing programs, planning and economic development initiatives, special events and lobbying.
2.14 School District No. 57
In Canada, education is a provincial responsibility and is governed by the provincial School Act. Under the Act, much of the responsibility for the operation of public schools is placed in the hands of local Boards of School Trustees. School trustees are locally elected and represent all segments of the community. School District No.57 is potentially a strong partner in future community heritage initiatives, including the development of school curricula. There may be future opportunities to further integrate and coordinate school and museum activities. These can be explored over time.

2.15 College of New Caledonia
Established in 1969, CNC offers a wide range of university credit, technical, vocational, and general interest programs. As a community college, CNC plays an active role in community economic, education and social development. With its extensive network of regional campuses (including Burns Lake, Fort St. James, Mackenzie, Quesnel, Valemount and Vanderhoof campuses), the CNC serves one of the largest post-secondary regions in the province. The College's Prince George campus is home to more than 4,000 students. Up to 30% of local residents take at least one course at CNC.

2.16 University of Northern British Columbia
University of Northern British Columbia is a public, comprehensive, post secondary educational institution that has an important mandate to support the social, economic, cultural, political, and environmental development of the North. UNBC's 3,500 students enjoy unique degree programs, a great learning experience and the opportunity to study in British Columbia's natural northern environment. The mandate is to be a student-centered, research-intensive university; uniquely northern and personal in character; of national and international acclaim; and responsive to the region it serves.

2.17 Local First Nations
The City of Prince George enjoys excellent relations with the two local First Nations, the Lheidli T'enneh Band and the McLeod Lake Indian Band.

Lheidli T'enneh is Carrier for "people of the confluence of the two rivers," referring to the joining of the Fraser and Nechako Rivers at Prince George. The Band traditionally used and occupied the land around Prince George. There are two communities on Fort George (Shelly) I.R. No. 2 that are split by the Fraser River and are referred to as North Shelley and South Shelley. The Band owns a large hay farm and acts as a contractor providing fisheries services to the Department of Fisheries and Oceans and the Ministry of the Environment. A Band company is also being set up to administer silviculture contracts. Under the BC Treaty Commission, the City and the Lheidli T'enneh have signed a Memorandum of Understanding on Cooperation and Communication which outlines areas of cooperation including land use planning.

McLeod Lake Indian Band is part of the TseK'ehne, meaning people of the rocks or people of the mountains. They are descendants of the people who lived in the McLeod Lake area when explorer and fur trader Simon Fraser established Fort McLeod in 1805. This was the first permanent European settlement west of the Rocky Mountains in what is now British Columbia. In 2000, McLeod Lake ratified an agreement in principle with the Government of Canada and the Government of British Columbia, which brought the nation under Treaty 8. McLeod Lake is pursuing a self government agreement under the BC treaty process.
2.18 Community Service Groups
There are be local service groups that could become more directly involved in community heritage initiatives. In many municipalities, groups such as the Rotary and the Kiwanis have participated in fundraising for heritage projects that have demonstrable community benefits. A recent example of this kind of partnership was the sponsorship by the Rotary Club of the rescue of the stained glass windows from the Shelley Church.

Service groups have leadership and organizational skills including the ability to spearhead fundraising campaigns. Community service groups should be engaged as potential partners for specific projects.

2.19 Community Arts Council of Prince George & District
The Community Arts Council serves the community as an information and advocacy centre for all aspects of the arts, both locally and regionally. The CAC manages the 'Studio 2880 Arts Complex.'

2.20 Cemeteries
In addition to being places of repose and remembrance, cemeteries and burial grounds are also a rich source of information on community history and present excellent opportunities for interpretation. The Prince George Genealogical Society has been active for many years in the transcription of headstone’s in the city and regional cemeteries. These transcriptions are available in searchable format on the PGGS website.

There are two cemeteries within the City limits, the Municipal Cemetery and a First Nation’s cemetery located in Fort George Park. The City’s website has a plot search feature for the Municipal Cemetery.

2.21 Other Potential Partners
There are a number of other potential community groups and organizations that have mandates that could help support a community heritage program. Some of these were identified during the Heritage Strategic plan process, while some others may develop in the future. Over time, partnerships could be cultivated with a broad a range of community groups and organizations.
3. EXISTING HERITAGE INITIATIVES

Although the City bears the responsibility for land use planning and heritage program administration, the majority of heritage education and awareness is undertaken by non-profit societies and volunteer groups. As community heritage initiatives are so vital, a cooperative approach should be fostered that will allow these community groups to flourish. In discussions related to this project, the success of community heritage initiatives was recognized and commended. The greatest weakness in the current situation was noted as being the City's administrative framework, with a low commitment of staff and resources for heritage planning. The current heritage planning situation was also seen as being reactive, rather than proactive.

3.1 CITY OF PRINCE GEORGE

The City of Prince George is incorporated under the Local Government Act. It has an elected council made up of a mayor and eight council members. The role of the elected council is to adopt budgets, policies, and bylaws as needed to provide services to the community. The services provided directly by the City of Prince George are diverse, and include land use planning, regulation, building inspection, regulatory bylaw maintenance and enforcement. The City is committed to enhancing the quality of life and leisure by providing opportunities for cost-effective programs and facilities for recreation, culture and heritage throughout the community, and by acknowledging its heritage. Facilities range from recreation centres to libraries, to place to create, present, and celebrate art and culture.

The Official Community Plan (OCP) is Council's primary strategic and policy document with respect to land use planning. The current OCP, Bylaw 7281, was adopted in 2001, and is being reviewed in 2006. Council’s current direction with respect to heritage conservation is reflected in Section 9.4: Recreation, Culture and Heritage. The following are the most relevant Objectives and Policies that relate to heritage issues:

EXCERPTS FROM THE OFFICIAL COMMUNITY PLAN:

**Principles:**
Recognize the value of our heritage, both built and natural, and work to preserve, conserve and promote awareness of this resource.

**Policies 9.5**
*Heritage Preservation and Conservation*
25. The City will support the development of a registry of buildings, sites and features with heritage significance. The registry may include built and natural heritage and heritage trees.
26. The registry properties will be subject to evaluation concerning heritage conservation for such actions as rezoning, major renovations, demolitions, tree removal and site modification.
27. The City may consider actions permitted by provincial legislation to preserve built and natural heritage in the city and may propose an area for designation as a "heritage conservation area."
28. The City will promote awareness of the city's heritage and will encourage sensitive adaptation of built heritage for other uses.
In recognition of the current economic difficulties in the downtown core, the City has implemented a downtown revitalization tax exemption with the C-1 (Central Business District) Zoning area, under the provisions of the Community Charter (Bylaw 7735). Although not specifically targeted to heritage revitalization, this could provide assistance to heritage building owners.

Under the Development Procedures Bylaw No. 7635, an assessment of heritage value can be required, but potential heritage sites are not flagged on the City's database. The Crescents Neighbourhood Plan (2003) acknowledges the area's heritage characteristics, and includes consideration of the establishment of a Heritage Conservation Area.

The City currently has a Records Management Bylaw, relating to the archiving of municipal records, that is currently under review. There is no formal depository of City records, although in the past, city archival records were passed on to the Fraser-Fort George Museum under a fee-for-service agreement.

The use of heritage planning tools to preserve potential heritage sites has been limited, especially in the protection of privately-owned sites. The City has enacted municipal heritage designation of two sites, and there is a restrictive covenant on one other site (1624 7th Avenue; Covenant Document No. PM2497 – 1998, permits additions that are in accordance with heritage character and appearance). The City also operates the historic Prince George Municipal Cemetery.

The City has never undertaken a heritage inventory, adopted a Heritage Register, negotiated a Heritage Revitalization Agreement nor adopted conservation standards and guidelines. The City's heritage program can therefore be assessed as being at a formative stage.

**3.2 PRINCE GEORGE COMMUNITY HERITAGE COMMISSION**

A Community Heritage Commission (CHC) is a body created or authorized by local government, established under the Local Government Act. A CHC may exercise a broad range of powers, including the ability to undertake support activities and/or to take on other non-regulatory activities delegated to it by a Council.

The Mission of the Prince George Community Heritage Commission is “To protect, conserve and interpret the heritage resources within the City by supporting, encouraging, and facilitating their proper conservation, maintenance and restoration.” This body is made up of volunteer residents and advises Council on issues related to heritage conservation. They also can undertake heritage education and awareness including raising funds for support of such activities and promoting the conservation of historic photos and heritage artifacts as public art.
The following enabling structure is taken from the Commission bylaws [Bylaw 7261 (2001); amended by Bylaw 7694 (2004)]:

2. Membership

2.1 The membership of the Commission shall be determined and regulated as follows:

- 2.1.1 The Commission shall consist of up to ten members appointed from the public at large by the Council of the City of Prince George.
- 2.1.2 Members of Council are considered ex-officio members of the commission.
- 2.1.3 Subject to Section 2.1.5 hereof, appointments to the Commission shall be for one (1) year terms.
- 2.1.4 Members appointed from the public at large shall serve a maximum of six (6) one (1) year terms, and one (1) two-year period shall elapse before being appointed again.
- 2.1.5 Appointments to the Commission to fill interim vacancies shall be for the unexpired portion of the term involved.
- 2.1.6 Members from the public at large shall be appointed in such a manner that would see only three (3) such members appointed in a given year, except where interim vacancies require otherwise.
- 2.1.7 To qualify for appointment to the Commission, a person must be an eligible elector in the City of Prince George or the Regional District of Fraser-Fort George.
- 2.1.8 Members of the Commission serving at the time of the adoption of this By-Law shall continue to serve until their respective terms have expired, unless circumstance require otherwise.
- 2.1.9 All members of the Commission shall serve without remuneration.

3.0 Scope and Duties

3.1 The Commission may advise the Council on any matter relating to heritage conservation as set out in Part 27 of the Local Government Act.

3.2 The Commission shall investigate and report to Council on any building, structure, land, water, natural feature or flora within the City which the Commission considers may have historic, architectural, archaeological, geological, scenic or other heritage significance to the City of Prince George.

3.4 The Commission may review any matter and make recommendations to Council regarding input to any agency relating to any heritage site outside the City, as it determines is appropriate within the context of supporting heritage conservation in general.

3.5 The Commission shall not have the authority to incur any expense, debt or obligation to the City without prior approval by Council.

3.6 City Council shall include in its Annual Budget, a sum of money deemed necessary to cover the expenses of the Commission.

3.7 The commission may make recommendations to Council concerning the expenses of the Commission.
A community heritage commission is intended to assist a council or regional district board with the management and implementation of community heritage conservation planning and activities. A community heritage commission may exercise a range of powers, including the ability to undertake support activities and/or to take on other non-regulatory activities delegated to it. Depending on its enabling bylaw, a CHC may raise funds, give grants and own property.

There are many examples throughout the province of Community Heritage Commissions, and a review of their mandates indicates that they may either be very broadly directed, or there may be very specific instructions in their enabling bylaw as to what it is expected that they will achieve. Following are some examples from other jurisdictions of specific tasks mandated for municipal CHCs:

**General**
- Engage in activities necessary or desirable with respect to conservation of heritage property or heritage resources (District of North Vancouver)
- Provide advice to Council on the conservation, maintenance and operation of heritage properties owned by the District (District of North Vancouver)

**Financial**
- Raise or seek funds for local heritage conservation projects (District of North Vancouver)
- To raise funds and pursue partnerships for the support of conservation and promotion of heritage (City of Richmond)
- To investigate the creation of a foundation or similar institution which could accept funds which could be distributed as "seed money" as an incentive for those desiring to restore or rehabilitate certain types of structures and report back to City Council (City of Revelstoke)
- To examine the idea of tax exemption or reduction to act as an incentive for building restoration or rehabilitation and report back to City Council (City of Revelstoke)
- Requesting expenditures for heritage purposes, with Council approval (City of New Westminster)
- Advise Council on heritage incentives (City of North Vancouver)

**Administrative**
- To review and submit recommendations on land use and planning matters which have heritage implications (City of Richmond)
- Maintain and monitor the Heritage Inventory (District of North Vancouver)
- To assist staff to maintain heritage inventories or registers (City of Richmond)
- To prepare a work program and an annual report (City of Richmond)
- To establish a community heritage register (City of Revelstoke)
- To review City Bylaws or other regulations which may be acting as a hindrance to building restoration or rehabilitation (City of Revelstoke)
- Monitoring of identified heritage resources and the heritage program (City of New Westminster)

**Education and Awareness**
- To support heritage education and public awareness through programs such as Heritage Week displays, newsletters and a Heritage Recognition Program (City of Richmond)
3.3 HERITAGE INFORMATION

There are several published histories of Prince George that provide background historical information. In addition, the CHC published: "There's Life in These Old Houses: Heritage Homes of Prince George" in 1995. Funding for this project was provided by the Real Estate Foundation and the City of Prince George. Information was provided on the historic residential neighbourhoods of Prince George, and specific information and photographs of sixteen houses. The CHC is also currently collecting information on specific sites that is intended to form the basis of a city-wide inventory, but this has not yet been fully researched or evaluated. The City has not yet adopted a Heritage Register of sites of community value.

*Prince George, 1950s (BC Archives I_21603)*
3.4 HERITAGE EDUCATION AND AWARENESS
There are many community-based education and awareness initiatives, ranging from the large-scale activities of the two museum sites to smaller efforts focussed on single buildings.

Examples include the activities of The Exploration Place at the Fraser Fort George Museum, which has a variety of initiatives currently underway. These include site-specific interpretation (e.g. the City's oldest surviving school, which is used as an interpretive facility), historic displays, an historic collection, and an excellent website with a large amount of easily-accessible historical material. The Railway & Forestry Museum has onsite interpretation and programming. Although located outside the City, the Huble Homestead site, operated by the Huble Homestead-Giscome Portage Heritage Society, is an important site that interprets regional history. Other societies have a narrower focus, such as the Blackburn Community Association, that has preserved and restored the R.J. Blackburn House.

These add up to a rich variety of heritage information and activities that are supported through non-profit societies and volunteers. These are invaluable contributions to public education and awareness that should be supported whenever possible.
4. A HERITAGE STRATEGIC PLAN FOR PRINCE GEORGE

A considerable amount of building activity has occurred in Prince George over the past few years, and with the absence of adopted conservation, design and maintenance guidelines it has been difficult to achieve good conservation practices, increasing the risk of erosion of the remaining authentic aspects of Prince George - buildings, materials and street fabric.

A vision statement is a picture of a desired and shared future state. It describes what you would see and experience at some point in the future. A good vision should feel like it is stretching the abilities of those responsible for its implementation and makes them feel a bit anxious. While a good vision will challenge everyone involved it must be practical and achievable.

Through consultation, a vision has been developed to guide the conservation of Prince George's historic resources, in order to preserve, protect and promote the City's unique heritage resources. This will require the adoption of a "conservation approach" and undertaking authentic conservation of heritage sites within their historical context.

A Vision for a Heritage Program for Prince George
The City of Prince George will work with the entire community to establish a heritage conservation program that will strive to protect, through a balance of incentives and regulations, significant examples of our heritage. This program will recognize the public benefits of preserving tangible links to our historical development, and raise awareness of the value of heritage to our community.

The main goals of the Heritage Program will be:

1. Promoting Community Heritage Partnerships
2. Achieving Better Heritage Conservation
3. Improving Heritage Awareness and Communication

4.1 GOAL ONE: PROMOTING COMMUNITY HERITAGE PARTNERSHIPS

STRATEGY: Coordinate and Nurture Community Involvement
Over time, coordination of individual heritage groups and their individual events will be a key factor in building a community-based vision of heritage conservation. The City can play a role in nurturing these groups either through an expanded heritage planning function or through a Community Heritage Commission with a broader mandate.

Effective initiatives are not built in isolation; they often require the involvement of many groups and individuals to achieve success. For all anticipated programs and initiatives, ways should be explored to develop partnerships with community groups with similar mandates and goals.

As the heritage program develops, the broader community can become more completely involved in heritage initiatives. As listed in this Plan, there are many community groups that have a mandate of heritage conservation, awareness and education.
There will also be ongoing opportunities to apply for funding under programs offered by senior levels of government, including heritage planning initiatives (such as the heritage inventory, Community Heritage Register and conservation plans), capital improvements (such as infrastructure grants) and shared incentives (Commercial Heritage Properties Incentive Fund).

**KEY FOCUS AREAS**
- Community Partnerships and Coordination

**MEASURES OF SUCCESS**
- Increased public participation in the heritage conservation process
- Public satisfaction with community heritage achievements
- Community pride in restored heritage landmarks
- Better coordination among groups with an educational mandate
- Increased public volunteerism

### 4.2 GOAL TWO: ACHIEVING BETTER HERITAGE CONSERVATION

**STRATEGY: Develop an Effective Management and Administrative Framework**

At this point in time, the City of Prince George has not fully embraced a mandate for heritage conservation. Planning for heritage conservation falls naturally within a community's land use planning. Most local governments in B.C. include heritage planning as one component of their planning functions. Necessary approvals for heritage rehabilitation work can then be expedited and consolidated. Staff can work with owners to proactively identify and resolve technical conservation problems and regulatory conflicts. Policies and procedures related to heritage conservation may be included in the City's planning public information and on the City's website.

The City of Prince George, in order to establish an effective civic heritage program, should establish a mandate for heritage planning and management and ensure that there are adequate staff resources to undertake this function. The heritage planning function would require an allocation of staff time and resources. At this stage in the City's development, this would be approximately equivalent to a half-time planning position, which could be assigned either to existing staff or added as part of a new position. The mandate of the Community Heritage Commission should be reviewed to ensure that it has the tools to be as effective as possible.

**KEY FOCUS AREAS**
- Develop Regulatory and Heritage Permit Review Processes
- Adopt a Community Heritage Register
- Update OCP (review in 2006) and other City Policies
- Establish a part-time heritage planning function
- Review Community Heritage Commission mandate
- Adopt Heritage Standards and Guidelines
- Heritage Program Evaluation and Monitoring
- Adopt Municipal Heritage Stewardship Policies
MEASURES OF SUCCESS
- Carefully defined approach to heritage management, integrated within community planning
- Public satisfaction with community planning
- Improved local government process for processing heritage permit applications
- Removal of uncertainty about heritage applications
- Better conservation of both public and private sector heritage resources
- Increased legal protection for more heritage resources
- Improved environmental protection for significant natural heritage features

STRATEGY: Provide Effective Incentives for Building Conservation
There is a need to expand the range of conservation incentives offered by the City. Incentives for conservation can be provided through financial, development, and administrative means. The experience of many other jurisdictions has proven that, if applied properly, financial incentives for the rehabilitation and restoration of heritage buildings are a sound investment for all parties. Financial incentives can be provided in several ways, including direct grants or tax relief. There are many examples of jurisdictions that use tax incentives and financial grants to achieve heritage conservation objectives.

KEY FOCUS AREAS
- Remove municipal disincentives to heritage conservation (such as fees for assessing Building Code equivalencies)
- Institute municipal heritage conservation incentives such as: financial incentives (grants, tax incentives, etc.); and non-financial incentives (negotiated agreements such as Heritage Revitalization Agreements, Building Code equivalencies etc.);
- Senior Government Financial Incentives (BC Heritage Branch Community Heritage Planning Program; Federal Commercial Heritage Properties Incentive Fund)
- Downtown Revitalization (permissive tax exemptions already in place)

MEASURES OF SUCCESS
- Better conservation of both public and private sector heritage resources
- Improved tax base through restored heritage sites
- Increased legal protection for more heritage resources
- Improved environmental protection for significant natural heritage features

STRATEGY: Enhanced Protection of Heritage Landscape Features
Over time, further pressure will be placed on historic landscape features, and there will be a need for greater protection of these valuable resources. Wherever possible, identified landscape features should be protected and commemorated.

KEY FOCUS AREAS
- Identify Historic Landscape Features
- Recognition of significant landscapes features within the civic planning context
- Interpretation of heritage landscape features
- Explore "Communities in Bloom" Initiatives

MEASURES OF SUCCESS
- Better conservation of both public and private sector heritage resources
- Improved environmental protection for significant natural heritage features
4.3 GOAL THREE: IMPROVING HERITAGE AWARENESS AND COMMUNICATION

STRATEGY: Better Heritage Information
The basis of any sound conservation program is accurate technical and historical information, which ensures authenticity is achieved both in the physical rehabilitation of sites and in the promotion of historic material. The provision of heritage information is a crucial part of the City’s heritage initiatives. This information can range from broadly-based general requirements (updated inventory information) to site-specific issues (“how old is my house?”) to technical advice (“how do I restore my wooden windows?”). The need for heritage information will grow over time as heritage initiatives develop. The need for more heritage information will need to be addressed incrementally, to build a sound basis for the expanded heritage program.

One key area of concern is the lack of an official City archives. The City previously funded a part-time archivist position at the Fraser-Fort George Museum, but that funding is no longer provided, placing the onus on the Museum to maintain the City’s records without specific funding. This may limit public access unless the Museum is given additional resources for this purpose.

KEY FOCUS AREAS
- Complete the Heritage Inventory
- Review City’s approach to archival storage and access
- Expanded public opportunities to access historical information
- Build capacity to provide better heritage advice

MEASURES OF SUCCESS
- Better understanding of local heritage resources
- More information available about local history and heritage
- Better conservation of both public and private sector heritage resources

STRATEGY: Promote Heritage Tourism
Statistics show that trend that cultural and heritage-based tourism (including visits to historic sites) is the fastest growing segment of the tourism industry. Second only to the “heritage enthusiasts” is the growing segment of the market focussed on “soft outdoor adventure tourist,” including those interested in wildlife viewing, hiking, backpacking and fishing. Although the two groups may need a different marketing focus, Prince George offers superb opportunities for both groups of tourists.

KEY FOCUS AREAS
- Explore further opportunities to coordinate City efforts within a regional context
- Review "A Cultural Plan for the Regional District of Fraser-Fort George" for coordination opportunities
- Improved heritage tourism strategies
- Integrate and direct community initiatives

MEASURES OF SUCCESS
- Improved information for tourist about local history and heritage sites
- Increased cultural tourism
- Increased private sector investment in tourism development
- Increased employment and economic opportunities
- Increased community pride
STRATEGY: Heritage Education and Awareness
A campaign of "heritage marketing" and public awareness initiatives should be more fully developed in order to publicize and make visible the City heritage goals and achievements. Heritage awareness can start in a modest fashion with historical plaques or markers, followed by later programs to mark private dwellings and community trails. Walking and driving tours can also be developed, both in downtown and other neighbourhoods. In addition, heritage information can be posted on the City’s website.

Existing initiatives can also be expanded to include heritage interpretation. An example would be the Heritage River Trails, which extend between the Cameron Street overpass and Carrie Jane Gray Park. The Trail is designed for multiple use for walkers, joggers and bicyclists, and heritage interpretation could be added to increase public exposure to historic information. Other heritage tours through the City and Regional District could also be considered including walking, driving and cycling tours.

With the province's 150th anniversary in 2008 - which coincides with the 200th Anniversary of Simon Fraser journey down the Fraser River, there may be opportunities to spearhead interpretive projects, or establish community partnerships to provide greater recognition of the historical development of Prince George.

KEY FOCUS AREAS
- Assist volunteer and non-profit groups achieve heritage education mandates
- Improved heritage education opportunities
- Improved heritage awareness at all levels

MEASURES OF SUCCESS
- More heritage information readily available
- Heritage information provided in different formats
- Local media engaged in heritage issues
- Engagement of schools in local heritage and history education
- Better coordination among community groups with similar mandates
5. ACTION PLAN

5.1 IMPLEMENTATION STRATEGY
An Implementation Strategy was developed and prioritized with six main areas of focus:

1. POLICY
   High Priority
   - Update OCP (review in 2006)
   - Adopt Heritage Standards and Guidelines
   - Adopt Municipal Heritage Stewardship Policies

   Medium Priority
   - Review other City Policies

   Long-Term Priority
   - Improved heritage tourism strategies

2. PROTECTION
   High Priority
   - Develop Regulatory and Heritage Permit Review Processes

3. IDENTIFICATION
   High Priority
   - Complete the Heritage Inventory
   - Adopt a Community Heritage Register

   Long-Term Priority
   - Identify Historic Landscape Features
   - Recognition of significant landscapes features within the civic planning context

4. ENABLING
   High Priority
   - Community Partnerships and Coordination
   - Establish a part-time heritage planning function

   High/Medium Priority
   - Review Community Heritage Commission mandate
   - Remove municipal disincentives to heritage conservation (such as fees for assessing Building Code equivalencies)
   - Institute municipal heritage conservation incentives such as: financial incentives (grants, tax incentives, etc.); and non-financial incentives (negotiated agreements such as Heritage Revitalization Agreements, Building Code equivalencies etc.);
   - Senior Government Financial Incentives (BC Heritage Branch Community Heritage Planning Program; Federal Commercial Heritage Properties Incentive Fund)
   - Downtown Revitalization (permissive tax exemptions already in place)

   Long-Term Priority
   - Explore "Communities in Bloom" Initiatives

5. EVALUATION
   High/Medium Priority
   - Heritage Program Evaluation and Monitoring
6. EDUCATION

High Priority
- Explore further opportunities to coordinate City efforts within a regional context
- Review "A Cultural Plan for the Regional District of Fraser-Fort George" for coordination opportunities
- Review City's approach to archival storage and access
- Assist volunteer and non-profit groups achieve heritage education mandates
- Improved heritage awareness at all levels
- Improved heritage education opportunities

High/Medium Priority
- Expanded public opportunities to access historical information
- Build capacity to provide better heritage advice

Medium Priority
- Integrate and direct community initiatives

Long-Term Priority
- Interpretation of heritage landscape features
CONSOLIDATED PRIORITIES

High Priority
- Update OCP (review in 2006)
- Adopt Heritage Standards and Guidelines
- Adopt Municipal Heritage Stewardship Policies
- Develop Regulatory and Heritage Permit Review Processes
- Complete the Heritage Inventory
- Adopt a Community Heritage Register
- Community Partnerships and Coordination
- Establish a part-time heritage planning function
- Explore further opportunities to coordinate City efforts within a regional context
- Review "A Cultural Plan for the Regional District of Fraser-Fort George" for coordination opportunities
- Review City's approach to archival storage and access
- Assist volunteer and non-profit groups achieve heritage education mandates
- Improved heritage awareness at all levels
- Improved heritage education opportunities

High/Medium Priority
- Review Community Heritage Commission mandate
- Remove municipal disincentives to heritage conservation (such as fees for assessing Building Code equivalencies)
- Institute municipal heritage conservation incentives such as: financial incentives (grants, tax incentives, etc.); and non-financial incentives (negotiated agreements such as Heritage Revitalization Agreements, Building Code equivalencies etc.);
- Senior Government Financial Incentives (BC Heritage Branch Community Heritage Planning Program; Federal Commercial Heritage Properties Incentive Fund)
- Downtown Revitalization (permissive tax exemptions already in place)
- Heritage Program Evaluation and Monitoring
- Expanded public opportunities to access historical information
- Build capacity to provide better heritage advice

Medium Priority
- Review other City Policies
- Integrate and direct community initiatives

Long-Term Priority
- Improved heritage tourism strategies
- Identify Historic Landscape Features
- Recognition of significant landscapes features within the civic planning context
- Explore "Communities in Bloom" Initiatives
- Interpretation of heritage landscape features
5.2 RESOURCE ALLOCATION

Recognizing that many of the proposed actions in this Heritage Strategic Plan will require further study, the resource implications can only be considered a rough estimate of the budgetary impact of the initiatives outlined in the Action Plan. This does not take into account either the cost of City staff time (such as a part-time heritage planning function which may be required to move the heritage program forward), increases to the budget of community groups, or fee-for-service agreements. The issue of increased assistance to community archives has not been included, but this is an area that the City may wish to further review.

The following budget figures provide an order-of-magnitude estimate of the additional resources that would be required to implement the recommended five year Action Plan. The additional projected budget for this improved heritage program would not exceed in any one year a per capita cost of $0.50 per City resident.

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<td>$6,000*</td>
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<td><strong>$33,500</strong></td>
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</table>

* City contribution, potential cost recovery for project through cost-shared grants

There are a number of outside resources that may be available to help undertake some of these initiatives, including provincial grant programs (available through the Community Heritage Planning Program) and private and corporate sponsors; securing these resources would require support time and resources from the City and its volunteers.

5.3 ANNUAL AND ONGOING REVIEW

In order to ensure the most efficient possible work plan for the City’s heritage initiatives, progress, effectiveness and costs should be monitored on an ongoing basis. At the end of the calendar year, each heritage initiative should be monitored and assessed. This could be undertaken as part of a year-end report by the Community Heritage Commission. A set of performance measures could be developed to evaluate outcomes. Progress would be measured against recommendations of the five year Action Plan, and adjustments made to the following year's work plan. It is recommended that at the end of each year, a facilitated review of achievements and progress be conducted, including confirmation of next year's actions.

At the end of 2011, the goals and the priorities of the heritage program should again be thoroughly re-assessed, and a new five-year Action Plan prepared.
ACKNOWLEDGEMENTS

The Prince George Community Heritage Strategic Plan was undertaken by Donald Luxton & Associates in 2005-2006: Donald Luxton, Principal; Susan Boissonneault, background research and coordination. We would like to sincerely thank the project manager, Doug Hofstede, Community Recreation Coordinator, City of Prince George, for all his efforts that ensured the success of this project.

We would also like to thank the following for their support and assistance:

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- Dan Milburn, Manager, Current Planning and Development
- Colleen Van Mook, Manager, Community Services

Prince George Community Heritage Commission
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- Laura Johnston
- Lawrence Ginter
- Joachim (Jo) Graber (2006 Chair)
- Shirley Gratton (2005 Chair)
- Harve Smerychynski
- Corey Walker

We would also like to thank the following who participated in the public process:

- Tracy Calogheros, Executive Director, and Bob Campbell, Manager - Curatorial Services, The Exploration Place at the Fraser-Fort George Regional Museum
- Shannon Barber, Operations Manager, and Alecia Greenfield, Development Manager, Railway & Forestry Museum, Prince George and Region
- Dick Rosebrugh, June Chamberlain, Bjorn Norheim, Granville Johnson and Kate Roxburgh, Huble Homestead-Giscome Portage Heritage Society
- Mark Nelson, Oral History Group
- Sharon Dow, President, Prince George Genealogical Society
- Glenda Nelson and Sandra Goodkey, Blackburn Community Association
- Audrey L'Heureux, Volkssport BC

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APPENDIX A:

HERITAGE CONSERVATION TOOLKIT

The Heritage Conservation Toolkit lists the legislative tools available before, during and after a permit application is made. For further information please refer directly to the relevant legislation (Revised Statutes and Consolidated Regulations of British Columbia).

Web Site: http://www.qp.gov.bc.ca/statreg/

TOOLS THAT NEED TO BE IN PLACE BEFORE NEGOTIATION:

- **Official Community Plan** *(Local Government Act)*
  Sets out the local government’s intent for development. States overall goals for heritage conservation and can also include heritage area designations.

- **Zoning and Development Bylaws** *(Local Government Act)*
  Outline the existing general requirements for site development.

- **Development Permit Controls** *(Local Government Act)*
  Give specific requirements for areas designated as Development Permit Areas.

- **Heritage Conservation Areas** *(Local Government Act)*
  The local government can define special areas in the OCP to provide long-term protection to distinct heritage areas.

- **Community Heritage Register** *(Local Government Act)*
  The local government can establish an official listing of properties defined as having heritage character or heritage value. This can act as the basis for the offering of incentives.

- **Heritage Zoning** *(Local Government Act)*
  A zoning schedule can be tailored to preserve the character of a heritage site or area.

- **Community Heritage Commission** *(Local Government Act)*
  Allows for an expanded terms of reference for the existing Commission, and the establishment of new commissions for other purposes.

- **Heritage Procedures Bylaw** *(Local Government Act)*
  The local government can enact a Bylaw that establishes civic procedures and guidelines for heritage conservation. This bylaw may also delegate authority to an officer or authority for the negotiation of heritage issues.

- **Heritage Site Maintenance Standards** *(Local Government Act)*
  The local government can enact a ‘Heritage Site Maintenance Standards Bylaw,’ that establishes minimum requirements for the care and maintenance of legally protected heritage properties.

- **Reservation and Dedication of Municipal Property** *(Local Government Act)*
  The local government can commit to the long-term protection of public property. Although previously enabled, there is new scope added to this tool.
Administrative Procedures:

- **Priority Routing**
The local government can institute a policy of expediting applications involving identified heritage resources.

- **Heritage Awareness Programs**
The local government can continue to make the public aware of the importance of heritage resources through education programs.

- **Commemoration and Interpretation**
The local government can provide for commemoration and/or interpretation of historic sites or buildings. This is not the equivalent of designation.

- **Complementary Public Works**
The local government may commit to public works that complement the character of heritage sites or areas.

TOOLS AVAILABLE DURING NEGOTIATION:

- **Financial Incentives**
  - **Financial Assistance (Local Government Act)**
    Direct monetary grants can be offered in exchange for heritage conservation.
  - **Tax Incentives/Exemption (Local Government Act)**
    Full or partial tax exemptions for up to ten years can be offered.

- **Development/Zoning Incentives**
  - **Heritage Revitalization Agreements (Local Government Act)**
    This is potentially the most useful new conservation tool, and has been widely used by other local governments. This allows for a voluntary negotiated agreement, which may vary bylaw and permit conditions. If use and density are not varied, a Public Hearing is not required. This is considered a form of legal protection.
  - **Heritage Conservation Covenants (Land Titles Act)**
    Allows for the negotiation of a contractual agreement with the owner, which is then registered on the Land Title. This may not vary siting, use or density. This is considered a form of legal protection.
  - **Building Code Equivalencies**
    Buildings identified on an inventory or Heritage Register are eligible for building code equivalencies under the *British Columbia Building Code*.
  - **Heritage Density Bonuses (Local Government Act)**
    Increases in density, although previously available, may now be achieved more easily through a Heritage Revitalization Agreement.
  - **Transfer of Density (Local Government Act)**
    Although previously enabled, may now be expedited through negotiated agreements.
  - **Development Variance Permits (Local Government Act)**
    Allow for development requirements to be varied or waived.
Heritage Designation (*Local Government Act*)
This tool is now enabled under the *Local Government Act*, and provides long-term protection and demolition control. Designation is generally negotiated in exchange for development incentives. This is considered a form of legal protection.

Heritage Alteration Permits (*Local Government Act*)
Once a Heritage Conservation Area is established, HAPs may be required for subdivision, additions, new construction or alteration of an existing building. May also be used to allow changes to legally protected heritage property.

Tree Protection (*Local Government Act*)
Although previously enabled, there are now new procedures that streamline the ways in which the local government can protect and maintain significant identified trees.

**TOOLS AVAILABLE IF NEGOTIATION BREAKS DOWN:**

Temporary Heritage Protection (*Local Government Act*)
A resource can be temporarily protected through the withholding of permits and approvals, or protection orders and bylaws. The resource must be listed on a Heritage Register, and a Heritage Procedures Bylaw must be in place. Specific time periods apply, and this protection cannot be indefinitely extended.

Heritage Designation (*Local Government Act*)
See above for details; if the resource is of sufficient community value, the local government may enact an involuntary designation. However, this will make the local government liable for compensation.

Heritage Inspection (*Local Government Act*)
The local government can order heritage inspections to assess heritage value and conservation needs.

Heritage Impact Assessment (*Local Government Act*)
The local government can order an assessment to be prepared at either the expense of the owner or the municipality in order to predict the impact of a proposed development on adjacent heritage resources.

Relocation
When it is not possible to save a structure on its original site, it may be desirable to move it to another location to ensure its preservation. Costs may be borne either by the developer or the local government.

Documentation
When it is not possible to save a structure, it may be desirable to document it before demolition. Costs may be borne either by the developer or the local government.

Salvage
When it is not possible to save a structure, it may be desirable to salvage artifacts or portions of the structure before demolition.

Further information on these tools may be found in *Heritage Conservation: A Community Heritage Guide*, or through reference to the appropriate legislation.
APPENDIX B:

SENIOR GOVERNMENT HERITAGE INITIATIVES

GOVERNMENT OF CANADA

HISTORIC PLACES INITIATIVE
http://www.pch.gc.ca/progs/ieh-hpi/index_e.cfm

Canadian Register of Historic Places
http://www.historicplaces.ca/
The Canadian Register of Historic Places is a federal, provincial and territorial collaboration that will enhance our understanding of our cultural heritage by providing a comprehensive view of Canada’s historic places.

This searchable database contains listings of historic places of local, provincial, territorial and national significance. An historic place may be a structure, building, group of buildings, district, landscape or other type of significant place in Canada. Canadian Register listings will eventually include grain elevators, theatres, churches, gardens, fortresses, archaeological sites and heritage districts, among many other places, representing the breadth of historic places found in Canada.

The purpose of the Canadian Register is to identify, promote and celebrate historic places in Canada. It also provides a valuable source of easily accessible and accurate information for government authorities, land-use planners, developers, the tourism industry, educators, researchers, heritage professionals and the public. Listed historic places may be eligible for the Commercial Heritage Properties Incentive Fund, which provides revenue-generating properties with financial assistance to help cover costs associated with conservation work.

Commercial Heritage Properties Incentive Fund
http://www.pc.gc.ca/progs/plp-hpp/plp-hpp2a_E.asp
The objective of the Commercial Heritage Properties Incentive Fund is to engage a broad range of taxable Canadian corporations in preserving Canada’s heritage properties, to the benefit of Canadians and communities throughout Canada.

The program is designed to award financial incentives to eligible commercial historic places listed on the Canadian Register of Historic Places (provided that conservation work complies with the Standards & Guidelines for the Conservation of Historic Places in Canada) in order to:

- save threatened historic properties from demolition or destruction;
- preserve historic properties for future generations through proper conservation; and
- develop new or enhance existing commercial purposes for historic properties within the community.
NATIONAL HISTORIC SITES (PARKS CANADA)

The National Historic Sites and Monuments Board of Canada was created in 1919 to preserve and develop historic sites. The Historic Sites and Monuments Act was established in 1953. An amendment in 1955 allowed the Board to recommend national designation for buildings based on age or architectural design. Each year, the Board receives over 200 requests to declare people, places or events as having national historic significance. Between 50 and 70 of these will result in research papers. The Board has a large number of sub-committees to deal with the work. The Built Environment Committee deals with built heritage, historic districts and streetscapes and will recommend the type of commemoration awarded. This can include a plaque, cost-sharing with other interested parties, or acquisition (rare). Heritage resources may be designated if they have intrinsic heritage value and/or they are associated with a nationally significant aspect of Canadian history (the association itself must be important). The Board has extended its definition of built heritage to include streetscapes, districts, gardens and cultural landscapes.

NATURAL HERITAGE INITIATIVES
http://www.pc.gc.ca/nature/index_E.asp

PROVINCE OF BRITISH COLUMBIA

BRITISH COLUMBIA GOVERNING LEGISLATION
http://www.qp.gov.bc.ca/statreg/

Local Government Act
http://www.qp.gov.bc.ca/statreg/stat/L/96323_00.htm

Heritage Conservation Act
http://www.qp.gov.bc.ca/statreg/stat/H/96187_01.htm

Agricultural Land Reserve Act
http://www.alc.gov.bc.ca/

BRITISH COLUMBIA HERITAGE BRANCH

http://www.heritage.gov.bc.ca/

http://www.mcaws.gov.bc.ca/heritage_branch/index.htm

“Heritage Conservation: A Community Guide”
http://www.mcaws.gov.bc.ca/heritage_branch/conserve/int.htm

Community Heritage Planning Program
http://www.mcaws.gov.bc.ca/heritage_branch/planningprograms/planning.htm
The Heritage Branch invests in a variety of community initiatives to encourage and facilitate the conservation of heritage in British Columbia. Community Heritage Planning Programs assist in the planning and development of self-sustaining and self-sufficient heritage conservation programs.
Strategic Planning Program
Supports the preparation of a five to ten year strategy within which to plan, develop, implement and evaluate a community heritage program. The plan, based on a proactive participatory process, must be practical, easily understood and publicly acceptable. It presents the community consensus reached about heritage conservation priorities.

Implementation Planning Program
Supports the preparation of detailed plans to achieve priorities identified in a strategic plan. An implementation plan provides detailed guidance on how selected elements of the heritage strategy will be achieved.

Community Heritage Registers Program
Supports the development of community heritage registers by local governments, consistent with the documentation standards of the BC Register of Historic Places (BCRHP). Community heritage register records will be included in the BC Register of Historic Places and will be eligible for subsequent nomination to the Canadian Register of Historic Places (CRHP).

Conservation and Feasibility Planning Program
Supports the preparation of conservation or feasibility plans for historic places included on an official community heritage register. Such plans must reflect use of the draft Standards and Guidelines for the Conservation of Historic Places in Canada.

HERITAGE SOCIETY OF BC
http://www.heritagebc.ca/

THE LAND CONSERVANCY
http://www.conservancy.bc.ca/

HERITAGE LEGACY FUND
http://www.heritagelegacyfund.ca/

BC ARTS COUNCIL
http://www.bcartscouncil.ca/programs/

ARTS PARTNERS IN ORGANIZATIONAL DEVELOPMENT
http://www.artspod.ca/program-details.html

ARTS NOW
http://www.2010legaciesnow.com/arts.htm

THE COMMUNITY FUTURES DEVELOPMENT ASSOCIATION OF B.C
http://www.communityfutures.ca/provincial/bc/
Under the 2010 Legacies Now Program, the ArtsNow program was established to strengthen and enhance the creative capacity of individuals, organizations and communities throughout the province. This will be done through a combination of contribution programs and targeted activities developed in consultation with the arts and culture community.

**Key Goals:**
- Participation: Increase community engagement in creative activities.
- Sustainability: Strengthen the arts and culture sector's economic base and organizational capacity.
- Performance: Strengthen the arts and culture sector's ability to achieve artistic excellence.

**Key Principles:**
To achieve these goals, ArtsNow will invest strategically, and where possible, will leverage additional revenues from public and private sources. A key element will be working within partnerships to assist individuals, organizations, communities and sectors achieve the next step in their cultural development. Sharing best practices and learned outcomes will be core to all programs.

**Creative Communities Program**
The Creative Communities Program offers matching funding for communities to undertake cultural development initiatives in association with community leaders. This program assists with structured fact-finding and consensus-building scans and assessments to identify a community's cultural assets, needs and opportunities. It also supports the creation of cultural development plans to detail the strategies and resources required to ensure that arts and culture are effective contributors to the economic and social health of a community or region.

**Catalyst Program**
The Catalyst Program provides funding for BC cultural organizations to undertake initiatives that will enhance their sustained ability to realize their artistic goals and achieve excellence by building their artistic and organizational capacity, and/or the capacity of their audiences.

**Innovations Program**
The Innovations Program offers assistance to organizations or communities that want to create new opportunities for people in BC to engage in cultural activities. Like all ArtsNow programs, it focuses on activities that can have a lasting impact or are a catalyst for change within BC communities and the cultural sector.
APPENDIX C:

DOWNTOWN REVITALIZATION STRATEGIES

COMMUNITY REVITALIZATION

The Province of BC has published “A Guide to Community Revitalization” that outlines a process for revitalization projects, and provides examples of how different communities have approached this issue. The process is outlined as follows:

- Phase 1 – Establish a vision
- Phase 2 – Concept Planning
- Phase 3 – Planning for Implementation
- Phase 4 – Implementation
- Phase 5 – Maintaining Momentum

Further information is available on the Ministry’ website.

HERITAGE AREA REVITALIZATION: HERITAGE CANADA
http://www.heritagecanada.org/

The Heritage Canada Foundation has published seven manuals dealing different topics related to heritage area revitalization. Each of these manuals are listed below with a brief description. Each of these publications are available from HERITAGE CANADA. For ordering & cost information, contact:

1. MARKETING AND DOWNTOWN RENEWAL
   This manual will be useful to community business/marketing/heritage/ and tourism organizations, municipal leaders and staff related to Economic Development, Community Planning, Heritage and Parks and Recreation. The book covers topics including:
   - Current market changes and trends
   - Where marketing fits into downtown renewal
   - Pro-active marketing approaches
   - Identifying objectives, elements & tools for consumer groups

2. PRACTICAL LESSONS IN EFFECTIVE COMMUNITY STRATEGIC PLANNING
   This manual is geared towards city officials and volunteers who are apart of their community's strategic plan. Included in this book are topics such as:
   - Concepts of community based strategic planning
   - How to develop a community based plan
   - Information needs for informed decision making
   - How to draft a useful and "user friendly" plan

3. RENEWING YOUR DOWNTOWN IN CHANGING TIMES
   This manual is ideal for all community leaders who are concerned about the future of their community's downtown. This book covers many areas including the following:
   - Historic evolution of downtown
   - Downtown management: planning and organization
   - Downtown's today: common problems and approaches for renewal
4. APPROPRIATE DESIGN ON MAINSTREET
Downtown coordinators, merchants, building owners, civic officials, planners, developers, entrepreneurs and downtown organizers will be interested in this manual. This book concentrates on the long-term benefits of proper design rather than "quick-fixes" and how this increases community pride.

5. ECONOMIC DEVELOPMENT
Downtown coordinators, merchants, building owners, civic officials, planners, developers, entrepreneurs and downtown organizers will be interested in this manual. This book provides the tools needed to influence development of Canada's mainstreets.

6. SIGNS ON MAINSTREET
Downtown coordinators, merchants, building owners, civic officials, planners, developers, entrepreneurs and downtown organizers will be interested in this manual. Topics covered in this book are:

- Guidelines for signage on historic streets
- How to enhance the quality of any mainstreet sign

7. MARKETING ON MAINSTREET
Downtown coordinators, merchants, building owners, civic officials, planners, developers, entrepreneurs and downtown organizers will be interested in this manual. This book demonstrates the process that draws out the unique characteristics of a community and suggests ways to market them.

THE COMMUNITY FUTURES DEVELOPMENT ASSOCIATION OF B.C.
http://www.communityfutures.ca/provincial/bc/

The Community Futures Development Association of BC (CFDABC) is a grass roots organization that was created by a group of Chairpersons of Community Futures Development Corporations (CFDCs) from across BC. Early on, these volunteers involved in the Community Futures program recognized the positive impact that the community economic development (CED) process was having at the local level in their communities. They also understood that the creation of a province-wide association of Community Futures groups in BC would enable their local groups to build even greater organizational capacity and strengthen their ability to deal with change. Founded in 1992, the CFDABC was established to promote, coordinate and facilitate community economic development initiatives; to foster a better understanding of the Community Futures program; and, to serve as a catalyst in promoting strong partnerships between key stakeholders involved in the community economic development process.

One of the primary reasons for the success of the Community Futures Development Corporations in fostering entrepreneurship in rural BC is their ability to provide business loans to current or prospective entrepreneurs who may have had trouble accessing capital from traditional lenders. In addition to providing excellent business counselling, each CFDC can lend a maximum of $125,000 to new and existing businesses. Loans received from a CFDC are fully repayable and are negotiated at competitive interest rates. In over ten years of lending to rural entrepreneurs in BC, the CFDCs on average have enjoyed an unprecedented 96% repayment rate.

In addition to the general loan fund, the Community Futures Development Corporations have access to a number of specialized programs that target segments of the BC population that may face additional obstacles in securing business financing.
APPENDIX D:

COMMUNITY WEBSITES

City of Prince George
http://www.city.pg.bc.ca/

Prince George Railway & Forestry Museum
http://www.pgrfm.bc.ca/

The Exploration Place - Science Centre and Museum
http://www.theexplorationplace.com/index.shtml

Prince George Public Library
http://www.lib.pg.bc.ca/

Prince George Chamber of Commerce
http://www.pgchamber.bc.ca/

University of Northern British Columbia
http://www.unbc.ca/

College of New Caledonia
http://www.cnc.bc.ca/hompages/home.asp

School District #57 (Prince George)
http://www.sd57.bc.ca/

Prince George Oral History Group
http://www2.pgohg.org:8080/PGOHG.htm

Prince George Genealogical Society
http://members.tripod.com/pg_genealogy_society/welcome.html

Volkssport BC
http://www.volkssportingbc.ca