



## ADMINISTRATIVE REPORT

Report Date: March 27, 2015  
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Meeting Date: April 14, 2015

TO: Vancouver City Council  
FROM: Vancouver Heritage Foundation  
SUBJECT: Vancouver Heritage Foundation 2014 Annual Report

### ***RECOMMENDATION***

- A. THAT Council approve the 2014 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 \$122,400 to be used as operating funds for the second year of the three-year operating agreement; source of funding is the 2015 Operating Budget.

### ***REPORT SUMMARY***

This report seeks Council approval of the Vancouver Heritage Foundation ("VHF") 2014 Annual Report as required pursuant to the current 2014-2016 operating agreement with the City (the "Current Agreement"). This report also seeks approval of operating funds for 2015 as outlined in this report and in accordance with the terms of the Current 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 VHF at an annual cost of \$100,000, subject to an annual report from VHF. Since then, Council has approved annual reports from VHF and successive three-year operating agreements including most recently on May 15, 2013 when Council authorized the Current Agreement for VHF from 2014-2016 at an annual cost of \$120,000 plus inflationary increases. On April 29, 2014 Council approved the 2013 Annual Report of the VHF and authorized payment for 2014, the first year of the 2014-2016 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 A and B.

### ***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 VHF which is to consist of:

- A review of VHF's accomplishments during the prior year;
- An outline of VHF's challenges and opportunities in connection with heritage conservation in the City;
- A review of VHF's operations and a financial report (including audited financial statements) for the preceding year;
- An outline of 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 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. 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 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.

## *2014 Annual Report*

In 2014 VHF supported the conservation of heritage buildings in the City (Appendix A is a full report of VHF activities). As highlighted in the annual report, in 2014 VHF:

- Maintained and renewed programming, offering four major house tour events, a wide variety of relevant lecture and workshop topics and new programming to engage current and new audiences including 'Savouring Heritage' and 'Sunday Morning' events.
- Launched a pilot program of bus tours in partnership with Musqueam Indian Band.
- Continued to engage with the public on "Places That Matter" plaque presentation ceremonies.
- Created and launched a new historic map guide for the Kitsilano neighbourhood.
- Participated in the Province-wide Heritage Week in February with a variety of public events.
- Completed three sustainability case studies on heritage-related projects.
- Launched an online interactive map of the Vancouver Heritage Register in beta form.
- Implemented a new Student Access Program to make it easier for students to access VHF events and workshops.
- Grew VHF social media connectivity as a tool engaging with the public about the VHF mandate and programs, and heritage conservation topics and achieved extensive media coverage.
- Continued to manage the financial health of the organization by ensuring diverse funding sources leveraged from the operating grant from the City of Vancouver. More than 70% of VHF operating revenues came from fundraising, sponsorships, grants, programs and investment income.

## *Operating Summary*

- General: the operating budget (Appendix C) was over three and a half times the City of Vancouver operating grant of \$120,000.
- Total revenues were \$4,728 below budget while total expenditures were \$18,205 below budget providing a positive operating position (Appendix C).
- The VHF Audited Statements (Appendix B) include growth and revenues from long-term investments to give a full picture of VHF's financial position.
- Fund Balances & Assets: As of December 31, 2014, VHF has a total fund balance of \$1,028,305 (\$939,033 in 2013), an increase of \$89,272. The fund balance contains \$723,422 (\$661,255 in 2013) internally restricted for Endowment Purposes, \$153,403 (\$141,724 in 2013) for the Save The Buildings Fund to rescue threatened heritage buildings and a \$151,480 (\$136,054 in 2013) unrestricted fund balance. These balances are supported by VHF assets, primarily the long-term investments of \$987,891 (\$922,466 in 2013) and further funds of approximately \$394,000 are held at the Vancouver Foundation and provide interest income to VHF.

- Revenues and expenditures:
  - Total revenues decreased by \$25,474 (5%) from \$547,541 in 2013 to \$522,067 in 2014.
  - Increased revenues came from House Tours which increased by \$24,580 (29%), Special Projects which increased by \$7,598 (21%), and Other Grants received which increased by \$7,200 (257%).
  - The major contributors to the decrease were lower growth on investments, a decrease in donations recognized as revenue during the year, and Old School revenues.
  - Total expenditures decreased by \$6,647 (2%) from \$439,442 in 2013 to \$432,795 in 2014.
  - The major contributors to the decrease were reductions in Old School of \$6,651 (67%), Marketing and Communications expenditure of \$3,982 (32%), and HST/GST of \$4,768 (92%).
  - These decreases were offset by increases to expenditures for Other Programs, Granting and Special Projects of \$4,342 (8%).
  - At the end of the year revenues exceeded expenditures by \$89,272.

### **2015 Work Plan**

In 2015, 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:

- Launch of the documentary film *Restoring Community*, created in 2014 based on three VHF case studies.
- Completion and full launch of the Heritage Site Finder, VHF's online interactive map of the Vancouver Heritage Register.
- Support and input to the Heritage Action Plan process through the Advisory Committee, programming, special projects and communications.
- Continuing house tours, walking tours, evening lectures, lunchtime talks, Old School education programs and Places That Matter plaque program.
- Introduction of a new Old School workshop on how to approach heritage projects from start to finish.
- Publication of an introductory guide for owners of older homes on the Vancouver Building By-Law.
- Renewal of partnerships for The WALL public art exhibit for a further five years.
- Continued grants program to support restoration and maintenance of heritage buildings.
- Ongoing social media engagement and other communications with a growing community.
- Expansion of VHF's architectural salvage social enterprise.

These activities will be supported through the annual operating funds being requested in this report as well as fundraising activities, program revenues, sponsorships, grants and investment income. The 2015 operating budget for 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 \$122,400 for 2015 as per the second year of the Current Agreement. Funding for 2015 is included in the 2015 Operating Budget.

### *Legal Implications*

The Current Agreement requires 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 2015 (Recommendation B).

### **CONCLUSION**

The VHF continues to maintain and refresh its public programs that support the conservation of Vancouver's heritage buildings and sites. Through tours, lectures, workshops and granting, as well as wide-reaching communications and information resources, VHF encourages people to understand and value the City's history and heritage sites, and to retain, reuse and rehabilitate buildings. VHF does this because heritage buildings contribute to the revitalization of distinctive neighbourhoods, they help create a culturally and environmentally sustainable city, and they are attractive places for tourists and locals to live and visit. VHF serves about 6,000 people annually through its programs and reaches many more through communications and information resources.

According to the audited financial statements, the VHF revenues in 2014 were \$522,067. Of this, \$120,000 came from the City of Vancouver while \$187,121 was raised through VHF programs, and \$214,946 was raised by VHF through fundraising activities, grants received and investments. VHF is a financially healthy organization with revenue from diverse sources and expenses in line with revenues.

Programs planned for development in 2015 support the Greenest City 2020 goals through the expansion of an architectural salvage social enterprise to encourage reuse of building materials, and ongoing education and engagement on the value and methods of retaining and reusing buildings.

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### **Vancouver Heritage Foundation (VHF)**

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

### **The VHF Mission**

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. VHF 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?**

Vancouver Heritage Foundation develops and implements programs to support the retention, restoration and rehabilitation of heritage buildings and sites. VHF programs encourage Vancouverites to understand and value the history and built heritage of the city, and to keep, reuse, restore and rehabilitate older buildings. This has far-reaching benefits. Heritage buildings and sites provide markers in telling the stories of Vancouver's rich history. They anchor a sense of place for communities, can be a focal point for social cohesion and cultural expression, and can be a catalyst for neighbourhood revitalization. Heritage buildings contribute to the economy through skilled jobs in renovating and caring for older structures, as well as enhancing Vancouver's appeal as a tourist destination. Retention and reuse of heritage buildings is also important for environmental sustainability, diverting waste from the landfill and reducing the need for new energy-intensive materials. Heritage conservation is a complementary goal with other City goals of sustainability and economic growth, and it is essential to maintaining the unique and rich culture of Vancouver.

### **CURRENT CHALLENGES AND OPPORTUNITIES FOR HERITAGE CONSERVATION IN VANCOUVER**

At a time of rapid growth and change in Vancouver, there are ongoing challenges for conserving historic buildings and the character of neighbourhoods. A range of factors are tipping the balance towards demolition and redevelopment, from investor and developer interests, to project complexity, anticipated costs and timelines.

However, a high proportion of Vancouverites value their city's heritage buildings and sites and want to see more conservation.<sup>1</sup> VHF's work to encourage and facilitate heritage conservation through awareness, education and grants continues to be highly relevant, further building interest and knowledge, and providing support to owners and professionals. VHF's special projects including

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<sup>1</sup> Vancouver Heritage Foundation, *Heritage Conservation in a Green and Growing City*, 2012.

web tools and publications explore challenges and showcase solutions through case studies and information resources.

Vancouver Heritage Foundation Board and Staff are fully supportive of the Heritage Action Plan process that has begun and is set to conclude by the end of 2015. VHF recognizes this is an excellent opportunity to build upon the Heritage Conservation Program already in place to help secure a future for heritage buildings and sites. VHF is reaching out through multiple channels to help Vancouverites be informed and to engage in the Heritage Action Plan process.

## HOW THE VHF SUPPORTED HERITAGE CONSERVATION IN 2014

### I. PUBLIC AWARENESS, EDUCATION PROGRAMS AND ACCESS TO HERITAGE

- Maintained existing awareness and education programs: (1) Held the 6<sup>th</sup> annual **Vancouver Special house tour**, opening five renovated examples of this uniquely-Vancouver house style and encouraging the concepts of retention and reuse of existing buildings, attended by 450 people; (2) The 12<sup>th</sup> annual **Heritage House Tour** was held in early June with over 1500 people including 180 volunteers visiting eleven houses across the city. The tour is a one-day, self-guided tour where visitors use a guidebook that provides the history of each house, renovation work done and information about neighbourhoods and themes highlighted by the houses on the tour; (3) Opened five West Coast Modern homes on the 9<sup>th</sup> annual **Mid-Century Modern house tour**, with both self-drive and bus tour options accommodating over 200 people; (4) Held the 5<sup>th</sup> annual **Laneway House Tour**, with seven houses, including new lane homes, a historic cottage-turned-coach house and a 1990 infill, toured by over 450 people; (5) **Brown Bag Lunch & Learn** at BCIT Downtown offering six lunchtime sessions on relevant and current heritage projects in the city; (6) **Evening Lectures** with the University Women's Club at Hycroft on topics relevant to Vancouver's history and heritage, six events; (7) The **Walking Tours** program continued with over 20 walks in neighbourhoods across the city from March to October. A summer series of six free lunchtime walking tours was also offered in partnership with the Downtown Vancouver Business Improvement Association.
- Maintained **Old School: Courses for Building Conservation**, a certificate program for trades, professionals and homeowners which brings together the theory and practice of rehabilitating older buildings. Standard courses were continued and two new courses, on Energy Efficiency Retrofits for older homes and on Knob & Tube Electrical Systems, were offered. All courses are recognized for Professional Development Credits from AIBC, PIBC, BOABC, BCAAIC, IDIBC and BCSLA.
- Continued an emphasis on special events with appeal to new audiences: A **Sunday Morning** program in partnership with JJ Bean Coffee Roasters continued, with two events, at Hinge Park and at the former Maxine's Beauty School site attracting 55 participants for coffee, architectural and neighbourhood history. VHF also offered several **Savouring Heritage** events: 3 Chinatown history walks with dim sum, and a successful event with Main Street Brewing Company, providing neighbourhood and industry history along with beer tasting to 50 people.
- VHF offered a full program of events in **Heritage Week**, a National and Province-wide celebration of built heritage held in February. Events included three walking tours on the

themes of 'Places Made for Play' and 'Heritage Afloat', as well as Places That Matter presentations and heritage maintenance workshops.

- The **Places That Matter** plaque program celebrates places that matter to Vancouverites, raising awareness of the City's cultural history and engaging the public through presentation ceremonies. It was launched as part of Vancouver 125 celebrations. By the end of 2014, 79 plaques had been presented.
- Continued **The WALL** at CBC plaza, a public art exhibit in partnership with JJ Bean Coffee Roasters and CBC Radio-Canada. A new artwork by artist Laiwan and supported by arts organization Centre A and curator Joni Low, was installed in the spring.
- Developed and launched a new pilot **Musqueam Bus Tour** program in partnership with Musqueam Indian Band, providing 3 four-hour bus tours to sites across Vancouver important to the Musqueam people. The tours were led by Musqueam youth guides with stories passed on from Elders.
- Launched the **Kitsilano (north east) Historic Map Guide** in print and online, with walking tour events and sponsorship from Molson Coors, the Corkscrew Inn B&B and RR Donnelley.
- VHF completed three further **sustainability case studies**, employing a recent graduate from the UBC Environmental Design program to research and write them under guidance from VHF staff. They explore how three different heritage-related projects contributed to achieving sustainability goals in Vancouver. The internship was supported by a grant from the Government of Canada – Young Canada Works program.
- A **documentary film** of three earlier VHF case studies, *Restoring Community*, was completed, for launch in 2015. Funding was provided by Telus and the film was made by local film makers. Fifteen people featured in the film including historians, architects, planners, home and building owners.
- A new **interactive map of the Vancouver Heritage Register** was launched in beta form. The map builds on open-source data provided by the City of Vancouver and will provide information on each site on the Heritage Register. Funding from the Province of British Columbia in 2013 and an in-kind donation from Split Mango Media as web development partner enabled this first stage of the project.
- Supported the City of Vancouver-led inaugural **Doors Open Vancouver** event on October 4<sup>th</sup>, assisting with planning and participating on the day at City Hall.
- Partnered with Citizenship and Immigration Canada (Government of Canada) to deliver a series of **free walking tours** in both English and French during Citizenship Week 2014 in October.
- Continued to maintain a depth of online **information resources for the public** and to assist many people with their questions about heritage conservation by phone and email, including connecting them to professionals and trades who can help with specific projects.
- Launched a new **Student Access Program**, offering discounted and/or sponsored tickets/seats to full-time students for house tours, lectures, talks and Old School workshops.
- **Communicated through web, social media, email and print** with more than 10,000 people about the historical and current value of the city's older buildings, heritage conservation topics and VHF events.



- Spring and fall newsletters and a bi-weekly e-newsletter provided core communication vehicles about VHF events and projects, and heritage news.
- Web pages were added to the VHF website on key heritage topics: Understanding the Heritage Action Plan, and New Vancouver Building Code (2014) to provide easy-to-access information to the public with regular updates.
- Social media connectivity continued to expand through the year by over 20% across multiple platforms. VHF contributed multiple posts to three different popular blogs in 2014.
- **Media coverage** throughout the year on radio, in print and online augmented VHF's reach to a wide audience.
  - A regular feature on CKNW's The Home Discovery Show (radio) reached an interested audience of homeowners on topics related to maintaining heritage buildings.
  - VHF events, projects and heritage information were featured by multiple media including The Vancouver Sun, The Vancouver Courier, The Huffington Post, Real Estate Weekly, Scout Magazine, CBC's On The Coast program and News 1130.

## II. GRANTS TO STIMULATE BUILDING MAINTENANCE & RESTORATION

In 2014, VHF dispersed **9 grants** for a total of \$8,478. VHF offers grants for:

1. True Colours – paint exterior of buildings in the original colours of Vancouver.
2. Restore It – repair and maintain heritage listed buildings' exterior elements (roofs, porches, window repair, siding repair) for 50% of the cost of the project to a maximum of \$2,000.
3. House Call – heritage consultants visit homes and prepare a conservation report to help the owner plan their projects, \$500 / house call.
4. Get on the Register – VHF funds up to 50% to a maximum of \$500 of the cost of putting a house onto the register including the preparation of a Statement of Significance.

Restoring and maintaining an older building is a costly undertaking. Sourcing and locating supplies that accurately match the existing building or hiring a tradesperson with the right skills can be time-consuming and expensive. VHF recognizes the challenges involved and offers grants as an incentive to building owners to maintain and restore buildings on the Heritage Register.

VHF has also seen the effect these granting programs can have towards strengthening the city's distinct neighbourhoods. One building in a neighbourhood that begins restoration work can inspire others to follow suit.

## III. FUNDRAISING ACTIVITIES:

VHF's fundraising efforts focus on raising annual funds through the Annual Campaign held each fall, through corporate sponsorship of VHF events and programs, and through special fundraising events. The house tours contribute significant funding each year. Further funding comes from securing grants for specific projects. Pricing aims to ensure each program either

covers its own costs or nets positive income towards staff time and overhead. Carefully managed endowment investments contribute to current needs and provide for the future.

In 2014 fundraising highlights were:

- Through program and fundraising revenue, the VHF leveraged the COV annual operating grant (\$120,000) by more than three and a half times to reach \$440,272 in operating revenues. The City's operating grant provides both important funding and the opportunity to leverage funding from other sources.
- Fundraising events and donations contributed \$76,151, an increase of \$14,091 (23%) over 2013. This was primarily from the Annual Campaign, a new City Drinks evening event in June at the Sun Tower attended by over 70 guests, and the Mid-Century Modern House Tour donations.
- A VHF committee made progress in planning and partnership development for an architectural salvage social enterprise which contributed some revenue in 2014.
- Corporate sponsorships funded the Heritage House Tour, Vancouver Special Tour, Laneway House Tour, a series of free summer walking tours and the WALL public art platform at CBC. Old School courses were supported by a specific donation.
- Individual and corporate sponsorships funded the Places That Matter plaque program.
- In-kind donations of goods and services included a reduced rent, donation of time and expertise by lecturers and workshop presenters, paint from Benjamin Moore for the True Colours grant program, paper for printed publications, distribution of marketing materials, Heritage Site Finder and other web development, and photography and filming.
- A grant from Young Canada Works (Government of Canada) allowed VHF to hire a recent graduate as an Intern to complete case studies.

VHF managed and Vancouver Foundation managed investment funds now stand at \$1.4m. In 2014, they yielded \$39,560 in interest and dividends which were directed to VHF granting and education programs. Good fund management and market conditions provided solid growth of VHF investments in 2014. While weaker than 2013, this still provided substantial growth for long-term stability. \$70,293 of portfolio growth was not taken into operating funds, increasing the base for growth in 2015.

#### **IV. PROMOTING RELATIONSHIPS THAT SUPPORT HERITAGE CONSERVATION**

VHF recognizes the significant benefits of working with others in a variety of ways to achieve the goal of supporting heritage conservation. In 2014, this included:

- Brought together the third annual meeting of the City's heritage groups (both COV appointed and community based) as a Heritage Alliance to identify common interests, develop a strategy to advance the conservation of heritage buildings in the city, and diminish duplication efforts.
- Maintained and developed VHF's extensive network of contacts including built environment professionals, trades, heritage, cultural and educational organizations.

- Continued with existing and new sponsorships to offset program costs, publish historic map guides and augment VHF's network, with 25 corporate sponsors, cash or in-kind, in 2014. A further 8 corporate and individual sponsors supported Places That Matter plaques.
- Continued successful partnerships to host events, deliver the Wall public art exhibit for the fifth year and provide free programming.
- Further developed VHF's relationships with media partners to reach a wide audience.
- Maintained Professional Development accreditation for workshops and events with six associations to encourage built environment professionals to increase knowledge and skills in heritage conservation.

## V. VHF OPERATIONS

VHF is committed to being a fiscally responsible organization that treats its staff and contractors with respect, and values its volunteers and donors. VHF also aims to contribute to a sustainable city through smart purchasing choices and materials use. To this end, in 2014, VHF:

- Continued with a modest benefit package through Chambers of Commerce Group Insurance Plan.
- Continued to provide modest funding for staff to attend post-secondary training and conferences on heritage conservation, and to take courses such as computer courses to ensure they are successful in their jobs.
- Undertook performance reviews with all staff.
- Over 240 volunteers assisted with VHF programs, committees and projects in 2014. VHF continued the policy of setting aside complimentary seats in education programs for volunteers and held the 4<sup>th</sup> annual volunteer recognition and awards evening in December at the Dr. Sun Yat-Sen Classical Chinese Garden in Vancouver to acknowledge the contribution of volunteers to VHF activities throughout the year. The event was attended by over 65 volunteers, with 62 receiving service awards.
- Recognized and thanked major donors at several points during the year.
- Reduced VHF use of printed materials by switching the fall newsletter to online following an survey to better understand communication preferences.
- Began a program of annual IT equipment renewal, prioritizing replacement of aging equipment and planning ahead to maintain operational efficiency, manage cost and risk.
- Continued to work with a range of committees comprised of staff, board and the interested and experienced public, so that areas of operations and programming such as Granting, Communications, Finance and Old School receive as broad input as is reasonable given the human resources of VHF.

## VANCOUVER HERITAGE FOUNDATION OPERATING BUDGET

	2014 Actuals	2014 Budget	2015 Budget
<b>Revenue</b>			
City of Vancouver	\$ 120,000	\$ 120,000	\$ 122,400
Interest + Dividends + Investment Income	\$ 47,000	\$ 47,000	\$ 45,000
Donations + Fundraising	\$ 69,781	\$ 75,000	\$ 75,000
Fundraising Events	\$ 6,370	\$ 20,000	\$ 15,000
House Tours	\$ 108,808	\$ 85,000	\$ 96,100
Old School - sponsorship / fees	\$ 5,392	\$ 20,000	\$ 7,000
Other Program Revenue -walking tours / lectures	\$ 28,453	\$ 25,000	\$ 27,000
Special Project revenue	\$ 54,468	\$ 53,000	\$ 35,000
<b>TOTAL REVENUES</b>	<b>\$ 440,272</b>	<b>\$ 445,000</b>	<b>\$ 422,500</b>
<b>Expenses</b>			
<b>Administrative Expenses</b>			
Dues, Fees, Licenses	\$ 728	\$ 500	\$ 800
Interest, Bank Charges, GST/HST	\$ 6,629	\$ 4,000	\$ 8,500
Insurance	\$ 2,167	\$ 2,100	\$ 2,100
Office expenses (includes supplies / equipment / utilities / computers)	\$ 13,040	\$ 12,500	\$ 14,200
Courier, Postage	\$ 510	\$ 400	\$ 600
Printing & Copying	\$ 1,029	\$ 1,000	\$ 1,400
Board of Directors	\$ 1,340	\$ 2,500	\$ 1,200
Marketing (newsletter, website)	\$ 8,304	\$ 12,000	\$ 8,900
Fundraising	\$ 8,809	\$ 17,000	\$ 12,400
Rent	\$ 29,079	\$ 29,000	\$ 30,000
Investment Fees	\$ 9,138	\$ 8,000	\$ 9,000
<b>Consultant Fees &amp; Payroll</b>			
Payroll	\$ 252,207	\$ 256,000	\$ 235,000
Audit and book keeping	\$ 15,748	\$ 16,000	\$ 13,000
<b>Program Expenses</b>			
House Tours	\$ 17,830	\$ 15,000	\$ 17,000
Old School	\$ 3,243	\$ 12,000	\$ 5,000
Grant Programs	\$ 8,594	\$ 12,000	\$ 12,400
Other programs (lectures, tours, workshops)	\$ 17,956	\$ 12,500	\$ 16,500
Special Projects	\$ 28,671	\$ 30,000	\$ 32,500
Volunteers	\$ 1,773	\$ 2,500	\$ 2,000
<b>TOTAL EXPENDITURES</b>	<b>\$ 426,795</b>	<b>\$ 445,000</b>	<b>\$ 422,500</b>
Net Income	\$ 13,477	\$ -	\$ -

## 2015 WORK PLAN

In 2015, Vancouver Heritage Foundation (VHF) will continue to provide prominent and wide-reaching support for the conservation of Vancouver's heritage buildings and structures in recognition of their contribution to Vancouver's economy, sustainability and culture.

### I. PUBLIC AWARENESS, EDUCATION PROGRAMS AND ACCESS TO HERITAGE

- Continue to offer core awareness and education programs.
  - Four **house tour events** will highlight different themes and benefits of retaining and rehabilitating older buildings: (1) Vancouver Special House Tour (April 18) – 5 renovated Vancouver Specials, 450 people, 80 volunteers. (2) Heritage House Tour (June 7) – 10 heritage and character homes, 1500 people, 180 volunteers; (3) Mid-Century Modern House Tour (September 26) – 5 homes, 200 people, 60 volunteers; (4) Laneway House Tour (October 24) – 7 homes, 450 people, 80 volunteers.
  - **Brown Bag Lunch & Learn:** 6 lunchtime illustrated talks at BCIT Downtown campus on current topics and recent projects including: Rehabilitation of Kits Neighbourhood House; Mobile Conservation: Relocating Heritage Houses; Bloedel Conservatory Restoration.
  - **Evening Lecture series** on topics related to the history and heritage of the city. 6 events at Hycroft with University Women's Club. Spring 2015 topics are: How It All Began: The Bloedel Conservatory; Art Deco Architecture in Vancouver; The Wild History of Gastown.
  - **Old School: Maintaining Heritage Buildings** workshops: Offer a range of workshops for professionals and building owners to increase knowledge and skills. A new course will be offered: Heritage Projects: From Idea to Completion along with several core courses, Heritage 101: Understanding Heritage Conservation, Wood Windows Restoration & Repair, and Researching the History of a Building.
  - A full program of 20 **walking tours** with Historian guides addressing neighbourhoods, city and architectural history across Vancouver from May to October. Topics this year include Commercial Drive, Hastings-Sunrise, and architectural themes of Art Deco and Post-War.
- Offer **Heritage Week** programming as part of a Province and Canada-wide celebration on the theme of 'Main Street: At the Heart of the Community', 16-23 February. Events will include walking tours, talks and workshops.
- Support and provide input to the **Heritage Action Plan** process through VHF webpage monthly updates and other communication vehicles, participation on the Advisory Committee, special programs to encourage Vancouverites to be informed and participate in the process.
- Further develop and launch the **Heritage Site Finder** interactive map of the Heritage Register in time for public consultation on the Register, with images for all listed sites and a mobile-compatible format.
- Publish an **introductory guide for homeowners** on the new Vancouver Building By-Law to promote better understanding of requirements when making alterations to an older home.

- Provide **learning opportunities** for students and new graduates of related disciplines including offering an Internship opportunity and growing the newly launched **Student Access Program**.
- Continue to provide online **information resources**, the VHF reference reading room, and assistance to the public with their questions about heritage conservation by phone and email.
- Screen the **VHF documentary film**, *Restoring Community* and make it available online.
- Renew the partnership agreements for a further 5-year continuation of **The Wall** public art exhibit at the CBC plaza, and mount a new exhibit.
- Continue to present and install **Places That Matter** plaques, working with partners and sponsors.
- **Communicate widely** about VHF and heritage conservation through a print Spring newsletter and an online Fall newsletter, as well as a bi-weekly e-newsletter to over 5,000 people.
- Continue to grow VHF's **social media** reach and engagement, primarily on Facebook and Twitter, sharing news about VHF initiatives and heritage topics.
- Continue to work with a variety of **media** to achieve wide-spread coverage for heritage topics.

## II. GRANTS TO STIMULATE BUILDING MAINTENANCE & RESTORATION

- Offer **four different grants** to support owners in the maintenance and restoration of heritage buildings and structures.
  - Distribute up to \$12,000 in grant funds for (1) True Colours exterior painting grants with paint donated by Benjamin Moore; (2) Restore It grants for the repair and restoration of exterior fabric; (3) House Call grants for on-site consultations; (4) Get on the Register grants to assist building owners to complete documentation to apply to add their building to the Heritage Register.
- Explore the opportunity to offer **further grants** to encourage energy efficiency upgrades in older homes.
- Undertake an **incentives study** to provide recommendations on financial incentives that could further support heritage conservation in Vancouver.

## III. FUNDRAISING ACTIVITIES

- Submit an Annual Report to the City of Vancouver in April to facilitate the release of the 2015 operating funds which is the second year of a three year operating grant (2014-2016).
- Raise \$96,000 through House Tours from ticket sales and corporate sponsorships.
- Raise \$90,000 through fundraising events and charitable donations.
- Seek grants, corporate sponsorships and individual donations to support special projects, VHF events and programs.
- Renegotiate funding agreements with CBC Radio-Canada, JJ Bean and others to support The Wall art exhibit.
- Further establish an architectural salvage social enterprise to provide funding to VHF activities.

- Maintain existing partnerships and continue to seek in-kind donations of goods and services.
- Continue management of VHF endowment investments to achieve growth for long-term stability of funding. Receive \$45,000 into operating funds in interest and dividend income from \$1.4m in endowment investments to help fund education and public awareness programs.

#### **IV. PROMOTING RELATIONSHIPS THAT SUPPORT HERITAGE CONSERVATION**

- Lead further coordination of the Heritage Alliance, bringing together the City's heritage groups, with particular emphasis during the Heritage Action Plan process.
- Maintain and further develop VHF's network to assist in program delivery, sponsorship and funding, and access to depth of expertise as well as awareness and outreach.
- Continue to promote VHF opportunities for Professional Development through professional associations to their members.

#### **V. VHF OPERATIONS**

- Set goals and conduct performance reviews with staff to help them grow their careers in non-profit management and heritage conservation, and provide at least one continuing education opportunity for each staff member.
- Review and enhance VHF's volunteer recruitment and management processes to enable better identification of volunteers for different roles as well as to optimize the experience for all who help VHF.
- Continue to recognize and reward volunteers with opportunities to attend programs, and with an annual appreciation event and awards.
- Acknowledge the support of individual donors in a variety of ways through the year.
- Continue the program of IT equipment renewal initiated in 2014.
- Retain and further build broad participation and high engagement on VHF committees, along with relevant skill sets and expertise, drawing on both VHF Board members and the interested public.