

CIVIC PARTNER 2020 ANNUAL REPORT SNAPSHOT- CALGARY HERITAGE AUTHORITY (HERITAGE CALGARY)

CPS2021-0587 Attachment 17
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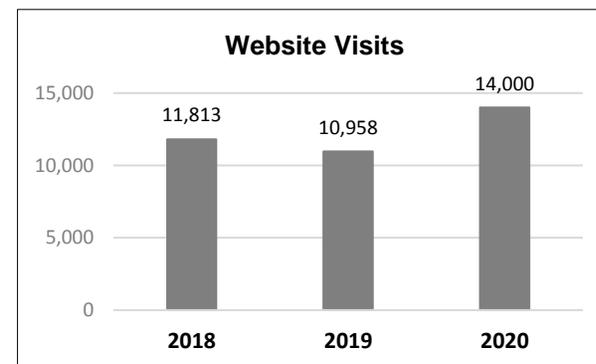
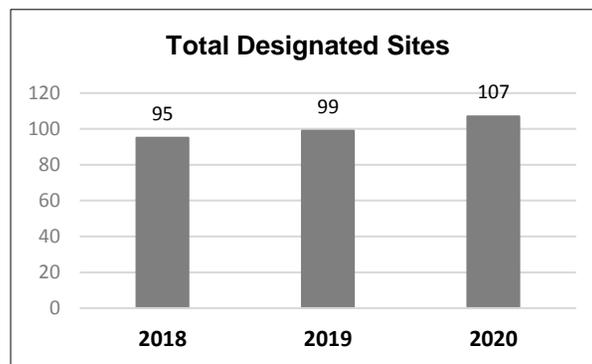
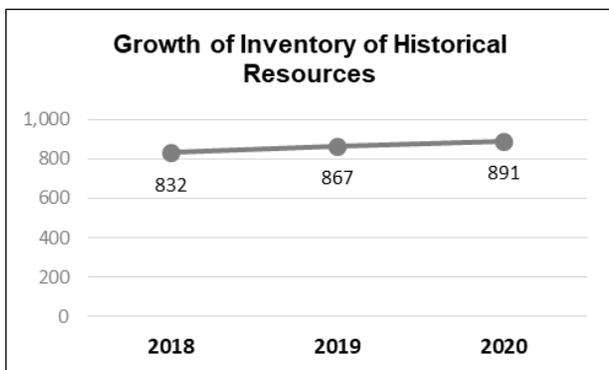
CALGARY HERITAGE AUTHORITY (HERITAGE CALGARY)

Vision: A city that understands and values its diverse heritage.
Mission: To embrace and keep space for the stories of this place.
One Calgary Line of Service: *City Planning and Policy*

2020 City Investment

Operating Grant: \$343,000
Calgary Heritage Reserve: \$75,000

2020 Results



The story behind the numbers

- Every year the Inventory continues to grow as Calgary continues to get older. Calgarians recognize the importance of the Inventory and having a record of our heritage assets.
- Municipal Historic Resource (MHR) designations continue to increase, and in 2020 the major milestone of designating the 100th MHR with was achieved with St. Mary’s Parish Hall/CNR Station. Even with limited tools and incentives, Calgarians continue to see the benefit in designating their properties for future generations.
- Calgarians continue to use our website as a source of information when it comes to heritage in Calgary.

Current state 2021: COVID-19 impact

- On track to evaluate or re-evaluate 60 sites in 2021, announced the 2021 Historian-in-Residence in partnership with the Library, and planning for the Heritage Calgary Awards is underway. Rather than an in-person event, winners will be recognized through a publicity campaign.
- Procurement for the Naming, Re-Naming & Commemoration project is almost complete, and it is anticipated contracts will be signed in May.

Service impact: Minor (Continuing to provide programs and services but some coping strategies required – able to be addressed with existing strategies and resources.)

Current demand for service: Demand is steady, largely business as usual.

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CALGARY HERITAGE AUTHORITY (HERITAGE CALGARY) Civic Partner 2020 Audit Report

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

Fiscal Year: December 31, 2020

Delivers Council Approved Strategy: Calgary Heritage Strategy

STRUCTURE

1. Vision, Mission and Mandate:

Our Vision:

- A city that understands and values its diverse heritage.

Our Mission

- To embrace and keep space for the stories of this place.

Our Mandate

- Advise Council on all matters relating to Calgary's heritage.
- Evaluate potential historic sites.
- Maintain Calgary's Inventory of Evaluated Historic Resources.
- Promote public awareness of our shared heritage.

Our Values:

- **Responsibility.** We are pragmatic stewards and trusted advisors. We find creative and practical ways to appreciate, protect and promote Calgary's heritage resources.
- **Collaboration.** We work together with the community to honour and share our heritage resources. We build lasting relationships for long-term impact.
- **Inclusion.** Our heritage is a richly woven fabric of the sites, structures, landscapes, and stories of all people who call Calgary home. We work for the good of all Calgarians: past, present, and future.
- **Pride of Place.** We believe our heritage resources connect us to our rich history and improves our quality of life. Our heritage creates a sense of belonging to a place with deep community roots.

2020 RESULTS

2. **What key results did your organization achieve in 2020 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 has been proven to lead to higher property values and increased tax revenues, the creation of jobs across a diversity of sectors, revitalized neighbourhoods, and economic growth through tourism.

In 2020, Heritage Calgary added 24 sites to the Inventory with eight sites receiving legal Municipal Historic Resource (MHR) designation. We continue to advance the evaluation and re-evaluation of historic sites to support the City in their goal of having the Inventory cleaned-up and ready in advance of the residential tax credit that will hopefully be in place starting 2023.

A City of Safe & Inspiring Neighbourhoods

One Calgary Citizen Priorities encourages engaging Calgarians at the neighborhood level in a way that encourages local community connections and active participation in civic life across all ages, cultures and stages of life (N1). Heritage Calgary recognizes that Community Associations are excellent community stakeholder groups through which we can engage Calgarians about heritage in all its forms at the community level. We have partnered with community-oriented organizations through 2020, including Federation of Calgary Communities, to educate and advocate for heritage preservation and provoke curiosity and interest in our city's heritage at a local, grassroots level. We continue to engage directly with various Community Associations to instigate local community heritage plans, and collaborate with grassroots heritage advocacy groups.

As part of the lead-up to the designation of the 100th Municipal Historic Resource (MHR) we partnered with the City for an online scavenger hunt that provided Calgarians with clues to help the identify different sites on the Inventory. We then saw the St. Mary's Parish Hall/CN Station designated as our 100th MHR.

Council recognizes that protecting our heritage will enrich the sense of place in our communities. In 2020, Heritage Calgary developed an Inventory re-evaluation program – a strategic plan to re-evaluate nearly 100 residential and religious inventory sites over the next two years in anticipation of the City's commitment to "increase investment in The City's heritage grant program" (N3). This is a significant escalation of our Inventory work and will see new and updated evaluations of historic sites added to the Inventory in 2021 and 2022 increase by 300%. We have also collaborated with the City to initiate the redevelopment of the online Inventory and Discover Historic Calgary interactive map.

Heritage Calgary continues to collaborate with The City on several major heritage policy projects (N3, N5). Heritage Calgary has been an active stakeholder in and contributed to the development of the Guidebook for Great Communities and the affiliated North Hill Communities Local Area Plan, the recently released Greater Downtown Plan (formerly the Centre City Plan), and the Chinatown Cultural Plan. Heritage Calgary also actively reviews and comments on Development Permits (DPs) that will impact Inventory resources. We strive to achieve a balance of preservation of historic elements of buildings while making way for adaptive reuse of the building. We continue to work with The City on the development, piloting, and implementation of forthcoming Heritage Conservation Tools.

Ensuring developed and greenfield communities are complete communities is a council directive that garnered much attention in 2020 (N4). Heritage Calgary has contributed to this initiative by both (a) focusing our efforts to identify more historic resources in greenfield communities; and (b) initiating a pilot project with the Panorama Hills Community Association to create a community heritage plan that features heritage in all its forms, including geological markers and cultural landscapes. The intention of this plan is to demonstrate to greenfield communities that they, too, have a heritage story to share, and to share and celebrate that heritage.

A Healthy & Green City

Calgary needs to "address climate change in a way that engages Calgarians, resonates with the majority, and doesn't alienate people" (H1). The preservation of heritage buildings is a way to become more sustainable as a city while grounding the concept of climate change in a tangible,

understandable way for Calgarians. We continue to advocate for the retention of historic buildings through preservation incentives and heritage designation, and the integration of historic buildings into new development. These actions support the One Calgary Citizen Priorities and are supported by the *Economics of Heritage* report Heritage Calgary commissioned in 2018, recognizing 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 historic buildings support efforts towards a more resilient local economy and environmentally sustainable communities.

In the journey to become “a healthy and green city”, parks and greenspaces must be prioritized and increased across the city (H6). Our heritage is not just buildings, but also includes trees, streetscapes, and greenspaces. Heritage Calgary continues to collaborate with Calgary Parks to retain and celebrate the heritage elements of certain greenspaces, adopt historic streetscapes as Municipal Historic Resources, and advocate for the protection of heritage trees and landscape elements.

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”. Heritage Calgary first engaged with implementing the Truth and Reconciliation Calls to Action in 2019-2020, collaborating with the Mayor’s Office and the Calgary Aboriginal Affairs Committee to write and finalize the text for the Reconciliation Bridge plaque.

At the end of 2020 Heritage Calgary submitted a proposal to The City’s Civic Innovation Fund to pursue the development of a framework for naming, renaming, and commemoration across Calgary, for individuals and organizations including non-profits, education institutions, community associations, and The City itself. This project will include in-depth and extensive engagement with local and regional Indigenous representation, but will also extend further beyond this to include a diversity of stakeholder groups who have traditionally been under-represented in the naming, renaming, and commemoration conversation.

3. **Briefly describe how your key results in 2020 contributed to Council approved strategies (Select up to three that that are most 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; Calgary’s Corporate Affordable Housing Strategy; Open Spaces Plan; Recreation Master Plan; Sport for Life Policy.*

Downtown Strategy. Heritage Calgary participated as an active stakeholder in the creation of Calgary’s Greater Downtown Plan throughout 2020. Heritage is unavoidable when considering the future of the downtown area – over 30% of the buildings on the Inventory of Historic Resources are located in these communities. The outcome was a strong plan with heritage recognized as a foundational element, rather than simply a policy section.

Cultural Plan for Calgary. Heritage Calgary continues to advance the Cultural Plan for Calgary, broadening our focus in 2020 to better include the city’s intangible heritage, such as community stories, place names, traditional skills and beliefs. We are focusing on building platforms for all Calgarians to tell their story about their contributions to create this city; delving into the complexities of naming, renaming, and commemoration through our framework project; and making creative partnership opportunities with heritage organizations (including the Calgary Horticultural Society, a non-profit that celebrated its 112 anniversary in 2020).

Calgary in the New Economy. This economic strategy for Calgary has four strategic focus areas. One of these strategies is “place – we aim to be Canada’s most livable city”. Heritage in all its forms contribute to the vibrancy and quality of life in the great cities around the world, from iconic historic structures to historic streets being activity hubs where people gather, shop, dine, and celebrate. This economic strategy pursues three key initiatives to become Canada’s most livable city, including “expand and enhance tourism, cultural and recreational assets”. Heritage Calgary continues to represent the benefits of heritage in this discussion.

Heritage Strategy. We continue to collaborate with Heritage Planning on implementing the Calgary Heritage Strategy. This includes furthering work on future heritage conservation incentives, identifying and advancing public appreciation regarding cultural landscapes, enhancing the publicly accessible Inventory of Historic Resources database, and generally working to heighten awareness of the value of, and issues regarding preservation of Calgary’s historic resources.

4. Using the chart below, please report your 2020 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.*

| | Performance Measure Name | 2018 results | 2019 results | 2020 results | What story does this measure tell about your work? |
|---------------------------------------|--------------------------------|---------------|---------------|---------------|--|
| How much did you do? | Growth of the Inventory | 832 | 867 | 891 | Every year the Inventory continues to grow as Calgary continues to get older. Calgarians recognize the importance of the Inventory and having a record of our heritage assets. |
| | Total Designated Sites | 95 | 99 | 107 | MHR designations continue to increase, and this year we achieved a major milestone of designating the 100th MHR with St. Mary’s Parish Hall. It shows that, even with limited tools and incentives, Calgarians continue to see the benefit in designating their properties for future generations. |
| How well did you do it? | Number of Plaques | 81 | 87 | 91 | Plaques help share the story of a heritage asset with the public; the continued increase in demand demonstrates that Calgarians see the value of purchasing a heritage plaque. |
| | Website Visits | 11,813 | 10,958 | 14,000 | Calgarians continue to use our website as a source of information when it comes to heritage in our city. |
| How are Calgarians better off? | HC Self-Guided Walking Tours | 0 | 0 | 4 | Without the ability to gather in person in 2020, we provided self-guided walking tours for people so they could keep learning about particular areas of this city within their cohort or social bubble. These tours were received with great |

| | | | | | |
|--|----------------------------------|-----------------|--------------------|---------------------|--|
| | | | | | eagerness and shows a desire to engage with history even without a tour guide available. |
| | Lion Awards Sponsorship | \$24,000 | NA | NA | Although the Lion Awards were anticipated to be held in 2020 that was not possible due to the pandemic. |
| | Lion Awards Attendees | 350 | NA | NA | Although the Lion Awards were anticipated to be held in 2020 that was not possible due to the pandemic. |
| | Newsletter Subscribers | 606 | 780 | 801 | Our message, and Calgarians' understanding and interest in heritage, continues to grow. |
| | Media Interviews & Appearances | 23 | 39 | 32 | Our messaging around the importance of heritage is continuing to reach more and more Calgarians. |
| | Facebook Twitter Instagram | 760 NA NA | 1330 1030 NA | 2700 1300 627 | As the pandemic progressed, we resolved to provide unique and interesting social media content for everyone spending most of their days online. In a single year we doubled our Facebook following, launched an Instagram account, and grew our reach on Twitter. |

5. Briefly describe the key impacts of COVID-19 on your operations in 2020.

The COVID-19 pandemic continues to impact Heritage Calgary's ability to connect with the community through in-person events. All 2020 in-person events were cancelled, including Heritage Matters and our guided walking tours (namely our participation in Jane's Walks 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 returned to the office on June 22 and returned to working from home on November 16.

6. Are there any program or service changes made in 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.

Heritage Calgary continues to find ways to engage with the heritage community and the broader public online. We continue to create and promote self-guided walking tours for Calgarians to explore their communities in safe and physically distant ways.

Heritage Matters (our series of heritage talks) remained postponed in the fall, but Heritage Calgary participated in various online events hosted by other organizations, including the Calgary Heritage Initiative and the Federation of Calgary Communities.

We have shifted our public interfacing content to focus on social media platforms as well as our Heritage Calgary blog. We have seen successful implementation of our long-term social media plan

(which was developed in response to the minimization of in-person events) and this plan will continue to help amplify Heritage Calgary's messages after the pandemic is over.

7. Briefly describe any quality improvement changes or operational efficiencies your organization was able to achieve in 2020.

Expenses continued to be conservative with staff working largely from home during 2020. Expenses relating to meetings, in-person events and conferences were significantly reduced.

Staff costs were reduced since we did not hire a new employee in February as originally planned. Instead, they were hired in September.

8. Briefly describe some success stories in 2020 that demonstrates how your organization 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 2020 with Shaun Hunter, writer and researcher, as the Historian in Residence. Her final project documented "Calgary Through the Eyes of Writers" through the creation of a literary map of Calgary, identifying the places where writers have lived and visited, from The City's frontier beginnings to today's contemporary city. Hunter contributes to a rich body of Historian in Residence work, bringing attention to important subjects such as Calgary's LGBTQ+ and Métis history.

As we look ahead to 2021, we have begun casting our partnership nets wider to include other Civic Partners, non-profits (such as the Calgary Horticultural Society), and Community Associations. We are pursuing new heritage opportunities such as local community heritage plans, cobranding and cohosting virtual events, and seeking to provide fun and informative sessions to groups that have previously been unengaged when it comes to heritage.

RESOURCES

9. Please estimate how The City's operating funding was allocated in 2020. Mark all areas that apply by approximate percentage. For example, 45% allocated to staffing costs, 10% to evaluation or research, etc.

| | |
|------------|--|
| 1% | Advertising and promotion |
| 35% | Programs or services |
| 8% | Office supplies and expenses |
| 5% | Professional and consulting fees |
| 51% | Staff compensation, development and training |
| 0% | Fund development |
| 0% | Purchased supplies and assets |
| 0% | Facility maintenance |
| 0% | Evaluation or Research |
| % | <i>Other, please name:</i> |

10. Did volunteers support your operations in 2020? If yes:

| | |
|--|-------------|
| How many volunteers? | 13 |
| Estimated total hours provided by volunteers: | 1500 |

11. What resources or funding sources did your organization leverage to support operations in 2020?

We were successful in receiving \$11,000 from the Young Canada Works program (through the National Trust for Canada) to fund our summer student which covered 90% of our summer student costs.

We received a \$1000 donation from Cold Garden Brewery that allowed us to print the self-guided walking tour brochure of Inglewood.

12. Did your organization receive any awards or recognition in 2020 that you want to highlight?

N/A

13. 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 2020 capital work, including specific lifecycle/maintenance projects or capital projects.~~

~~b) What funding did your organization leverage to support capital activities in 2020?~~

14. CURRENT STATE: COVID-19 MARCH 2021 UPDATE

The section focuses on the impact of COVID-19 in the month of March 2021, to provide a snapshot of your organization’s current state.

Impact

Please choose the one option below that best describes the impact of COVID-19 on your programs or service in March 2021.

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

Impact Description:

Please briefly describe how your programs and services were impacted in March 2021.

We are on track to evaluate or re-evaluate 60 sites in 2021. The 2021 Historian-in-Residence was announced in partnership with the Library on March 12. The planning for the Calgary Heritage Awards is underway, while there will not be an in-person event we will be recognizing the winners via a publicity campaign.

The procurement process for our Naming, Re-Naming & Commemoration project is almost complete. It is anticipated that contracts will be signed in early May.

We have secured long-term sustainable funding for the heritage plaque program with the proceeds of the heritage artifacts that were sold at auction.

Current Demand for Service:

What is the current demand for your service compared to typical demand?

| | |
|-------------------------------------|--|
| <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. |