



ADMINISTRATIVE REPORT

Report Date: April 16, 2019
Contact: Jason Olinek
Contact No.: 604.873.7492
RTS No.: 13126
VanRIMS No.: 08-2000-20
Meeting Date: May 14, 2019

TO: Vancouver City Council
FROM: Vancouver Heritage Foundation
SUBJECT: Vancouver Heritage Foundation Board – Annual Report 2018

RECOMMENDATION

- A. THAT Council approve the 2018 Annual Report of Vancouver Heritage Foundation attached as Appendix A.
- B. THAT Council approve payment of a grant to Vancouver Heritage Foundation in the amount of \$132,650 to be used as operating funds for the third year of the three-year operating agreement (2017-2019), source of funding the 2019 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 \$135,304, plus inflationary increases, for 2020, 2021 and 2022 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 2020 – 2022 to be addressed as part of the annual operating budget process.

REPORT SUMMARY

This report seeks Council approval of the Vancouver Heritage Foundation ("VHF") 2018 Annual Report as required pursuant to the current 2017-2019 operating agreement with the City (the "Current Agreement"). In addition, this report seeks approval of operating funds for 2019 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 VHF, commencing in 2020 and expiring in 2022 (the "New Agreement").

COUNCIL AUTHORITY/PREVIOUS DECISIONS

Council approved the creation of the City of Vancouver Heritage Conservation Foundation, now known as 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 Directors.

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 April 19, 2016, when Council authorized the Current Agreement for VHF from 2017-2019 at an annual cost of \$127,500 plus inflationary increases. On May 15, 2018, Council approved the 2017 Annual Report of VHF and authorized payment for 2018, the second year of the 2017-2019 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, B and C.

REPORT

Strategic Analysis

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 promote the appreciation and conservation of Vancouver's historic places for current and future generations. VHF does this by creating opportunities and resources to learn about Vancouver's history and heritage places, and providing practical support for the successful conservation of historic buildings and sites. 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.

2018 Annual Report

In 2018, Vancouver Heritage Foundation implemented a diverse program of activities to support heritage conservation in Vancouver. As highlighted in the annual report, in 2018 VHF:

- Presented over 50 events including the Heritage House Tour and a new neighbourhood heritage tour, a wide variety of lectures, walking tours and workshops as well as special events to engage new audiences and provide educational opportunities.
- Participated in the province-wide Heritage Week with a range of public events including a Places That Matter Community Celebration.
- Continued to build and improve online information resources to help people discover the breadth of Vancouver's history and heritage places, including the Heritage Site Finder interactive map and the Places That Matter Community History Resource.
- Updated, translated and reprinted two map guides for historic areas in the city.
- Continued to communicate widely and grow VHF social media connectivity to inform and engage the public on VHF activities and heritage conservation topics.
- Offered eight grants for heritage conservation projects and supported further homes in participating in the Heritage Energy Retrofit Grant program to reduce greenhouse gas emissions and retain heritage value.
- Implemented a successful fundraising program to support VHF activities including an evening event and an annual campaign, contributing 23% of 2018 funding.

Operating Summary

- General: The operating budget was over three and a half times the City of Vancouver operating grant of \$130,050.
- Funds & Assets: As of December 31, 2018, VHF has \$844,921 (\$887,240 in 2017) in investments for long-term purposes with an additional \$165,984 (\$163,271 in 2017) for the Save the Buildings Fund to rescue threatened heritage buildings. Further funds of approximately \$429,258 (\$452,296 in 2017) are held at the Vancouver Foundation and provide interest income to VHF.
- Revenues and expenditures:
 - o Total revenues decreased by \$31,868 (6%) from \$505,890 in 2017 to \$474,022 in 2018 due primarily to lower investment income.
 - o Total expenditures decreased slightly by \$3,187 (0.6%) from \$473,007 in 2017 to \$469,820 in 2018. Increases in staff costs were offset by decreases in office expenses, professional fees, house tour and fundraising costs.
 - o At the end of the year, revenues exceeded expenditures by \$4,202.

2019 Work Plan

In 2019, VHF will undertake activities to further heritage conservation objectives as described in the work plan (Appendix D). A range of programming and communications as well as grants, guidance and information will highlight diverse historic places across the city, engage community stakeholders and support conservation projects. The VHF strategic plan 2017-20 will continue to guide initiatives and programming. Key activities in the year will include:

- The Heritage House Tour and a neighbourhood heritage tour, walking tours, evening lectures and workshops.
- Heritage Week programming in February including a free public Places That Matter Community Celebration event.
- A new artwork installation on the WALL public art platform at the CBC Plaza.
- The development and launch of a new Heritage Study Guide for Schools to help teachers and their students explore local history and heritage places.
- Grant programs for both heritage conservation and energy retrofits, including the development and launch of a new larger conservation grants program, following funding approval by City of Vancouver Council.
- Launch of a new grant program to support original publications in a range of media on local heritage and conservation topics.
- Continued support and guidance to the public by phone, email and online.
- Wide-reaching communications including through the website, newsletters and social media to share information and highlight heritage topics.

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. VHF will continue to engage with partners, sponsors, donors and volunteers to maximize impact and community involvement. The 2019 operating budget for VHF is included in Appendix C.

Financial Implications

This report requests Council approve a grant to the Vancouver Heritage Foundation in the amount of \$132,650 which will be operating funds for the third year of the three-year operating agreement for 2017-2019. The source of funds for this grant is the 2019 Operating Budget.

In addition, this report requests Council approve a new three-year operating agreement at a base annual cost of \$135,304 plus inflationary increases for 2020 – 2022 calendar years for the Vancouver Heritage Foundation's services. Funding for 2020-2022 will be addressed as part of the annual operating budget process.

Conclusion

VHF continues to present a diverse and engaging program of educational events, resources and grants that promote appreciation and conservation of Vancouver's heritage buildings and sites. Through tours, lectures, special events and interactive online resources as well as wide-reaching communications, VHF encourages people to understand and value Vancouver's diverse history and heritage places, and to retain, reuse and rehabilitate buildings and structures. VHF provides direct support for heritage conservation activities with a range of grant programs as well as educational workshops, information and other learning opportunities. VHF

serves over 10,000 people annually through its programs, information resources and direct communications, and reaches many more through media coverage during the year.

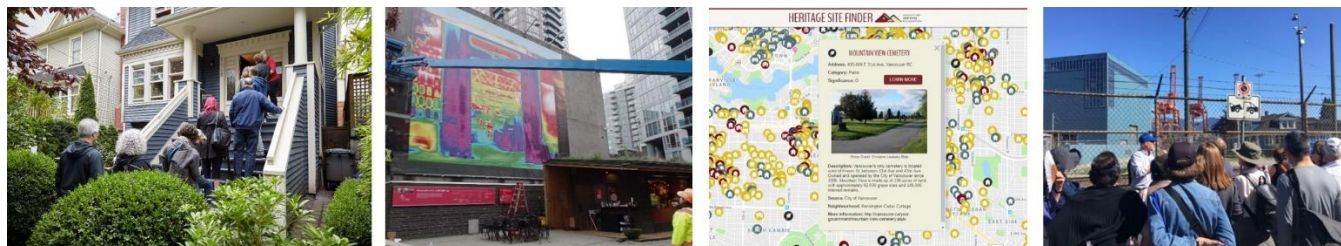
According to the audited financial statements, VHF revenues in 2018 were \$474,022. Of this, \$130,050 came from the City of Vancouver operating grant while \$184,848 was generated through VHF programs, projects and grants received, and \$159,124 was raised by VHF through fundraising activities and investments. VHF continues to be a financially healthy organization with revenue from diverse sources and expenses in line with revenues.

Programs planned for 2019 support City of Vancouver goals. VHF's work recognizes the many public benefits offered by historic buildings and places, including their contribution to the vitality of distinctive neighbourhoods, and to the cultural, economic and environmental sustainability of the city.

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2018 ANNUAL REPORT



Vancouver Heritage Foundation

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

VHF Mission

Vancouver Heritage Foundation promotes the appreciation and conservation of our city's historic places for current and future generations.

WHY PRESERVE HERITAGE BUILDINGS AND SITES?

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, structures and sites. 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, they can be a focal point for social cohesion and cultural expression, and a catalyst for neighbourhood revitalization. Heritage buildings contribute to the economy through skilled jobs in renovating and caring for older structures, providing attractive work environments, 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

VHF saw strong interest in and support for heritage conservation in 2018 through our activities and communications which continued to draw new participants. However, heritage places face ongoing challenges, with individual buildings as well as streetscapes and neighbourhood character at risk.

Heritage buildings and sites are intrinsically connected to the history and broader cultural heritage of the city. Increasing public interest in the diversity of communities, histories and perspectives offers opportunity to add to recognition and understanding of heritage places. Investment in research and ways to gather and share information from the community can help build this deeper understanding such as through VHF's Places That Matter and Heritage Site Finder platforms. The planned update to the City of Vancouver's Heritage Register can further help recognize and safeguard diverse places and their heritage value.

Retaining heritage buildings and sites and securing their long-term future remains challenging and relies on both public and private sector support and investment to succeed. The approval of funding for new financial incentives is a significant step forward in support for conservation. However, improved facilitation of retention projects and good conservation practices through the policy and process framework is still greatly needed.

Heritage places have a vital role to play in the future of a vibrant, culturally rich and sustainable city. Encouraging appreciation, retention and restoration offers many public benefits and VHF continues to work hard to engage the Vancouver community and all ages in this, including with a significant new initiative to support learning about local history and heritage places in schools.

HOW VHF SUPPORTED HERITAGE CONSERVATION IN 2018

In 2018, VHF implemented a diverse program of activities in line with our mission to promote the appreciation and conservation of Vancouver's historic places:

- Over fifty events were offered, attended by more than 3,200 people.
- Online information resources were enhanced and website users grew to over 70,000.
- Grants for heritage conservation and energy retrofits provided direct support to projects.
- Technical workshops and internships helped grow knowledge and skills capacity.
- Guidance to members of the public assisted with the challenges of conservation efforts.
- Input assisted in improvements to policy and process for heritage and character homes.

VHF also continued to work on key elements including funding, operations and governance to ensure the organization is well-positioned to support VHF goals now and into the future.



I. PUBLIC ENGAGEMENT AND ACCESS TO HERITAGE

VHF maintained a wide variety of engaging educational programming including over 50 events during the year. VHF also refreshed and improved online resources, launched new initiatives and continued to communicate widely about heritage places, their history and value. Through events and communications including e-newsletters and social media, VHF connected with over 10,000 people and reached many more through media coverage during the year.

- Presented the 16th annual **Heritage House Tour** in early June with over 1,300 people visiting nine locations across the city. The tour is a one-day, self-guided tour where visitors use a guidebook that provides the history of each house or building, renovation work done and information about neighbourhoods and themes highlighted by the homes on the tour. Over 150 volunteers help to deliver the tour including acting as docents in the open homes, photography, delivering materials and leading volunteer teams.
 - A **pre-tour lecture** on “Pacific Pre-Raphaelites: The Arts and Crafts Movement in Vancouver 1890-1930” was attended by 105 people and explored a significant legacy of architecture and craft.
- Launched a new neighbourhood tour format with the **West End Heritage Tour** in late September, featuring 16 locations and attended by over 500 people.
- Six **Evening Lectures** presented with the University Women’s Club at Hycroft discussed topics relevant to Vancouver’s history and heritage.
- The **Walking Tours** program continued with over 20 walks in neighbourhoods across the city from March to November.
- Began development of a key new initiative to create a **Heritage Study Guide for Schools**, aiming to expand engagement and resources for young people to learn about local history and heritage places. Progress in 2018 included research, school visits and consultation with educators, with planning towards a 2019 launch of the program.
- Offered **special events** with appeal to new audiences including a summer series of free lunchtime Heritage Pop-up events in partnership with the Downtown Vancouver Business Improvement Association, an event marking a century since Prohibition in BC, and an architectural tour and photography workshop at the Orpheum.
- Organized a third **Mystery Bus Tour**, exploring historic places and city history in the evening hours.

- VHF highlighted **Heritage Week**, a national and province-wide celebration of heritage places held in February, this time with the theme of “Heritage Stands the Test of Time”. A new **Places That Matter Community Celebration** event launched the week, bringing together many people involved in the project since it began in 2011. An official proclamation of Heritage Week in the City of Vancouver, a walking tour of the Punjabi Market area including tasting flavours of the area, as well as communications also highlighted the theme.
- The **Places That Matter** plaque program launched as part of Vancouver 125 and celebrates places that matter to Vancouverites, raising awareness of the city’s cultural history. In 2018, the new website for the project, the **Community History Resource**, continued to grow with research, photographs and community submissions. Five sites were confirmed for recognition through the program, chosen by the Musqueam community.
<http://www.vancouverheritagefoundation.org/places-that-matter/>
- Continued **The WALL** at CBC plaza, a public art exhibit in partnership with CBC Radio-Canada with support from JJ Bean Coffee Roasters and produced in partnership with City of Vancouver Public Art. A new artwork by artist Henry Tsang, “Building A – Livestock Building”, was installed in the fall.
- The **Heritage Site Finder interactive map** of the Vancouver Heritage Register continued to be updated and added to with the help of volunteer photographers and researchers. The visibility in online searches was significantly enhanced as well as the format and functionality of the site.
www.vancouverheritagefoundation.org/map/
- Two of VHF’s **map guides** were updated, translated and reprinted with input from community partners and historians. The Historic Chinatown map guide in English and Chinese was completed in time for the City’s apology to the Chinese community recognizing historical discrimination. The Historic Japanese Canadian District (Paueru-Gai) map guide in English and Japanese was ready for the 90th anniversary celebrations of the Vancouver Japanese Language School and Japanese Hall.
- Updates and additions were made to the **Vancouver House Styles** web tool, a popular reference guide for identifying common architectural styles.
- Joined heritage partners, military veterans and government representatives in the official recognition of the memorial value of the **Burrard Bridge Braziers** and celebrated their restoration and relighting at a ceremony in January.
- Participated with a VHF booth at two **Car Free Day** events to share information about heritage and VHF with the public.
- Continued to **communicate widely through web, social media, email and print** about the historical and current value of the city’s older buildings and places, heritage conservation topics and VHF events.
 - Spring and fall newsletters and a bi-weekly e-newsletter to approximately 5,000 people provided core communication vehicles about VHF events and projects, and heritage news.
 - Social media connectivity continued to expand through the year by over 20% across three primary platforms: facebook, Twitter and Instagram.

- Website usage grew substantially to over 70,000 users during the year.
- **Media coverage** throughout the year on radio, in print and online augmented VHF's reach to a wide audience.

II. PRACTICAL SUPPORT FOR HERITAGE CONSERVATION

During the year, VHF offered educational programming and online resources, and contributed to capacity building through internships and program accessibility for students. VHF also provided direct support for heritage conservation and retention projects through grants, and provided input to improving the policy and process framework for heritage places.

- Continued **Old School: Courses for Building Conservation** which provides individual workshops as well as a certificate program for professionals, home and building owners. Six workshops included core course Heritage 101: Introduction to Heritage Conservation and events on key topics including exterior painting and historic colours, electrical safety, and researching. Old School courses are recognized for Professional Development credits from six different professional associations.
- Noting the 10th anniversary of the successful Old School program, initiated a **review of VHF's educational programming** with input from a renewed Education Committee, evaluating program needs for a wide range of audiences and heritage topics.
- Maintained and improved a depth of free online **information resources** for the public and continued to assist many people with their questions about heritage conservation, including connecting them to professionals and trades who can help with specific projects.
- Continued the **Student Access Program**, offering discounted and sponsored tickets to full-time students for house tours, lectures and Old School workshops.
- Hosted a six-month **internship** and two student summer jobs, providing meaningful experience in heritage-related work for a recent graduate and current students.

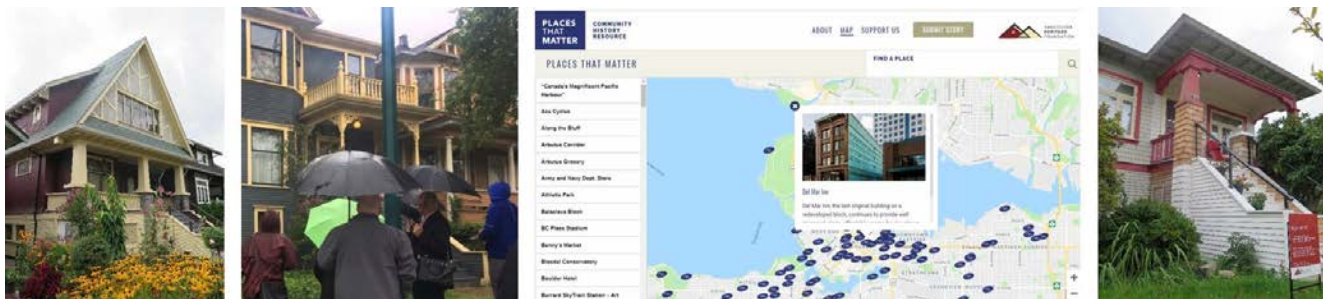
In 2018, VHF continued the Conservation Grants program, providing much needed encouragement to building and home owners for conservation work. The maximum grant available was increased substantially and the overall grant funds available were \$18,000. VHF offered **8 grants** to sites across different neighbourhoods including Hastings Sunrise, Strathcona, Sunset and Mount Pleasant. These programs offered grants for:

- True Colours – paint exterior of buildings in the original colours of Vancouver, with up to \$7,500 grant.
- Restore It – restore 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 \$7,500.
- House Call – heritage consultants visit homes and prepare a conservation report to help the owner plan their projects, up to \$500.
- Get on the Register – VHF funds up to 50% to a maximum of \$500 of the cost of putting a house onto the Vancouver Heritage Register including the preparation of a Statement of Significance.

- VHF continued to manage the **Heritage Energy Retrofit Grant** program, developed with the City of Vancouver Sustainability Group and City Green Solutions, and with funding support from the City of Vancouver. It offers grants and support to pre-1940 or Heritage Register homes to incentivize reductions in greenhouse gas (GHG) emissions and water conservation measures. This phase of the program was closed to new applications in October. At the end of 2018, 25 homes were participating in the program while 13 homes had completed. The average annual per home GHG reduction achieved in the homes that had completed was 3.5 tonnes of CO₂e.

During the year, VHF provided input and information to assist in improvements to the policy and process framework for heritage and character retention projects and conservation work.

- Worked with City staff to enable access to **alternative options for achieving energy efficiency** goals in heritage and character home/building retention projects.
- Supported the **Heritage Action Plan**, providing input to City staff on proposed financial incentive programs and developed details for a proposed new granting program to be managed by VHF.
- Produced a **briefing document for all candidates** in the 2018 municipal election to provide them with information about heritage places, current programs and initiatives.



III. CAPACITY AND EFFECTIVENESS: FUNDRAISING, OPERATIONS AND GOVERNANCE

Based on goals identified in the Strategic Plan 2017-20, VHF put considerable emphasis in 2018 on strengthening funding and organizational capacity. This included securing funding and fundraising to support current initiatives, but also beginning planning toward future goals including resources, facilities, Board and staff skills, volunteer support, partnerships and networks.

VHF's fundraising focused on raising annual funds through the Annual Campaign and fundraising evening in the fall. Grants received supported specific projects and internships, and directed donations also supported new initiatives. Corporate sponsorship of VHF events and programs augmented program revenues to cover costs and keep pricing accessible. Carefully managed endowment and long-term investments support current activities as well as provide for the future.

- Through program and fundraising revenue, VHF leveraged the COV **annual operating grant** (\$130,050) by more than three and a half times to reach \$482,677 in operating revenues.¹ The City's operating grant provides both important funding and the opportunity to leverage funding from other sources.
- **Fundraising and donations** contributed \$112,827. This was primarily from the Annual Campaign, and City Drinks evening event. The City Drinks event was hosted at the Seaforth Armoury in November and attended by 140 guests. It featured a live and silent auction with items donated by local businesses, organizations and individuals.
- **Corporate sponsorships** helped with the costs of the Heritage House Tour and the West End Heritage Tour, a series of free Pop-Up events, City Drinks, and the WALL public art platform at CBC. Old School courses and the new Heritage Study Guide for Schools initiative were supported by specific donations.
- **In-kind donations** of goods and services included a reduced rent, donation of time and expertise by lecturers and workshop presenters, musical performance, venues for events, paper for printed publications, distribution of marketing materials, web development, research and photography.
- **Grants** from the Young Canada Works program and the Canada Summer Jobs program (both federal government) supported internships. A Heritage Legacy Fund grant from Heritage BC supported the Schools initiative.
- Sponsored seats and tickets for VHF programs were funded by donations from individuals to the **Student Access Program**.
- VHF managed and Vancouver Foundation managed **investment funds** had a market value of \$1.44m at year end. In 2018, they yielded \$41,827 in interest and dividends which was directed to VHF granting and education programs. Market conditions saw a year-over-year market value decline in the funds at year end but more positive increase in early 2019.
- The VHF Governance Committee completed the update of VHF's constitution and by-laws with approval from Council and completed the transition requirements for the new Societies Act of BC.
- Continued to work with a range of **committees** comprised of Board members and the interested and experienced public, so that areas of operations and programming such as Finance, Granting, Fundraising and Education receive as broad input as is reasonable given the human resources of VHF.
- Supported **staff development** with performance reviews, objective setting and funding for staff to attend training and conferences. Continued with a modest benefits package through Chambers of Commerce Group Insurance Plan.

¹ Note: The Operating Budget and Actuals differ from the audited Financial Statements as they show revenues and expenses directly controlled by VHF's day-to-day activities. They do not include the growth on VHF investments except any amount that is taken into operating revenue. The audited Financial Statements do include the full growth on investments including unrealized gains.

- Over 190 **volunteers** assisted with VHF programs, committees and projects in 2018. Complimentary seats in education programs were made available to volunteers and the 8th annual volunteer recognition and awards evening was planned for January 2019 to acknowledge the contribution of volunteers to VHF activities throughout the year.
- Continued a program of IT equipment renewal, prioritizing replacement of aging equipment and planning ahead to maintain operational efficiency, manage cost and risk.
- Completed database improvements to help manage data including tracking of volunteer contributions.

VHF recognizes the significant benefits of working with others in a variety of ways to achieve the goal of supporting heritage conservation. In 2018, this included:

- 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 and fundraising costs and augment VHF's network, with over 30 corporate sponsors, cash or in-kind, in 2018.
- Continued existing and created new successful **partnerships** to host events, deliver the Wall public art exhibit for the ninth year, sell house tour tickets, deliver projects, and provide free programming.
- Maintained Professional Development **accreditation** for workshops and events with six associations to encourage built environment professionals to increase knowledge and skills in heritage conservation.
- Presented VHF initiatives at Heritage BC conference in May.



www.twmca.com

FINANCIAL STATEMENTS

**VANCOUVER HERITAGE
FOUNDATION**

December 31, 2018



INDEPENDENT AUDITOR'S REPORT

To the Members of

The City of Vancouver Heritage Conservation Foundation (operating as Vancouver Heritage Foundation)

Qualified Opinion

We have audited the financial statements of Vancouver Heritage Foundation (the Foundation), which comprise the statement of financial position as at December 31, 2018 and 2017, and the statements of operations, changes in net assets and cash flows for the years then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, except for the possible effects of the matter described in the Basis for Qualified Opinion section of the report, the accompanying financial statements present fairly, in all material respects, the financial position of the Foundation as at December 31, 2018 and 2017, and the results of its operations and its cash flows for the years then ended in accordance with Canadian accounting standards for not-for-profit organizations.

Basis for Qualified Opinion

In common with many not-for-profit organizations, the Foundation derives revenue from donations and fundraising activities the completeness of which is not susceptible to satisfactory audit verification. Accordingly, verification of these revenues was limited to the amounts recorded in the records of the Foundation. Therefore, we were not able to determine whether any adjustments might be necessary to donations and fundraising revenue, excess of revenues over expenses, and cash flows from operations for the years ended December 31, 2018 and 2017, current assets as at December 31, 2018 and 2017, and net assets as at January 1 and December 31 for both the 2018 and 2017 years.

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the Foundation in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our qualified audit opinion.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the 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.

In preparing the financial statements, management is responsible for assessing the Foundation's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Foundation or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Foundation's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements. As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.



INDEPENDENT AUDITOR'S REPORT

- Obtain an understanding of internal control relevant to the audit 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 Foundation's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Foundation's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Foundation to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Report on Other Legal and Regulatory Requirements

As required by the British Columbia Societies Act, we report that the accounting principles used in these financial statements have been applied on a basis consistent with that of the preceding year.

Tompkins Wozny LLP

Vancouver, Canada
February 25, 2019

Chartered Professional Accountants



The City of Vancouver Heritage Conservation Foundation
(Operating as Vancouver Heritage Foundation)

STATEMENT OF FINANCIAL POSITION

As at December 31

	2018	2017
	\$	\$
ASSETS		
Current		
Cash	134,808	164,271
Term deposits [note 3]	347,040	294,000
Accounts receivable [note 5]	11,804	24,560
Prepaid expenses	2,966	2,541
	496,618	485,372
Restricted cash [note 4]	1,000	1,000
Long-term investments [note 6]	1,010,905	1,050,511
	1,508,523	1,536,883
LIABILITIES AND FUND BALANCES		
Current liabilities		
Accounts payable and accruals [note 8]	34,531	36,836
Deferred revenue	205,587	208,844
Heather Pavilion Restoration [note 4]	1,000	1,000
Total current liabilities	241,118	246,680
Deferred contributions [note 9]	96,000	123,000
Total liabilities	337,118	369,680
Fund Balances		
Internally Restricted Funds [note 6]	1,010,905	1,050,511
Unrestricted	160,500	116,692
	1,171,405	1,167,203
	1,508,523	1,536,883

Line of credit [note 7]

Economic dependence [note 15]

Commitment [note 17]

See accompanying notes to the financial statements

On behalf of the Board:

Director

Director



Tompkins Wozny
Chartered Professional Accountants

The City of Vancouver Heritage Conservation Foundation
(Operating as Vancouver Heritage Foundation)

STATEMENT OF CHANGES IN FUND BALANCES

Year ended December 31

	Internally restricted for Long-term Purposes	Internally restricted for Save the Building Fund	Internally restricted for Home Owner's Grants	Unrestricted	Total
	\$ [note 6]	\$ [note 6]	\$	\$	\$
2018					
Balance, beginning of year	887,240	163,271	—	116,692	1,167,203
Excess of expenses for the year	—	—	—	4,202	4,202
Interfund transfers - investment income [note 10]	(6,319)	2,713	—	3,606	—
- other transfers [note 10]	(36,000)	—	—	36,000	—
Balance, end of year	844,921	165,984	—	160,500	1,171,405
2017					
Balance, beginning of year	824,002	165,778	2,920	141,620	1,134,320
Excess of revenue for the year	—	—	—	32,883	32,883
Interfund transfers - investment income [note 10]	27,247	16,680	—	(43,927)	—
- other transfers [note 10]	35,991	(19,187)	(2,920)	(13,884)	—
Balance, end of year	887,240	163,271	—	116,692	1,167,203

See accompanying notes to the financial statements

The City of Vancouver Heritage Conservation Foundation
(Operating as Vancouver Heritage Foundation)

STATEMENT OF OPERATIONS

Year ended December 31

	2018	2017
	\$	\$
REVENUE		
Donations and fundraising <i>[note 12]</i>	139,827	133,579
City of Vancouver - operating grant	130,050	127,500
House tours	79,481	78,498
Special projects	40,254	48,170
Other programs	30,886	25,581
Investment income <i>[note 6]</i>	19,297	63,009
City of Vancouver funding for grants	14,650	12,327
Other grants received	14,344	10,104
Old school - Courses for building conservation	5,233	7,122
	474,022	505,890
EXPENSES		
Staff and contractors <i>[note 13]</i>	307,135	283,851
Other programs, granting and special projects <i>[note 11]</i>	67,771	63,273
Rent	30,040	28,734
Office supplies, utilities and other	16,009	20,175
Professional fees	13,338	17,190
House tours	9,023	17,963
Fundraising	8,801	21,201
Marketing and communication	6,208	7,427
Bank charges and interest	5,034	5,102
Insurance	2,811	2,315
Old school - Courses for building conservation	2,092	2,484
Board of directors	868	1,465
GST expense	690	1,827
	469,820	473,007
Excess of revenue for the year	4,202	32,883

See accompanying notes to the financial statements

The City of Vancouver Heritage Conservation Foundation
(Operating as Vancouver Heritage Foundation)

STATEMENT OF CASH FLOWS

Year ended December 31

	2018	2017
	\$	\$
OPERATING ACTIVITIES		
Excess of revenues over expenses for the year	4,202	32,883
Changes in non-cash working capital items:		
Accounts receivable	12,756	5,277
Prepaid expenses	(425)	2,500
Accounts payable and accruals	(2,305)	550
Deferred revenue	(3,257)	148,062
Deferred contributions recognized in income	(27,000)	—
Cash provided by (used in) operating activities	(16,029)	189,272
INVESTING ACTIVITIES		
Long-term investments - reinvested investment loss (income)	3,606	(43,435)
- transferred to cash	36,000	25,000
Cash provided by (used in) investing activities	39,606	(18,435)
Increase in cash during the year	23,577	170,837
Cash, beginning of year	459,271	288,434
Cash, end of year	482,848	459,271
Cash consists of:		
Cash	134,808	164,271
Term deposits	347,040	294,000
Restricted cash	1,000	1,000
	482,848	459,271

See accompanying notes to the financial statements

NOTES TO FINANCIAL STATEMENTS

December 31, 2018

1. NATURE OF THE ORGANIZATION

The Vancouver Heritage Foundation (the "Foundation") is a not-for-profit organization incorporated in 1992 under the Society Act. Its principal activity is operating programs to promote 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 is a registered charity and is exempt from income taxes.

2. SIGNIFICANT ACCOUNTING POLICIES

These financial statements were prepared in accordance with Canadian accounting standards for not-for-profit organizations and include the following significant accounting policies:

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 and disclosure of contingent assets and liabilities at the date of the financial statements and the amounts of revenues and expenses reported during the year. Significant areas requiring the use of management estimates relate to the determination of the deferred portion of contributions and grants. Actual results could differ from these estimates.

Fund Accounting

The Foundation has the following internally restricted funds:

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 Long-term Purposes Fund is for the purpose of providing operating funds to the Foundation.

The Home Owner's Grants Fund is for the purposes of providing funds for future home owner grants.

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. Restricted contributions are recognized as revenue in the year in which the related expenses are incurred.

NOTES TO FINANCIAL STATEMENTS

December 31, 2018

2. SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

Contributions externally restricted for ten years are recognized as deferred 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.

Revenue from donations and fundraising is recorded when received.

Revenue from house tours and special events are recorded when the event takes place.

Interest and dividend income is recognized when received.

Contributed Services

The Foundation benefits from services contributed in the form of volunteer time. Due to the difficulty in determining the fair value of such services, the value of contributed services are not recognized in these financial statements.

Long-term Investments

Long-term investments are recorded at market value, with changes in market value being recognized in net income.

Measurement of Financial Instruments

The Foundation initially measures its financial assets and financial liabilities at fair value.

The Foundation subsequently measures all its financial assets and financial liabilities at amortized cost, except for its long-term investments, which are measured at market value.

Financial assets measured at amortized cost include cash, term deposits, accounts receivable, restricted cash.

Financial liabilities measured at amortized cost includes accounts payable and accruals.

Financial assets measured at amortized cost are tested for impairment when there are indicators of impairment. The amount of the write-down is recognized in net income. The previously recognized impairment loss may be reversed to the extent of the improvement, directly or by adjusting the allowance account, provided it 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 net income.

NOTES TO FINANCIAL STATEMENTS

December 31, 2018

2. SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

Cash

Cash is defined as cash on hand, cash on deposit, and net of cheques issued and outstanding at the year-end.

The Foundation's statement of cash flows is prepared on a net cash basis and cash flows from operating activities are reported using the indirect method.

3. TERM DEPOSITS

The Foundation's term deposits bear interest rate in the range of 1.7% to 1.9% and have a maturity dates of August 8, 2019 and October 23, 2019.

4. RESTRICTED CASH

The Foundation has restricted \$1,000 of cash 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.

5. ACCOUNTS RECEIVABLE

	2018	2017
	\$	\$
Operations	2,875	14,560
Accrued interest	6,064	5,651
Government - GST	2,865	4,349
	11,804	24,560

6. LONG-TERM INVESTMENTS

	2018		2017	
	Cost	Market Value	Cost	Market Value
	\$	\$	\$	\$
Save the Buildings Fund	155,017	165,984	150,009	163,271
Long-Term Purposes	701,901	844,921	727,966	887,240
	856,918	1,010,905	877,975	1,050,511

NOTES TO FINANCIAL STATEMENTS

December 31, 2018

6. LONG-TERM INVESTMENTS (CONT'D)

The long-term investments restricted for the Save the Buildings Fund are managed by the Foundation to purchase, as a last resort, heritage buildings that are under threat of demolition in order to protect their heritage designation and to upgrade heritage buildings with energy efficient retrofits. The balance of the long-term investments is restricted for the deferred contributions and the internally restricted fund.

During the year, the total investment income (loss) generated was:

	2018	2017
	\$	\$
Interest	13,024	14,036
Dividends	11,975	12,725
Realized and unrealized gains (losses)	(18,040)	27,029
Investment fees	(10,063)	(9,863)
	(3,104)	43,927
Term deposit and bank interest	5,573	3,125
Vancouver Foundation investment income [note 16]	16,828	15,957
	19,297	63,009

7. LINE OF CREDIT

The Foundation has a line of credit available bearing interest at prime plus 2% and is secured by a general security agreement over the Foundation's properties. The total financing available under the facility is \$30,000. As at December 31, 2018 no amount has been drawn on this facility.

8. ACCOUNTS PAYABLE AND ACCRUALS

	2018	2017
	\$	\$
Operations	24,606	20,989
Wages and vacation payable	4,825	9,974
Government remittances - WorkSafeBC	440	514
- Payroll taxes	4,660	5,359
	34,531	36,836

NOTES TO FINANCIAL STATEMENTS

December 31, 2018

9. DEFERRED LONG-TERM CONTRIBUTIONS

	2018	2017
	\$	\$
Balance, beginning	123,000	123,000
Recognized as revenue during the year	(27,000)	—
	96,000	123,000

10. INTERFUND TRANSFERS

The Foundation transfers investment income on long-term investments to the respective fund which holds the long-term investments. Other transfers were also made in the current year to balance the fund for previous unrealized income and transfers to the general account.

11. OTHER PROGRAMS, GRANTS AND SPECIAL PROJECTS

	2018	2017
	\$	\$
Granting programs	29,674	24,685
Special projects	26,560	29,388
Other	11,537	9,200
	67,771	63,273

12. RELATED PARTY TRANSACTIONS

For the year ended December 31, 2018, the Foundation received donations from board members in the amount of \$25,651 [2017 - \$35,916] which is included in donations and fundraising revenue.

13. DISCLOSURE OF REMUNERATION

Pursuant to the British Columbia Societies Act, the Society is required to disclose remuneration paid to employees and contractors who are paid \$75,000 or more during the fiscal year. Staff and contractors expense includes \$95,500 [2017 - \$88,667] paid to one employee [2017 - one] during the year. No contractor exceeded this threshold and no remuneration was paid to any members of the board.

NOTES TO FINANCIAL STATEMENTS

December 31, 2018

14. FINANCIAL INSTRUMENTS

The Foundation is exposed to various risks through its financial instruments. The following analysis presents the Foundation's exposures to significant risk as at December 31, 2018:

Credit and Market Risk

Credit risk is the risk that the Foundation will incur a loss due to the failure by its debtors to meet their contractual obligations. The Foundation is exposed to credit risk with respect to its cash, term deposits, restricted cash, long-term investments and accounts receivable. The Foundation limits its exposure to credit risk by placing its cash in bank accounts with a credit union.

The Foundation is exposed to market risk on its long-term investments.

Liquidity Risk

Liquidity risk is the risk of being unable to meet cash requirements or fund obligations as they become due. It stems from the possibility of a delay in realizing the fair value of financial instruments.

The Foundation manages its liquidity risk by constantly monitoring forecasted and actual cash flows and financial liability maturities, and by holding assets that can be readily converted into cash.

Interest Rate Risk

The Foundation has variable interest rate term deposit investments which are subject to periodic review. Changes in the bank's prime lending rate or other rates can cause fluctuations in interest payments and cash flows.

There has been no change in the Foundation's risk exposure in the above noted risks since the previous year.

15. ECONOMIC DEPENDENCE

The Foundation received 32% [2017 - 27%] of its revenue from the City of Vancouver (operating grant and other project grants). The Foundation remains dependent upon this funding.

16. VANCOUVER FOUNDATION INVESTMENTS

Funds held at the Vancouver Foundation, from which the Foundation is the sole recipient of the income, have a market value at December 31, 2018 of approximately \$429,258 [2017 - \$452,296]. The Foundation recognized \$16,828 [2017 - \$15,957] of interest in the year. As the Foundation has the right to receive only the interest income on these funds and has no access to the contributed capital, the Foundation's financial statements do not reflect the amount as an asset.

NOTES TO FINANCIAL STATEMENTS

December 31, 2018

17. COMMITMENT

The Foundation is committed to an office premises lease which expires in December 2020. The annual rent, over the next three years, is as follows:

	\$
2019	29,630
2020	29,630
2021	4,938
	64,198

18. COMPARATIVE FIGURES

Certain comparative figures for the prior fiscal year have been reclassified to conform with the current year's presentation.

APPENDIX C

VANCOUVER HERITAGE FOUNDATION OPERATING BUDGET

	2018 Actuals	2018 Budget	2019 Budget
Revenue			
City of Vancouver operating grant	\$ 130,050	\$ 130,050	\$ 132,650
Investment income	\$ 54,948	\$ 55,000	\$ 56,100
Donations and fundraising	\$ 112,827	\$ 101,200	\$ 115,000
House Tours	\$ 79,481	\$ 96,000	\$ 80,000
Old School courses & workshops	\$ 5,233	\$ 7,000	\$ 8,000
Other Programs	\$ 30,886	\$ 29,000	\$ 25,750
Special Projects	\$ 54,598	\$ 68,000	\$ 72,500
City of Vancouver funding for grants	\$ 14,654	\$ 15,000	\$ 20,000
TOTAL REVENUES	\$ 482,677	\$ 501,250	\$ 510,000
Expenses			
Administrative Expenses			
Interest, bank charges, GST	\$ 5,724	\$ 6,000	\$ 6,500
Insurance	\$ 2,811	\$ 2,350	\$ 2,900
Office supplies, utilities, dues and other	\$ 16,009	\$ 19,100	\$ 16,850
Rent	\$ 30,040	\$ 31,500	\$ 32,000
Board of Directors	\$ 868	\$ 1,500	\$ 850
Investment fees	\$ 10,063	\$ 10,500	\$ 10,100
Marketing and communications	\$ 6,208	\$ 9,000	\$ 8,000
Fundraising	\$ 8,801	\$ 13,500	\$ 13,000
Consultant Fees & Payroll			
Staff payroll, benefits and professional development	\$ 307,135	\$ 300,400	\$ 310,000
Professional fees	\$ 13,338	\$ 16,000	\$ 13,500
Program Expenses			
House Tours	\$ 9,023	\$ 13,000	\$ 7,800
Old School	\$ 2,092	\$ 3,400	\$ 5,000
Grant Programs	\$ 29,674	\$ 34,000	\$ 43,000
Other Programs	\$ 11,537	\$ 10,000	\$ 12,000
Special Projects	\$ 26,560	\$ 31,000	\$ 28,500
TOTAL EXPENDITURES	\$ 479,883	\$ 501,250	\$ 510,000
Net Income	\$ 2,794	\$ -	\$ -

Note: The Operating Budget and Actuals differ from the audited Financial Statements as they show revenues and expenses directly controlled by VHF's day-to-day activities. They do not include the growth on VHF investments except any amount that is taken into the operating account during the year. The audited Financial Statements do include the full growth on investments including unrealized gains.



2019 WORK PLAN

In 2019, Vancouver Heritage Foundation (VHF) will continue to deliver a diverse range of engaging programming and communications as well as direct support for heritage conservation through grants, guidance and information. VHF will work with community stakeholders and partners, and highlight a wide range of historic places across the city, their stories and value to communities.

Priority initiatives and programming during the year will be guided by the VHF Strategic Plan, focused on promoting the value of Vancouver's historic places, providing practical support for conservation, and strengthening VHF's own capacity and effectiveness.

I. PUBLIC ENGAGEMENT AND ACCESS TO HERITAGE

Offer core programs, fresh events and formats as well as wide-reaching communications.

- Present two **house and building tour events** highlighting different themes and benefits of retaining and rehabilitating older buildings and heritage places including the 17th annual Heritage House Tour (June 2) – up to 10 heritage and character homes, 1300 people, 160 volunteers.
- Offer an **Evening Lecture series** of six events on topics related to the history and heritage of the city. Spring 2019 topics are: Vancouver's Hidden Heritage Building: The Resurrection of the Heather Pavilion; Japanese Hall 1928-2018: The Extraordinary Story of Community Resilience, Survival and Transformation; The Francophone Pioneers of Vancouver: A Little-known History and Legacy.
- Deliver 20 **walking tours** with expert guides addressing neighbourhoods, city, cultural, landscape and architectural history across Vancouver from April to October. Topics this year include Jewish community history, industrial heritage and history, and Gore Avenue and the East End.
- Present **special events** throughout the year to attract new audiences and explore history and cultural heritage including a photography workshop at the Orpheum Theatre, a tour at the Pacific Central Station, boat tours of False Creek, and a tour and talk about language and place names at Musqueam.
- Offer **Heritage Week** programming as part of a province and Canada-wide celebration on the theme of 'Heritage: The Tie that Binds', 18-24 February. Events include a community celebration for the Places That Matter program, an Oakridge Community History walking tour, and a discussion about intangible cultural heritage and the cultural meaning of tea in Chinatown.

- Continue adding depth of information about the more than 2200 heritage sites on the **Heritage Site Finder** interactive map of the Heritage Register, and make further improvements in functionality.
- Continue to add information for the online **Places That Matter Community History Resource** including submissions from the public, and progress several plaque presentations.
- Continue working with the Musqueam community to recognize the five sites chosen for inclusion in the **Places That Matter** program.
- Commission and install the 10th artwork at **The Wall** public art exhibit at the CBC plaza and explore renewal of the program with project partners.
- Launch a new **Heritage Study Guide for Schools** to support school students and their teachers in learning about Vancouver's history and heritage places.
- **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 approximately 5,000 people. Continue to work with a variety of **media** to achieve wide-spread coverage.
- Continue to grow VHF's **social media** reach and engagement, sharing news about VHF initiatives and heritage topics.
- Review and **update VHF's website** for branding, functionality and usability, with input from a range of stakeholders.

II. PRACTICAL SUPPORT FOR HERITAGE CONSERVATION

Provide education programs, information resources, grant programs and input to policy.

- Offer a range of **Old School: Courses for Building Conservation** workshops for homeowners, building owners and professionals to increase knowledge and skills including: Heritage 101: Introduction to Heritage Conservation, Maintenance and Repair of Wood Windows, and Planning a Heritage Garden.
- Work with professional associations to create **learning opportunities for professionals** to increase heritage expertise and capacity in Vancouver, including presenting a session at the AIBC one-day conference in May.
- Provide learning opportunities for students and new graduates of related disciplines including offering **internships** and the **Student Access Program**.
- Continue to provide and improve online **information resources**, the VHF reference reading room, and assistance to the public with their questions about heritage conservation.
- Offer **four different Conservation Grant programs** to support owners in the restoration and maintenance of heritage buildings and structures.
 - Distribute up to \$30,000 in grant funds for (1) True Colours exterior painting grants; (2) Restore It grants for the repair and restoration of exterior fabric; (3) House Call grants for

conservation planning; (4) Get on the Register grants to assist building owners to complete documentation to apply to add their building to the Heritage Register.

- Develop and launch the **new Heritage House Conservation Grant program**, following approval of funding from City of Vancouver.
- Complete the current phase of the **Heritage Energy Retrofit Grant** program to encourage energy efficiency and water efficiency upgrades on older homes, assisting participating homes to finalize their grants by October 2019. Develop next phase of the grant program and materials to support the reduction of greenhouse gas emissions from heritage and character homes and buildings.
- Support and provide input to the **Heritage Action Plan** process.

III. CAPACITY AND EFFECTIVENESS: FUNDRAISING, OPERATIONS AND GOVERNANCE

Generate operating and project funding and plan for long-term funding sustainability. Continue to improve operational tools and capacity, and facilitate professional delivery of activities and work environment.

- Submit an **Annual Report** to the City of Vancouver to facilitate the release of the 2019 operating funds which is the third year of a three-year operating grant (2017-2019).
- Raise \$115,000 through **fundraising** events and charitable donations.
- Generate \$113,750 through **events and workshops** from ticket sales and corporate sponsorships.
- Continue management of VHF **long-term investments** to achieve growth for long-term stability of funding. Receive \$56,100 into operating funds in interest and dividend income from \$1.44m in endowment investments to support programs.
- Develop planning for **long-term funding** of VHF programs, drawing on the expertise of an advisory committee.
- Retain and further build broad participation and high level of engagement on **VHF Board of Directors and committees**, along with relevant skill sets and expertise.
- Set goals and conduct performance reviews with **staff** to help them grow their careers in non-profit management and heritage conservation, and provide continuing education opportunities.
- 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 ongoing **IT equipment renewal** initiated in 2014.