

ADMINISTRATIVE REPORT

Report Date: April 26, 2013
Contact: Kent Munro
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VanRIMS No.: 08-2000-20
Meeting Date: May 15, 2013

TO: Vancouver City Council

FROM: Vancouver Heritage Foundation

SUBJECT: Vancouver Heritage Foundation - 2012 Annual Report and 2013 Operating Grant Request

RECOMMENDATION

- A. THAT Council approve the 2012 Annual Report of the Vancouver Heritage Foundation attached as Appendix A.
- B. THAT Council approve payment of a grant to the Vancouver Heritage Foundation in the amount of \$118,000 to be used as operating funds for the third year of the three-year operating agreement noting that funding is included in the 2013 Operating Budget.
- C. THAT Council authorize the Director of Legal Services to draft and execute a new three-year operating agreement at a base annual cost of \$120,000, plus inflationary increases, for the 2014, 2015 and 2016 calendar years, for the Vancouver Heritage Foundation's services, and that the new operating agreement be to the satisfaction of the Director of Legal Services and the City Manager. Funding for these future years will be managed within the context of the annual operating budget.

REPORT SUMMARY

This report seeks Council approval of the Vancouver Heritage Foundation (the "VHF") 2012 Annual Report as required pursuant to the current 2011-2013 operating agreement with the City (the "Current Agreement"). This report also seeks approval of operating funds for 2013 as outlined in this report and in accordance with the terms of the Current Agreement. This report also seeks authorization for the City to enter into a new three-year operating agreement with the VHF (commencing in 2014 and expiring in 2016 (the "New Agreement")).

COUNCIL AUTHORITY/PREVIOUS DECISIONS

Council approved the creation of the City of Vancouver Heritage Conservation Foundation, now known as the Vancouver Heritage Foundation in June 1992, with the Mayor and Council as its Directors. On January 1, 1998 the Mayor and Council relinquished day-to-day governance to an independent Board of Directors appointed by City Council, who remain as Honorary Patrons.

On September 13, 2001 Council approved a three-year contract (2002-2004) with the VHF at an annual cost of \$100,000, subject to an annual report from the VHF. Since then, Council has approved annual reports from the VHF and successive three-year operating agreements including most recently on April 22, 2010 when Council authorized the Current Agreement for the VHF from 2011-2013 at an annual cost of \$114,000 plus inflationary increases. On April 17, 2012 Council approved the 2011 Annual Report of the VHF and authorized payment for 2012, the second year of the Current Agreement.

Approval of grant recommendations requires eight affirmative votes of Council.

CITY MANAGER'S/GENERAL MANAGER'S COMMENTS

The General Manager of Planning and Development Services RECOMMENDS approval of the foregoing.

REPORT

Strategic Analysis

The VHF's Current Agreement states that the release of operating funds is subject to Council's approval of an annual report to Council by the VHF which is to consist of:

- a review of the VHF's accomplishments during the prior year;
- an outline of the VHF's challenges and opportunities in connection with heritage conservation in the City;
- a review of the VHF's operations and a financial report (including audited financial statements) for the preceding year;
- an outline of the VHF's budget for the current year and strategic projects that VHF intends to use to address the challenges and build on the opportunities; and
- a progress report on the generation of an operating endowment fund.

The mandate of the VHF is to support the conservation of the City's heritage buildings in recognition of their contribution to the City's culture, economy and sustainability. The VHF supports the conservation of the City's built heritage through:

1. education and public awareness activities;
2. granting programs that act as economic incentives for the repair and maintenance of designated heritage buildings;
3. the creation of a network of heritage building related resources including organizations, businesses, trades and professionals; and

4. fundraising to grow an endowment fund to benefit heritage conservation activities into the future.

2012 Annual Report

In 2012 the VHF supported the conservation of heritage buildings in the City (Appendix A is a full report of VHF activities). As highlighted in the 2012 annual report, in 2012 the VHF:

- Conducted a public survey to gauge public interest in heritage buildings and to assess public awareness of the connection between heritage buildings and energy efficiency, density and affordability.
- Continued to engage with the public on “Places That Matter” plaque presentation ceremonies.
- Completed the vancouverhousestyles.com webtool that will be launched in early 2013 with a new VHF website.
- Continued to develop its competency around the retail sale of salvaged building materials.
- Expanded its public lectures with a new series of six evening lectures on topics related to Vancouver’s history and specifically topics that tie in to current issues such as public space lighting and neon and catalogue homes and today’s prefab homes.
- Continued to manage the financial health of the organization by ensuring diverse sources leveraged from the operating grant from the City of Vancouver. More than 75% of VHF revenues come from fundraising, programs and investment income.
- Embraced social media as a tool to raising public awareness about the VHF mandate and programs. This was funded by provincial “Get Youth Working” grants.

Operating Summary

- General: the operating budget is almost four times the City of Vancouver operating grant of \$116,000.
- Fund & Assets: As of December 31, 2012, the VHF has \$525,936 (\$514,505 in 2011) restricted for endowment purposes with an additional \$133,065 (\$134,492 for 2011) for the Save the Buildings Fund to rescue threatened heritage buildings and \$171,933 (\$172,003 for 2011) set aside in an emergency operating reserve fund. Council should note that in the 2011 VHF Annual Report approved by Council in April 2012, the amount restricted for endowment purposes was reported as \$1,031,427 and the total fund balance is \$1,337,922. A change in the method of reporting on the Financial Statements has effectively netted the VHF investments balance, previously shown separately, with the total Fund balances of the internally restricted for endowment purposes, the Save the Buildings Fund and the unrestricted portion. This has reduced the 2011 total Fund balance by \$333,921. A further reduction of \$183,000 to the 2011 total Fund balance is attributed to the separate reclassification of that amount to deferred endowment contributions.

- Revenues and expenditures:
 - Total revenues increased by \$55,585 (13%) from \$433,292 in 2011 to \$488,877 in 2012.
 - The major contributors to the increase were made up of increases to Donations and fundraising of \$10,279 (12%), House tours of \$6,258 (8%), Other programs of \$16,957 (129%) and Gain on portfolio investments of \$14,690 (1,446%).
 - Total expenditures increased by \$43,749 (10%) from \$435,194 in 2011 to \$478,943 in 2012.
 - The major contributors to the increase were made up of increases to Fundraising expenditures of \$15,689 (91%) and expenditures for Staff and contract workers of \$37,639 (18%).
 - These increases were offset by decreases to expenditures for Board of Directors, HST, House tours, Old school: Courses for building conversion and Other programs for a cumulative decrease of \$15,731 (14%).
 - At the end of the year revenues exceeded expenditures by \$9,934.

2013 Work Plan

In 2013, the VHF proposes to undertake activities to further heritage conservation objectives as described in the work plan (Appendix D). Some of the key activities for the year include:

- Launching a new website that includes vancouverhousestyles.com web tool.
- Introducing new bike tours.
- Introducing West Hastings Historic map guide and research and write two more guides.
- Disseminating findings of public survey to gauge interest in conserving heritage buildings and explore whether people see a connection between heritage buildings and energy efficiency, density and affordability.
- Launching first film series.
- Continuing house tours, walking tours, evening lectures, lunch time talks, Old School education programs, WALL at CBC public art exhibits and Places That Matter plaque program.
- Increasing the VHF social media networks.
- Developing a plan for a new architectural salvage reuse-it centre social enterprise
- Developing a matching grant program for the energy and seismic retrofit of heritage homes.

These activities will be supported through the annual operating funds being requested in this report as well as fundraising activities. The 2013 budget for the VHF is included in Appendix C.

Financial Implications

Approval of Recommendation B in this report will authorize the payment of a grant in the amount of \$118,000 including cost of living of two percent for 2013 as per the third year of the Current Agreement. Funding for 2013 is included in the 2013 Operating Budget.

Approval of Recommendation C in this report will authorize the Director of Legal Services to draft and execute the New Agreement at a base annual amount of \$120,000 for 2014 - 2016 inclusive including cost of living increases of two percent per year. Funding for future obligations will be managed within the context of the annual operating budget.

Legal Implications

The Current Agreement requires the VHF to submit annual reports for Council approval in order to receive funding. Submission of this report including appendices fulfils the reporting requirement and, subject to Council approving the report (Recommendation A), Council can also approve funding for 2013 (Recommendation B) and approval of Recommendation C authorizes the Director of Legal Services to draft and execute a New Agreement for 2014 - 2016 inclusive at a base annual amount of \$120,000 including two percent cost of living increases.

CONCLUSION

The VHF continues to expand its public programs that support the conservation of the City's heritage buildings. Through lectures, workshops, tours and granting the VHF encourages people to value the City's history and heritage sites, and to reuse and rehabilitate heritage buildings rather than demolish them. The VHF does this because heritage buildings contribute to the revitalization of City neighbourhoods, help to create a culturally and environmentally sustainable City, and they are attractive places for tourists and locals to live and visit. The VHF serves about 6,000 people annually through its lectures, workshops, tours and granting programs. According to the audited financial statements, the VHF revenues in 2012 were \$488,877. Of this, \$116,000 came from the City of Vancouver while \$218,166 was raised through VHF programs, and \$154,711 was raised by the VHF through our fundraising activities. The VHF is a financially healthy organization with revenue from diverse sources and expenses in line with revenues. The programs of the VHF planned for development in 2013 support the Greenest City 2020 goals through the exploration of a building materials reuse social enterprise, and a matching grant program for the retrofit of heritage homes.

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THE Vancouver Heritage Foundation (VHF)

The Vancouver Heritage Foundation was established as a charitable organization in 1992 by Mayor & Council, who were its inaugural governing body and remain the Foundation's Honorary Directors. Since 1998 the Foundation has been governed by a citizen Board of Directors appointed by Mayor & Council.

The VHF Mission

The Vancouver Heritage Foundation is a registered charity supporting the conservation of heritage buildings and structures in recognition of their contribution to the city's economy, sustainability and culture. The Foundation does this by:

- Developing practical tools, information and incentives to help in the successful conservation of heritage buildings and structures.
- Creating opportunities to access and learn about Vancouver's heritage buildings.
- Fundraising in the public and private sectors to build an endowment that will protect our built heritage into the future.
- Promoting relationships that support heritage conservation.

WHY PRESERVE HERITAGE BUILDINGS?

The Vancouver Heritage Foundation develops and implements education and public awareness programs about historic buildings and neighbourhoods in the city. These programs encourage citizens to value the history and heritage of the city and they encourage the retrofit, retention and reuse of older buildings which helps to diminish Greenhouse Gas Emissions and diverts tons of waste from the landfill. Heritage buildings are important civic assets because they complement our spectacular natural setting, they help preserve the sense of place of our neighbourhoods, they add to the attractiveness of our city to tourists and retrofitted and re-used older buildings contribute to the city's sustainability goals by ensuring the natural and human energy embodied in these buildings is not discarded into the landfill.

HOW THE VHF RAISED AWARENESS ABOUT THE VALUE OF HERITAGE BUILDINGS IN 2012

I. PUBLIC AWARENESS AND EDUCATION PROGRAMS

- VHF Developed public and professional awareness about the important nexus between heritage conservation and sustainable communities by commissioning a public survey and set of key heritage conservation stakeholder interviews conducted by a public policy analyst. The findings are to be released early in 2013. The goal is to gauge public interest in conserving heritage buildings, and to assess awareness of the connection between conserving heritage buildings and city priorities of affordability, energy efficiency and density.
- Places That Matter is a public engagement and awareness plaque program that celebrates places that matter to Vancouverites. It was begun as part of Vancouver 125 and is continuing as a program of the VHF. Sites that were nominated and voted on in 2011 by the public are marked with signature blue plaques which are linked through QR codes to a webpage on vancouverheritagefoundation.org. Each plaque is presented at a community event organized by various groups around the city.
- vancouverhousestyles.com was completed. It is an architectural web tool developed in partnership with Adnet a local tech company and with financial assistance from Young Canada Works. The tool will launch in conjunction with the launch of the new VHF website in early 2013.

- VHF held a one-day salvage sale of building materials gathered from renovation sites and donated by the public to the VHF. The event, operated out of donated warehouse space, was a fundraiser and awareness raiser about the reuse of building materials. It is a test scenario for a potential architectural salvage social enterprise for the Foundation which is to be further explored in 2013.
- VHF Introduced a new evening lecture series focused on topics about the history and architecture of the city. The lecture partner is University Women's Club. Topics included Historic Exterior Paint Schemes; History of Neon in Vancouver; History of Stained Glass; Public Transit: Shaping Vancouver's Urban Form and Social Character for 100 Years; Vancouver's Architectural History 1886 to Today; Catalog Shopping for Homes: Early Vancouver Houses.
- Partnered with Borealis String Quartet to offer afternoon concerts in heritage homes. The program was marginally successful and with tweaks could be a very successful awareness and fundraiser.
- Maintained existing public awareness programs: (1) **Brown Bag Lunch & Learn at BCIT Downtown** offering brief lunch time sessions on relevant and current heritage projects and topics in the city; (2) **Get Out Of Town** travelled to the Fraser Valley; (3) **Vancouver Special** events continued with a lecture and tour of 5 houses aimed at promoting the re-use, and rehabilitation of this particular stock of Vancouver houses; (4) **1500 people including 150 volunteers visited 10 houses** spread throughout the city on the 10th Annual Heritage House Tour. The tour is a one-day, self-guided tour where visitors use a 28 page guidebook giving the history of each house and neighbourhood, and information about its rehabilitation; (5) Ran two dozen **walking tours** of residential and downtown neighbourhoods throughout the spring, summer and Fall; (6) Opened 5 **Modernist homes** on the 9th Annual Mid-Century Modern bus tour; (7) Continued **workshops**, developed in partnership with the City of Vancouver Archives and Vancouver Public Library, to **encourage the public to use the resources of the archives and library** to research Vancouver's history; (8) held the 3rd **Laneway House Tour** opening 7 examples of laneway houses constructed behind existing houses as a demonstration of the densification while maintaining existing streetscapes.
- Maintained **Old School: Courses for Building Conservation**, a certificate program for trades, professionals and the interested public which brings together the theory and practice of rehabilitating old buildings. Standard courses were continued and new courses included 'Neighbourhood Zoning: How did that Happen?'; 'Surviving your Renovation'; and, 'Refinishing Wood Surfaces'. All courses are accredited for continuing professional units from AIBC; PIBC; BOABC; AICBC; BCSLA
- Held annual VHF **volunteer recognition event** at Canadian Memorial Church with more than 100 volunteers receiving service awards and enjoying a program focused on the significant stained glass in that building that commemorates veterans and the history of each province in Canada. Volunteers receive service pins and complimentary tickets to VHF education programs. The VHF has 500 volunteers that contribute time & energy to its programs and events.
- Accessed Get Youth Working grants to hire the Foundations first Social Media Coordinator. This position is continuing into 2013 as a permanent part of the VHF staff team.
- Communicated through web, social media, email and print with more than 10,000 people about the role of the city's older buildings in tourism, sustainability and telling the stories of Vancouver history.

II. FUNDRAISING ACTIVITIES:

The Foundation fundraising efforts focus on raising annual funds for VHF programs and activities through the Annual Campaign held each Fall, through corporate sponsorship of VHF events and programs, and through careful pricing of programs to ensure each program either covers its own costs or nets positive income. In 2012 fundraising highlights were:

- Through program and fundraising revenue, the VHF leveraged the COV annual operating grant (\$116,000) by more than four times to reach \$488,877 in operating revenues. The VHF appreciates the City's operating grant as it keeps our doors open and leverages funding from other sources.
- Interest on VHF managed and Vancouver Foundation managed investment funds yielded \$42,079 in interest and dividends which was directed to the VHF granting and education programs.
- Corporate sponsorships funded the Heritage House Tour, Old School courses, Vancouver Special Tour, Laneway House Tour, Walking Tours and the WALL public art platform at CBC.
- Individual and corporate sponsorships funded the Places That Matter plaque program in 2012.
- In-kind donations of good and services included a break on rent, donation of time and expertise on the part of lecturers and workshop presenters, paint from Benjamin Moore for the True Colours grant program, warehouse space for salvage, distribution of marketing materials, new website development, and photography.
- Grants from Young Canada Works and Get Youth Working, Province of BC allowed the VHF to hire a summer student to work on vancouverhousestyles.com architectural web tool and hire a Social Media Coordinator.

III. GRANTS TO STIMULATE BUILDING MAINTENANCE & RESTORATION

In 2012 the VHF dispersed 9 grants for a total of \$10,723. There was one deferral from the Land Conservancy of BC for a new roof on Kogawa House due to the uncertain financial future of the TLC. Grantees can apply for grants for:

1. True Colours - paint exterior of buildings in the original colours of Vancouver
2. Restore It! - repair & maintain heritage listed buildings (roofs, porches, window repair, siding repair) 50% of the cost of a project to a maximum of \$2,000.
3. House Call - volunteer heritage consultants visit homes and issue a conservation report to help the owner plan their projects. \$500 / house call
4. Get on the Register - due to the higher cost of getting onto the heritage register because of the Statement of Significance requirement, the VHF is now funding up to 50% to a maximum of \$500 of the cost of putting a house onto the register.

The VHF is committed to residential granting programs that strengthen the city's distinct neighbourhoods. Once one building in a neighbourhood begins restoration work others soon follow suit. With a small economic investment homeowners are inspired to maintain and restore their homes.

Restoring and maintaining an old house is a costly undertaking. Getting onto the heritage register, sourcing and locating supplies that accurately match the existing building, or finding a tradesperson with the right skills is time consuming and expensive. It is also difficult for many people who know nothing about historic buildings to make wise and informed decisions about their renovations. In recognition of this hardship and to offer heritage homeowners an incentive to maintain and preserve their houses, the Foundation offers grants to houses on the heritage register.

In 2013 the VHF is developing a Matching Granting program for the energy retrofit and seismic upgrading of heritage homes.

III. VHF OPERATIONS

The VHF is committed to being a fiscally responsible organization that treats its staff and volunteers with respect. To this end in 2012 the VHF:

- Coordinated a loose alliance of various heritage groups (both COV appointed and community based) to identify common interests, to develop a strategy to advance the conservation of heritage buildings in the city, and to diminish duplication of efforts.
- Continued with the modest benefit package through Chambers of Commerce Group Insurance Plan.
- Introduced a modest fund to encourage staff to attend post-secondary training in heritage conservation, and to take courses such as computer courses to ensure they are successful in their jobs.
- Continued the policy of setting aside complimentary seats in all education programs for volunteers and held the 2nd annual volunteer recognition and awards evening attended by more than 100 volunteers.
- Continued to work with over 12 committees comprised of staff, board and the interested and experienced public, so that areas of operations and programming such as Governance, Granting, Communications, Finance, Investment, Fundraising, and Old School receive as broad input from the public as is reasonable given the human resources of the Foundation.

**THE CITY OF VANCOUVER HERITAGE
CONSERVATION FOUNDATION (OPERATING
AS VANCOUVER HERITAGE FOUNDATION)**

Vancouver, B.C.

FINANCIAL STATEMENTS

December 31, 2012 and 2011



INDEPENDENT AUDITOR'S REPORT

To the Members of The City of Vancouver Heritage Conservation Foundation (Operating as Vancouver Heritage Foundation):

Report on the Financial Statements

We have audited the accompanying financial statements of The City of Vancouver Heritage Conservation Foundation (Operating as Vancouver Heritage Foundation), which comprise the balance sheets as at December 31, 2012, December 31, 2011 and January 1, 2011, and the statements of revenues and expenditures, statements of changes in fund balances and statements of cash flows for the years ended December 31, 2012 and December 31, 2011, and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express an opinion on these financial statements based on our audits. We conducted our audits in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our qualified audit opinion.

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INTERNATIONAL

Basis for Qualified Opinion

In common with many not-for-profit organizations, The City of Vancouver Heritage Conservation Foundation (Operating as Vancouver Heritage Foundation) derives part of its revenue from donations, the completeness of which is not susceptible to satisfactory audit verification. Accordingly, verification of these revenues was limited to the amounts recorded in the accounts of The City of Vancouver Heritage Conservation Foundation (Operating as Vancouver Heritage Foundation) and we were not able to determine whether, as at or for the years ending December 31, 2012 and December 31, 2011, any adjustments might be necessary to donations, excess (deficiency) of revenues over expenditures, assets and fund balances.

Qualified Opinion

In our opinion, except for the possible effects of the matter described in the Basis for Qualified Opinion paragraph, the financial statements present fairly, in all material respects, the financial position of The City of Vancouver Heritage Conservation Foundation (Operating as Vancouver Heritage Foundation) as at December 31, 2012, December 31, 2011 and January 1, 2011, and its financial performance and its cash flows for the years ended December 31, 2012 and December 31, 2011 in accordance with Canadian accounting standards for not-for-profit organizations.

Report on Other Legal and Regulatory Requirements

As required by the *Society Act* (British Columbia), we report that, in our opinion, the accounting principles in the Canadian accounting standards for not-for-profit organizations have been applied on a consistent basis.

"Wolrige Mahon LLP"

CHARTERED ACCOUNTANTS

March 27, 2013
Vancouver, B.C.

**THE CITY OF VANCOUVER HERITAGE CONSERVATION
FOUNDATION (OPERATING AS VANCOUVER HERITAGE
FOUNDATION)**

STATEMENTS OF REVENUES AND EXPENDITURES

For the years ended December 31, 2012 and 2011

	2012	2011
	\$	\$
Revenues		
Grants - City of Vancouver	116,000	114,000
Donations and fundraising	96,926	86,647
House tours	82,243	75,985
Special projects	74,969	74,179
Interest	30,142	31,220
Other programs	30,136	13,179
Old school: Courses for building conservation	22,118	20,893
Gain on portfolio investments	15,706	1,016
Dividends	11,937	9,157
Other grants received	8,700	7,016
	<u>488,877</u>	<u>433,292</u>
Expenditures		
Bank charges and interest	5,683	4,909
Board of directors	2,329	3,913
Fundraising	32,864	17,175
HST	3,710	4,125
House tours	16,770	20,992
Insurance	2,219	1,469
Investment fees	7,574	7,303
Marketing and communications	18,263	14,143
Office utilities, expenses and supplies	17,182	17,901
Old school: Courses for building conservation	5,419	12,189
Other programs, granting and special projects (Note 11)	67,909	70,649
Professional fees	14,228	13,838
Rent	33,720	33,124
Staff and contract workers	261,103	213,464
	<u>478,943</u>	<u>435,194</u>
Excess (deficiency) of revenues over expenditures	<u>9,934</u>	<u>(1,902)</u>

**THE CITY OF VANCOUVER HERITAGE CONSERVATION
FOUNDATION (OPERATING AS VANCOUVER HERITAGE
FOUNDATION)**

STATEMENTS OF CHANGES IN FUND BALANCES

For the years ended December 31, 2012 and 2011

	Internally Restricted for Endowment \$	Save the Buildings Fund \$	Unrestricted \$	2012 \$	2011 \$
Balance, beginning	514,505	134,492	172,003	821,000	822,902
Excess (deficiency) of revenues over expenditures	-	-	9,934	9,934	(1,902)
Interfund transfers (Note 10)	11,431	(1,427)	(10,004)	-	-
Balance, ending	525,936	133,065	171,933	830,934	821,000

	Internally Restricted for Endowment \$	Save the Buildings Fund \$	Unrestricted \$	2011 \$	2010 \$
Balance, beginning	518,394	136,240	168,268	822,902	776,078
Excess (deficiency) of revenues over expenditures	-	-	(1,902)	(1,902)	46,824
Interfund transfers (Note 10)	(3,889)	(1,748)	5,637	-	-
Balance, ending	514,505	134,492	172,003	821,000	822,902

**THE CITY OF VANCOUVER HERITAGE CONSERVATION
FOUNDATION (OPERATING AS VANCOUVER HERITAGE
FOUNDATION)**

BALANCE SHEETS

December 31, 2012 and 2011 and January 1, 2011

	December 31, 2012 \$	December 31, 2011 \$	January 1, 2011 \$
Assets			
Current			
Cash	108,923	88,059	105,923
Term deposit (Note 4)	104,000	104,000	104,000
Receivables	13,417	12,706	13,700
Art inventory	2,162	2,162	2,162
Prepaid expenses	2,880	2,583	2,585
	<u>231,382</u>	<u>209,510</u>	<u>228,370</u>
Restricted cash (Note 5)	1,000	1,000	1,000
Portfolio investments (Note 6)	830,251	824,837	802,518
	<u>1,062,633</u>	<u>1,035,347</u>	<u>1,031,888</u>
Liabilities			
Current			
Payables and accruals (Note 7)	27,905	14,764	21,486
Deferred contributions (Note 8)	2,294	15,583	31,500
Heather Pavilion Restoration (Note 5)	1,000	1,000	1,000
	<u>31,199</u>	<u>31,347</u>	<u>53,986</u>
Deferred endowment contributions (Notes 5, 6 and 9)	200,500	183,000	155,000
	<u>231,699</u>	<u>214,347</u>	<u>208,986</u>
Fund Balances			
Internally restricted for endowment purposes (Note 6)	525,936	514,505	518,394
Save the Buildings Fund (Notes 5 and 6)	133,065	134,492	139,840
Unrestricted	171,933	172,003	164,668
	<u>830,934</u>	<u>821,000</u>	<u>822,902</u>
	<u>1,062,633</u>	<u>1,035,347</u>	<u>1,031,888</u>

Commitments (Note 13)

Approved by Directors:

**THE CITY OF VANCOUVER HERITAGE CONSERVATION
FOUNDATION (OPERATING AS VANCOUVER HERITAGE
FOUNDATION)**

STATEMENTS OF CASH FLOWS

For the years ended December 31, 2012 and 2011

	2012 \$	2011 \$
Cash flows related to operating activities		
Excess (deficiency) of revenues over expenditures	9,934	(1,902)
Adjustments for items not affecting cash:		
Gain on portfolio investments	(15,706)	(1,016)
	(5,772)	(2,918)
Changes in non-cash working capital:		
Receivables	(711)	994
Prepaid expenses	(297)	2
Payables and accruals	13,141	(6,722)
Deferred contributions	(13,289)	(15,917)
	(6,928)	(24,561)
Cash flows related to investing activities		
Purchase of portfolio investments	(126,868)	(88,980)
Proceeds on disposal of portfolio investments	137,160	68,307
	10,292	(20,673)
Cash flows related to financing activities		
Endowment contributions	17,500	28,000
Net increase (decrease) in cash	20,864	(17,234)
Cash, beginning	192,089	209,293
Cash, ending	212,923	192,059
Cash represented by:		
Cash	108,923	88,059
Term deposits	104,000	104,000
	212,923	192,059

**THE CITY OF VANCOUVER HERITAGE CONSERVATION
FOUNDATION (OPERATING AS VANCOUVER HERITAGE
FOUNDATION)**

NOTES

For the years ended December 31, 2012 and 2011

The foundation was incorporated in 1992 under the *Society Act* (British Columbia). Its principal activity is operating programs promoting the preservation, maintenance, and restoration of Vancouver city buildings, structures and lands with historical or architectural significance, in recognition of their public benefit. The foundation was registered effective January 1, 1993 as a charitable organization under the *Income Tax Act* and is exempt from taxation.

Note 1 Significant Accounting Policies

These financial statements have been prepared in accordance with Canadian accounting standards for not-for-profit organizations ("ASNPO") and include the following significant accounting policies:

Fund Accounting

The foundation follows the deferral method of accounting for contributions.

The Save the Buildings Fund is a self-sustaining fund managed by the foundation that purchases heritage buildings within the City of Vancouver that are under threat of either demolition or renovation that would remove their character defining elements.

The Endowment Fund is an internally restricted fund for the purpose of providing operating funds to the foundation.

Financial Instruments

Measurement of financial instruments

The foundation measures its financial assets and financial liabilities at fair value at the acquisition date, except for financial assets and financial liabilities acquired in related party transactions. Transaction costs related to the acquisition of financial instruments subsequently measured at fair value are recognized in excess (deficiency) of revenues over expenditures when incurred. The carrying amounts of financial instruments not subsequently measured at fair value are adjusted by the amount of transaction costs directly attributable to the acquisition of the instrument.

The foundation subsequently measures all of its financial assets and financial liabilities at amortized cost except for equity securities quoted in an active market, which are subsequently measured at fair value. Changes in fair value are recognized in excess (deficiency) of revenues over expenditures.

Impairment

Financial assets measured at amortized cost are assessed for indications of impairment at the end of each reporting period. When impairment is identified, the amount of the write-down is recognized as an impairment loss in excess (deficiency) of revenues over expenditures. Previously recognized impairment losses are reversed when the extent of the impairment decreases, provided that the adjusted carrying amount is no greater than the amount that would have been reported at the date of the reversal had the impairment not been recognized previously. The amount of the reversal is recognized in excess (deficiency) of revenues over expenditures.

**THE CITY OF VANCOUVER HERITAGE CONSERVATION
FOUNDATION (OPERATING AS VANCOUVER HERITAGE
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NOTES

For the years ended December 31, 2012 and 2011

Note 1 Significant Accounting Policies (continued)

Art Inventory

Art inventory is recorded at the lower of cost and net realizable value. Cost is determined based on specific identification.

Revenue Recognition

The foundation follows the deferral method of accounting for contributions.

Unrestricted contributions are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

Endowment contributions are recognized as deferred endowment contributions when received, net of a ten percent Administration Cost Recovery that is included as revenue in the unrestricted fund. After ten years, the contributions are no longer restricted and are recognized as revenue in the unrestricted fund. The foundation intends to transfer all revenue recognized from endowment contributions to the internally restricted endowment fund.

Restricted contributions are recognized as revenue in the year in which the related expenses are incurred, until then they are reported as deferred contributions.

Revenue for services including programs, tours, special projects and courses is recognized as the services are provided and collectibility is reasonably assured.

Interest and dividend income is recognized when received.

Contributions of materials or services are recognized when fair value can be reasonably estimated and when the materials or services are used in the normal course of the foundation's operations and would otherwise have been purchased. No contributed materials or services were recognized in the year.

Donated assets are recorded at their estimated fair value in the period received.

Use of Estimates

The preparation of financial statements in conformity with Canadian accounting standards for not-for-profit organizations requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenditures during the reporting period. Actual results could differ from those estimates.

**THE CITY OF VANCOUVER HERITAGE CONSERVATION
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For the years ended December 31, 2012 and 2011

Note 2 Impact of the Change in the Basis of Accounting

These financial statements are the first financial statements of the foundation prepared in accordance with ASNPO. The foundation adopted ASNPO in accordance with the *Canadian Institute of Chartered Accountants ("CICA") Handbook* Section 1501, First-Time Adoption by Not-For-Profit Organizations. In accordance with ASNPO, the foundation has:

- applied the same accounting policies throughout all periods presented; and
- retrospectively applied effective ASNPO standards as of January 1, 2011, as required.

An explanation of how the transition to ASNPO has affected the reported financial position, financial performance and cash flows of the foundation is provided as follows:

In preparing its balance sheet at January 1, 2011 (the foundation's date of transition) and its statement of revenues and expenditures, statement of changes in fund balances and statement of cash flows for the year ended December 31, 2011 in accordance with ASNPO, the foundation has adjusted amounts reported in the financial statements prepared in accordance with previous Canadian generally accepted accounting principles ("GAAP"). The impact of the transition to ASNPO on the foundation's financial position, financial performance and cash flows is set out in Schedule 1 and explained below.

Financial Instruments

Marketable securities are measured at fair value. Under GAAP, changes in fair value of marketable securities were recognized as increases or decreases directly in the fund balances while under ASNPO, changes in fair value are recognized through excess (deficiency) of revenues over expenditures. The effect is to increase gain on investments and decrease the adjustment for change in fair value of investments within the fund balances.

Note 3 Financial Instruments

Items that meet the definition of a financial instrument includes cash, term deposit, receivables, portfolio investments and payables and accruals. It is management's opinion that the foundation is not exposed to significant liquidity risk, credit risk or currency risk arising from these financial instruments.

Risks and concentrations

The foundation is exposed to various risks through its financial instruments, without being exposed to significant concentrations of risk.

**THE CITY OF VANCOUVER HERITAGE CONSERVATION
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NOTES

For the years ended December 31, 2012 and 2011

Note 3 Financial Instruments (continued)

Market risk

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risk comprises three types of risk: currency risk, interest rate risk and other price risk.

Interest rate risk

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates. Fixed-interest and non-interest bearing financial instruments are subject to changes in fair value, while floating rate financial instruments are subject to fluctuations in cash flows. The foundation is exposed to interest rate risk on its term deposit and portfolio investments.

Other price risk

Other price risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices (other than those arising from interest rate or currency risk), whether those changes are caused by factors specific to the individual financial instrument or its issuer, or factors affecting all similar financial instruments traded in the market. The foundation is exposed to other price risk through its portfolio investments.

Note 4 Term Deposit

The foundation has a term deposit held with Vancity Credit Union. The term deposit bears interest at 1.45% (2011: 1.20%) per annum and matures in November 2013 (2011: November 2012).

Note 5 Restricted Cash

The foundation has restricted \$1,000 of the cash balance from use in the foundation's day-to-day operations. The amount is being held on behalf of the Heather Heritage Society for the restoration of the Heather Pavilion at the Vancouver General Hospital building at 855 West 12th Avenue in Vancouver.

**THE CITY OF VANCOUVER HERITAGE CONSERVATION
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For the years ended December 31, 2012 and 2011

Note 6 Portfolio Investments

The foundation has portfolio investments of \$13,065 that are restricted for the Save the Buildings Fund. These funds are managed by the Vancouver Heritage Foundation to purchase, as a last resort, heritage buildings that are under threat of demolition in order to protect their heritage designation. The balance of the portfolio investments is restricted for the deferred endowment contributions and the internally restricted endowment fund.

Note 7 Payables and Accruals

Payables and accruals consist of the following:

	2012 \$	2011 \$
Trade payables	23,078	10,725
Government remittances	4,827	4,039
	<u>27,905</u>	<u>14,764</u>

Note 8 Deferred Contributions

	2012 \$	2011 \$
Balance, beginning	15,583	31,500
Recognized as revenues during the year	(14,083)	(27,041)
Deposits received for house tours and special projects	794	11,124
	<u>2,294</u>	<u>15,583</u>

Note 9 Deferred Endowment Contributions

	2012 \$	2011 \$
Balance, beginning	183,000	155,000
Endowment contributions received	23,000	28,000
Recognized as revenue during the year	(5,500)	-
	<u>200,500</u>	<u>183,000</u>

**THE CITY OF VANCOUVER HERITAGE CONSERVATION
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For the years ended December 31, 2012 and 2011

Note 10 Interfund Transfers

The foundation transfers investment income, gains and losses on portfolio investments to the fund which holds the portfolio investments as described in Note 6, as well as funds earned in the portfolio investments which are used for general purposes.

Note 11 Other Programs, Granting and Special Projects

	2012 \$	2011 \$
Granting programs	10,723	17,066
Special projects	44,298	49,155
Other	12,888	4,428
	<u>67,909</u>	<u>70,649</u>

Note 12 Vancouver Foundation Investments and Adjustments to Comparative Figures

In prior years, the foundation accounted for the capital of the funds held and invested by the Vancouver Foundation as an asset of the foundation. The foundation's rights to the capital have certain restrictions and, accordingly, these funds no longer qualify as an asset. The change has been accounted for retrospectively. At January 1, 2011, the adjustment resulted in a decrease in Vancouver Foundation investments of \$340,881, a decrease in opening fund balances of the internally restricted for endowment fund of \$243,881 and a decrease in the deferred endowment contributions of \$97,000. In addition, under the previous GAAP, changes in fair value of investments were recognized directly to fund balances, under ASNPO, fair value changes are recognized in earnings. For the year ended December 31, 2011, fair value adjustments related to the Vancouver Foundation investments of \$7,317 had been recognized as an increase to fund balances, and have now been removed. See Schedule 2 for a reconciliation of the fund balance as reported prior to the adjustment to the fund balance presented in the current statements.

Funds held at the Vancouver Foundation, for which the foundation is the sole recipient of the income, have a market value at December 31, 2012 of approximately \$344,000 (2011: \$334,000).

**THE CITY OF VANCOUVER HERITAGE CONSERVATION
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For the years ended December 31, 2012 and 2011

Note 13 Commitments

The foundation is committed to a lease of its premises which expires on February 28, 2015 and a lease of a photocopier which expires on April 30, 2015. The obligations under these leases are:

	\$
2013	15,060
2014	15,952
2015	2,988
2016	-
2017	-
	<hr/>
	34,000

The figures above do not include common area costs which the foundation is also obligated to pay under the terms of its operating lease with its landlord. The foundation estimates that its share of the common area costs for the fiscal year ending December 31, 2013 will be \$11,350.

THE CITY OF VANCOUVER HERITAGE CONSERVATION FOUNDATION (OPERATING AS VANCOUVER HERITAGE FOUNDATION)		Schedule 1
IMPACT ON EARNINGS ON TRANSITION		
	2011	
	\$	
Excess (deficiency) of revenues over expenditures for the year ended December 31, 2011 under previous GAAP	3,776	
Adjustments		
Change in fair value of investment previously recorded directly to fund balances	(5,678)	
Excess (deficiency) of revenues over expenditures for the year ended December 31, 2011 under ASNPO	(1,902)	
IMPACT ON INTERNALLY RESTRICTED FOR ENDOWMENT		
	January 1, 2011	
	\$	
Balance, per previous GAAP statements	1,014,275	
Adjustments		
Removal of Vancouver Foundation investments (Note 12)	(243,881)	
Reclassified to deferred endowment contributions	(252,000)	
Balance, under ASNPO	518,394	

2012 Budget – Report to Council

Revenue	2012 Actuals	2012 budget	2013 budget
City of Vancouver	\$ 116,000	\$ 116,000	\$ 118,000
Interest + Dividends	\$ 50,211	\$ 40,000	\$ 50,000
Fundraising Revenue	\$ 115,615	\$ 110,000	\$ 100,000
Program Revenue	\$ 14,646	\$ 15,000	\$ 21,000
House Tours	\$ 82,243	\$ 80,000	\$ 80,000
Old School - sponsorship & fees	\$ 22,118	\$ 25,000	\$ 25,000
Special Project Revenue	\$ 74,969	\$ 70,000	\$ 60,000
Dividend & investment Income reflected in audited statements only	\$ 13,075		
TOTAL INCOME	\$ 488,877	\$ 456,000	\$ 454,000

Expenses

GST Expense VHF portion			
Dues, Fees, Licenses	\$ 1,493	\$ 700	\$ 1,500
Interest, Bank Charges / HST	\$ 9,393	\$ 3,000	\$ 3,000
Insurance	\$ 2,219	\$ 2,500	\$ 2,500
Office expenses (includes supplies / equipment / utilities)	\$ 12,859	\$ 10,000	\$ 10,000
Courier, Postage	\$ 745	\$ 600	\$ 500
Printing & Copying	\$ 1,454	\$ 2,000	\$ 2,000
Board of Directors	\$ 2,329	\$ 2,500	\$ 2,000
Marketing (newsletter, website,	\$ 18,263	\$ 15,500	\$ 15,500
Fundraising	\$ 33,907	\$ 20,000	\$ 20,000
Rent	\$ 33,720	\$ 34,200	\$ 35,000
Capital Expenses	\$ 601	\$ 1,000	\$ 1,000
Investment Fees	\$ 7,574		

Consulant Fees & Payroll

Payroll	\$ 251,103	\$ 233,500	\$ 250,000
Book keeping & Audit	\$ 14,228	\$ 12,000	\$ 14,000

Program Expense

Grant Programs (TC / Restore It)	\$ 10,723	\$ 12,000	\$ 12,000
Heritage House Tour			
House Tours	\$ 16,770	\$ 13,000	\$ 16,000
Other programs (lectures, tours, workshops)	\$ 7,556	\$ 8,000	\$ 8,000
Special Projects	\$ 44,298	\$ 70,000	\$ 50,000
Old School	\$ 5,419	\$ 12,000	\$ 7,500
Volunteers	\$ 4,288	\$ 3,500	\$ 3,500

TOTAL EXPENSE	\$ 478,943	\$ 456,000	\$ 454,000
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Net expenses to revenues	\$ 9,934	\$ 0	\$ 0
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2013 WORK PLAN

In 2013 the Vancouver Heritage Foundation will support the conservation of the city's heritage buildings & structures in recognition of their contribution to Vancouver's economy, sustainability and culture by:

- I. **Create opportunities for the public to access and learn about heritage structures; and develop education opportunities to aid in the successful conservation of heritage buildings.**
 - Launch new vancouverheritagefoundation.org website
 - Launch vancouverhousestyles.com, a Vancouver house styles web tool.
 - Open heritage buildings to the public.
 - Heritage House Tour (June 2, 2013) - 10 houses, 2000 people, 150 volunteers
 - Modernist Residential Tour - 5 houses open on tour August 17, 2013
 - Vancouver Special Tour of 5 homes, with 500 visitors and 70 volunteers September 21, 2013
 - Laneway House Tour opening lane house sensitive to the existing (not new) houses in front - October 19, 2013
 - 1 - 3 special tours of unique heritage spaces or sites associated with topical issues. Eg. Japanese Language School on Alexander St; Japanese Tenement 313 Alexander St; Arthur Erickson's Danto House.
 - Continue evening lecture series on topics related to the history and heritage of the city. Six lectures annually. Spring 2013 topics to include: Chinatown: A National Historic Site; 100 Years of the Electric Car; Successful Marriages: The House and its Garden; The Urban Food Revolution - Urban Farming.
 - Continue Brown Bag Lunch & Learns at BCIT Downtown campus presenting lunch time illustrated presentations on current topics in conservation including: Granville Island at a Crossroads; Quadra Club: The Story Behind the Façade; The Jeff's Residence Development in Grandview; The Christchurch Experience: The Seismic Upgrading of Heritage Homes.
 - Continue to develop and deliver *Old School: Courses for Building Conservation*, a continuing education certificate program for the public, related professionals and trades that brings together the theory and practice of conserving heritage buildings. 2013 spring courses include: Heritage 101 (including offering the course in Richmond commissioned by the City of Richmond); Lath & Plaster; Navigating City Hall; Repairing Double-Hung Windows to Create Better Energy Efficiency; Architectural Photography.
 - Offer walking and bike tours beginning in April and continuing until mid-October of historic residential neighbourhoods, downtown areas such as Gastown and Chinatown, topics such Art Deco design, major corridors such as Hastings Street, Granville Street and Burrard Street, and Places That Matter plaque sties.
- II. **Create Public Awareness about heritage conservation and the activities of the Vancouver Heritage Foundation**
 - Continue to partner with business, institutions, community groups, park board and the City of Vancouver to plan Places that Matter plaque mounting ceremonies around the city.
 - Launch the newly published West Hastings Map Guide printed in partnership with the Downtown Vancouver BIA; and, explore researching, writing and publishing a Historic Kitsilano Map Guide and/or an East Hastings Map Guide.
 - Participate in Jane's Walks, May 4 + 5, 2012, by hosting a free guided neighbourhood walk
 - Disseminate the survey and interview findings from the research paper commissioned by the VHF, 'Conserving Heritage Buildings in a Green & Growing City'.
 - Mount a new exhibit on the WALL at the CBC Plaza. Artist for 2013 is Paul de Guzman and exhibit is titled, 'People are the City'.

- Partner with the Jewish Museum and Archives on a Philosopher's Café and walking tour.
- Partner with Church at the Hollywood to screen films about Vancouver in the mid-60's. The series theme is, 'Gritty City: Vancouver in the 1960s'.
- Organize the second annual meeting of the Alliance of Heritage Groups, bringing as many of the city's heritage groups together as possible for a discussion on the opportunities and challenges facing heritage buildings in 2013. Groups include: VHF, Heritage Vancouver Society, COV Heritage Commission, Gastown Historic Area Planning Committee, Chinatown Historic Area Planning Committee, Grandview Heritage Group; Shaughnessy Design Panel; Canadian Association of Heritage Professionals (BC Branch).
- Publish 2 issues of Old News printed and e-news newsletter distributed to 10000 homes. (5,000 electronically / 5000 in print).
- Improve and increase use of social media (Facebook, YouTube, Flickr and Twitter) to promote VHF activities and share heritage conservation information through hiring a Social Media Coordinator.
- Partner with local business, government, related organizations and related professionals to:
 - Position VHF as a key heritage organization
 - Develop VHF education programs in partnership with related organizations such CMHC, Real Estate Foundation, BIAs and post- secondary institutions.
 - Broaden the community of heritage stakeholders by stretching the public perception of what defines heritage. The field of heritage conservation is moving away from a focus on 'bricks and mortar' to a focus on community values and stories.
 - Give continuing professional education credits to program participants. (PIBC, AIBC, BOABC, BCSLA, AICBC)
 - Connect with Greater Vancouver Homebuilders Association Renovators Council to create links to our Old School programs and to create potential stream of salvage for a social enterprise.
- Offer Heritage 101 to City of Richmond staff. Contracted by City of Richmond. This is a model for providing the course on a contract basis to other civic governments.

II. Fundraising in the public and private sectors to protect our built heritage into the future, and to sustain the operations of the VHF.

- **Annual Operating Fundraising**
 - Submit Annual Report to the COV in April to facilitate the release of the 2013 operating funds which is the third year of a three year operating grant (2011 - 2013). Include a request to renew the operating grant 2014 - 2016.
 - Raise \$80,000 through House Tours from ticket sales and corporate sponsorship
 - Raise \$100,000 through FR events and charitable donations
 - Take \$50,000 in interest and dividend income from \$1.3 million in Endowment investments into operating to help fund education and public awareness programs.
 - Write grant applications and raise corporate sponsorships and individual donations for special projects, VHF events and programs.
 - Receive 8% of the revenue from the JJ Bean kiosk at CBC THE WALL exhibits. Steward donor John Neate of JJ Bean Coffee.
 - Write grant applications for summer students / interns to work at VHF on special projects
- **Endowment & Major Gift Fundraising**
 - Actively solicit planned gifts in wills from among existing donors to the Foundation. The VHF currently has 4 bequests.

- **Special Project Fundraising**
 - Continue to solicit sponsorship of individual Places That Matter plaques to cover the on-going costs of public engagement necessary to present and mount the plaques.
 - Continue to work with and encourage Benjamin Moore's continuation as the sponsor of True Colours.
 - Raise \$5,000 through film nights at the Hollywood to fund a map guide to historic Kitsilano Map Guide.
 - Continue to partner with Downtown Vancouver BIA on downtown events including walking tours and special events.
 - Explore the possibility through a feasibility plan and business plan for an architectural salvage reuse-it centre social enterprise.

IV. VHF grants act as an incentive for the maintenance, restoration and exterior painting of historic buildings

- Distribute \$12,000 in grants through:
 - True Colours exterior painting grants with paint from Benjamin Moore
 - Restore It! for the repair and maintenance of exterior fabric
 - House Call grants for on site consultations
 - Get on the Register to assist building owners to complete Statements of Significance so that their buildings can be added to the register.
- Explore a Matching Grant program for energy efficiency and seismic upgrades to heritage houses. Potential partners include Embers and City Green Solutions. Potential seed funding is the Save the Buildings money. Additional funds will be sought to build the grant fund to at least \$300,000 before launching the program.

V. Maintain an efficient and effective organization that (1) treats its staff and contractors with respect and encourages their growth and development; (2) is fiscally responsible; (3) values its donors and volunteers; and (4) contributes to a sustainable city by making smart decisions about how we operate and what we purchase.

- Conduct performance reviews for staff to motivate them to grow their careers in non-profit management and heritage conservation.
- Increase diversity on VHF committees, while maintaining high levels of engagement, relevant skill sets and expertise.
- Maintain an efficient and sustainable marketing strategy:
 - sponsored print materials
 - free, volunteer-powered material distribution
 - utilization of Parks Board and VPL distribution services
 - free e-mail marketing
 - use of social media
 - educational, editorial coverage of VHF events in local newspapers, websites, blogs, radio and TV stations
 - launch a new website to better support the programs and activities of the VHF
- Continue to hold a Volunteer recognition evening and to bestow VHF awards on worthy volunteers.
- Offer donor and volunteer recognition / appreciation opportunities through complimentary tickets to education programs, pop-up tours, and special donor receptions and tours.
- Provide at least one continuing education opportunity for each staff person.
- Significantly reduce print materials for all VHF programs through increased use of electronic communication, course materials, marketing and newsletters.