

Heritage Services Research & Review

Final Report

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Delivered to

The City of Surrey

Prepared by



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About the **Project**

Surrey's heritage and museum facilities, services and programs serve tens of thousands of residents every year. Surrey's heritage includes **built, natural, intangible, cultural and transportation resources** that have been – and continue to be – important to the development of the City as a **complete community**. The value of these heritage resources have been recognized and their advancement and conservation has been a focus of Surrey's heritage and museum teams for more than forty years.

Central to these services are dedicated community members and other external contributors who, in an ongoing fashion, facilitate dialogue about the City's past, present and future.

About the **Project**

The City is preparing for 300,000 new residents – about 10,000 people a year – over the next 30 years. This kind of **sizeable growth** brings with it a host of new challenges and opportunities. In view of **increasing demands on Heritage Services**, the City of Surrey has been working hard to ensure that facilities provide opportunities for residents to learn and socialize, while offering dynamic and engaging museum and heritage exhibitions, performances and programs.

Nordicity was engaged to look specifically at the themes of partnerships, digital technology and decentralization and how the City's heritage and museum services could maximize the potential of these themes.

Summary of **Research Approach**

The Project Team utilized a four-stage approach to conduct the research, analysis and reporting for the Heritage Services Research and Review.

Stage	Details
1: Options Development based on Initial Research	Conducted high-level, preliminary research through an extensive literature review and interviews with key internal stakeholders.
2: Validation and Prioritization based on Stakeholder Needs Assessment	Identified key external stakeholders to test options through 1:1 interviews and engagement sessions held on April 3 rd and June 6 th .
3: Accomplishing the Goals through New Models and Strategies	Developed models and recommendations based on the following three themes: Decentralization, Digital Media and Partnerships .
4: Reporting	Reported all research, analysis and recommendations in multiple forms.

About the **Themes**

Findings from this review of Heritage Services in Surrey are organized into three themes. In many cases, recommendations relate to more than one theme.

Thematic connections are indicated throughout the document by using the icons shown at the right to emphasize areas of overlap.



Partnerships



**Digital
Technology**



Decentralization

About the Themes



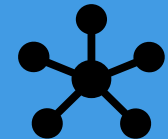
Partnerships

- **Public Sector:** collaborating within the city and across the region, as well as other levels of government.
- **Private Sector:** engaging local businesses and industry associations.
- **Nonprofits:** building on the work of volunteer-based organizations.



Digital Technology

- **Interactivity:** increase engagement online and at heritage and museum facilities.
- **Social media:** through these platforms, encourage residents to share experiences and actively engage with Heritage Services.
- **Communications:** raise awareness of heritage spaces and programming.



Decentralization

- **Geographical:** expand heritage experiences beyond physical facilities to reach all neighbourhoods.
- **Cultural:** collaborate more with Indigenous communities and diverse cultural groups.

Partnerships Recommendations

Increase partnerships with schools and post-secondary institutions in order to strengthen connections with children and youth.

Partner with municipal and regional parks services, environmental groups and partner with First Nations to protect natural and cultural heritage.

Leverage partnerships to improve signage (including renaming initiatives) to orient visitors and residents to local heritage attractions.

Work with local businesses and nonprofit groups by bringing together a Surrey Heritage Network for ongoing collaboration.



Increase partnerships with schools and post-secondary institutions in order to strengthen connections with children and youth.

Opportunities for Implementation

Through education, Surrey has the potential to support the next generation of heritage champions.

- School District 36 and Conseil scolaire francophone de la Colombie-Britannique (CSF) can **enrich history lessons** by visiting local sites or providing space for mobile heritage programming at schools.
- Simon Fraser and Kwantlen Polytechnic University students are well placed to work on heritage-related **studio projects** or participate in **course-based internships** in areas ranging from digital technology to curation.
- School buildings and university campuses offer **spaces for heritage events** or pop up exhibits. Partnership opportunities with post-secondary institutions offer means of bringing younger voices into Surrey's heritage.





Increase partnerships with schools and post-secondary institutions in order to strengthen connections with children and youth.

Best Practices

Organizations across Canada and around the world have experience in linking heritage programming with educational initiatives to enhance lifelong learning.

- **Historic England Heritage Schools Programme**: Curriculum-based activities use local heritage resources to provide insight into national history.
 - **Relevance to Surrey**: example of connecting established curricula (through SD36 or Surrey Board of Education), with local historic sites in order to support learning for students in elementary and high school.



Increase partnerships with schools and post-secondary institutions in order to strengthen connections with children and youth.

Best Practices (cont.)

- **Heritage Toronto's Kilbourn Lecture:** showcases academic research as part of annual awards evening.
 - **Relevance to Surrey:** celebrating grassroots heritage activities while also developing relationships with scholars living and working in the community. Local students could also be given the opportunity to present papers at an annual heritage networking event.
- **Vancouver Heritage Foundation:** offers professional development credits for architects, planners and other accredited professionals participating in workshops and events.
 - **Relevance to Surrey:** this approach will draw emerging and established professional talent to Surrey to discover different aspects of the community's heritage.



Partner with municipal and regional parks services, environmental groups and partner with First Nations to protect natural and cultural heritage.

Opportunities for Implementation

The City of Surrey, Metro Vancouver and community groups throughout the Lower Mainland play an important role in Heritage Services.

- This review of Heritage Services contributes to Surrey's broader **PRC planning process**.
- **Metro Vancouver** provides resources for regional parks including Surrey Bend and Tynehead. So that efforts are not duplicated, Metro Vancouver Parks should be engaged so as to ensure heritage engagement opportunities are built into larger regional parks.



Partner with municipal and regional parks services, environmental groups and partner with First Nations to protect natural and cultural heritage.

Opportunities for Implementation (cont.)

- The established **watershed approach to conservation** (a holistic, coordinating framework that focuses public and private sector efforts to address highest priority problems) encourages collaboration between municipalities and volunteer-based organizations such as [Langley Environmental Partners Society](#).
- Organizations such as the [Metro Vancouver Aboriginal Executive Council](#) and [Fraser Region Aboriginal Friendship Centre Association](#) offer **leadership** from within Indigenous communities.



Partner with municipal and regional parks services, environmental groups and partner with First Nations to protect natural and cultural heritage.

Best Practices

- **Cultural heritage landscape strategies:** edge cities such as [Oakville](#) and [Caledon](#) have developed systematic approaches to increase engagement with both built and natural forms of heritage.
 - **Relevance to Surrey:** these strategies draw on community memories to identify sites of significance from both environmental and cultural perspectives.
- **[Head-Smashed In Buffalo Jump:](#)** this UNESCO World Heritage Site balances human and natural history in the context of Indigenous practices while also accommodating large numbers of tourists.
 - **Relevance to Surrey:** example of how to increase access for visitors while maintaining the integrity of environmentally-sensitive and culturally-unique assets. There exists potential in this regard with a future Indigenous Centre along the Fraser River.



Leverage partnerships to improve signage (including renaming initiatives) to orient visitors and residents to local heritage attractions.

Opportunities for Implementation

Wayfinding is a system to improve navigation by recognizing the value of local landmarks. Both the business community and Indigenous organizations can help put Surrey's heritage on the map.

- **Tourism Surrey** and **local BIAs** have a vested interest in making Surrey's neighbourhoods easy to navigate. Examples of historical street signage in Whalley and Cloverdale (e.g. branded maps and signs) enhance the identify of neighbourhoods and showcase heritage features and nearby attractions.
- **Surrey Urban Aboriginal Social Innovation Strategy** lays the groundwork to strengthen partnerships that will benefit urban Indigenous people. Designing signs or other resources to share places of importance from an indigenous perspective can contribute to local economic development by offering employment opportunities.
- Collaboration with **Transportation Surrey** can create connections with public transit and active transportation routes.





Leverage partnerships to improve signage (including renaming initiatives) to orient visitors and residents to local heritage attractions.

Best Practices

Municipalities, First Nations and local businesses all contribute to making heritage assets easier to find both in person and online. These can be traditional or digital signage.

- **Heritage Interpretation Plaques and Signs** are explanatory panels in partnership with local groups like the Heights Trail Partnership.
 - **Relevance to Surrey:** shows how cities can create easily accessible, engaging content by drawing on local expertise.



Leverage partnerships to improve signage (including renaming initiatives) to orient visitors and residents to local heritage attractions.

Best Practices (cont.)

- **Cultural Journey Sea to Sky** is a series of highway signs in and around Whistler, a map and an accompanying book, sharing place-based knowledge from the Squamish and Lil'wat nations.
 - **Relevance to Surrey:** example of communicating traditional knowledge using contemporary tools for diverse audiences.
- **Lunenburg Board of Trade** commissioned a wayfinding system for Lunenburg NS, a UNESCO World Heritage Site.
 - **Relevance to Surrey:** leadership from business community to improve signage and increase access to heritage destinations (e.g. historic business district). Providing discounts on local restaurants with the purchase of a museum tickets is also an opportunity to consider.



Work with local businesses and nonprofit groups by bringing together a Surrey Heritage Network for ongoing collaboration.

Opportunities for Implementation

Collaboration between the public, private and nonprofit sectors creates vibrant heritage experiences.

- **Surrey BIAs** (e.g. Downtown Surrey, Fleetwood, Cloverdale, Newton) are well placed to facilitate connections with local businesses that have exhibit space for pop-ups.
- For the **Surrey Board of Trade** and **Tourism Surrey**, built and natural heritage is part of Surrey's unique value proposition.
- **Volunteers** from organizations such as Surrey Historical Society, Fraser Valley Heritage Railway and BC Vintage Truck Museum, Heritage Services Community Advisory Board, Sunnyside Acres Heritage Society, Heritage Advisory Commission already support local heritage. E.g., the original heritage storyboard program in Surrey was based on partnerships with neighbourhood groups.
- **Cultural entrepreneurs** like the [South Asian Arts](#) are working to share diverse traditions with residents and visitors to Surrey.





Work with local businesses and nonprofit groups by bringing together a Surrey Heritage Network for ongoing collaboration.

Best Practices

- **Edmonton Heritage Network** combines online resources with events across the city to increase awareness of local history and cultural traditions.
 - **Relevance to Surrey:** directory of heritage organizations - ranging from archives to associations - allows residents to discover opportunities in a sprawling city defined by distinct neighbourhoods. Increased awareness of Surrey's Culture Map could support this practice.
- **Heritage Toronto** coordinates walking tours, some of which are sponsored by BIAs or other local organizations.
 - **Relevance to Surrey:** provides a model for how to integrate other stakeholders in interactive heritage programming that introduces community members to various neighbourhoods.

Challenges

Although there are numerous opportunities for partnerships in Surrey, these collaborations are not without challenges:

- Developing and updating curriculum-based heritage programming without putting added demands on educators;
- Building trust with Indigenous communities;
- Creating signage and other resources that meet the needs of both residents and visitors to Surrey;
- Strengthening the case for heritage preservation and promotion among private sector stakeholders;
- Leveraging the skills of volunteers already involved in heritage-related organizations.

The community consultation process for this review of Heritage Services lays the groundwork for further cooperation in Surrey and beyond.

Digital Technology Recommendations

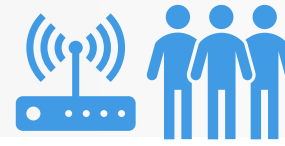


Integrate more technology into the Surrey Museum and other heritage resources ranging from displays to digital communications to increase interactivity and engagement.

Increase access to archives and museum collections online.

Develop Surrey heritage app including self-guided walking/bus/bike tours and other heritage info outside existing facilities.

Leverage digital marketing to encourage community participation in initiatives such as crowd-sourced photo galleries and exhibits.

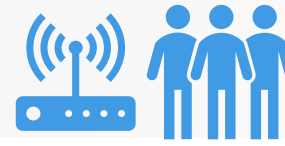


Integrate more technology into the Surrey Museum and other heritage resources ranging from displays to digital communications to increase interactivity and engagement.

Opportunities for Implementation

The City of Surrey has talented local workers from growing university programs and an emerging tech industry in the city.

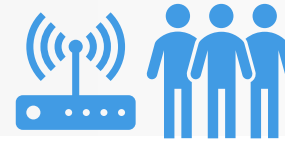
- The City can leverage young talent from local post-secondary technology programs (e.g. SIAT at SFU, IT at Kwantlen). These students are often seeking opportunities to build resumes and gain experience in the workforce.
- There is a growing number of tech companies in Surrey. The City can engage these companies for support and position potential support as a means of “giving back” to the community (e.g. Digital Fusion Studios, Safe Software).
- Surrey Art Gallery’s [Tech Lab](#) has been creating innovative, digital work since 1999. The Museum could engage the Art Gallery to learn from their experience.



Integrate more technology into the Surrey Museum and other heritage resources ranging from displays to digital communications to increase interactivity and engagement.

Best Practices

- **Royal Ontario Museum: #ROMSelfie** campaign and an eight-foot touch screen to increase interactivity both on and offsite. This interactive exhibit has been very popular and has increased attendance of younger visitors to the museum.
 - **Relevance to Surrey:** Use of interactive technology on site, combined with the ability to share and interact with exhibits through hashtags, increases participation and awareness of different exhibits and the museum in general. This type of engagement can also be incentivized – e.g. a monthly prize draw.



Integrate more technology into the Surrey Museum and other heritage resources ranging from displays to digital communications to increase interactivity and engagement.

Best Practices (cont.)

- **Museum of Ontario Archaeology** uses a [VR exhibit](#) to draw visitors to the suburban town of London, ON to experience the latest technologies.
 - **Relevance to Surrey:** innovative technology can increase the draw to the museum and result in new and expanded audience reach and potential partnership with a local university.
- **Cleveland Museum of Art** has a [interactive 40- foot wall](#) of images from different historical periods, displaying over 40,000 works at a time.
 - **Relevance to Surrey:** a large photo wall has the potential to be a great way for the City to share its over 40,000 images already collected and archived as part of Surrey Archives Museums Online Access (SAMOA).



Increase access to archives and museum collections online.

Opportunities for Implementation

The City has a pre-existing foundation of heritage collections prime for digital optimization to increase accessibility and awareness.

- The City has already developed online displays through SAMOA – over 40,000 images, artifacts, maps and documents. This existing data base should be leveraged through digital optimization, making the heritage resources more user friendly and interactive where possible.
- External websites such as surreyhistory.ca should be cross-linked to complement municipal initiatives with additional content.
- Surrey Libraries provides access to online databases and a Family History department to support individual inquiries. For example, Archive staff could present regular genealogy workshops to garner interest in Surrey's history.



Increase access to archives and museum collections online.

Best Practices

- **Glenbow Museum** [curates extensive online exhibits](#), including a trilingual subsite about local Indigenous traditions.
 - **Relevance to Surrey:** illustration of the ability for accessible online collections to have success in increasing understanding of Indigenous history.
- The [Online Archive of California](#) has curated and digitized a user-friendly research database searchable by different themes and topics.
 - **Relevance to Surrey:** an example of a large database (similar to SAMOA) that is optimized to be more user friendly and accessible for the public. An online experience needs to blend archives, artifacts, as well as stories about those objects, rather than presenting a static, traditional database.



Develop Surrey heritage app including self-guided walking/bus/bike tours and other heritage info outside existing facilities.

Opportunities for Implementation

The City has many of the components required for a heritage app that can be combined and centralized.

- Surrey's [COSMOS app](#) offers a foundation in online mapping and are well positioned expanded to include heritage components.
- The City already has historical displays, heritage sites and bus tour experiences that can be included in an app.
- The [Arts and Culture Map](#) in the City of Surrey already provides a summary of local assets. This existing digital inventory can be updated and optimized to encourage interactive tours.



Develop Surrey heritage app including self-guided walking/bus/bike tours and other heritage info outside existing facilities.

Best Practices

- The **City of Victoria [heritage walking tour](#)** maps can be downloaded by theme or area. While the technology is not advanced, it is a simple way for users to gain a deeper understanding of the heritage in different areas around Victoria.
 - **Relevance to Surrey:** use of simple technology to allow for access to different tours of decentralized heritage areas.



Develop Surrey heritage app including self-guided walking/bus/bike tours and other heritage info outside existing facilities.

Best Practices (cont.)

- **Ville de Laval** has developed [apps](#) with walking tours to discover the past of a city with multiple historic centres. The app is widely used by tourists and residents alike to discover the unique history of each historic centre around Laval.
 - **Relevance to Surrey:** using user-friendly technology to enable decentralized access to heritage resources around a large city with multiple unique historic centres.



Leverage digital marketing to encourage community participation in initiatives such as crowd-sourced photo galleries and exhibits.

Opportunities for Implementation

The heritage community in Surrey has shown its willingness to participate. The city should leverage digital technology and communication strategies to expand participation and, as such, potentially increase heritage assets.

- Existing assets like surreyhistory.ca and the large SAMOA collection show that community members are already willing to help share the diverse history of Surrey.



Leverage digital marketing to encourage community participation in initiatives such as crowd-sourced photo galleries and exhibits.

Opportunities for Implementation (cont.)

- Pair students (especially during summer months) with established volunteer bases of local history organizations to develop digital skills and expand the online presence of their activities.
- Surrey Libraries offers digital literacy programs for adults. Coordinating a session on social media engagement for heritage stakeholder, volunteers and employees would increase potential for online engagement with Heritage Services.



Leverage digital marketing to encourage community participation in initiatives such as crowd-sourced photo galleries and exhibits.

Best Practices

- The **City of Mississauga's** 'story of M' website [gathers residents' stories and encourages digital engagement](#) in civic issues.
 - **Relevance to Surrey:** Illustrates that heritage assets do not need to be collected solely by the City, cities can leverage technology to make it a community effort. The widely used Heritage Surrey Facebook page could be utilized as an entry point for participation.
- [Guidigo](#) is a platform used to leverage crowdsourced information to develop exhibits and guided tours including the possibility to integrate Augmented Reality.
 - **Relevance to Surrey:** The technological tools already exist and should be used by the city to crowdsource heritage assets.

Challenges

Although there are numerous opportunities for digital technology to increase heritage programming, interaction and awareness in Surrey, utilizing these technologies come with challenges:

- Improving technology for Heritage Services will require large capital investments and may be a strain on a limited heritage budget;
- Once upfront investment to acquire or improve technology is complete, upkeep and maintenance require ongoing investment and labour support;
- Digital marketing and other technology related services require specialized and skilled labour and could put a strain on existing employees if no additions to staff are made;
- Once implemented, users of new technologies will need to learn how to use them. Teaching these skills can be onerous and especially difficult given the demographic realities of the museums current attendance.

Decentralization Recommendations

Re-purpose heritage buildings and existing assets into new facilities to offer programs and services in neighbourhoods around the city that are currently underserved.

Develop 'pop-up' heritage spaces and attractions at parks and facilities in each Town Centre, including future LRT stations – *"Bring heritage to the people."*

Develop a municipal mural program.

Increase regional cooperation throughout the Lower Mainland.

Decentralization Recommendation #1

Re-purpose heritage buildings and existing assets into new facilities to offer programs and services in neighbourhoods around the city that are currently underserved.

Opportunities for Implementation

Adapting the identified resources in this capacity would enliven heritage spaces while engaging community members who may not normally access museum and archival services. Rehabilitated buildings could offer programming beyond heritage.

- Adaptive reuse processes offer many economic, social and environmental benefits and represent a sound investment in the future of historic sites.
- The adaptation of an historic site into a new use that promotes and preserves its heritage value, while also serving a contemporary need and function, can also spark the reinvigoration of a local area, thereby further enhancing the economic viability of the site.



Decentralization Recommendation #1

Re-purpose heritage buildings and existing assets into new facilities to offer programs and services in neighbourhoods around the city that are currently underserved.

Opportunities for Implementation (cont.)

■ Repurpose **Strawberry Hill Hall**

- Constructed in 1909, the Strawberry Hill Farmers Institute is a utilitarian structure located on a prominent site at the corner of 75A Avenue and 122 Street.
- Due to the significant link to the early Japanese families who settled on logged lots near Scott and Newton Roads in the early twentieth century, there is significant potential to integrate the history of the Japanese community into the museum/archive programming of the site.

■ **1881 Town Hall** and the **1891 Anniedale School**

- The resources are already located in well-served area, are City-owned, and will be restored.

Decentralization Recommendation #1

Re-purpose heritage buildings and existing assets into new facilities to offer programs and services in neighbourhoods around the city that are currently underserved.

Best Practices

- **BC Mills House** is in Lynn Headwaters Regional Park. After more than 80 years as a residence, it was converted into a heritage resource. Currently, the house acts as a small museum displaying tools and other artifacts used in pioneer logging and mining operations around Lynn Creek; the house can also be rented for meetings and gatherings of up to 30 people.
 - **Relevance to Surrey:** Repurposing residences or other historic building has the ability to generate revenues and further develop other heritage resources.

Decentralization Recommendation #1

Re-purpose heritage buildings and existing assets into new facilities to offer programs and services in neighbourhoods around the city that are currently underserved.

Best Practices (cont.)

- Upon completion of its ten-year restoration in 1990, the [Roedde House](#) Museum opened and for nearly three decades, the Museum has welcomed visitors to explore the house, as a monument to its esteemed position in the early history of the West End and Vancouver.
 - **Relevance to Surrey:** The Roedde House case illustrates the power of an inspired group of people who are committed to the goal of historic conservation. Harnessing this energy is extremely valuable to the adaptive reuse process because it ensures that conservation is paramount in the discussion of a site's future. Roedde's success is in part due to its ability to offer a variety of programming in recent years (e.g. concerts). City-owned Pillath House and Stewart Farm have the potential for similar activation.

Decentralization Recommendation #2

Develop 'pop-up' heritage spaces and attractions at parks and facilities in each Town Centre, including future LRT stations – *"Bring heritage to the people."*

Opportunities for implementation

Establish pop-up exhibits in parks on summer weekend days, or partner with existing festivals/exhibits to draw in more than the regular crowd.

- Such events would work well being held in neighbourhoods/areas currently underserved - including those north of 60th Avenue.
- Information on Fraser Highway as an enormously important transportation route since 1875 could be offered to drivers/riders. E.g., incorporate heritage themes into public art around the highway.
- This approach is appropriate as it continues to make information about Surrey's rich heritage legacy available to a wider range of people. This approach also addresses Goal 3 and Goal 4 in the City of Surrey Heritage Strategic Review: Implementation Plan Update 2016.

Decentralization Recommendation #2

Develop 'pop-up' heritage spaces and attractions at parks and facilities in each Town Centre, including future LRT stations – *"Bring heritage to the people."*

Opportunities for Implementation (cont.)

- Establish a pop-up in any community centre/park/farmers market. The City would collaborate with various community partners to choose a theme and venue (relevant and appropriate to the community hosting the event), and invite people to bring something on-topic to share.
- Tables are then setup with empty frames and museum labels. When participants show up, they write a label for their object and leave it on display. This type of pop-up idea is also known as a 'potluck museum', because everyone is invited to bring something to share.

Decentralization Recommendation #2

Develop 'pop-up' heritage spaces and attractions at parks and facilities in each Town Centre, including future LRT stations – *"Bring heritage to the people."*

Best Practices

- **Santa Cruz Museum of Art and History (MAH) Pop-Up** is a format for public and open-ended curation. It empowers people to share stories and validates their objects within a museum framework. The pop-up museum operates more like a "potluck" museum, meaning people bring objects to share, rather than simply consume content. the Santa Cruz MAH favours the "potluck" approach because it opens up conversations as to what it means to be a museum and who can participate and brings the museum out of physical confines, and into the community allowing for experimentation.
 - **Relevance to Surrey:** Emulate the Santa Cruz example by organizing a pop-up museum that is essentially created by the people who show up to participate, ensuring that people are brought together in conversation through stories, art, and objects. This can happen anytime, anywhere, and with any community.

Decentralization Recommendation #2

Develop 'pop-up' heritage spaces and attractions at parks and facilities in each Town Centre, including future LRT stations – *"Bring heritage to the people."*

Best Practices (cont.)

- **MICRO Museums** is a nonprofit committed to building science education for a culturally decentralized future. MICROs motivation came from the fact that, although museums are important sources of knowledge and culture, they are not accessible to everyone equally. Indeed, museums tend to cluster. MICRO's venue partners are hospitals, transit hubs, developers and more – i.e. people and organizations who want to make a difference, and share the adventure of science with their community.
 - **Relevance to Surrey:** Because Surrey is culturally and geographically diverse, building heritage into other venue partners can significantly increase access to heritage. For example, the hallway dedicated to historical photos of White Rock at Peace Arch Hospital offers an easy and efficient way of sharing the archive and its stories. Six archival photos have also been recently mounted in the Planning Department area at City Hall.

Decentralization Recommendation #2

Develop 'pop-up' heritage spaces and attractions at parks and facilities in each Town Centre, including future LRT stations – *"Bring heritage to the people."*

Best Practices (cont.)

- The [San Francisco Mobile Museum](#) is an ongoing experiment. It consists of short-run exhibits that appear in store fronts, parks and social spaces. The life of each exhibit is extended digitally on the Museum's blog, which has been defined as "a place for the public and curators to participate, iterate, and extend the experiences of our exhibits".
 - **Relevance to Surrey:** Mobile museum experiences exists only as a nomadic exhibit that establishes itself temporarily in parks, storefronts, and social spaces. This flexibility allows it to be highly adaptable and forever changing – meaning it can engage the same user group multiple times without giving them the same experience twice.

Develop a municipal mural program.

Opportunities for Implementation

Mural projects have been shown to establish bonds within communities, even those experiencing divides. Community mural projects also enhance the physical perception and quality of urban neighborhoods.

- Murals extend heritage beyond historic buildings and integrate the use of apps and panels to include more information and encourage people to engage with the arts and collaboration with artists.
- Promoting murals can help to improve/activate: cultural tourism, new economic strategies, coordination between arts agencies and artists, public and media relations while decreasing destructive/nuisance graffiti in an area.

Develop a municipal mural program.

Opportunities for Implementation (cont.)

- Mural projects should not occur in isolation, they should be grouped and run in conjunction with a community festival (see Vancouver example on next slide) in order to educate and engage the wider community. A closer working relationship with Arts Services, as well as local artists, is also key.
- A meaningless public mural is a missed opportunity. Policymakers must let community-based murals be their muse. Many of these projects have inspired ingenuity in urban neighborhoods, thereby further benefitting the realms of community and economic development.

Develop a municipal mural program.

Best Practices

- **Vancouver Mural Festival** is a multi-day festival culminated in a daytime street festival, held on a Saturday afternoon, where a full 10 blocks of Mount Pleasant were closed to traffic. Roughly 100,000 people attended the festival party, which was accompanied by live art, music, markets, and a beer garden. The street festival was free and for all-ages and included a free speaker panel that engaged the public in conversations surrounding cultural sustainability.
 - **Relevance to Surrey:** Surrey could consider partnering with existing festivals around the city to launch heritage-related murals to increase awareness and relevance. E.g., a 'heritage mural day'.

Develop a municipal mural program.

Best Practices (cont.)

- **Calgary Utility Box Public Art Program** started in 2010 as a pilot project initiated by The City of Calgary. Initially conceived as a highly successful graffiti abatement measure, widespread popularity enabled the program to grow and become permanent in 2011. The City is now expanding the opportunity to *include community partners* and engage more artists and citizens.
 - **Relevance to Surrey:** This program illustrates the potential for murals not only to abate graffiti, but to become an important part of the community. It is also important to note that these are not full wall murals, and thus, the City does not necessarily need to cover entire walls in order to be successful. Relatedly, the City could ensure that all utility boxes in heritage cluster areas (e.g. Cloverdale, Crescent Beach) are covered with archival photos in Surrey.

Increase regional cooperation throughout the Lower Mainland.

Opportunities for Implementation

Once residents understand their neighbourhood heritage, they can come together across different cities and tell their stories, thereby increasing overall heritage awareness in the region.

- Partner with other similar heritage/museum/archival sites (e.g. London Farm in Richmond is similar to the Stewart Farm) and offer bus tours to and from both. This way, the sites are not competing with one another but are instead helping one another.
- This approach is appropriate because Surrey is such a large city with a variety of heritage assets that exist in a range of areas, and many of its heritage sites are similar/complementary to other sites across the Lower Mainland.

Decentralization Recommendation #4

Increase regional cooperation throughout the Lower Mainland.

Best Practices

- **Regional Heritage Strategic Plan**, developed by Regional District of Okanagan-Similkameen (RDOS), is a federation of eight Electoral Areas and six municipalities which share a common landscape and heritage. The strategic plan identifies and recognizes a broad range of heritage values and resources in the Regional District and suggests strategies that can be implemented to protect and promote the heritage and history of the area, as well as contributing to the region's social, environmental and economic sustainability.
 - **Relevance to Surrey:** A consolidated heritage program will inspire a strong sense of pride in all of the region's built, cultural landscape and natural environments, public institutions, people and stories. Look to municipalities that share common experiences (e.g. South of the Fraser) to develop regional initiatives. One possible connection is with Langley/Surrey heritage bus tours, where tours are concluded at a pub/restaurant with a heritage connection, i.e. Baron Manor Pub in Surrey.

Challenges

While decentralization offers the potential to offer a Heritage Services to a wider audience, delivering new and disperse services also brings with it challenges:

- Adaptation does require reinvestment – Surrey must ensure that there is a sufficient level of funding dedicated to a given site’s maintenance and operations.
- Mural programs and other decentralized programming must be integrated with the urban environment which could prove difficult in a City with such diverse and unique urban environments.
- Decentralization initiatives have the potential to increase the isolation of different heritage sites if not adequately coordinated.
- The current structure of Heritage Services in Surrey is lacking a designated Community Heritage Services section - critical for many of the decentralization recommendations.

Supporting Heritage Services

Implementing the proposed recommendations options for Heritage Services in Surrey relies on underlying supports and ongoing programming in municipal initiatives, community organizations and existing communication strategies:

Other Municipal Initiatives

- PRC Planning Process
- Arts & Culture Map
- Surrey Archives & Museums
- Surrey Indigenous Initiative
- 2011 Surrey Culture Plan
- Greenways Master Plan

Community Ownership

- Surrey Historical Society
- BC Vintage Truck Museum
- Fraser Valley Heritage Railway
- South Asian Arts
- Chinese Village Club
- Indigenous Organizations

Communication Strategies

- Facebook
- Instagram
- Twitter
- Multilingual Posters
- Community Newsletters
- Print Advertising
- Phone Line

Other Municipal Initiatives

Many programs and policies of the City of Surrey support proposed recommendations for Heritage Services:

- **Ongoing Parks, Recreation and Planning Process:** integrates heritage assets, environmental features and local services to improve quality of life in Surrey.
- **Arts & Culture Map:** the City of Surrey already provides an online tool to locate arts, heritage and culture spaces throughout the city.
- **Surrey Archives & Museums Online Access:** the search engine for this resource was recently updated, improving access to digitized collections.
- **Surrey Indigenous Initiative:** takes a proactive response to the call to action by the Truth and Reconciliation Commission (TRC).
- **2011 Surrey Culture Plan:** provides a basis from which to enhance cultural spaces and creative programming in the short, medium and long term.
- **Greenways Master Plan:** promotes outdoor activity and supports connections between parks and multiple modes of transportation.

Community Ownership

Community groups already play an active role in sharing Surrey's history. Additional partnerships are well placed to expand engagement in all aspects of heritage programming:

- **Heritage sector volunteers** make valuable contributions through organizations including:
 - Surrey Historical Society;
 - BC Vintage Truck Museum;
 - Fraser Valley Heritage Railway.
- **Cultural organizations** offer connections with diverse communities:
 - South Asian Arts;
 - Diwali Celebration Society;
 - Chinese Village Club.
- **Indigenous leadership** is essential to strengthening relationships with First Nations:
 - Fraser Region Aboriginal Friendship Centre;
 - First Nations Technology Council;
- **Youth involvement** cultivates a new generation of heritage champions through initiatives like:
 - Surrey Youth Leadership Council.

Communications Strategies

A combination of digital and traditional media is necessary to raise awareness of heritage initiatives in Surrey among people of all ages and backgrounds. Examples of outreach approaches include:

- **Digital Media:** is an effective way to communicate with youth and young professionals who already use online resources in all aspects of their lives.
 - **Facebook:** encourages sharing information among family and friends;
 - **Instagram:** strengthens the visual identity of Surrey heritage;
 - **Twitter:** easily-searchable hashtags enable collaborative conversations.
- **Traditional Media:** ensures that community members who do not have digital literacy skills or home Internet connections are included. This information can also be made available in multiple languages to reflect Surrey's diverse population.
 - **Posters:** high-visibility resources in community gathering places;
 - **Print advertising:** integrates with the media consumption habits of older residents and supports local news outlets reporting in English and other languages;
 - **Phone line:** many seniors are more comfortable making (or taking) a phone call rather than searching for information online.

Common Threads



Summary of **Options** for Heritage Services



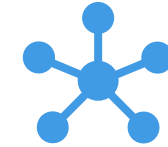
Partnerships with

- Schools and post secondary institutions
- Indigenous community groups
- Other culturally-diverse communities
- Existing volunteer-based organizations



Digital Technology

- Increase online access to archives and museum exhibits
- Increase interactivity at museum
- Heritage app
- Integrate marketing and promotions



Decentralization

- Repurpose buildings and assets
- Create pop-up exhibits and events (e.g. movie nights)
- Develop heritage mural program
- Improve regional cooperation