



One Calgary 2019-2022 Business Plan & Budget Summary
Calgary Heritage Authority ("CHA")
(Board Approved)

One Calgary Line of Service: City Planning and Policy

Mission: The Calgary Heritage Authority advises Council on all matters relating to heritage resources in Calgary, evaluates potential heritage sites and maintains the Inventory of Evaluated Historic Resources, and promotes public awareness of Calgary's heritage.

1. What are your organization's priorities and actions for 2019-2022?

Calgary Heritage Authority ("CHA") has identified five Strategic Priorities for 2019-2022:

- 1. STAKEHOLDER/EXTERNAL RELATIONS:** *Build and leverage collaborative relationships to ensure the preservation of Calgary's heritage*
- 2. FINANCIAL SUSTAINABILITY:** *Develop a diverse and sustainable funding model*
- 3. COMMUNICATIONS & AWARENESS:** *Promote Calgary Heritage Authority's leadership role in preserving Calgary's diverse past and demonstrating the value of heritage to Calgarians*
- 4. PROGRAMS & SERVICES:** *Deliver relevant heritage-related programming and services that meet the needs of the heritage community and Calgarians*
- 5. ORGANIZATIONAL SUSTAINABILITY:** *Strengthen internal capacity and organizational performance to allow for greater impact*

Specific action items anticipated in support of our Strategic Priorities are:

1. STAKEHOLDER/EXTERNAL RELATIONS

- Achieve Civic Partner status as one of Calgary's cultural institutions and deliver on Council Priorities to help preserve a link to Calgary's history and create a prosperous city, a city of safe and inspiring neighbourhoods, a healthy and green city, and a well-run city
- Support the City's Planning & Development Department by advising on heritage-related matters that preserve and protect Calgary's heritage
- Actively contribute as a member of the Cultural Leadership Council in partnership with City Administration and other key stakeholders whose goal is to support the implementation of the Cultural Plan for Calgary

2. FINANCIAL SUSTAINABILITY

- Develop and implement a fund development strategy for sustainable and diversified funding
- Build additional sources of revenue to add to the largely City-derived operating and project resources
- Restore reserve fund to ensure capital resources are available to meet any future financial obligations, especially those arising unexpectedly

3. COMMUNICATIONS & AWARENESS

- Determine a rebranding strategy and execute brand launch of "Heritage Calgary" with key messages
- Develop a communication plan that supports the rebrand and ongoing awareness building of heritage's community impact

4. PROGRAMS & SERVICES

- Continue to build out Heritage Plaque Program to recognize heritage in Calgary communities
- Leverage Lion Awards to build awareness of Calgary's history and garner further attention for the organization's mission
- Appoint Historian Laureate as the City's official ambassador on historical matters to promote the history of Calgary and its citizens by documenting, researching, interpreting and speaking about the people, places and events that have created Calgary's unique heritage and character
- Manage and maintain the Inventory of Evaluated Historic Resources for the City of Calgary

- Expand Inventory of Evaluated Historic Resources to include Indigenous cultural sites and cultural landscapes
- Establish a research program to determine economic impact of heritage preservation
- Continue to deliver programs that promote or support local heritage through education, awareness and appreciation such as heritage events, local and community history education, walking tours, public lecture series, exhibits and interpretive plaques

5. ORGANIZATIONAL SUSTAINABILITY

- Ensure organizational structure effectively matches the needs of the organization and modify as required
- Ensure office infrastructure supports the needs of the organization and modify as required
- Develop succession planning strategies and plans for key roles within the organization
- Establish a Donor Management System to organize and track supporters' information

2. Outline how your priorities align with the Citizen Priorities for 2019-2022 and Council Directives (see attached summary)

To advance Council's Priority N3: The City of Calgary currently has a limited number of tools and incentives for heritage preservation. The CHA has been working with Heritage Planning and other heritage groups to advocate for changes and updates to the Historic Resources Act to include the five heritage points that were omitted from the City Charter. Incentives, such as a Federal tax credit, would go a long way to helping to incentivize heritage preservation. A heritage tax abatement program would incentivize commercial property owners. The CHA would also like to see the City of Calgary Historic Resource Conservation Grant increased from the current \$225,000/year to assist more Calgarians in preserving heritage assets.

The Inventory will continue to adapt and change. As Calgary grows, the traditional definition of a "heritage resource" will change. Currently, anything over 25 years is eligible to be included on the Inventory and, in turn, could be designated as a Municipal Heritage Resource. With the passage of time, the CHA must be equipped to identify, preserve and protect these resources.

CHA's mission directly aligns with Council's Priority N3 of "cherishing and protecting our heritage" and to "ensure that The City's heritage processes are suitable to improve the protection and enhancement of heritage assets." The CHA is the City's obvious partner on this priority.

To advance Council's Priority W5: Currently, the evaluation system for the Inventory of Evaluated Historic Resources lacks the criteria to evaluate and include sites of cultural significance, which would also include Indigenous sites. The CHA recognized that gap and, at the end of 2017, engaged a consultant to revise the evaluation system for cultural landscapes. The CHA is currently in the last phase of its test evaluation. The CHA will be looking to work with the Calgary Aboriginal Urban Affairs Committee (CAUAC) and the Office of Indigenous Relations on identifying an appropriate site in 2019 to add to the Inventory as the first Indigenous cultural site to the Inventory. Recognizing Indigenous sites is a key call to action in the White Goose Flying Report.

To advance Council's Priority P2: Heritage preservation has far-reaching economic effects, and encompasses not only built heritage, but also contributes to job creation, tax revenue, area revitalization, and quality of life. By making development decisions to reuse and repurpose historic buildings in Calgary, property developers are preserving the integrity and vitality of communities and creating economic benefits for the city. The rehabilitation and adaptive reuse of heritage buildings not only preserves cultural values, it has a direct impact on economic indicators. Heritage conservation can lead to higher property values and increased tax revenue, more skilled jobs, revitalized neighbourhoods and economic growth through heritage tourism.

To advance Council's Priority H1/H2: Environmental impact related to the adaptive re-use of existing buildings and reducing energy consumption is becoming better understood. Building renewal and re-use capitalized on materials and energy already invested, reduces construction and demolition waste, and avoids environmental impact associated with new development. Retrofitting old historic buildings may be the most important action to take to mitigate climate change. A study by the National Trust for Historic Preservation shows that it takes from 10 to 80 years for a new "green" building to make up for the negative climate change impacts of its construction. The CHA's mission directly supports the preservation and adaptive re-use of Calgary's historic buildings and the organization plays a vital role in addressing the city's climate change mitigation strategy.

3. Which of your programs and services are funded by The City's operating grant?

The bridge funding agreement between the CHA and The City of Calgary, signed in 2016, expires at the end of 2018. The funding agreement provided the CHA with \$41,667 in 2016 and \$125,000 each year for 2017 and 2018. The CHA further supplemented its operating funds by transferring \$48,000 from the CHA reserve each year for 2017 and 2018. The bridge funding has allowed the CHA the capacity to become a Registered Charity and establish itself as a subject matter expert for Council, media, Calgarians and the heritage community. We have worked with the City on the Developed Areas Guide Book and the Mainstreet Program. We partnered with the Bridgeland-Riverside Community Association to host a walking tour and identify properties in the community for evaluation and inclusion on the Inventory of Evaluated Historic Resources. Council designated 12 properties as Municipal Historic Resources in 2017 and we anticipate growth to surpass that number in 2018.

The City's operating grant will contribute to the CHA's overall capacity to deliver its programs and services, including operational infrastructure, staff costs and program delivery costs. The investment will support the organization's growth by increasing staff (currently at 2 FTE) to scale up on the volume and expansion of current programs (Plaque Program, the Lion Awards, Inventory), but also to add additional skills and expertise through the appointment of a Historian Laureate. Should the CHA receive a reduction to the proposed City funding of \$300,000, we do not anticipate adding any additional staff or moving out of Haultain School to a dedicated CHA office in 2019.

Current Programs and Services that will be funded by The City's operating grant:

- **Plaque Program:** The heritage plaque program helps to recognize heritage in Calgary communities by placing plaques to mark and interpret important heritage sites. This program allows Calgarians to learn about our heritage resources.
- **The Lion Awards:** The CHA Lion Awards recognize citizens, working groups and organizations who have undertaken projects, big and small, in support of heritage conservation in Calgary. The awards are presented biennially by the Calgary Heritage Authority (CHA).
- **Inventory of Evaluated Historic Resources:** The Inventory of Evaluated Historic Resources is a list of sites that have been evaluated by the CHA according to the Council-approved policy. Preservation of these sites is considered to be to the greater benefit of Calgarians. The CHA is working toward expanding the Inventory to not only include built heritage, but also Indigenous cultural sites and cultural landscapes.

4. Identify 3-5 performance measures that you will use to evaluate your organization's performance from 2019-2022. Provide measures in the RBA format of How much you will do, How well you will do it, and Is anyone better off. (See attached sample)

• Inventory of Evaluated Historic Resources

How much we will do	How well we will do it
# of Physical Sites added to the Inventory	Physical Site additions per staff ratio
# of Cultural Sites added to the Inventory	Cultural Site additions per staff ratio
# of Indigenous Sites added to the Inventory	Indigenous Site additions per staff ratio
	% application and designation
	Ratio of physical, cultural and Indigenous sites (diversified inventory)
	Waiting period for assessment
	Average hours per assessment
Is anyone better off?	
Total # of Historic Physical Sites in Calgary's Inventory of Evaluated Historic Resources	
Total # of Cultural Sites in Calgary's Inventory of Evaluated Historic Resources	
Total # of Indigenous Sites in Calgary's Inventory of Evaluated Historic Resources	
% of Calgary's historic buildings and sites curated	
% of Calgarians who access the Inventory for research and interest	

- **Heritage Plaques**

How much we will do # of Heritage Plaques distributed	How well we will do it Average cost per plaque Average revenue per plaque
Is anyone better off? Total # of Historic Plaques educating Calgarians about historic buildings and sites % of Calgarians learning about our city's history	

- **Communications and Awareness**

How much we will do # of media interviews # of walking tours # of social media messages posted # of newsletter articles posted # of places new brand appears	How well we will do it # of media stories Average time of users spent on website # of citizens who attend walking tours % of citizens satisfied with walking tours # of engagements/responses to social media posts # of subscribers to Newsletter
Is anyone better off? # of Calgarians with a deeper understanding of our city's history % of Calgarians supporting heritage conservation % increase in brand recognition amongst Calgarians (reduced confusion with CHI – Calgary Heritage Initiative)	

- **Historian Laureate**

How much we will do Addition of Historian Laureate	How well we will do it # of written documents produced # of public presentations delivered
Is anyone better off? # of Calgarians reached and educated by Historian Laureate # of Calgarians with a deeper knowledge and appreciation of history	

5. Identify how you will leverage resources from 2019-2022. Please provide specific examples.

The Calgary Heritage Authority will leverage the City's operating grant to invest in new organizational capacity, fund development and program delivery. The investment in these key priorities will allow CHA to grow from its traditional focus on built heritage to a more inclusive and comprehensive view of Calgary's heritage, encompassing cultural, social, indigenous, natural and built heritage. The CHA will continue to fulfill its legislated mandate to advise Council & Administration on heritage-related matters, evaluate potential heritage sites and maintain the Inventory of Evaluated Historic Resources, and promote public awareness of Calgary's heritage. The City's operating investment in and collaboration with CHA will serve Calgarians and support numerous Council Directives for One Calgary.

Some examples of leveraging activities include:

- The CHA will continue with governance development and will review the CHA Act, including proposing changes to the Act where required. We will continue to strengthen our board governance and board appointment/nomination process, including our committee structure and efficacy.
- We will look to undertake a nominating/search process similar to the Calgary Public Library.
- Within the next four years, the CHA will build sufficient internal capacity by adding infrastructure and staff to assume full responsibility and management of the Inventory of Evaluated Historic Resources. The Inventory is currently being managed by the City of Calgary. We will work with the City and Heritage Planning on eventually taking over responsibility and curation of the Inventory.
- The CHA will be well positioned to establish a Fund Development Plan to meet the increased operating and capital needs as the organization meets its growth targets.

- Generating increased awareness of heritage through various online platforms.
- Expanding the current suite of programs and services to reach more citizens.

6. Provide your board approved budget projections covering 2019-2022:

Operations (000's)	2019	2020	2021	2022
City of Calgary proposed operating grants	300,000	300,000	300,000	300,000
Other operating grants	150,000	150,000	150,000	150,000
Earned revenue from operations	3,000	8,000	5,000	8,000
Donations & fundraising revenue	10,000	35,000	20,000	49,000
Operating expenses	446,430	477,625	468,151	503,939
Net of revenue and expenses	16,570	15,374	6,848	3,060
Opening operating reserves	1,779,000	1,677,000	1,573,000	1,467,000
Ending operating reserves	1,677,000	1,573,000	1,467,000	1,359,000

Capital (000's)	2019	2020	2021	2022
Opening capital reserves				
Requested City of Calgary lifecycle grants				
Other City of Calgary capital grants				
Other capital revenues				
Capital expenditures				
Ending capital reserves				

7. What are the key financial risks or challenges related to your organization's budget projections for 2019-2022? Provide specific examples and the year in which challenges are anticipated.

The budget prepared above was based on several assumptions of past, current, and projected financial conditions. These underlying assumptions should be considered in order to anticipate financial risks and challenges, which could impact the organization's delivery of essential community services.

- If the grant provided by the City of Calgary is not as indicated above, there is a risk that CHA will not be able to achieve all of the strategic priorities and actions presented above.
- If the grant provided by the City of Calgary is not as indicated above, there is a risk that Calgary Heritage Authority will be unable to continue the expansion of its programs.
- If the grant provided by the City of Calgary is not as indicated above, there is a risk that City staff would once again be required to provide support for the CHA.
- If the grant provided by the City of Calgary is not as indicated above, CHA is at risk of not being able to meet the increased demands that our work requires, including the full management of the Inventory of Evaluated Historic Resources.
- If the grant provided by the City of Calgary is not as indicated above, we may not be able to host the Lion Awards in 2020, an award and event ceremony that builds advocacy and awareness of heritage conservation in Calgary.
- If there is no grant provided by the City of Calgary, Calgary will remain one of the only major cities in Canada that does not have a funded/resourced heritage organization. The CHA currently delivers on the Heritage Strategy, Cultural Plan for Calgary and White Goose Flying Report. The Cultural Plan lists a number of recommendations that the CHA is responsible for: A 3.1, A 5.1, B 5.2, B 5.3.