

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

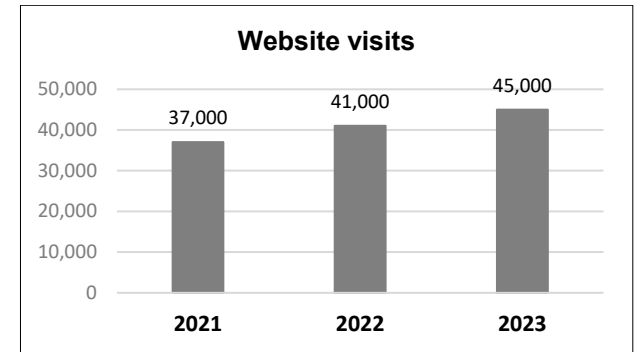
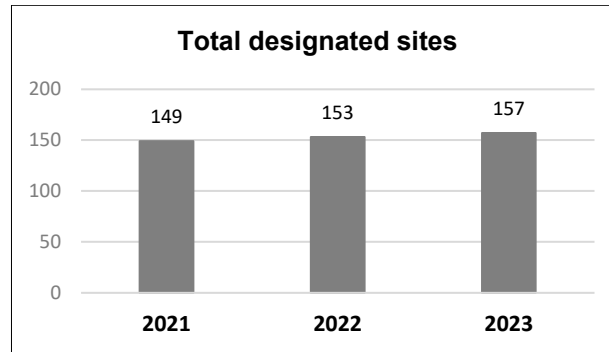
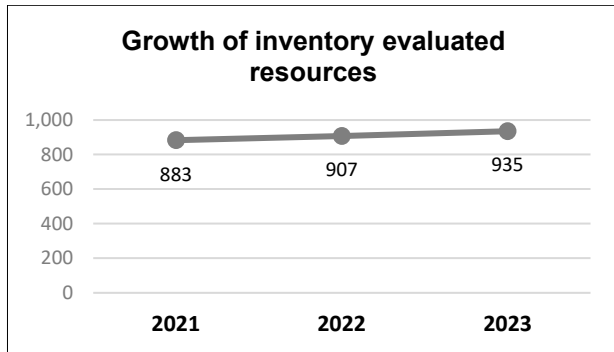
Registered Charity

2023 City Investment

Operating Grant: \$518,540

Operating Grant: \$67,340 (one time)

2023 Results



The story behind the numbers

- The Inventory is an important record of Calgary’s heritage assets and every year the Inventory grows as Calgarians recognize its importance.
- Calgarians continue to see the benefits of designating their properties for future generations.
- In 2023, Heritage Calgary continued to see increased traffic to its website, primarily the Inventory and popular blog posts which explored Calgary’s diverse history. Heritage Calgary also updated its social media strategy to direct posts directly to the Inventory landing page.

Benchmarks

Heritage Calgary benchmarks its performance in a number of areas including the number of evaluations completed, website visits and participant surveys after each event. They continue to refine their benchmarks and identify new benchmarks that can be added.

Looking ahead: 2024 highlights

- Heritage Calgary is planning its first Report to the Community event in June 2024 and the first in person Heritage Calgary awards since 2018 will be held in November 2024 at Fort Calgary.
- Work underway to enhance the organization’s diversity, equity and inclusion will be completed in 2024.
- A project in partnership with Parks Foundation, Calgary to refresh North Haultain Park is moving forward.



HERITAGE CALGARY
2023 Civic Partner Annual Report

Civic Partner Name: Heritage Calgary

Legal Structure: Legislated Body, Calgary Heritage Authority Act

Fiscal Year End: December 31

Manage/Operate City Owned Assets: No

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.

1. What 3-5 key results did your organization achieve in 2023 that contributed to:

a) one or more Council Strategic Directions- economic resilience, social resilience, climate resilience?

1. **Economic resilience:** We identified at least 13 Inventoried sites which were featured on HBO's *The Last of Us*. Heritage buildings are a significant asset to the film industry in Calgary and attract additional large film projects.
2. **Social resilience:** We held a number of events that brought Calgarians together to learn about their city, including our Stephen Ave Walking Tour, Heritage Designation 101 and Marda Loop Historic Context Paper. Each week we highlight sites from the Inventory on social media. Our audience engages highly with these posts, and many followers share their own stories and memories of the featured heritage site. This interweaving of stories represents the connection between people and place that lies at the heart of our work. Also, we made 45 site visits, mostly to individual home owners, to discuss their home's heritage and determine its eligibility for the Inventory.
3. **Climate resilience:** we supported the adaptive reuse of office conversions and continue to remind developers of the benefits of rehabilitation and salvage when we are circulated for comments on historic sites. We also saw an innovative adaptive reuse project for the Upton Residence in Hillhurst.

b) Your own organization's strategy?

1. **Programs with Impact** – We saw significant interest in the Inventory, as the cornerstone of Heritage Calgary's mission to embrace and keep space for the stories of this place and also when it comes to planning through designations and LAPs. We also held a Designation 101 event and partnered with the City to create a video that can be used in the future. In 2023, we supported the 6th Historian in Residence in partnership with the Calgary Public Library. This year we added two new self-guided walking tours to our series, making a total of 14 available on our website.
2. **Community Connection** – We continued to partner with local organizations to deliver on communications initiatives and programs such as the Calgary Public Library, Parks Foundation Calgary, Loughheed House, Downtown Calgary, Chinook Country Historical Society, Fort Calgary, Jane's Walks, The Glenbow, and The University of Calgary.

Additionally, our communications channels help us share stories directly with our community. Our social media, newsletter, and website metrics continue to increase year over year.

3. **Strong Infrastructure** – We continue to see low turnover in our staff and increased support from Calgarians through donations. We also saw three new board members join in Sept and four community members (non-board members) join our three committees.

2. Performance measures help demonstrate the return on The City’s investment in a partner’s operations and support continuous improvement for Partners. What performance measures reflect your organization’s impact in 2023?

	Performance Measure Name	2021 results	2022 results	2023 results	How does this measure reflect your organization’s impact?
How much did you do?	Growth of the Inventory	883	907	935	Every year the Inventory grows as Calgarians recognizes its importance and has a record of our heritage assets.
	Total Designated Sites	149	153	157	Calgarians continue to see the benefit in designating their properties for future generations.
How well did you do it?	Number of Plaques	94	98	101	The Heritage Calgary plaque program is available to historic sites listed on the Inventory. The Lawless, Lowe and Nimmons Residence all purchased plaques in 2023.
	Website Visits	37,000	41,000	45,000	In 2023, we continue to see increased traffic to our website, primarily the Inventory and popular blog posts which explore Calgary’s diverse history. We also updated our social media strategy to direct posts directly to the Inventory landing page.
How are Calgarians better off?	HC Self-Guided Walking Tours	6	12	14	In 2023 we added the Stephen Avenue and Elbow Park, Rideau Park, Parkhill walking tours to our list of self-guided walking tours.
	Newsletter Subscribers	1245	1305	1418	Our newsletter remains a popular source of information for our community, with over 1418 subscribers and an average 62% open rate.
	Media Interviews & Appearances	37	28	29	Calgarians are interested in heritage issues, and we welcome coverage from TV news, radio, and online outlets.
	Facebook Twitter Instagram	3577 1852 1289	3992 1975 1559	5071 2102 1989	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 2023 our following grew across all platforms.

3. Are there any additional stories or information you wanted to share beyond performance measures that demonstrate the impact of your organization’s programs or services?

- Interest in Calgary’s diverse heritage continues to grow, as demonstrated by Inventory and designation growth and increasing engagement with heritage programs and communications.
- On our blog we identified at least 13 Inventoried sites which were featured on HBO’s *The Last of Us*. Heritage buildings are a significant asset to the film industry in Calgary and attract additional large film projects. Our blog was mentioned in *The Washington Post*’s article on the series.
- We partnered with the Inglewood Community Association and the City of Calgary to film a “Heritage Matters: Demystifying Heritage” event at the Inglewood Community Association Hall. The video shares information on the differences between recognition on the Inventory and legal designation by the City of Calgary. The video is available on our website and was produced to address the regular requests we receive for this information.

4. Does your organization use benchmarks to evaluate and improve performance and operations, and increase your organization’s impact?

a) Examples of benchmarks:

Heritage Calgary benchmarks performance in a handful of areas:

- Number of evaluations completed
 - This information shows the evolution of heritage in our city. We continue to research different types of heritage buildings and cultural landscapes for the Inventory.
- Website visits
 - This information shows how Calgarians value their heritage and look to us for information, programs, content, and resources.
- Participant Surveys
 - After each event, feedback is solicited from participants through a short event survey. The aim is to assess how events can be made to run more smoothly and ensure that the satisfaction, needs and interests of Calgarians are met.
- Our targets are the averages from the past three years.

b) What is your current and targeted performance in comparison to these benchmarks?

Benchmark	2023 Target	2023 Actual
Number of evaluations completed	51	38
Website visits	30,667	45,000

c) How this information is being used to support continuous improvement?

We continue to refine our existing benchmarks and what new benchmarks could be added in the future.

5. How does your organization address equity, diversity or inclusion, or support racial equity?

In 2023 we completed our RFP for Diversity, Equity and Inclusion work and chose Shades of Humanity as our consultant. Through this work they will review our current programs, policies and procedures with a DEI lens. We will then work with them on the rollout and implementation for our policies, programs and any other recommendations they have.

6. How is your organization advancing Indigenous Truth and Reconciliation? (For example addressing specific calls to action in the [Truth and Reconciliation Commission of Canada: Calls to Action](#) report or [The City’s White Goose Flying Report](#))

In 2023 we completed our RFP for Diversity, Equity and Inclusion work and chose Shades of Humanity as our consultant. As part of their training workshops board and staff will have the opportunity to learn about Indigeneity, Truth, and Reconciliation: Calls to Action and Calls to Justice, Land Acknowledgement Training and Uncovering truths of Indigenous history.

RESOURCES

7. Please estimate how The City’s operating funding was allocated in 2023.

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
0%	<i>Other, please name:</i>

8. Did volunteers support your operations in 2023? (including board and committee members)

How many volunteers?	17
Estimated total hours provided by volunteers:	2132

9. Did your organization receive any awards or recognition in 2023, or have any client or participant feedback that you want to highlight?

Our CEO, Josh Traptow received the Calgary Award for Heritage in 2023 for his sustained contribution to heritage in Calgary. He also received the Queen Elizabeth II Platinum Jubilee Medal (AB) for his professional achievements in heritage.

10. How did your organization address climate change in 2023, for example, operational or program changes that reduced green house gas emissions (GHG), air/water pollution, or waste that aligned with [The City’s Climate Change Program](#) including Council’s Climate Emergency Declaration?

Retaining, retrofitting, and reusing existing buildings is more environmentally friendly. It reduces carbon emissions and helps meet climate change targets, and prevents added landfill waste, energy use, and carbon emissions. The act of demolition itself, including trucking the waste to a landfill, uses energy and adds to carbon emissions. Heritage conservation is inherently sustainable because “the greenest building is the one that already exists.”

Fifty percent of the buildings in Canada were constructed prior to 1970. Since demolishing a 2,500 square foot house sends 60 tons of debris to the landfill, Heritage Calgary continues to promote adaptive reuse of existing buildings and the salvage of materials from buildings that are subject to demolition. Building retrofits often improve energy efficiency, making them compatible to new buildings, thus reducing operational emissions and avoiding the embodied emissions from

constructing a new building. Heritage conservation is inherently sustainable, and experts continue to point out that the “greenest building is the one that already exists”. This is a crucial response to the City of Calgary’s Climate Emergency Declaration.

11. Are there any projects, initiatives or plans for 2024 that you want to briefly highlight?

- We will have our first ever Report to the Community event in June.
- The first in-person Heritage Calgary Awards since 2018 will be held in Nov at Fort Calgary.
- We will complete our DEI work with Shades of Humanity.
- Our partnership with the Parks Foundation Calgary to refresh Haultain Park is moving forward.