



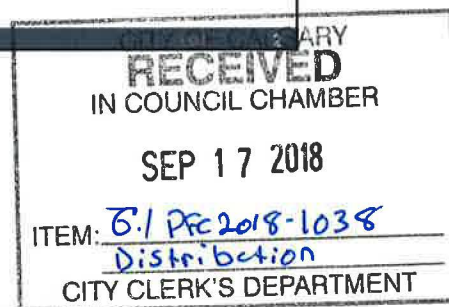
## About our Work

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

**Mission:** To identify and advocate for the preservation and protection of Calgary's diverse heritage for future generations.

**Mandate:** 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.

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## Meeting the Needs of Calgarians

The Calgary Heritage Authority is the well-respected voice on Calgary's heritage buildings and landscapes.

### Activities and Impact:

- ✓ Contributes to a vibrant community
- ✓ Honours the past through preservation and protection of heritage
- ✓ Advises on heritage-related matters
- ✓ Maintains and grows inventory
- ✓ Evaluates historic resources
- ✓ Recognizes historic initiatives (The Lion Awards)
- ✓ Engages citizens our local history (Plaque Program)
- ✓ Increases awareness of heritage impact on community

## Trends and Research

- Expansion beyond built heritage in Inventory to include cultural sites (Confluence Park), archaeological sites (Balzac Archaeological site), geological sites of cultural significance (Erratics), intangible heritage resources (Calgary Stampede)
- Appoint Historian Laureate
- Lack of understanding on the economic impact of heritage preservation specific to Calgary (economic study)
- Limited skilled trades and supplies to restore/maintain historical sites (associated costs and often no skilled trades are local, few local heritage architects)



## Alignment with Citizen Priorities & Council Directives

**N3:** The CHA is the City's obvious partner to preserve and protect our heritage to enrich the sense of place in our communities.

**W5:** The CHA is expanding the Inventory of Evaluated Historic Resources to incorporate criteria to evaluate and include sites of cultural significance, including Indigenous cultural sites.

**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.

**H1/2:** Retrofitting old historic buildings may be the most important action to take to mitigate climate change.



## 2019-2022 Business Plan

### Calgary Heritage Authority's Strategic Priorities and Actions

#### 1. STAKEHOLDER/EXTERNAL RELATIONS:

*Build and leverage collaborative relationships to ensure the preservation of Calgary's heritage*

- Achieve Civic Partner status and deliver on Council Priorities
- Support the City's Planning & Development Department by advising on heritage-related matters
- 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 a diverse, sustainable funding model*

- Develop and implement a fund development strategy
- Build additional sources of revenue
- Restore reserve fund



## 2019-2022 Business Plan

### Calgary Heritage Authority's Strategic Priorities and Actions cont.

#### 3. COMMUNICATIONS & AWARENESS:

*Promote Calgary Heritage Authority's leadership role in preserving Calgary's past and demonstrating the value of heritage to Calgarians*

- Determine a rebranding strategy and execute brand launch of "Heritage Calgary" with key messages
- Develop a communication plan to build awareness of heritage's community impact

#### 4. PROGRAMS & SERVICES:

*Deliver relevant heritage-related programming and services that meet the needs of Calgarians*

- Expand existing programs (Plaque Program, the Lion Awards)
- Appoint Historian Laureate
- Manage and expand Inventory of Evaluated Historic Resources
- Establish a research program to determine economic impact of heritage preservation



## 2019-2022 Business Plan



### Calgary Heritage Authority's Strategic Priorities and Actions cont.

#### 5. ORGANIZATIONAL SUSTAINABILITY:

*Strengthen internal capacity and organizational performance to allow for greater impact*

- Ensure organizational structure and office infrastructure effectively match 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




## Results and Measuring Performance

How much we will do:

- # of Physical, Cultural and Indigenous sites added to the Inventory
- # of Heritage Plaques distributed
- Appointment of Historian Laureate
- # of media interviews
- # of walking tours
- # of social media messages posted
- # of newsletter articles posted
- # of places new brand appears

*Note: Measures are in the RBA format*

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## Results and Measuring Performance

How well we will do it:

- Physical, Cultural and 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
- Average cost/revenue per plaque
- # of media stories
- Average time of users spent on website
- % of citizens satisfied with walking tours/% satisfied
- # of engagements/responses to social media posts
- # of subscribers to Newsletter
- # of written documents produced and # of public presentations

*Note: Measures are in the RBA format*

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## Results and Measuring Performance

### Is anyone better off?

- Total # of Historic Physical, Cultural and 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
- Total # of Historic Plaques educating Calgarians about historic buildings and sites
- % of Calgarians learning about our city's history
- # of Calgarians with a deeper understanding of our city's history
- % of Calgarians supporting heritage conservation
- % increase in brand recognition amongst Calgarians
- # of Calgarians reached and educated by Historian Laureate

*Note: Measures are in the RBA format*



## 2019-2022 Operating Budget

### Calgary Heritage Authority Board Approved Budget Projections (\$)

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