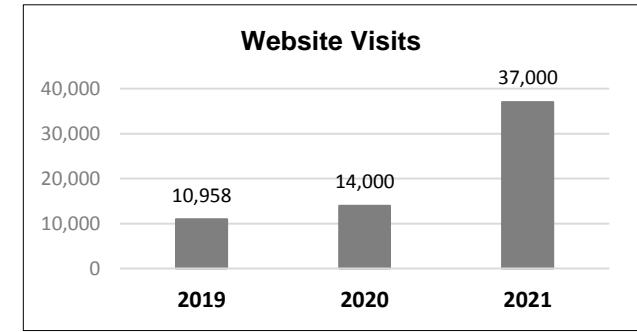
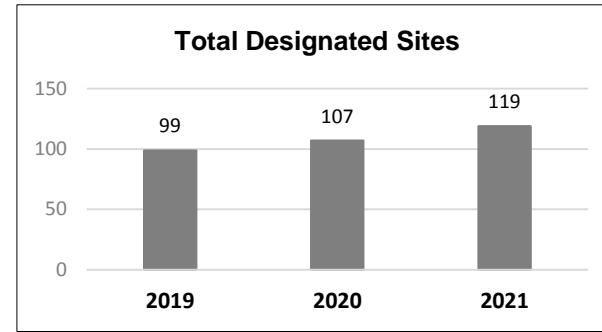
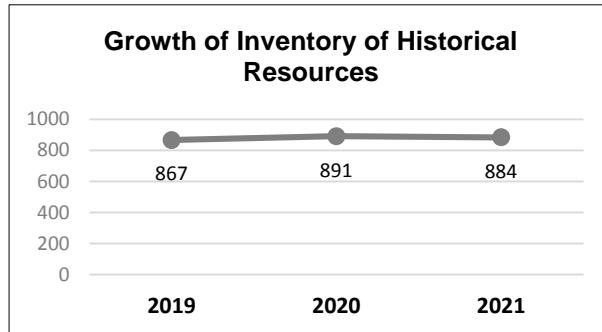


CIVIC PARTNER 2021 ANNUAL REPORT SNAPSHOT- CALGARY HERITAGE AUTHORITY (HERITAGE CALGARY)

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***Registered Charity***2021 City Investment****Operating Grant:** \$343,000**Calgary Heritage Reserve Disbursement:** \$150,000**2021 Results****The story behind the numbers**

- Calgary's Inventory of Historic Resources continues to grow as the city ages. This measure reflects that Calgarians recognize the importance of having a record of our heritage assets.
- Even with limited tools and incentives, the number of Municipal Historic Resource designations continue to increase. Calgarians continue to see the benefit of designating their properties for future generations.
- In 2021, Heritage Calgary published 68 blog posts and guest posts, and the number of page views and website visits more than doubled.

Impact of COVID-19

Minimal impact to operations in 2021, apart from not being able to host in-person events, including the Heritage Calgary Awards. Continued to build digital platforms to educate and inform Calgarians about Calgary's heritage.

Advancing Equity, Diversity and Inclusion

Through a Council Innovation Funded project, Heritage Calgary built relationships with Indigenous Elders and community members. Explored the possibility of including Indigenous cultural sites and landscapes on the Inventory. Hosted and partnered on a variety of events and initiatives to celebrate Calgary's diverse history including a collaboration with the University of Calgary Black Law Student's Association on a plaque commemorating the home of Violet King's family, and a Heritage Calgary Award for the children's book *Howdy, I'm John Ware*.

**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.

2021 RESULTS**2. What key results did your organization achieve in 2021 that contributed to one or more of the One Calgary Citizen Priorities, or contributed to Council-approved strategies such as *Calgary in the New Economy: An economic strategy for Calgary*, *Calgary Heritage Strategy*, *Cultural Plan for Calgary*, *Corporate Affordable Housing Strategy*, or other strategy.****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 2021, Heritage Calgary added 12 new historic sites to the Inventory and re-evaluated 36 historic resources. Fourteen (14 sites) received legal Municipal Historic Resource (MHR) designation. We continue to advance the evaluation and re-evaluation of historic sites to support the City and property owners in preparation of the residential tax credit, anticipated to be implemented in 2023.

There are currently nearly 900 historic resources listed on the Inventory, and last year we designated our 119th Municipal Historic Resource. Interest in Calgary's diverse heritage continues to grow, as demonstrated by Inventory and designation growth and increasing engagement with heritage programs and communications.

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. Heritage Calgary continues to work with community associations to participate in local area planning processes and collaborate with heritage advocacy groups. In 2021 this included a partnership with the Hillhurst Sunnyside Community Association on a historical context paper for the area. We also partnered with the YWCA for an event on the Women on Calgary City Council, with Pioneer Acres for an online lecture on Royal Visits to Calgary, and with Chinook Country Historical Society on several events for Historic Calgary Week. In 2021 we supported our fourth Historian in Residence in partnership with the Calgary Public Library. 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 Metis Region 3. To show our appreciation for our growing social media community we partnered with Shelf Life Books on an Instagram giveaway. The winner received a complete set of books written by our Historians in Residence. We also partnered with the Inglewood BIA for a takeover of their Instagram account, leading two online tours via their Instagram Stories. We shared the initiatives of local organizations such as the Calgary Atlas Project, Historic Calgary Week, and the Calgary Horticultural Society. In collaboration with the University of Calgary Black Law Students' Association (BLSA), we presented a plaque commemorating the King family including siblings Violet King and Theodore King, who are recognized for their work to advance racial equality in Alberta and are a significant part of Alberta's civil rights history.

Council recognizes that protecting our heritage will enrich the sense of place in our communities. In 2021, Heritage Calgary implemented an Inventory re-evaluation program to re-evaluate nearly 100 residential and religious inventory sites in anticipation of the City's commitment to "increase investment in The City's heritage grant program" (N3). This was a significant escalation of existing Inventory and Evaluation work and saw an increase of 200% in new and updated evaluations of historic sites added to the Inventory. In early 2022 Heritage Calgary, in collaboration with the City, implemented an updated version of the online Inventory of Evaluated Historic Resources.

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.

A Healthy & Green City

On November 16, 2021 the Calgary City council declared a climate emergency in recognition that 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.

Downtown Strategy: Heritage Calgary participated as an active stakeholder in the creation of Calgary’s Greater Downtown Plan throughout 2021. 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 2021 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.

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. We know that Planning has the Heritage Strategy on their workplan to update in 2022/2023. We would encourage

the City to consider broadening the strategy to be more than just built heritage focused as it currently is written.

3. Using the chart below, please report your 2021 performance measures that demonstrate: how much you did, how well you did it, and how Calgarians are better off.

	Performance Measure Name	2019 results	2020 results	2021 results	What story does this measure tell about your work?
How much did you do?	Growth of the Inventory	867	891	884	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	99	107	119	MHR designations continue to increase. 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	87	91	95	In 2021, we held an auction of historic artifacts from the Centre Street Bridge and the Queens Hotel. The auction raised \$65,000 which was used to create an endowment with the Calgary Foundation to fund the plaque program. Privately owned properties that are formally designated as Municipal Historic Resources can now obtain a plaque at no personal cost.
	Website Visits	10,958	14,000	37,000	In 2021, we published 68 blog posts and guest posts, and the number of page views and visits to our website more than doubled. We explored subjects such as the women of Calgary City Council, LGBTQ2+ history, the women of Chinatown, the story of Jack White Goose Flying, and Calgary's prehistory. We also published features on the Heritage Calgary Award winners to highlight their incredible achievements and contributions.
How are Calgarians better off?	HC Self-Guided Walking Tours	0	4	6	This year we added two new tours to our series of self-guided walking tours, making a total of 6 available on our website.

	Heritage Calgary Awards	NA	NA	7 award winners	The Heritage Calgary Awards serve as an opportunity to celebrate, share, and understand the diverse heritage of our shared home. In 2021, we recognized 7 award-winners in a diverse set of categories, evaluated by a community jury.
	Newsletter Subscribers	780	801	1245	Our newsletter remains a popular source of information for our community, with over 1200 subscribers and an average 52% open rate, well above industry averages. Our monthly newsletter collects the most interesting and important updates in one convenient location.
	Media Interviews & Appearances	39	32	37	Calgarians are increasingly interested in heritage issues, and we welcome coverage from TV news, radio, and online outlets. This year we had 37 media interviews.
	Facebook Twitter Instagram	1330 1030 NA	2700 1300 627	3577 1852 1289	We continue to share stories and information about our diverse heritage on our social media channels. Our community is highly engaged, often sharing memories and discussions about Calgary's heritage. In 2021 our following grew across all platforms and doubled on Instagram.

4. Briefly describe the any key impacts of COVID-19 on your operations in 2021.

While we were still unable to host in-person events we continued to build our digital platforms to educate and inform Calgarians on our cities diverse heritage. We were not able to hold an in-person event for the Heritage Calgary Awards but were still able to recognize the winners and their contributions through a social media and publicity campaign.

5. Briefly describe any quality improvement changes or operational efficiencies your organization was able to achieve in 2021.

We continued to be prudent with our budget by managing expenses and looking for partnership or earned revenue opportunities.

6. Did your organization implement any strategies or approaches in 2021 that supported racial equity in the delivery of programs or services?

We continue to make progress on making our programs and services more equitable by looking to partner with community organizations such as the Black Law Students Association at the University of Calgary to celebrate and commemorate the home of Violet King with a plaque.

Over the course of the Naming, Renaming, and Commemoration Project Heritage Calgary was able to start to build relationships with Indigenous community members and Elders. These relationships will be key in our ongoing reconciliation work and looking to add Indigenous cultural sites and landscapes to the Inventory.

7. Did your organization implement any further changes to strategies, programs or services in 2021 to address equity, diversity or inclusion?

Equity, diversity and inclusion was a key pillar of our board recruitment for 2021.

The Heritage Calgary Awards community jury considers equity, diversity, and inclusion when adjudicating award applicants. The categories reflect a broad range of community contributions, including Resource Conservation, Advocacy & Volunteerism, Cultural Landscapes, Heritage Storytelling, and Heritage Trades & Craftspeople. 2021 award winners included the Siksika Archaeology Field School, as well as a children's book *Howdy, I'm John Ware* which tells the story of John Ware for a young audience.

For 2022, resources permitting, we are looking to undertake an EDI audit to help us identify opportunities as an employer, an organization that hosts programming and events, and as a proponent of heritage when it comes to equity, diversity and inclusion.

8. Briefly describe how your organization worked in partnership with other community, private or public organizations to achieve shared results for Calgary and Calgarians in 2021.

Heritage Calgary continues to work with community associations to participate in local area planning processes and collaborate with heritage advocacy groups. In 2021 this included a partnership with the Hillhurst Sunnyside Community Association on a historical context paper for the area. We also partnered with the YWCA for an event on the Women on Calgary City Council, with Pioneer Acres for an online lecture on Royal Visits to Calgary, and with Chinook Country Historical Society on several events for Historic Calgary Week. In 2021 we supported our fourth Historian in Residence in partnership with the Calgary Public Library. 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 Metis Region 3.

To show our appreciation for our growing social media community we partnered with Shelf Life Books on an Instagram giveaway. The winner received a complete set of books written by our Historians in Residence, donated by Shelf Life. We also partnered with the Inglewood BIA for a takeover of their Instagram account, leading two online tours via their Instagram Stories. We shared the initiatives of local organizations such as the Calgary Atlas Project, Historic Calgary Week, and the Calgary Horticultural Society. In collaboration with the University of Calgary Black Law Students' Association (BLSA), we presented a plaque commemorating the King family including siblings Violet King and Theodore King, who are recognized for their work to advance racial equality in Alberta and are a significant part of Alberta's civil rights history.

RESOURCES

9. Please estimate how The City's operating funding was allocated in 2021. 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
%	Other, please name:

10. Did volunteers support your operations in 2021? If yes:

How many volunteers?	11
Estimated total hours provided by volunteers:	1800

11. What resources or funding sources did your organization leverage to support operations in 2021?

Thanks to the successful sale of the heritage artifacts in spring 2021, which raised \$62,000, we have created an endowment fund with the Calgary Foundation to support our plaque program. This fund will be used to fund plaques for properties that have been designated as a Municipal Historic Resource, starting in 2021.

12. Did your organization receive any awards or recognition in 2021 that you want to highlight?
NA

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 2021 capital work, including specific lifecycle/maintenance projects or capital projects.
- b) What funding did your organization leverage to support capital activities in 2021?