

QUEBEC ANGLOPHONE  
HERITAGE NETWORK  
QAHN



RÉSEAU DU PATRIMOINE  
ANGLOPHONE DU QUÉBEC  
RPAQ



# STRATEGIC PLAN 2019-2024

## Quebec Anglophone Heritage Network (QAHN)



*QAHN Strategic Planning Committee conducts online heritage sector consultation, October-November 2018  
Draft of 2019-2024 Strategic Plan approved by the QAHN Board, Magog, December 8, 2018  
Final Draft of 2019-2024 Strategic Plan submitted to the QAHN AGM, Knowlton, June 1, 2019*

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## ***I: Mission:***

*The Quebec Anglophone Heritage Network (QAHN) is a non-profit, non-partisan, province-wide organization engaged with its members in the preservation and promotion of the history, heritage and culture of Quebec -- and, in particular, of Quebec's English-speaking communities.*

*QAHN strives to advance the knowledge of the history, heritage and culture of those communities by informing, inspiring and connecting people through its activities and services.*

*Membership in QAHN is open to individuals, families and organizations.*



## **II: STRATEGIC GOALS**

*Contingent upon government funding levels and other sources of revenue, QAHN will pursue the following Strategic Goals over the next five years:*

### **A. Networking & Outreach**

*Quebec's English-language heritage community is aware of QAHN and its activities, and shares the network's aims. Effective outreach and networking enable QAHN to expand its influence both within and outside Quebec, to the benefit of the province's heritage sector and the general public.*

### **B. Services**

*Organizations (including museums, historical societies, and other heritage and cultural groups) and individuals involved in Quebec's English-language heritage sector, as well as the general public, are enriched as a result of QAHN's activities. QAHN is a strong advocate on the part of the province's heritage sector.*

### **C. Communications**

*Through effective use of print and digital communications, QAHN increases awareness among Quebecers and other Canadians of all ages and backgrounds of the heritage and history of Quebec's diverse English-speaking communities, and is a key actor in keeping Quebec's English-language heritage community abreast of issues of common concern.*

### **D. Internal Governance & Funding**

*Motivated heritage leaders from a variety of age groups and cultural and regional backgrounds participate actively in a well-managed and well-funded heritage network, thus contributing to the preservation and the advancement of the diverse heritage of English-speaking Quebec*



## **A: NETWORKING & OUTREACH:**

*Quebec's English-language heritage community is aware of QAHN and its activities, and shares the network's aims. Effective outreach and networking enable QAHN to expand its influence both within and outside Quebec, to the benefit of the province's heritage sector and the general public.*

### **1. QAHN increases its outreach in communities across Quebec.**

- Organize “meet and greets” and/or an annual open house with local heritage and civic leaders and members of the public to share information, keep participants apprised of QAHN and heritage community initiatives, and build the membership;
- Participate in community festivals (eg., Townshippers Festival) and other events around Quebec;
- Organize and/or participate in local heritage fairs, featuring displays by QAHN and QAHN member-organizations, exhibitions, conferences, music, and so on;
- Participate in professional gatherings, conventions, university conferences, etc;
- Develop and host professional development conferences in various cities and regions for institutions and individuals working in the heritage sector;
- Develop and host a series of heritage talks at venues around Quebec;
- Seek funding for innovative projects that expand QAHN’s outreach, and benefit local heritage groups.

### **2. Coverage of QAHN initiatives in local and regional media increases.**

- Issue regular press releases relating to major QAHN activities and selected heritage community activities;
- Publicize these activities on QAHN’s websites.

### **3. Institutional and individual memberships increase.**

- Work to expand membership through outreach and by publicizing *Quebec Heritage News* and other QAHN initiatives;
- Find new ways to publicize and market *Quebec Heritage News* and other QAHN products and services.

**4. QAHN partners with other heritage and/or cultural organizations sharing our goals.**

- Collaborate with other heritage and cultural organizations to develop projects of benefit to our community;
- Partner-organizations could include heritage groups working at the local, regional, provincial or national level (such as museums, historical societies and other QAHN member-organizations; the Fédération Histoire Québec; the National Trust for Canada; and so on); provincially mandated organizations (such as the Quebec Community Groups Network; the English-Language Arts Network; the Quebec Federation of Home & School Associations; and so on); local and/or regional cultural and/or Indigenous organizations; or educational institutions (such as Concordia, McGill and Bishop's universities; high schools and elementary schools; Community Learning Centres; and so on).

**5. When possible, QAHN collaborates with, and enhances its connections to, French-language institutions and individuals working in Quebec's heritage sector.**

- Maintain membership in the Fédération Histoire Québec and other networks sharing heritage network's broad aims;
- Encourage membership in QAHN among French-speaking organizations with connections to Quebec's Anglophone heritage and history;
- Bilingual services and activities are offered, when resources permit;
- Accept submissions to Quebec Heritage Web in English and/or French;
- Issue press releases and other communications in both English and French, when resources permit.

**6. QAHN broadens its membership and/or outreach to diverse cultural communities and heritage organizations.**

- Work to broaden links beyond QAHN's traditional network, reaching out, for example, to groups working to preserve the heritage of English-speaking Indigenous groups, Blacks and other visible minorities, and other cultural communities;
- Develop links to and/or partnerships with Indigenous communities around Quebec, in order to promote heritage and history, and to foster a sense of reconciliation and understanding between Indigenous and non-Indigenous Canadians;
- Enhance QAHN's online Speaker's Bureau by including storytellers, elders and historians from diverse cultural communities.
- Work to improve awareness of the heritage of English-speaking Quebec outside of Quebec.
- Collaborate with heritage and cultural organizations outside of Quebec, such as the National Trust for Canada and/or others, in order to achieve common aims.

**7. Participation in QAHN increases among younger Quebecers.**

- Establish a Youth & Education Committee to explore ways to stimulate interest in heritage among Quebec youth and in schools;
- Encourage school-related activities, including heritage essay and heritage photo contests;
- Encourage usage among students of QAHN websites such as Quebec Heritage Web, Mapping the Mosaic, 100 Objects and others;
- Encourage student internships with English-language universities such as Concordia, McGill and Bishop's;
- Collaborate on educational projects with organizations such as Quebec Federation of Home and School Associations, the Centre for Oral History and Digital Storytelling (Concordia), the Eastern Townships Resource Centre, the Community Learning Centres, schools, and others;

- QAHN publications and other products highlighting the history and contributions of the province's diverse English-speaking communities are made available to schools across Quebec and Canada;
- Youth membership in QAHN is encouraged;
- Encourage volunteerism in the heritage sector among young Quebecers.



## **B: SERVICES:**

*Organizations (including museums, historical societies, and other heritage and cultural groups) and individuals involved in Quebec's English-language heritage sector, as well as the general public, are enriched as a result of QAHN's activities. QAHN is a strong advocate on the part of the province's heritage sector.*

*1. QAHN keeps abreast of: i) new legislation and funding opportunities for the heritage sector; ii) innovations in the field of heritage preservation, communications, fundraising, and so on; and iii) issues of common interest to the heritage community, and communicates the same to our members and to the heritage community at large.*

- Consult regularly with federal and provincial funding agencies;
- Monitor developments in heritage legislation;
- Issue regular Heritage Line e-bulletins and occasional special news bulletins to subscribers and heritage-group personnel;
- Publish articles pertaining to current developments in Quebec's heritage sector for *Quebec Heritage News* magazine and QAHN's websites.

*2. Educational programming is developed, including: i) conferences and workshops on best practices for heritage groups and other not-for-profits; ii) history- or heritage-themed talks and/or panel discussions; iii) traveling exhibitions; iv) presentations at schools and/or other curriculum-enriching activities; v) and so on.*

- Conferences and/or other events ("professional development") focusing on topics of practical interest to heritage staff and volunteers are held across Quebec;
- Conferences on topics of interest to the general public ("Heritage Talks"), including Indigenous heritage, are held across Quebec;
- Traveling exhibits are developed by QAHN and/or its partners for display at heritage and cultural venues across Quebec.
- Curriculum-enriching activities and/or products are developed for use in Quebec schools.

**3. QAHN provides referral service for heritage-groups seeking information.**

- Names and contact information for appropriate resource persons are supplied upon request;
- QAHN Speaker's Bureau serves as a resource tool for heritage groups;

**4. QAHN's quarterly print magazine, printed and digital handbooks, and regional and project-based websites serve as resource tools for heritage workers across Quebec, and as venues for sharing stories and practical information about the heritage of English-speaking Quebec.**

- Publish news items and feature articles in English and/or French on issues of concern to the heritage community in *Quebec Heritage News*, on QAHN's webmagazines and on QAHN.org;
- *Quebec Heritage News* serves as the English-language heritage magazine of Quebec;
- Publish multi-media content, including digital audio and video, pertaining to oral history and other heritage projects;
- Maintain and expand project-funded websites, such as "Mapping the Mosaic" and "100 Objects," when feasible;
- Publish and make available practical handbooks and other resource materials pertaining to heritage conservation, in print and/or digital formats.

**5. QAHN-sponsored projects contribute to strengthening the knowledge and skills of individuals and associations involved in Quebec's English-language heritage sector.**

- Pursue initiatives that involve several partners and a multi-region- or province-wide focus;
- Support activities that help to fund local heritage projects;
- Develop educational programs that increase knowledge and skills among heritage workers and volunteers;
- Assist the English-speaking community to interpret and promote its history and heritage.

**6. QAHN recognizes individual volunteers and organizations who have contributed in a significant and sustained way to preserving and promoting the heritage and history of English-speaking Quebec.**

- Annual Marion Phelps and Richard Evans awards recognize outstanding contributions by individual heritage leaders and community groups;
- Awards are presented at the annual QAHN convention and publicized in regional media;
- QAHN awards program contributes to motivating volunteers in Quebec's English-language heritage sector.

**7. QAHN advocates effectively for better awareness, preservation and funding of Quebec's English-language heritage.**

- QAHN supports the efforts of local grass roots organizations and/or municipalities in their preservation / publicity campaigns;
- Issue press releases, briefs, and/or letters of support for presentation to (and/or consult with) various levels of government, concerning heritage preservation, legislation, funding programs, and so on;
- In collaboration with other heritage groups, petition provincial and federal government agencies and political leaders for greater support for the work of the non-profit heritage sector;
- Participate in public consultations that could influence government policy and budget decisions affecting investment in heritage.



## **C: COMMUNICATIONS:**

*Through effective use of print and digital communications, QAHN increases awareness among Quebecers and other Canadians of all ages and backgrounds of the heritage and history of Quebec's diverse English-speaking communities, and is a key actor in keeping Quebec's English-language heritage community abreast of issues of common concern.*

**1. Communications Committee meets regularly to discuss, develop and assess communications strategy, and to offer guidance about issues pertaining to Quebec Heritage News and other QAHN communications tools.**

- Communications Committee meets 1-2 times per year;
- Committee formulates and implement strategies to streamline communications;

**2. Quebec Heritage News published quarterly; serves as the English-language heritage magazine in Quebec.**

- Promote print magazine among potential subscribers and advertisers;
- Develop marketing strategies that raise the profile of the magazine and increase subscriptions;
- A growing and stable of contributors ensures that each issue features diverse and engaging content;
- Subscriptions (memberships) increase;
- Paid advertising contributes significantly to defraying the costs associated with producing and distributing the magazine.

**3. The constituent webmagazines of Quebec Heritage Web (Townships Heritage; Laurentian Heritage; Gaspesian Heritage, Outaouais Heritage and Montreal Mosaic) serve as dynamic, current platforms through which Quebecers and Canadians of all ages can explore and share the heritage and history of Quebec's diverse English-speaking communities.**

- New submissions to webmagazines are regularly received;
- Member-organizations keep QAHN apprised of changes required to the information contained on their QAHN-sponsored web pages;
- Website usage is monitored; increases gradually.

**4. QAHN.org and QAHN's other web platforms are adapted and modernized, as needed and budget permitting,**

- Websites are updated to be more mobile-friendly;
- Out-of-date features, if applicable, are eliminated;
- Conduct periodic evaluation of all websites to determine their effectiveness.

**5. Heritage Line e-bulletin, produced by QAHN and offered free of charge to subscribers, serves as a source of information on QAHN and on news and events of interest to the heritage community of English-speaking Quebec.**

- Expand subscriber base;

**6. Social media and other web-based applications continue to serve as important communications tools.**

- Facebook, Twitter, Youtube, Mail Chimp, Survey Monkey, and other tools are increasingly exploited to expand QAHN's reach, and that of the English-language heritage community.

**7. Effective communications enable QAHN to receive and respond to feedback from members of the heritage community.**

- Annual survey of institutional and individual members is conducted to help QAHN assess its services and adherence to strategic goals.



## **D: INTERNAL GOVERNANCE & FUNDING:**

***Motivated heritage leaders from a variety of age groups, and cultural and regional backgrounds, participate actively in a well-managed and well-funded heritage network, thus contributing to the preservation and the advancement of the diverse heritage of English-speaking Quebec.***

**1. QAHN board, committees and staff meet regularly to oversee operations.**

- Board of directors meets at least 4 times per year;
- Executive Committee meets at least 1-2 times per year;
- Other permanent and ad hoc committees meet as needed
- Regular staff meetings are held;
- Roles and responsibilities of the Board, Executive, Executive Director and the other permanent and project staff are clearly defined in writing;
- Board members actively participate in and/or assume responsibility for specific dossiers;
- Staff and board evaluations are performed as needed;
- Employee compensation agreements are reviewed periodically by the Executive Committee;

**2. Board of directors and QAHN committees include individuals from diverse cultural and/or ethnic backgrounds, age groups and regions of Quebec.**

- Board recruits directors and committee members from diverse cultural and/or ethnic communities, age groups and regions.

**3. Successful QAHN convention is held in a different community each year.**

- Important issues and interesting programming attract growing numbers of participants each year.

**4. Executive Director conducts annual operational review and action plan for board approval.**

- Annual operational review and action plan are submitted to the board near the end of each fiscal year (March).

**5. Funding Diversification Committee investigates strategies for broadening QAHN's funding base, and to make recommendations to the board.**

- Concrete, achievable recommendations are made to the board and implemented.
- Funding avenues to explore include: seeking foundation support; partnering with existing foundations on joint projects; corporate or other sponsorships; marketing strategies to expand magazine subscriptions; advertising; and so on.



### III: APPENDIX A: STRATEGIC PLANNING COMMITTEE:

Terry Loucks, Director  
Jody Robinson, Vice-President  
JoAnn Oberg-Muller, Treasurer  
Matthew Farfan, Executive Director

### IV: APPENDIX B: INSTITUTIONAL MEMBERS:

#### (Core)

Alex Dworkin Canadian Jewish Archives
Army, Navy and Air Force Veterans in Canada Unit-318 Museum
Aylmer Heritage Association
Bay Chaleur Military Museum
Beaurepaire-Beaconsfield Historical Society
Bibliothèque et Archives nationales du Québec
Brome County Historical Society
Bury Historical & Heritage Society
C.A.M.I.
Canadian Centre for the Great War
Canadian Heritage of Quebec
Cantley 1889
Cascapedia River Museum
Château Ramezay
Chateauguay Valley Historical Society
Colby-Curtis Museum / Stanstead Historical Society
Comité de développement de Milan, Musée Donald Morrison
Cowansville Historical Society
Dorval Historical Society
Eaton Corner Museum
Exporail, Canadian Railway Museum
Fairbairn House Heritage Centre
Gaspé-Jersey-Guernsey Association
Gaspesian British Heritage Village
Gatineau Valley Historical Society
Georgeville Historical Society
Greenwood Centre for Living History

Harrington Harbour Tourism Association
Haskell Free Library
Hemmingford Historical Archives
Heritage Lower St. Lawrence
Heritage New Carlisle
Hudson Historical Society
Irish Heritage Quebec
LAHMS
Maison Merry
Malvern Cemetery Co.
Mile End Memories / Mémoire du Mile End
Missisquoi Historical Society
Morin Heights Historical Association
Morrin Centre / Literary & Historical Society of Quebec
Mount Royal Cemetery
Mulgrave & Derry Historical Society
Musée Copp's Ferry Museum
Musée des beaux-arts de Sherbrooke
Norway Bay Historical Society
Old North Church Cemetery Association
Park Extension Historical Society
Parimoine Ascott Heritage
Potton Heritage Association
Quebec Family History Society
Quebec Federation of Home & School Associations
Quebec Genealogical eSociety
Quebec Historical Corps
Quebec Protestant Education Research Project
Rawdon Historical Society
Richmond County Historical Society
Sainte-Anne-du-Bout-de-l'Île Historical Society
Scotch Road Cemetery Association
Sir John Johnson Cent. Branch U.E.L.
Site historique du Banc-de-Pêche de Paspébiac
Soc. D'histoire de Pointe-Saint-Charles
Soc. d'histoire Ste-Marguerite du Lac-Masson et d'Esterel
Société d'histoire de Sherbrooke
Société d'histoire de Sillery
Société d'histoire Heritage Sutton
Société histoire Mouilleped
St. Patrick's Society of Montreal

Uplands Cultural & Heritage Centre
Westmount Historical Association

**(Affiliate)**

Atwater Library & Computer Centre
Avante Women's Centre
Bishop's University Library
Blacbiblio.com
Centre Communautaire Douglas
Committee for Anglophone Social Action (CASA)
Côte-Saint-Luc Public Library
Dalkeith Historical Society
Eastern Townships Resource Centre
English Community Organization of Lanaudiere
English Speaking Catholic Council inc
Festival Boomsday Montreal
Grand Cascapedia Women Institute
Laurentian Club of Canada
Lennoxville and District Women's Centre
Megantic English Speaking Community Devel-Corps
Ministère de la Culture et des Communications Bibliothèque ministérielle
MRC D'Argenteuil
North Shore Community Association
Pettes Memorial Library
Quebec-Labrador Foundation
South Shore Community Partners Network
St. Andrew's Presbyterian Church QC
Theatre Wakefield
Townshippers Association
Université Laval Bibliothèque
Vision Gaspé-Percé Now
Walbridge Conservation Area Foundation