

**CIVIC PARTNER 2019 ANNUAL REPORT SNAPSHOT- CALGARY HERITAGE AUTHORITY**

CPS2020-1051 Attachment 4  
ISC:UNRESTRICTED

**CALGARY HERITAGE AUTHORITY (CHA)**

**Vision:** To be the voice of all things heritage for Calgarians.

**Mission:** To identify, preserve, and promote Calgary's diverse heritage for future generations.

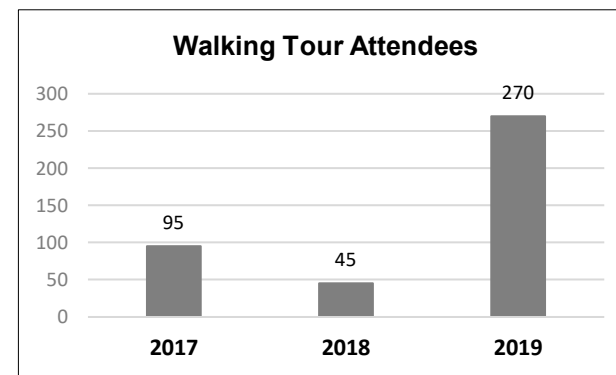
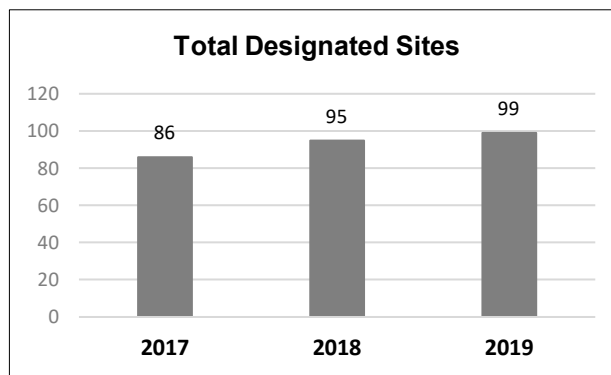
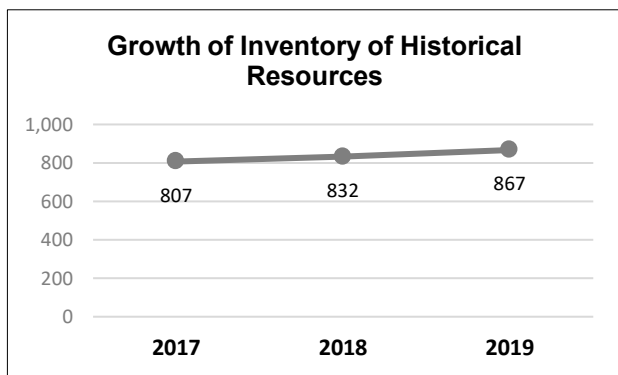
**One Calgary Line of Service: City Planning and Policy**

**2019 City Investment**

Operating Grant: \$193,000

CHA Reserve Transfer: \$150,000

**2019 Results**



**The story behind the numbers**

- Every year the Inventory of Evaluated Historical Resources grows as Calgary continues to get older. Calgarians are beginning to understand the importance of the Inventory and having a record of our heritage assets.
- Designations continue to grow year-over-year. Calgarians are increasingly showing interest in designating their properties for future generations. It also shows that, even with limited tools and incentives, Calgarians still see the benefits of designation.
- Walking tour attendance demonstrates that Calgarians are very keen to learn more about their City and the unique history it has to offer.

**Current state 2020: COVID-19 impact**

- Cancelled all in person events including Heritage Matters and walking tours and delayed the Lion Awards to October 2021.
- Inventory evaluations initially paused due to no access to required research but have started back up and continue to support the City on a number of initiatives including the Chinatown LAP and Cultural Plan, Heritage Conservation Incentives and Tools, Naming and Commemoration, and the Downtown Strategy.
- Continuing to develop self-guided walking tours and looking to host virtual Heritage Matters events in the fall. Exploring options to host more online and virtual tours.

**Service impact:** Moderate

**Current demand for service:** Demand has been steady, largely business as usual.

CPS2020-1051  
ATTACHMENT 4



## CALGARY HERITAGE AUTHORITY (HERITAGE CALGARY) Civic Partner 2019 Annual Report

**Organizational Structure:** Legislated Body, Calgary Heritage Authority Act (Alberta)

**Fiscal Year:** December 31, 2019

**Delivers Council Approved Strategy:** Calgary Heritage Strategy

**City 2019 Operating Grant:** \$193,000

Transfer from the Calgary Heritage Authority Reserve: \$150,000

### STRUCTURE

#### 1. Vision, Mission and Mandate:

**Mission:** To be the voice of heritage for Calgarians.

**Vision:** To identify, preserve, and promote Calgary's diverse heritage for future generations.

**Mandate:** Advise Council on all matters relating to Calgary's heritage resources; evaluate potential historic sites; maintain Calgary's Inventory of Evaluated Historic Resources; and promote public awareness of our shared heritage.

### 2019 RESULTS

#### 2. What key results did your organization achieve in 2019 that contributed to one or more of the One Calgary Citizen Priorities? (*A Prosperous City, A City of Safe & Inspiring Neighbourhoods, A Healthy and Green City, A Well Run City*)

##### **A Prosperous City**

One Calgary Citizen Priorities identify the need to continue building a local economy that is more resilient to changes in commodity prices (P1), particularly through the growth industry of travel and tourism with an enhanced focus on arts and culture (P2). Heritage conservation can lead to higher property values and increased tax revenue, more jobs, revitalized neighbourhoods and economic growth through tourism. In 2019, Heritage Calgary added 23 sites to the Inventory with five sites receiving legal designation as Municipal Historic Resources.

Heritage Calgary continues to work with the City on the implementation of the Guidebook for Greater Communities and other planning initiatives that relate to heritage such as the Green Line.

##### **A City of Safe & Inspiring Neighbourhoods**

This Citizen Priority (N3) identifies the need to ensure that The City's heritage processes are suitable to improve the protection and enhancement of heritage assets. As a result of the loss of the Enoch Sales House in March 2019, the City started to look at increasing heritage incentives to encourage protection of these assets. In 2019, we continued to work with the City on the subsequently proposed Heritage Conservation and Tool Incentives report.

In 2019, we delivered a rebrand from the Calgary Heritage Authority (CHA) to Heritage Calgary. With the rebrand we have completely refreshed our communications tools and efficacy, and this was the first year that we really invested in curating our online channels. We saw great engagement with Calgarians through our online content across platforms (website, newsletter, social media).



## CALGARY HERITAGE AUTHORITY (HERITAGE CALGARY) Civic Partner 2019 Annual Report

We also partnered with the City of Calgary on the Chinatown Context Paper as part of our CIP grant from the Alberta Government to evaluate nine sites in Chinatown for the Inventory, helping connect Calgarians to the history of this vibrant community (N2).

### **A Well Run City**

As identified in One Calgary, “true reconciliation is only possible within an ethical space of engagement and understanding of Indigenous-Canadian history.”

We collaborated with the Mayor’s Office and the Calgary Aboriginal Affairs Committee to write and finalize the text for the Reconciliation Bridge plaque. We delivered the plaque to the Mayor’s Office in early 2020 to be installed on the Reconciliation Bridge. The plaque outlines the history of that site as an important crossing, who Hector-Louis Langevin was, the impact of the residential school system and why the bridge was renamed.

In 2019, work was undertaken to update the criteria in the evaluation system to include sites of cultural significance, which would include Indigenous sites (W5). Recognizing sites significant to Indigenous cultures is a key call to action in the White Goose Flying Report.

### **A Healthy and Green City**

Heritage Calgary commissioned a report in 2018 on the economics of heritage which identifies heritage as environmentally sustainable. The report recognizes that, “Building renewal and re-use capitalizes on materials and energy already invested, reduces construction and demolition waste, and avoids environmental impact associated with new development. The ‘greenest’ building is a building that already exists.” (H2). Efforts to preserve heritage support efforts towards a more resilient local economy and environmentally sustainable communities.

### **3. What quality improvement changes did you make, or operational efficiencies did you find in 2019?**

For a majority of 2019 we continued to share office space with the Parks Foundation Calgary at Haultain School. In October we moved to our own office in the Beltline. The majority of our office furniture was donated by Cenovus thanks to one of our board members. Staff count remained at the same level (two FTEs) for 2019 as 2018.

### **4. What program, service or initiative was most successful in 2019? What lessons learned from this experience can inform future work?**

Our biggest initiative in 2019 was our name change and rebrand from the Calgary Heritage Authority to Heritage Calgary. Our vision and mission now reflect Calgary’s diverse built, cultural, and natural heritage. Like the Elbow and the Bow River, heritage is a constant all Calgarians are connected to and surrounded by. Heritage is a sandstone building that has served as a landmark for a lifetime, or a river-carved landscape that shapes the place where we live. Heritage tells the story of those who first walked here and is the fabric we belong to no matter where we come from.



**CALGARY HERITAGE AUTHORITY (HERITAGE CALGARY)  
Civic Partner 2019 Annual Report**

All our 2019 activities were achieved with a small but mighty team of two staff members.

In 2019, we held two Heritage Matters events which were very successful. Both events were held in partnership with another organization. From this we learned the importance of strengthening connections among communities and audiences, to facilitate inclusivity, greater awareness, and new ideas.

The first event was hosted at the Memorial Park Library. “Heritage Matters: The How-To’s of Heritage Conservation” featured architects Matthew Kennedy and Mark Erickson of Studio North; Dave Chalmers of Chalmers Heritage Conservation Ltd., and Lisa Buck, homeowner of the Young House. Speakers discussed various perspectives on the challenges and opportunities of heritage conservation. The event was fully registered with 100 people in attendance.

Our second gathering was hosted by CMLC at the St. Louis Hotel, titled “Heritage Matters: The Warehouse District”. Speakers included Harry Sanders, historical consultant, freelance writer, and contract researcher; Bruce Abugov, Lead architect and Founding Partner of Abugov-Kaspar; and Mark Johnson, President of Civitas and member of CMLC’s Design Collaborative and Master Planning Team. The speakers discussed the history of the Warehouse District, as well as adaptive re-use and approaches to development and conservation for heritage areas and how heritage preservation and adaptive reuse are essential to urban revitalization.

In 2019, Heritage Calgary led a Jane’s Walk on Mid-Century Modern in Downtown West. Despite the cold spring weather, participants were enthusiastic about downtown Calgary’s Mid-Century Modern architecture and history. Nearly 100 guests participated in the tour.

As part of Historic Calgary Week in 2019, Heritage Calgary led a walking tour of the ghost signage on Stephen Avenue. The tour took participants down the main street and through the back alleyways to see the ghost signage from Stephen Avenue’s past which remains today. Nearly 200 people joined the tour.

**5. What is one success story from 2019 that demonstrates how you worked in partnership with other community, private or public organizations to achieve shared results for Calgary and Calgarians?**

The Historian in Residence is a six-month paid residency that supports individual researchers working in any genre related to the diverse social, cultural, and built history of Calgary, Treaty 7, and Métis Region 3. They deliver programs and act as mentors to historians, writers, and researchers, advise on research during individual consultations, and curate an exhibit at the Central Library. The Historian in Residence is presented in partnership with the Calgary Public Library. The program began in 2018 with Kevin Allen and continued in 2019 with Jessie Ray Short as the Historian in Residence. The work of these local historians has brought attention to important subjects such as Calgary’s LGBTQ+ history and Métis history.

**RESOURCES**

**6. Please estimate how The City’s operating funding was allocated in 2019. Mark all areas that apply by approximate percentage. For example, 45% allocated to staffing costs, 10% to evaluation or research, etc.**

<b>1%</b>	Advertising and promotion
<b>35%</b>	Programs or services
<b>8%</b>	Office supplies and expenses
<b>5%</b>	Professional and consulting fees
<b>51%</b>	Staff compensation, development and training
<b>0%</b>	Fund development



**CALGARY HERITAGE AUTHORITY (HERITAGE CALGARY)  
Civic Partner 2019 Annual Report**

0%	Purchased supplies and assets
0%	Facility maintenance
0%	Evaluation or Research
%	<i>Other, please name:</i>

**7. Did volunteers support your operations in 2019? If yes:**

<b>How many volunteers?</b>	<b>13</b>
<b>Estimated total hours provided by volunteers:</b>	<b>1400</b>

**8. What resources did your organization leverage to support operations in 2019?**

For each event in 2019 we partnered with other organizations:

- Heritage Matters – Calgary Public Library & CMLC
- Doors Open – Parks Foundation Calgary
- Jane’s Walk – Calgary Foundation
- Historic Calgary Week – Chinook Country Historical Society
- Historian in Residence – Calgary Public Library

The evaluations for Chinatown were funded through a CIP grant from the Province. A photo exhibition was also held at the Central Library.

**9. Using the chart below, please report your 2019 performance measures that demonstrate: how much you did, how well you did it, and how Calgarians are better off. *Please identify through BOLD font, 1-2 measures that are most significant and could be presented in a chart.***

	<b>Performance Measure Name</b>	<b>2017 results</b>	<b>2018 results</b>	<b>2019 results</b>	<b>What story does this measure tell about your work?</b>
<b>How much did you do?</b>	<b>Growth of the Inventory</b>	<b>807</b>	<b>832</b>	<b>867</b>	Every year the Inventory continues to grow as Calgary continues to get older. Calgarians are beginning to understand the importance of the Inventory and having a record of our heritage assets.
	Number of Plaques	76	81	<b>87</b>	Plaques help tell the story of that heritage asset; the increase demonstrates that Calgarians see the value of purchasing a heritage plaque.
	<b>Walking Tour Attendees</b>	<b>95</b>	<b>45</b>	<b>270</b>	<b>Calgarians are very keen to learn more about their City and the unique history it has to offer.</b>
<b>How well did you do it?</b>	<b>Total Designated Sites</b>	<b>86</b>	<b>95</b>	<b>99</b>	Designations continue to grow year-over-year. Calgarians are increasingly showing interest in designating their properties for



**CALGARY HERITAGE AUTHORITY (HERITAGE CALGARY)  
Civic Partner 2019 Annual Report**

					future generations. It also shows that, even with limited tools and incentives, Calgarians still see the benefits of designation.
	Lion Awards Sponsorship	NA	\$24,000	NA	Even with a downturn in the economy we were able to deliver a high-quality event to Calgarians with great corporate support.
<b>How are Calgarians better off?</b>	Lion Awards Attendees	325	NA	350	Attendance at the Lion Awards continues to grow as Calgarians' appreciation for their heritage continues to grow.
	Newsletter Subscribers	508	606	780	Our message, and Calgarians' understanding and interest in heritage, continues to grow.
	Media Interviews & Appearances	19	23	39	Our messaging around the importance of heritage is continuing to reach more and more Calgarians.
	Facebook Twitter		760 NA	1330 1030	
	Website Visits		11,813	10,958	Calgarians continue to use our website as a source of information when it comes to heritage in our city.

**10. Briefly describe how your key results in 2019 contributed to Council approved strategies (As applicable.)** For example: Calgary in the new economy: An economic strategy for Calgary; Calgary Heritage Strategy; Climate Resiliency Strategy; Resilient Calgary; Enough for All poverty reduction strategy; Cultural Plan for Calgary; Downtown Strategy; Foundations for Hope: Calgary's Corporate Affordable Housing Strategy; Open Spaces Plan; Recreation Master Plan; Sport for Life Policy.

***Calgary Heritage Strategy:***

We continue to work with Heritage Planning on implementing the Calgary Heritage Strategy. A key piece of the strategy was a funded and resourced Heritage Calgary, which was achieved in 2019 when Heritage Calgary officially became a Civic Partner.

We continue to work with Calgary Parks on the identification and protection of archeological resources on City-owned land.

***Cultural Plan for Calgary***

The City of Calgary Cultural Plan has specific detail around the preservation of built heritage, and its relationship to robust, forward-thinking city building. The plan notes that cultural planning necessarily includes the conservation of historic properties because place is intrinsic to culture.



**Downtown Strategy**

We continue to work with the City of Calgary and other stakeholders in a variety of ways including the working group on the Future of Stephen Ave and the PLACE – Industry Engagement Committee.

**11. Did your organization receive any awards or recognition in 2019 that you want to highlight?**  
NA

**~~12. CAPITAL AND ASSET MANAGEMENT (for Civic Partners managing City-owned assets)~~**

~~Asset: Insert Name of City owned asset managed or operated~~

~~a) Provide a summary of your organization's 2019 capital work, including specific lifecycle/maintenance projects or new capital projects.~~

~~b) What funding did your organization leverage to support capital activities in 2019?~~

**COVID-19 UPDATE**

**13. Briefly describe the key impacts of COVID-19 on your operations to date.**

All in-person events had to be canceled, including Heritage Matters and walking tours, namely Jane's Walk and Historic Calgary Week. The Lion Awards were slated for October 2020 but have been moved to Oct 2021.

Evaluations for the Inventory were paused because institutions essential to research were closed. This work has restarted now that those institutions have re-opened. During the hiatus, we focused on conducting windshield surveys that will be essential to Inventory Evaluations slated for the remainder of 2021 and into 2022.

Staff worked from home from mid-March until returning to the office on June 22.

**14. What operational efficiencies did you implement to address the impact of COVID-19 up to September 1, 2020?**

Expenditures have been continually monitored and have been kept low. We delayed hiring our inventory person which had been planned for mid/late March until late September. No contracts for evaluations were issued from March until July.

Our summer student grant through the Young Canada Works was originally funded at 69% and increased to 89% of what we had originally submitted.

**15. Were there any program or service changes made during the response to COVID-19 that you plan to integrate into longer term operations? For example, shifting some programming online, or modifications to your delivery model or operations.**

We will continue to create self-guided walking tours for Calgarians to learn more about their communities. We will be looking at having some virtual Heritage Matters in the fall.



**CALGARY HERITAGE AUTHORITY (HERITAGE CALGARY)  
Civic Partner 2019 Annual Report**

We utilized the Inventory to vastly increase our social media content development and output, and created a long-term social media plan to keep our community engaged during months of quarantine. This approach will be integrated into longer term operations.

We are building on these successes by looking at other potential ways of hosting online/virtual tours.

**COVID-19 Service and Impact Demand Update  
Reporting for September 2020**

The following information is collected to align with City of Calgary report to Council on the current impact of COVID-19 on delivery of services and programs and may be shared with Council separately from the previous Civic Partner Annual Report Template content.

**Service Impact**

Please choose the one option below that best describes the impact of COVID-19 on your programs or service in the month of September 2020.

<input type="checkbox"/>	<b>Negligible</b>	Minimal to no impact on service. Service is currently operating close to normal.
<input type="checkbox"/>	<b>Minor</b>	Continuing to provide programs and services but some coping strategies required – able to be addressed with existing strategies and resources.
<input checked="" type="checkbox"/>	<b>Moderate</b>	Some challenges on ability to achieve objectives. Some delay. Some aspects of the programs or service are only being met in part.
<input type="checkbox"/>	<b>Significant</b>	Difficulties to achieve objectives. Delays or notable aspects of objectives not completed. Falling well-short of normal operations.
<input type="checkbox"/>	<b>Severe</b>	Unable to meet normal objectives due to serious extended disruption. (e.g. full facility closure, major decrease in users)

**Service Impact Narrative:**

Please briefly describe the impact of COVID-19 on your service for the month of September. You may want to include any major issues/events you experienced.

Some archives and resources that are used for evaluations remain closed which limits our researcher’s ability to access some historical materials.

Planning for the Lion Awards would have kicked into high gear for September and October.

The completed transition of responsibility for the Inventory was delayed due to the staff person not joining us until Sept 24.

Access to PPE and other supplies to return to the office was challenging to procure.

**Current Demand for Service:**

At this point in time, based on what you know right now, what is your best estimate of the current demand for your service compared to typical demand?





**CALGARY HERITAGE AUTHORITY (HERITAGE CALGARY)  
Civic Partner 2019 Annual Report**

<input checked="" type="checkbox"/>	Demand is steady, largely business as usual.
<input type="checkbox"/>	Demand has increased notably.
<input type="checkbox"/>	Demand has decreased notably.

**Service Demand Narrative:**

Please provide a supporting narrative that describes how COVID-19 has impacted the demand on your programs or services for September 2020. This may include any new program or service impacts that your organization has faced in the past month.

Not much has changed in terms of service demand. We continue to receive regular inquiries from members of the public as it relates to our work on the Inventory and history & heritage in general. Evaluations have started back up and we continue to support the City on a number of initiatives from the Chinatown LAP & Cultural Plan, Heritage Conservation Incentives & Tools, Naming and Commemoration, and the Downtown Strategy.