Summary of Non-Recommended or Out-of-Scope Tools

Overview

Through PFC2019-0223 (2019, March 5), Administration identified eight heritage conservation tools and incentives considered to have applicability to the Calgary context—either as an existing tool with the potential for further exploration, or as a tool used successfully in another jurisdiction and considered to have potential feasibility in Calgary.

Grain Exchange Building (1910)
Identified heritage resource—currently without legal protection preventing significant alteration or demolition

After additional review and analysis as directed by Council, two of those tools now form part of the recommendations of this report: **Heritage Area Policies**, and **Tax-Based Incentive Programs**.

The remaining tools and incentives have ultimately been deemed out-of-scope for the purposes of this report, for one-or-more of the following reasons:

- They are being addressed in or are depend on concurrent City of Calgary initiatives
- Implementation is not supported by current direction from Council, and new direction is required to pursue further
- Direct implementation is outside of Calgary's municipal authority, and must occur at a Provincial/Federal level

This attachment includes Administration's analysis of the six out-of-scope tools and incentives. Each entry describes the financial tool or policy incentive, includes an example of successful application, analysis why it was deemed out-of-scope, and includes any applicable next steps for Council or Administration, in order to have further action on the tool if desired.

The below table summarizes for each of the six remaining tools and incentives: whether it is currently used to support heritage conservation in Calgary, if changes are being actively explored through other City initiatives and the reason(s) for non-recommendation or determination as out-of-scope.

Non-Recommended & Out-of-Scope Tools and Incentives

Tool or Incentive	Used in Calgary (for Heritage Conservation)	In-Progress through Concurrent City Initiative	Not Supported by Existing Council Direction	Outside Municipal Jurisdiction
Density Bonusing		(EAGCS & Growth Strategy)		
Community Investment Funds		(EAGCS & Growth Strategy)		
Off-Site Levies		(Offsite Levy Review)		
Demolition Permit Fee Increases		(Mid-cycle Budget Review)		
Community Revitalization Levies				
Federal or Provincial Financial Incentives				

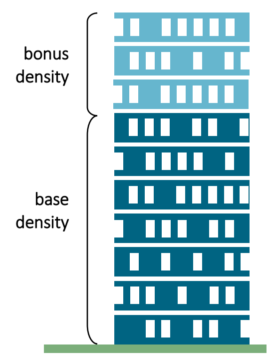
Municipal Density Bonusing Policies

Key Takeaways

- Density bonus policies (supporting heritage conservation) have been successful in protecting heritage resources in Calgary, but only in areas with sufficiently-high densities (Beltline, Downtown, East Village)
- The use of density bonusing in other areas of Calgary must be considered in the context of other policy initiatives that are currently underway, such as the *Established Area Growth and Change Strategy* (EAGCS), the comprehensive Growth Strategy and the development of funding and investment tools; assessing bonus density along with these other initiatives is recommended in order to develop a complete understanding of the cost of development, while avoiding introducing potentially-redundant policy tools
- Administration recommends continued usage of this tool to support heritage conservation where policies currently exist

Description

Density bonusing is a planning practice in which development must provide public amenities to accompany the additional density it is proposing. The municipality establishes a base density that can be developed on all parcels with no need for additional contributions. Developments seeking additional, "bonus" density must, however, provide the contribution. Contributions can take the form of providing physical amenities on-site, such as publicly-accessible open spaces. They can also be in the form of financial contributions to Community Investment Funds (CIFS) that are used to finance public amenities. A further option is to receive bonus density through the conservation of heritage buildings (discussed in further detail on page 4)



Analysis—General Use of Density Bonusing

Density bonusing has been in use in Calgary for decades. One of the most well-known benefits it has provided is the +15 System in the Downtown. Density bonus policies in the Downtown and the Beltline have provided publicly accessible open spaces, public art, enhanced pedestrian areas and the preservation of heritage buildings.

Based on experience gained in Calgary over many years, the following aspects must be considered when contemplating future use of a density bonus policy:

- **Market demand and acceptance for density**

  For density bonusing to be a viable tool in a community, market demand must exist for developments at the determined base, and bonus densities. As the demand for density, and the planning objectives relating to density are not equivalent between communities, density bonus policies are unlikely to have equivalent outcomes.

  The additional development density associated with bonusing may also be undesirable to certain communities, with the potential contributions perceived as insufficient to offset the impacts of allowing denser developments (in both Vancouver and Toronto precedent examples, height and shadowing were raised as community concerns).

Municipal Density Bonusing Policies

Analysis—General Use of Density Bonusing (continued)

- Predictability, consistency, and ease-of-use

  Administration has engaged development industry representatives while developing and refining The City's density bonusing policies. Predictability, consistency and ease-of-use have been identified as key success factors for a bonus density policy. Bonus density systems that provide a clear route to the desired density and that can be consistently factored into the pro forma of the proposed development is critical to the system's use. Bonus density items that can be provided by the development on-site and that directly enhance the site are often preferred. Further, density bonus items that can be achieved without requiring negotiations with other parties and thereby introducing uncertainty are preferable and most commonly used. Marginal density gains—for example under 1.0 Floor Area Ratio—are generally not attractive enough to a development to warrant the extra effort of density bonusing.

  Where a variety of density bonusing options are available, the simplicity of making a financial contribution to a Community Investment Fund may be preferable to a development, unless another bonusing option is less expensive or otherwise perceived as beneficial to a project. As a result, the way in which a contribution rate is determined will impact outcomes for the other benefits/amenities that a bonusing policy intends to incentivize.

- Comprehensive cost of development

  Some amenities provided through a bonus density system may be more intrinsic to a development. In general, however, the additional cost should be commensurate with the provided benefits. The additional cost should also not be considered in isolation of other costs to the development, such as off-site levies and required infrastructure improvements or development standards. Introducing new bonus density systems in Calgary must therefore be considered together with the work Administration is currently undertaking on funding and financing tools and updates to the off-site levies through the *Established Area Growth and Change Strategy*, the comprehensive growth strategy and *Funding and Investment* initiatives.

Oddfellow's Temple (1912)
Transferred density within Calgary's Downtown

- Overlapping policy objectives

  Density bonusing systems in Calgary have demonstrated a level of success where there is a market demand for additional density; a meaningful amount of density can be achieved to warrant using density bonusing, and the community is accepting of the higher densities. The *Municipal Development Plan* encourages redevelopment and higher densities in key areas of the city, primarily Activity Centres and Main Streets. Establishing the right base density is key to encouraging the desired development in these areas. Requiring a density bonus contribution for what may be considered as an appropriate "base density" may discourage development and unintentionally undermine The City's vision. Encouraging and allowing a development to exceed the "right" base density may not be supported by the community. If at all, density bonusing may, therefore, only be a viable option on specific, landmark sites in these planning areas.

  Overlapping policy objectives play a key role in heritage preservation efforts. While The City's *Municipal Development Plan* vision encourages redevelopment in key areas, it also encourages the preservation of Calgary's heritage. Our city's heritage assets are, however, most commonly found in the areas where there is market demand and redevelopment is being encouraged. Effective heritage preservation tools, such as density transfers, are critical towards mitigating the unintended consequences of these overlapping policy objectives.

- Economic Value of Density

  Where a variety of density bonusing options are available, the simplicity of making a financial contribution to a Community Investment Fund may be preferable to a development, unless another bonusing option is less expensive or otherwise perceived as beneficial to a project. As a result, the way in which a contribution rate is determined will impact outcomes for the other benefits/amenities that a bonusing policy intends to incentivize.

Municipal Density Bonusing Policies

Analysis—Density Bonusing Supporting Heritage Conservation

In Calgary, density bonus policies that specifically support heritage conservation exist in the Beltline, Downtown, East Village, Hillhurst/Sunnyside and Sunalta. Across these policies, the most effective mechanism for heritage conservation has been the ability to transfer density from heritage to non-heritage sites, in exchange for legal heritage protection.

Density transfer and other heritage-incentive tools supported by density bonusing are briefly described below. Differences in outcomes between policy areas in Calgary are understood as resulting from a combination of factors, including the number of heritage assets in a policy area, willingness of property owners to designate, and features of the underlying density bonus policy (as analyzed in the previous section).

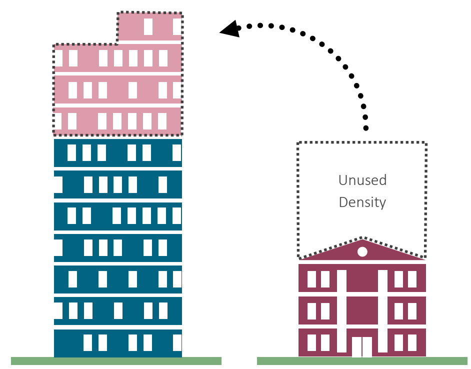
Heritage Designation (Legal Protection) Resulting from Density Transfer in Calgary

Community	Number of Designated Sites that Transferred Density
Beltline	**9**
Downtown	**4**
East Village	**2**
Hillhurst-Sunnyside	**0**
Sunalta	**0**

- Density Transfer (transfer of residual development rights)

  Heritage sites can be given the ability under a density bonusing system to transfer any unused development potential of their property to another site. The new development site can then use the acquired heritage density to reach their maximum bonus size.

  The sale and transfer of density provides a financial incentive to the owners of heritage properties to preserve their building rather than redevelopment of the site. The City of Calgary is not involved in the financial transaction between the seller and buyer of the density.



  A fundamental principle of density bonusing in Calgary is that the area receiving the additional density should also be the area receiving the amenity benefit. In adherence with this principle, The City limits where density can be transferred to. This principle may affect the viability of density transfer systems, because there may not be enough "receiving sites" within the bonus policy area. The varying development economics between areas may also require consideration because one density transfer could result in a significant density increase to an area that currently has low densities.

- Generation of additional density through conservation work

  Owners of heritage resources that invest in restoring or rehabilitating their properties can earn further bonus density that they are able to transfer and sell to other sites (typically within the same plan area). This method is currently used successfully in the Centre City in Calgary.

Municipal Density Bonusing Policies

Analysis—Density Bonusing Supporting Heritage Conservation (continued)

- Community Investment Fund contributions benefiting heritage

  When a density bonusing system that employs a community investment fund is established for an area, the financial contributions can be directed towards heritage conservation. This can be facilitated through grant programs or other financial incentives. This method is currently used in the Centre City in Calgary.

Barnhart Apartments (1929)
Transferred density within Calgary's Beltline community

- On-site heritage resource retention

  If a heritage resource is part of a property that can accommodate a new development on-site, a density bonusing policy can allow the new building to achieve its bonus density in exchange for conserving the existing heritage building—which is often incorporated into the overall site design. This method is currently used in the Centre City in Calgary.

- Individually-negotiated benefits

  In addition to these mechanisms, municipalities may also enter into individual development benefit agreements, which may include ad-hoc benefits (site-specific uses or relaxations), or contributions to offset impacts such as the loss of heritage assets. This approach is sometimes used in Calgary through a direct-control district. In general, however, The City of Calgary prefers not to employ an ad-hoc approach in favour of tools that can be applied with consistency, predictability, and transparency.

Examples of Density Bonusing Supporting Heritage Conservation

In addition to its use in Calgary, density bonusing is used in a variety of municipalities internationally, and has been demonstrated to provide valuable resourcing for municipalities where successfully applied (Halifax Regional Municipality Density Bonusing Study, 2015).

Bonusing systems that support heritage conservation are more common in the United States than Canada, with examples in New York, Los Angeles, Dallas, San Francisco, Denver, Seattle, Portland, Miami, Atlanta, New Orleans, Pittsburgh, Minneapolis, West Palm Beach, St. Petersburg and Kings County WA. In Canada, Vancouver, Toronto and Calgary are the municipalities that most commonly use density bonusing to support heritage, in addition to other benefit items such as affordable housing, community funding, parks and public art.

Vancouver

969 Burrard Street & 1019-1045 Nelson Street (under construction)

- 2016 application allowing for a 57-storey mixed-use tower in Vancouver's West End community, which includes a density bonus policy (Rezoning Policy for the West End; adopted 2013)
- Total new floor area of 52,200 m^2, Floor Area Ratio (FAR) of 10.83
- Contributed $91.3 million in community benefit for the final approved density, including $26 million towards on-site heritage resource retention for the First Baptist Church

Municipal Density Bonusing Policies

Examples of Density Bonusing Supporting Heritage Conservation (continued)

Toronto

Four Seasons Hotel and Condominiums

- 2005 application allowing for a 46-storey hotel/condominium tower, and a 30-storey mixed-use tower in Toronto's Yorkville community
- Density bonusing provided through negotiations between the City and Developer under Section 37 of Ontario's Planning act, allowing municipalities to require a community benefit contribution as a condition of a zoning bylaw agreement
- Total allowable floor area 74,000 m^2 , Floor Area Ratio (FAR) of 10.69
- Contributed $5.5 million in community benefit, including $1.7 million for conservation of the adjacent **historic Toronto Fire Services Station 312** (ad-hoc benefit agreement)

Calgary

Yellowstone (approved) & **Redstone** developments (under construction)

- 2017-2018 applications for two separate residential high-rise towers in Calgary's Beltline community (20 and 14 storeys)
- Total allowable floor area 14,467 m^2 (Yellowstone) and 9,571 m^2 (Redstone), Floor Area Ratio (FAR) of 7.95 (Yellowstone) and 7.91 (Redstone)
- Bonus density acquired from the **Houlton House (Congress) Apartments**, **Moxam Apartments**, and **West End Telephone Exchange Building**—resulting in legal protection for all three heritage resources

Houlton House (Congress) Apartments (1912)

Moxam Apartments (1912)

West End Telephone Exchange Building (1910)

Next Steps

Analysis for this report on the use of density bonus mechanisms to support heritage conservation highlights success across municipalities in protecting, restoring and rehabilitating heritage resources. In Calgary, density transfer in particular has shown positive outcomes for heritage within certain contexts. However, in order to support heritage conservation, density bonusing systems need to have overall viability related to the factors discussed in the analysis. The use of density bonusing is complex, impacts a variety of stakeholders in significant ways, and is beyond the scope of heritage conservation alone.

The *Established Area Growth and Change Strategy (EAGCS)* is comprehensively reviewing the costs and tools of redevelopment in Calgary, and is scheduled to report back to Council April 29, 2020. As density bonusing supporting heritage conservation was specifically identified with PFC2019-0223, in advance of the recommendations of the *EAGCS*, Administration recommends that where such bonusing policies currently exist, they continue to be used.

If the findings of overall municipal finance initiatives support the viability of expanded density bonusing in areas where heritage resources exist, Administration will consider the use of bonus mechanisms to incentivize their conservation.

Community Investment Funds (CIF)

Key Takeaways

- Community Investment Funds have been used in Calgary to support area-specific heritage conservation projects, but are reliant on financial contributions through density bonusing policies
- Future use of Community Investment Funds for heritage conservation is dependent on the findings of Administration's current work on municipal funding and financing related to density bonusing

Background

Community Investment Funds (CIF) are financial reserves typically established to help realize desired public realm and amenity improvements in an area, including public art, green spaces, sidewalk improvements and landscaping. Resourcing from a Community Investment Fund can also be used for one-off or ongoing special projects, depending on the Terms Of Reference established for that fund.

To accumulate and sustain a reserve, Community Investment Funds require a persistent revenue source. In Calgary, Community Investment Funds are resourced through density bonusing contributions.

Analysis

In Calgary, Hillhurst/Sunnyside and the Beltline have used density bonusing contributions to establish Community Investment Funds.

In 2012, the Hillhurst/Sunnyside Park Improvement Fund (HSPIF) was created alongside density bonusing policies in the *Hillhurst/Sunnyside Area Redevelopment Plan*, which required payment into the HSPIF to acquire additional density. The sole purpose of this fund was to implement physical improvements associated with the 'Bow to Bluff' project. When alternate resourcing through the ENMAX Legacy Fund allowed completion of the Bow to Bluff Project, the HSPIF was renamed to the Hillhurst/Sunnyside Community Amenity Fund (HSCAF), with a new terms of reference (PUD2016-0395) allowing broader application of funds. However, the reserve amount for the HSCAF reserve remains low, and to-date no heritage conservation projects have occurred using the fund.

The Beltline Community Investment Fund (BCIF) has accepted density bonusing contributions since 2006, with approval of the Beltline Area Redevelopment Plan. Alongside options to achieve bonus density through provisions such as incorporation of sustainable building features and heritage density transfer, developers can pay into the BCIF at a specified bonus density rate. Achievements of the Beltline Community Investment Fund include enhancements to the 1 Street SW Underpass, and new pedestrian and transit wayfinding installations. The fund has also allowed completion of several heritage conservation initiatives. The Beltline Community Signal Box Wrap Program provided decorative covering to traffic signal boxes as a graffiti deterrent, and used historic photographs and images pertaining to the particular location—raising awareness of the community's heritage. Funds also allowed for the relocation of the Historic McHugh House as part of a project to move it from a development site where it was slated for demolition, and rehabilitate it at a new siting in Humpy Hollow Park. The rehabilitated McHugh House Community and Arts Hub serves as home of the Beltline Neighbourhoods Association.

Next Steps

As a tool for heritage conservation, Community Investment Funds can direct resources to projects where heritage resources or heritage awareness are determined as community priorities. However, sustained funding for Community Investment Funds is reliant on contributions from density bonusing. If Administration's municipal finance initiatives support the viability of expanded density bonusing in areas where heritage resources exist, Administration will consider the use of heritage project funding through Community Investment Funds, alongside heritage density bonusing mechanisms.

Off-Site Levies

Key Takeaways

- In accordance with the Alberta *Municipal Government Act*, off-site levies are used in Calgary to support the capital cost of new or expanded public municipal infrastructure, including for water, roads, and emergency response services—but are not used to support heritage conservation
- A review of Calgary's *Off-Site Levy Bylaw* is currently underway (anticipated 2021); however, changes to the Municipal Government Act are not anticipated as resulting from this review; this tool is considered presently out-of-scope

Background

Off-site levies (also known as development levies) are a municipal finance tool commonly used to support the cost of infrastructure expansion associated with growth and development. As part of approval to build in an area, developers are charged a portion of the overall cost to supply that area with essential infrastructure—sharing some of the 'external' costs of development between the municipality and developer.

For municipalities in Alberta, the use of off-site levies is enabled through the *Municipal Government Act*, which allows the creation of local levy bylaws according to certain specified conditions. Calgary's *Off-site Levy Bylaw* (2M2016) was approved by Council on January 11, 2016 (C2016-0023), and amended November 12, 2018 (PFC2018-0973) in response to the approval of 14 new communities by Council on July 30, 2018. Additional details on Calgary's off-site levy can be found through annual reports published by Administration, available on calgary.ca.

Analysis

Sections 648 and 649 of the *Municipal Government Act* establish rules regarding the use of off-site levy bylaws in Alberta, including limiting the use of funds collected through a levy to specific purposes. These purposes do not include items relating to heritage conservation.

In Administration's review for this report, no examples were identified in other municipalities where off-site levies similar to those described in the *Municipal Government Act* are used in support of heritage conservation. In jurisdictions where off-site/ development levies are employed, the intention and allowable uses of the levy are typically related to essential infrastructure capital costs in a similar structure to Calgary. Examples of this include Vancouver's *Development Cost Levy Bylaw* (By-Law No. 9755).

However, other forms of levies are used to support heritage conservation in certain municipalities. Examples include:

The Sunshine Coast in Australia employs a Cultural Heritage Levy of $13 per year, which is applied to all households in the region. The levy funds fund projects and services related to heritage awareness, promotion and conservation, and has a 2019-2020 program budget of over $1.8 million

The City of Ottawa explored using a special area levy to allow the municipality to purchase and operate one of the city's oldest remaining houses, the Kilmorie House. All residential and commercial property owners in a surrounding catchment area were provided with the option to pay a new annual levy for a defined period to raise funds to acquire the house. A vote was held during February/March 2020, with the levy measure being unsuccessful.

Next Steps

A review of the *Off-Site Levy Bylaw* is currently underway, and is anticipated to for delivery to Council in 2021. Changes to the *Municipal Government Act* are not anticipated as resulting from this review.

Demolition Permit Fee Increases

Key Takeaways

- Demolition Permit Fees are used in certain municipalities as a funding mechanism for heritage conservation programs; in Calgary fees for this permit are cost-recovery
- Administration is currently reviewing permit fees in accordance with the *One Calgary 2019-2022 Service Plans and Budgets* and will report back to Council at the 2020 mid-cycle budget discussions
- In alignment with supporting a continued and strong economic recovery, Administration does not currently intend to explore a Demolition Permit fee increase in support of heritage conservation

Background

Demolition permits are approvals required by a municipality to remove an existing building. The fees collected through the permitting process typically cover the cost of associated services provided to the permit-holder, such as administrative reviews and site inspections. The fees may also include surcharges that cover related costs or impacts to a city, including waste or landfill fees, or levies supporting material recycling or carbon reduction.

Analysis

In Calgary, Demolition Permit fees are generally intended as cost-recovery, and do not include sustainability or heritage conservation-related levies. In the current fee schedule, a base fee of $112 is applied to all permits, as well as an Alberta Safety Codes Council surcharge of 4%. Permits are also charged a rate of $1.52 per square metre of demolished Building Area (as defined by the Alberta Building Code). Under these rates, demolition of a 140 square metre (1500 square foot) house would have a total permit fee of $337.79.

Administration explored the potential of increasing demolition permit fees through adding a new surcharge related to heritage conservation. Doing so would create an additional revenue source, which could either be directed towards existing programs such as the *Historic Resource Conservation Grant Program,* new financial incentives proposed in the recommendations of this report, or separate initiatives aimed at salvaging historic materials.

In comparison with other municipalities, Calgary's Demolition Permit fees are less expensive than certain analyzed examples. Demolition of a one-family dwelling in Vancouver is $1180, and houses subject to the Green Demolition Bylaw have an additional fee of $350.00. In Montreal, demolitions of a primary building cost $1,200. However, demolition permit fees in Edmonton are currently less expensive than Calgary, totalling a flat fee of $205.50.

Next Steps

Permit fees are approved in Calgary as part of budget cycles, and adjusted in response to changes in the local economy. As part of the *One Calgary 2019-2022 Service Plans and Budgets*, planning and building fees were held at 2016 levels for 2018 and 2019. Following this two-year period, permit fees are being reviewed for the November 2020 mid-cycle budget adjustment.

Although the introduction of a heritage conservation surcharge to demolition permits may create benefit for Calgary's heritage resources, this type of fee increase may also present risk to a continued and strong economic recovery in Calgary at this time. As such, Administration does not currently recommend a demolition permit fee increase as a tool for heritage conservation.

Community Revitalization Levies (CRL)

Key Takeaways

- Community Revitalization Levies (CRLS) are enabled in Alberta through the *Municipal Government Act*, and must be approved by the Province of Alberta
- Calgary has one Community Revitalization Levy, the Calgary Rivers District CRL, which was used in the East Village, and offered support for heritage conservation
- The Province of Alberta has not expressed intention to approve further Community Revitalization Levies at this time; in absence of further Provincial direction, this tool is considered out-of-scope

Background

Community Revitalization Levies (CRL), often known as Tax Increment Financing (TIF) in the United States, are a tool that allows municipalities to leverage projected future increases in property tax revenue to make strategic investments in a community. As revitalization work such as infrastructure upgrades has a positive impact on overall property values, certain community investments by a municipality can create a sustained tax revenue increase following a period of cost-recovery.

In Alberta, Community Revitalization Levies are enabled by the Ministry of Municipal Affairs through the *Municipal Government Act*. Five CRLs exist in Alberta: Calgary Rivers District CRL (2008), Edmonton Quarters Downtown CRL (2010), Edmonton Belvedere CRL (2010), Cochrane South-Central CRL (2012) and Edmonton Capital City Downtown CRL (2013).

Calgary's Rivers District CRL was created to allow implementation of the *Rivers District Area Redevelopment Plan* (2006), and involved creation of the Calgary Municipal Land Corporation (CMLC), a wholly-owned subsidiary of The City of Calgary, to manage investment.

Analysis

Since 2007, the Calgary Municipal Land Corporation has committed approximately $396 million in infrastructure and community development investment into the East Village, including $15.5 million supporting heritage conservation. The Simmons Factory Warehouse, Hillier Block, St. Louis Hotel, and King Edward Hotel all received funding that assisted in the restoration and rehabilitation of these designated heritage resources.

In October 2018, The City of Calgary and CMLC requested an extension on the lifespan of the River District CRL from the original 20, to 40 years to generate sufficient tax revenue to allow for the improvements and initiatives, including an updated Rivers District Revitalization Plan.

Next Steps

Presently, the Province of Alberta has not expressed intention to approve further Community Revitalization Levies than the five that are currently active in the Province. While the Rivers District CRL has achieved positive outcomes for heritage conservation, these outcomes are dependent on a substantial overall commitment from The City of Calgary, and approval from the Province of Alberta in creating a Community Revitalization Levy.

Federal or Provincial financial incentives

Key Takeaways

- Provincial incentives are available for heritage resources in Alberta through the Ministry of Culture, Multiculturalism and the Status of Women, including grants through the *Heritage Preservation Partnership Program* (HPPP); comparable incentive programs are not currently offered by The Government of Canada
- Some of the most significant Federal and Provincial incentives used in the United States and other jurisdictions, such as tax credits or main street rehabilitation programs, are not available for heritage resources in Calgary
- Where opportunities exist for advocacy to Provincial and Federal authorities (such the defunct Bill C-323), Administration recommends continued action and endorsement

Background

In addition to heritage conservation incentives offered by municipalities, some jurisdictions have available incentives at the provincial/state and federal levels, including tax-based incentives, historic main street rehabilitation programs, and grants. Particularly in the United States, federal and state programs represent some of the most powerful conservation incentives available to property owners. The United States *Federal Historic Preservation Tax Incentives* program reports being among the nation's most successful and cost-effective community revitalization programs—leveraging over $102.64 billion in private investment, and preserving over 45,000 historic properties since 1976. In addition to the federal program, over 35 American states have subsequently created their own tax credit incentives.

Analysis

The Province of Alberta's Heritage *Preservation Partnership Program (HPPP)* provides an important incentive for property owners in Calgary to designate their site as a Municipal Historic Resource. The program offers up to 50% matched funding for conservation projects, to a maximum $50,000 for Municipal Historic Resources and $100,000 for Provincial Historic Resources. Funding from the HPPP can be combined with Administration's existing grant program. Sustainment or expansion of the HPPP is important in realizing Calgary's heritage conservation goals.

Conservation funding was previously available through the Alberta Main Street Program (AMSP), which supported economic development and heritage rehabilitation across Alberta, however this program was discontinued in 2015.

Federal grants or tax credit programs similar to American examples are not currently available in Canada. Bill C-323 was proposed in 2017 to introduce a tax credit for expenses related to the rehabilitation of a historic property, but was ultimately defeated. Following Bill C-323, a report from the Standing Committee on Environment and Sustainable Development issued a report entitled *Preserving Canada's Heritage: The Foundation for Tomorrow*. The recommendations of that report include items that would significant assist in conserving Calgary's heritage resources.

Next Steps

Limited opportunities exist to directly influence provincial or federal financial incentives. However, Administration continues to built relationships within Alberta and nation-wide, including with colleagues in the Ministry of Culture, Multiculturalism and the Status of Women, and through the National Trust for Canada—a charitable not-for-profit leading advocacy on Canada's historic places. Administration and Heritage Calgary participate in collaborative outreach and advocacy where appropriate.