## "TO SAVE OUR HISTORIC PLACES,WE MUST RENOVATE OUR ORGANIZATIONS."

#### **TOWARD A LEGACY FOR 2017**

Presentation by Tom Urbaniak to Association Heritage New Brunswick Conference

October 28, 2016

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#### KEY MESSAGES

TO CONSERVE/REGENERATE HISTORIC PLACES, WE MUST RENOVATE OUR ORGANIZATIONS:

- 1. Organizational *re-assemblies* (new-builds)
- 2. Organizational refreshers
- 3. Organizational re-formulations (new foundations)
- 4. Organizational re-orientations

#### "DNA"

Organizations have their own fabric or DNA. Understanding it helps us nurture, adapt, lead.

#### CASE STUDIES

- 1a. Housing revitalization in the Cape Breton Regional Municipality —organizational new builds
- 1b. The Gabarus Lighthouse
- 2. The Polish Village Hall organizational refresh
- 3. St. Mary's Polish Church organizational reformulation (new foundation)
- 4. The National Trust for Canada organizational re-orientation

#### Case Study 1a

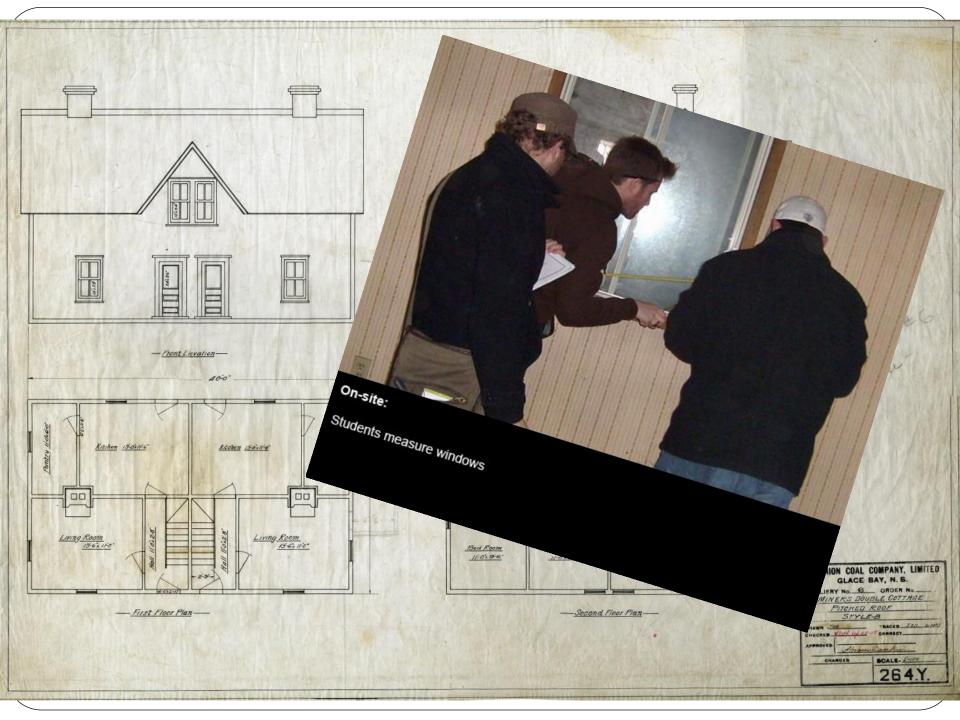
# HOUSING REVITALIZATION IN THE CAPE BRETON REGIONAL MUNICIPALITY —

Organizational reassemblies/new builds















"The Pier" board game – partnership of area churches and mosque to raise money for Habitat. We held an advance "live version" – where all the sites were opened and where teams searched for answers to trivia questions.



## WE NEEDED ORGANIZATIONAL VEHICLES

#### Created:

- Affordable Housing Renovation Partnership
- Habitat for Humanity Cape Breton Chapter
- Revolving fund The Sydney Architectural
   Conservation Society was set up to administer it.



### LISCOMBE HOUSE PROJECT FUNDRAISER

Limited Edition Lewis Parker Print Framed and Matted Price: \$50

All proceeds go to the Liscombe House Project. Choice of frame colour: Coffee Bean, Bone, Walnut, Dark Oak, and Rosewood

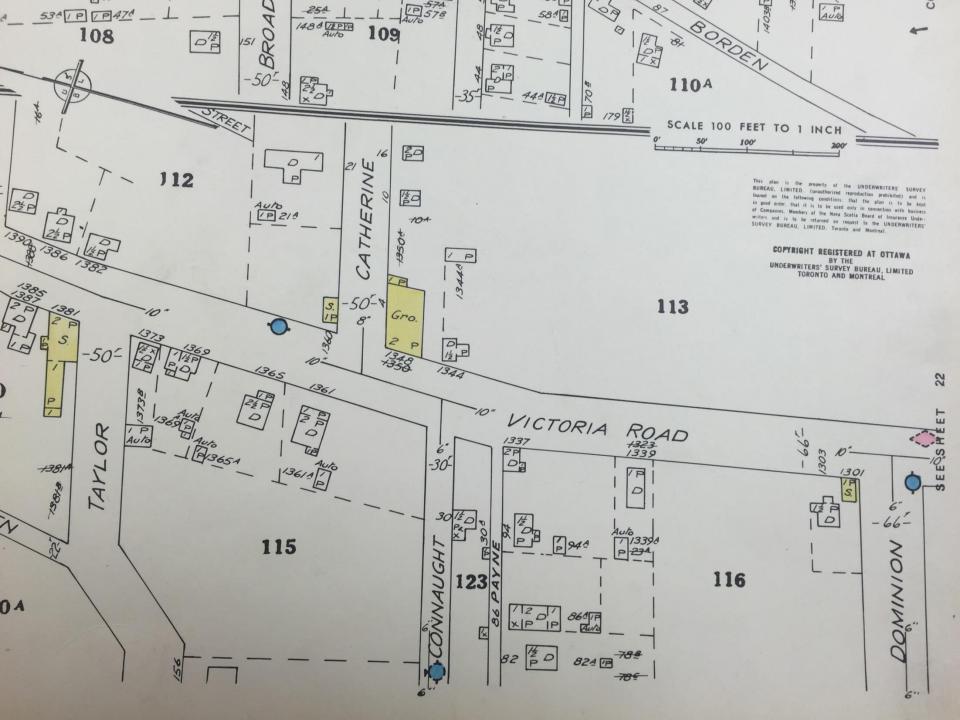
Contact (902) 563-1139 or joyce\_rankin@cbu.ca



www.oldsydney.com

www.preservesydney.com







## Crucial organizational start-up issues

• "Benefitting" property for restrictive covenants.

"Partnership Agreement" for CRA purposes

Kolonia Immigrant Heritage Parkette – developed by Sydney Architectural Conservation Society – because it needed a permanent property to which to attach conservation

covenants held on other properties



Affordable Housing Renovation Partnership – "Lot leveraging" Red Brick Row cheque presentation





CBU and Affordable Housing Renovation Partnership – New Aberdeen Housing Study, 2014 – recommended "revitalization area" program of easy access to small grants for repairs.



Case Study 1b –
The Gabarus Lighthouse –
Organizational new-build



#### Please refer to article hand-out

#### Key Messages

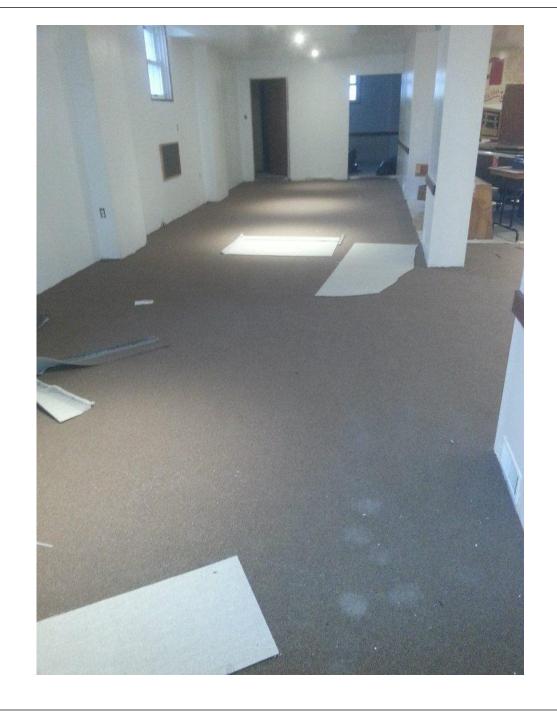
- The new organization may not be the first step in the process.
- Dialogue, facilitation, blending wisdom of elders and spark of newcomers — building trust
- Community-university partnerships can be empowering for everyone

# CASE STUDY 2 – POLISH VILLAGE HALL/ St. Michael's Polish Benefit Society (est. 1909) – Organizational refresh









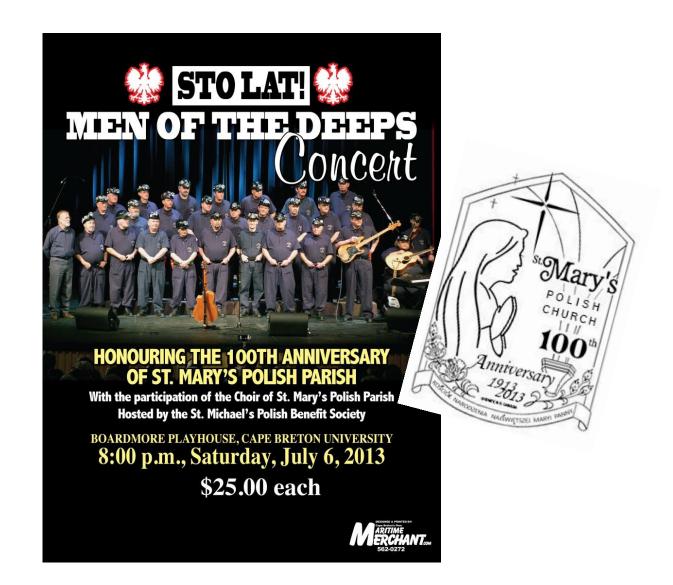
## TO REGENERATE THE HALL, WE HAD TO REFRESH THE ORGANIZATION

- Interviews
- focus group
- strategic plan
- Amend the 100-year-old Act of incorporation
- Overhaul the by-laws much more open membership / move from "benefits" to cultural mission
- Create deadlines rooted in opportunities: For example, "We want to get our organizational restructuring done before we pursue funding for the major repairs we need to see."



Case study 3
St. Mary's Polish Church –
Organizational reformulation







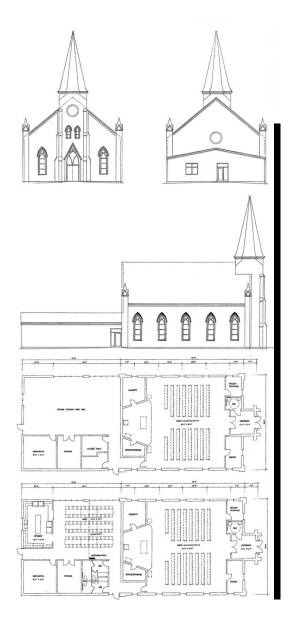
## Key approaches to resisting closure and to embarking on renewal:

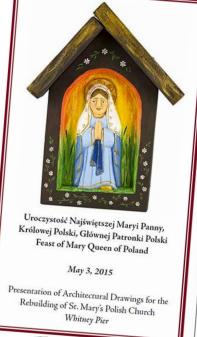
- Positive and faith-based / do more of your mission
- Know your rights
- Create a democratic and transparent structure / ground it in your heritage
- Be resolved.
- Be inclusive internally and externally.

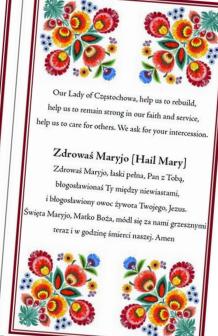
### November 29, 2014

































## Organizational re-orientation

Case Study #5 – The National Trust for Canada



- 1. STRATEGIC DIRECTION: The National Trust's support, advice and methods will be known across the country for protecting places that matter and local ways of life, turning places around, creating opportunities for young people, and improving life for Canadians.
- 2. STRATEGIC DIRECTION: We will link many sites and projects into a high-profile National Trust network that will engage Canadians in our history and in regenerating our communities.
- 3. STRATEGIC DIRECTION: We will cultivate a broad base of donors and funders, and a new generation of creative and active heritage supporters and entrepreneurs.
- 4. STRATEGIC DIRECTION: We will be able to showcase innovative, high-profile demonstration and partner projects across the country. These projects will clearly show how heritage conservation is vibrant and dynamic linked to social justice, the environment, sustainable living, and the cultural diversity of Canada.
- 5. STRATEGIC DIRECTION: Canadians will have heard about the National Trust and will have a sense of what we do and what we care about. We will be a widely recognized and influential organization. We will have a large network of people and groups engaged in our work.



\$300,000 raised and distributed to 26 worthy lighthouses in Nova Scotia!

#### **MOBILIZING SUPPORT**

26

COMMUNITY
GROUPS
PARTICIPATED





219,794

**VOTES CAST** 





OF THE COMMUNITY GROUPS EXPANDED THEIR NETWORKS







#### On October 4, you can help!

Visit www.thisplacematters.ca

## Vote, fund and share the story. #thisplacematters

**Every dollar raised = 1 extra vote** 

**Help increase the vitality of Canadian communities** 





## National Trust Conference 2016 Hamilton, Ontario October 20-22





THREE Rs – every organization must have these

- RESPECT
- •RHYTHM
- RESILIENCE

#### LOOKING TOWARD CANADA 150

• Canada Cultural Investment Fund -Strategic Initiatives

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