



REPORT

Report Date: April 26, 2021
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VanRIMS No.: 08-2000-20
Meeting Date: June 23, 2021
[Submit comments to Council](#)

TO: Standing Committee on Policy and Strategic Priorities
FROM: Vancouver Heritage Foundation Board
SUBJECT: Vancouver Heritage Foundation Board – Annual Report 2020

RECOMMENDATION

- A. THAT Council approve the 2020 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 \$138,011 to be used as operating funds for the second year of the three-year operating agreement (2020-2022), source of funding is the 2021 Capital Budget.

REPORT SUMMARY

This report seeks Council approval of the Vancouver Heritage Foundation (“VHF”) 2020 Annual Report as required pursuant to the current 2020-2022 operating agreement with the City (the “Current Agreement”). In addition, this report seeks approval of operating funds for 2021 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 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 Members. 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 14, 2019 when Council authorized the Current Agreement for VHF for 2020-2022 at an annual cost of \$135,304 plus inflationary increases.

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

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.

2020 Annual Report

In 2020, through a challenging year, VHF implemented a diverse program of activities to support heritage conservation in Vancouver. As highlighted in the annual report (Appendix A), in 2020 VHF:

- Presented over 30 events, including 23 in virtual format from May onwards. These included lectures, walking tours, technical workshops and professional education.
- Participated in the national Heritage Week with a range of public events including the third annual Places That Matter Community Celebration.
- Continued to improve and promote 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, and grew website users by 32% to nearly 160,000 annually.
- Communicated widely and grew VHF social media connectivity to inform and engage the public on VHF activities and heritage conservation topics.

- Further established the Heritage Study Guide for Schools and the School Grants program to support teachers and their students in exploring local history and heritage places, including presenting professional development day programs.
- Supported new original publications in a variety of media on topics related to local historic places and heritage conservation through the Yosef Wosk Publication Grant program.
- Provided grants and guidance to heritage projects through the Heritage Conservation Grants Program and enabled energy retrofits and greenhouse gas emissions reductions in older homes with the Heritage Energy Retrofit Grant program.
- Implemented a successful fundraising program to support VHF activities including an online auction and an annual campaign.

Operating Summary

- General: Total operating budget was over five and a half times the City of Vancouver operating grant of \$135,304.
- Funds & Assets: As of December 31, 2020, VHF has \$1,180,986 (\$1,101,110 in 2019) in internally restricted funds to support the organization in the long term and for specific activities. These consist of \$909,047 in investments for long-term purposes (used as an endowment type fund), \$195,573 in the Save the Buildings Fund to rescue threatened heritage buildings and \$76,366 for the Yosef Wosk Publication Fund. Further funds of approximately \$480,256 (\$460,206 in 2019) are held at the Vancouver Foundation and provide interest income to VHF.
- Revenues and expenditures:
 - Total revenues increased by \$150,763 (24%) from \$638,870 in 2019 to \$789,633 in 2020 due primarily to an increase in the funding for grant programs as the Heritage Conservation Grant Program completed its first full year.
 - Total expenses increased by \$93,828 (17%) from \$539,989 in 2019 to \$633,817 in 2020. This was due to an increase in funds distributed for the conservation and publications grant programs. Expenses in several areas including for events and fundraising were significantly lower than in 2019.

2021 Work Plan

In 2021, VHF will undertake activities to further heritage conservation objectives as described in the work plan (Appendix D). A range of programming, online resources 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 will continue to guide initiatives and programming.

Due to the COVID-19 pandemic and public health measures, VHF is continuing to present programs virtually for a wide audience and working to leverage the many benefits of heritage places to serve the community at this challenging time.

Key activities include:

- Diverse educational programming delivered in virtual format including lectures, walking tours, special events, professional education and Heritage House Tour programs.
- Heritage Week programming in February including the fourth annual Places That Matter Community Celebration event.
- A new artwork installation on the WALL public art platform at the CBC plaza.
- Support to teachers through the Heritage Study Guide for Schools and School Grants program to help students and educators explore local history and heritage places, particularly through digital tools at this time.
- Grant programs for both heritage conservation and energy retrofits to help projects continue to move forward and sustain local employment and skill development, and contribute to climate action.
- Grants to new original publications from the Yosef Wosk Publication Fund.
- 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. VHF will also seek government relief funding where eligible.

The 2021 budget for VHF is included in Appendix C, as approved by the Board of Directors in November 2020. This includes the anticipation that income from programming and fundraising will continue to be negatively impacted in 2021 by the ongoing public health situation of coronavirus.

Financial

According to the audited financial statements, VHF operating funds in 2020 were \$789,633. Of this, \$135,304 came from the City of Vancouver operating grant. VHF generated \$67,764 through programs, projects and grants received, and \$223,078 was raised through fundraising activities and investments. A further \$223,799 was from the City of Vancouver funded conservation and energy retrofit grant programs managed by VHF. The organization received \$129,688 from the Canada Emergency Wage Subsidy in 2020. Despite a challenging year, VHF continues to be a financially healthy organization with revenue from diverse sources, expenses in line with revenues, and ongoing operations and activities that have been adapted to the changing circumstances presented by the pandemic (Appendix B).

This report requests Council approve a grant to VHF in the amount of \$138,011 which will be operating funds for the second year of the three-year operating agreement for 2020-2022. The source of funds for this grant is the 2021 Capital Budget.

Legal

On May 14, 2019, Council approved the Current Agreement.

CONCLUSION

Through the challenging circumstances of the coronavirus pandemic, 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. The organization has made significant adjustments in delivery of programs to keep them accessible and worked hard to sustain the wide range of activities in line with its mandate.

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 12,000 people annually through its programs and direct communications, reaches many more through media coverage during the year, and reached 159,000 users of its online resources in 2020.

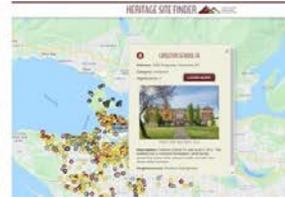
Programs planned for 2021 support City of Vancouver goals. VHF's work recognizes the many public benefits offered by Vancouver's cultural heritage, its historic buildings and heritage places, including their contribution to the vitality of distinctive neighbourhoods and connected communities, and to the cultural, economic and environmental sustainability of the city. VHF's programs further support City goals for cultural diversity and inclusivity, and for reconciliation with Indigenous peoples. They highlight the diversity of Vancouver's cultural heritage and places valued by communities and often bring focus to lesser-known local history.

As the coronavirus pandemic continues, VHF has adapted programs and operations to continue to deliver the organization's mandate and support the community through heritage and its many benefits. Income from events and fundraising will continue to be lower than usual until large-scale in-person events can resume. In this environment, the City of Vancouver operating grant will provide even more important support to the organization than usual.

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2020 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 heritage places 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. Older buildings throughout the city provide many of the more affordable housing options, small business premises and community spaces.

Heritage places have a vital role to play in the future of a vibrant, culturally rich, inclusive and sustainable city. Encouraging appreciation, retention and restoration offers many public benefits. Heritage conservation is a complementary goal with other City goals of sustainability, economic growth, reconciliation and cultural vibrancy.



CURRENT CHALLENGES AND OPPORTUNITIES FOR HERITAGE CONSERVATION IN VANCOUVER

VHF saw strong interest in and support for heritage conservation in 2020 through our activities and communications which continued to draw new participants. With the anxiety and disruption of the global coronavirus pandemic that has impacted everyone's lives, heritage places have provided safe outdoor ways to experience and explore neighbourhoods, learn about local history and connect to community.

Heritage buildings and sites are intrinsically connected to the history and cultural heritage of the city. They offer important opportunities to learn about Vancouver's diverse communities and their experiences and perspectives. In 2020, heightened concern about anti-Black and anti-Asian racism and discrimination brought greater interest in places that highlight and celebrate the contributions of different communities. The need to expand recognition and understanding of heritage places is ongoing. Further investment in research and ways to gather and share information from the community can help build a 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 could further help recognize and safeguard diverse places and their heritage value.

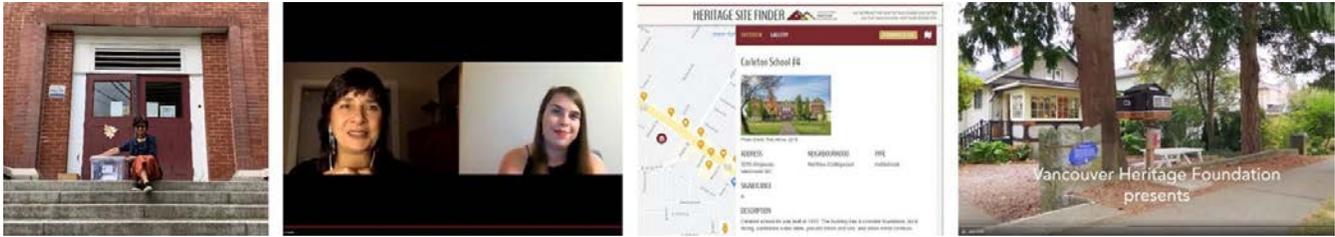
Heritage places face ongoing challenges, with individual buildings as well as streetscapes and the distinctive character of different neighbourhoods at risk. Retaining heritage buildings and sites and securing their long-term future remains challenging and relies on both public and private sector support and investment to succeed. Funding for grants is providing encouragement for smaller conservation projects. However, improved facilitation of retention projects and good conservation practices through the policy and process framework, including the Vancouver Building By-Law, is still greatly needed. Increasing costs for small and legacy businesses that threaten their viability is also a concern, greatly augmented in 2020 by the challenges for business survival brought by the pandemic. Many businesses contribute to communities' living cultural heritage, and many own or rent in historic spaces and are important stewards of diverse buildings across the city.

HOW VHF SUPPORTED HERITAGE CONSERVATION IN 2020

In 2020, VHF implemented a diverse program of activities in line with our mission to promote the appreciation and conservation of Vancouver's historic places. Initial plans were adapted and changed to respond to the rapidly changing circumstances brought by the global coronavirus pandemic:

- Presented over 30 events, including 23 in virtual format.
- Online information resources were enhanced and website users grew to over 159,000.
- Communications through newsletters and social media continued to engage a wide audience with local history and places.
- Grant programs provided over \$150,000 in direct support to heritage conservation, energy retrofits and publications.
- Technical workshops and internships helped grow knowledge and skills capacity.
- Guidance to members of the public assisted with the challenges of conservation efforts.

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.



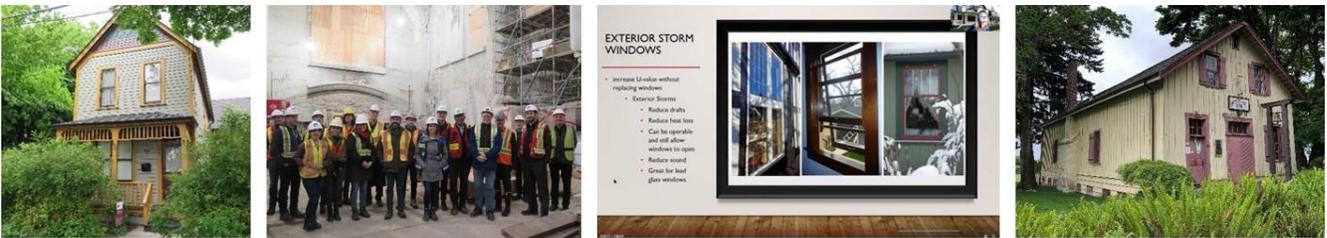
I. PUBLIC ENGAGEMENT AND ACCESS TO HERITAGE

Through a challenging year, VHF maintained a variety of engaging educational programming, including over 30 events during the year. While 19 planned events had to be postponed then cancelled, new events were launched in virtual format from May onwards and over 1,350 tickets were purchased for VHF events overall. VHF continued to improve online resources, and to communicate widely about heritage places, their history and value. Through events and communications including e-newsletters and social media, VHF connected with over 12,000 people and reached many more through media coverage during the year.

- VHF highlighted **Heritage Week**, a national and province-wide celebration of heritage places held in February, this time with the theme of “2020 Vision: Bringing the Past into the Future”. The third annual **Places That Matter Community Celebration** event launched the week at Heritage Hall, to share stories and community connections with presentations and displays from individuals and organizations. An official proclamation of Heritage Week, two further events and communications highlighted the theme.
- Four **Evening Lectures** discussed topics relevant to Vancouver’s history and heritage. The first event in early March was held in person while three lectures in the fall were in virtual format. Topics included urban planning, photographer Yucho Chow, nightlife and venues, and garden design history. Average attendance was 75.
- The Heritage House Tour, usually a large annual one-day event in early June since 2003, went into virtual format as the **Heritage House Tour 2020 Online**. Short videos and free online mini map guides were made available, and three virtual events highlighted city and neighbourhood history, architecture and conservation practice.
- The popular walking tours program was replaced by an innovative **Virtual Stroll** series. Working with historian John Atkin, seven tours with video and Q&A were presented, with attendance of over 70 people on average for each one. Neighbourhoods featured included Strathcona, Cedar Cove, Marpole, Cedar Cottage, Point Grey, and Beaconsfield and Renfrew.
- Supported the community-led initiative, Cross-Cultural Strathcona Walking Tours as a partner organization including hosting a virtual panel.
- Continued **The WALL** at CBC plaza, a public art platform in partnership with CBC Radio-Canada with support from JJ Bean Coffee Roasters and produced in partnership with City of Vancouver Public Art.
 - Installed the **11th annual exhibit** with a new artwork by artist Henri Robideau, “The Giant Hand and the Birth of Giantthropology”.

- Hosted an artist's talk with WALL artist Deanna Bowen, on **Exploring Black Histories through Art**, related to her research into her own family history in Vancouver and her artwork for the WALL and Contemporary Art Gallery exhibition.
- 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 2020, the **Community History Resource** website continued to grow with research, photographs and community submissions. The 3rd annual Places That Matter Community Celebration was held during Heritage Week in February.
www.placesthatmatter.ca
- 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. Historic Areas were added to the map and a form was implemented to invite information and photographs from community members. The map provides a key public source of information on Vancouver's heritage buildings and sites. www.vancouverheritagefoundation.org/map/
- VHF's **Heritage Study Guide for Schools** was launched in 2019, and awareness and engagement grew during 2020. The program provides a wealth of resources for teachers and students to explore and learn about local history and heritage places. It is complemented by a grant program for books and field trips. During 2020:
 - Presented two full-day **Professional Development days** for educators in February and October, with guest speakers, attended by 20 people each time. The first was presented in person at the Vancouver Japanese Language School & Japanese Hall and Gastown, the second in virtual format. VHF also presented a Pro-D session as part of an event in March.
 - Supported educators in the move to **online learning**, providing accessible resources and project ideas.
 - Through the **School Grants** program:
 - Delivered boxes of local history and heritage books to educators at 15 Vancouver schools.
 - Supported 10 field trips, including virtual format, for museum and site visits, and guest speakers for class sessions.
- Continued the **Yosef Wosk Publication Grant** program for a second year of applications. The grants support new, original publications in a variety of media on aspects of Vancouver's heritage places, their conservation and related topics. Grants were awarded to four projects for a total of \$10,000. Supported projects will complete in 2021 and include a podcast, videos and booklets relating to Chinatown Society buildings, Mount Pleasant, Japanese Canadian history in Marpole, the Komagata Maru.
- With in-person events restricted for much of the year and people spending more time at home, engaging with audiences through a variety of communications took on even greater importance. VHF 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.

- A spring **newsletter** 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 increase through the year across three primary platforms: Facebook, Twitter and Instagram, with over 12,000 followers across the 3 platforms.
- **Video content** was developed and added to the VHF YouTube channel and subscribers more than doubled during the year.
- **Website** usage grew by 32% to more than 159,000 users during the year. Design and development work was underway in preparation for launching a renewed website in 2021.
- **Media coverage** for several initiatives during the year on radio, in print and online augmented VHF's reach to a wide audience.



II. PRACTICAL SUPPORT FOR HERITAGE CONSERVATION

VHF offered educational programming and online resources, and contributed to capacity building through internships and program accessibility for students. VHF provided direct support for heritage conservation and energy retrofits 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. With a switch to virtual events, VHF was able to present 4 workshops and a mid-project site visit during the year. Topics included Historical Colours Analysis (full day in-person), core course Heritage 101: Introduction to Heritage Conservation (in 2 sessions), Planning a Heritage Garden, and Researching the History of a Building Online. Old School courses are recognized for Professional Development credits from six different professional associations.
- To further offer **professional education**, VHF coordinated a session at the Engineers and Geoscientists of BC conference in October on 'Heritage Structures: Opportunities and Challenges', with presentations on the seismic upgrading and restoration of St. Andrew's-Wesley Church from professionals involved in the project.
- Presented the first in a new series, **Steps for Sustainability**, on restoring and repairing historic wood windows and doors, attended by 42 homeowners, building owners and stewards, and professionals.
- Maintained and improved a wealth 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 tours, lectures and Old School workshops.
- Hosted **two six-month internships**, providing meaningful experience in heritage-related work for recent graduates.
- The **Heritage Conservation Grants Program** was launched in September 2019 with \$300,000 annual funding. A first round of participants was approved for grants in November 2019 and a further intake in February 2020. The second year of the program began with an application intake in November. The spring and fall intakes in 2020 saw 58 applications, with 46 offered grants. During the year, 25 projects completed with supported work including restoration of siding and stonework, repairing windows, roofing, and painting in historically authentic colours.
- The **Heritage Energy Retrofit Grant** program launched a new phase in late 2019. The program was first developed with the City of Vancouver Sustainability Group and City Green Solutions, and is supported 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. In 2020, 30 applications were received and 19 are currently in the program and pursuing retrofits including insulation, air sealing, storm windows, and electric air source heat pumps.
- Provided input to City of Vancouver staff on changes to the **Vancouver Building By-Law** and the **Climate Emergency Action Plan**, to assist consideration and participation for older buildings and heritage projects.

III. CAPACITY AND EFFECTIVENESS: FUNDRAISING, OPERATIONS AND GOVERNANCE

Based on goals identified in the Strategic Plan 2017-20, VHF continued to work on strengthening funding and organizational capacity. However, the priority through much of 2020 was to maintain adequate funding to sustain initiatives and weather the challenges of the coronavirus pandemic.

VHF applied for and received federal government relief funding through the Canada Emergency Wage Subsidy program, receiving \$129,688 during the year. With program and fundraising revenues from large events such as the Heritage House Tour severely reduced by the pandemic, this enabled the staff team to work on sustaining and adapting programs to keep delivering VHF's mandate. VHF had some periods of reduced staffing, delaying rehiring to fill two vacant positions. The staff team during the year consisted of the Executive Director, Program Manager, Grant Programs Manager, Special Projects Manager (PT), Communications Manager, and Office and Program Coordinator. Hosting internships supported by grant funding added capacity to deliver programs and projects, while providing valuable employment and mentorship for young people.

VHF's fundraising focused on raising annual funds through an annual campaign and a fundraising auction in the fall. Grants received supported specific projects and internships, and directed donations also supported 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.

Overall, VHF ended the year in a positive financial position. This was due to the government relief funding received, the strong support of donors, and continued commitment from the City through

the operating grant and funding for conservation and energy retrofit grant programs. Investment income was better than expected and the total net revenue of \$155,816 shown on the financial statements reflect the growth on VHF's investments for long-term purposes that remain invested to support the organization into the future.

- VHF received the City of Vancouver **annual operating grant** of \$135,304. The City's operating grant provides both important funding and the opportunity to leverage funding from other sources.
- **Fundraising and donations** contributed over \$105,072. This was primarily from the annual campaign, other donations including for specific projects and programs, and the virtual online Fall Heritage Auction. The total includes \$28,000 in donations received ten years ago and held in VHF investments for long-term purposes but recognized as revenue in 2020.
- **Corporate sponsorships** helped with the costs of the Heritage House Tour Online and the WALL public art platform at CBC.
- **In-kind donations** of goods and services included a reduced rent, donation of time and expertise by lecturers and workshop presenters, venues for events, paper for printed publications, web development, research and photography.
- **Grants** from the Young Canada Works program (federal government) supported two six-month internships, providing employment and mentorship for new graduates.
- 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 \$1.66m at year end. In 2020, they yielded \$42,481 in interest and dividends, 42% of which was directed to VHF programs with the remainder reinvested for long-term purposes. Market conditions saw a year-over-year market value growth in the funds at year end which was much better than anticipated earlier in the year.
- 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 governance, finance, granting, fundraising, education and The WALL 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.
- While large in-person events were not able to take place after early March, **volunteers** still contributed significantly to VHF programs, committees and projects in 2020. The 9th annual volunteer recognition and awards evening took place in January 2020 to acknowledge the contribution of volunteers to VHF activities and launch the program for the year.
- From March, the VHF staff team moved mostly to **remote working**. Investment and changes in **IT equipment and services** were required to facilitate this, as well as ongoing renewal, prioritizing replacement of aging equipment and planning ahead to maintain operational efficiency, manage cost and risk.

VHF recognizes the significant benefits of working with others in a variety of ways to achieve the goal of supporting heritage conservation. In 2020, this included:

- Maintained and developed VHF's extensive **network** of contacts including built environment professionals and cultural heritage specialists, trades, heritage, cultural and educational organizations.
- Continued with **sponsorships** where possible to offset program costs and sustained **partnerships** to host events, deliver the Wall public art exhibit for the eleventh year, deliver projects and 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.



FINANCIAL STATEMENTS

VANCOUVER HERITAGE FOUNDATION

December 31, 2020



INDEPENDENT AUDITOR'S REPORT

To the Members of
Vancouver Heritage Foundation

Qualified Opinion

We have audited the financial statements of Vancouver Heritage Foundation (VHF), which comprise the statement of financial position as at December 31, 2020, and the statements of operations, changes in net assets and cash flows for the year 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 VHF as at December 31, 2020, and the results of its operations and its cash flows for the year 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, VHF 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 VHF. 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, 2020 and 2019, current assets as at December 31, 2020 and 2019, and net assets as at January 1 and December 31 for both the 2020 and 2019 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 VHF 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 VHF'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 VHF or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing VHF'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 VHF'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 VHF'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 VHF 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
March 4, 2021

Chartered Professional Accountants



STATEMENT OF FINANCIAL POSITION

As at December 31

	2020	2019
	\$	\$
ASSETS		
Current		
Cash	254,436	103,966
Term deposits [note 3]	898,128	594,434
Accounts receivable [note 5]	37,103	232,134
Prepaid expenses	2,541	2,741
	1,192,208	933,275
Restricted cash [note 4]	1,000	1,000
Long-term investments [note 6]	1,180,986	1,101,110
	2,374,194	2,035,385
LIABILITIES AND FUND BALANCES		
Current liabilities		
Accounts payable and accruals [note 8]	52,144	29,540
Deferred revenue [note 9]	844,948	656,559
Heather Pavilion Restoration [note 4]	1,000	1,000
Total current liabilities	898,092	687,099
Deferred contributions [note 10]	50,000	78,000
Total liabilities	948,092	765,099
Fund Balances		
Internally restricted funds [note 6]	1,180,986	1,101,110
Unrestricted	245,116	169,176
	1,426,102	1,270,286
	2,374,194	2,035,385

Line of credit [note 7]

Economic dependence [note 15]

Commitment [note 17]

Other - COVID-19 [note 18]

See accompanying notes to the financial statements

On behalf of the Board:

Director

Director

STATEMENT OF CHANGES IN FUND BALANCES

Year ended December 31

	Internally Restricted			Unrestricted	Total
	Long-term Purposes	Save the Building Fund	Publication Fund		
	\$	\$	\$	\$	\$
	<i>[note 6]</i>	<i>[note 6]</i>	<i>[note 6]</i>		
2020					
Balance, beginning of year	834,224	184,932	81,954	169,176	1,270,286
Excess of revenue for the year	—	—	(10,000)	165,816	155,816
Interfund transfers - investment income <i>[note 11]</i>	74,823	10,641	4,412	(89,876)	—
Balance, end of year	909,047	195,573	76,366	245,116	1,426,102
2019					
Balance, beginning of year	844,921	165,984	—	160,500	1,171,405
Excess of revenue for the year	—	—	(8,500)	107,381	98,881
Interfund transfers - investment income <i>[note 11]</i>	75,583	18,948	39,174	(133,705)	—
- other transfers <i>[note 11]</i>	(86,280)	—	51,280	35,000	—
Balance, end of year	834,224	184,932	81,954	169,176	1,270,286

See accompanying notes to the financial statements

STATEMENT OF OPERATIONS

Year ended December 31

	2020	2019
	\$	\$
REVENUE		
Funding for grants <i>[note 9]</i>	223,799	66,284
City of Vancouver - operating grant	135,304	132,650
Canada Emergency Wage Subsidy	129,688	—
Investment income <i>[note 6]</i>	118,006	160,363
Donations and fundraising <i>[note 12]</i>	105,072	120,020
Special projects <i>[note 9]</i>	39,650	46,366
Tours, events and other programs	38,114	113,187
	789,633	638,870
EXPENSES		
Staff and contractors <i>[note 13]</i>	365,683	358,908
Granting programs - conservation	130,222	20,237
Rent	31,845	31,141
Special projects	19,924	20,247
Professional fees	15,216	14,038
Granting programs - publications	15,000	5,000
Office supplies, services and other	14,926	19,209
Marketing and communication	12,919	5,050
Tours, events and other programs	11,949	22,509
Granting programs - HERG	7,495	18,302
Bank charges and interest	3,353	5,028
Insurance	2,923	2,878
GST expense	1,811	1,046
Fundraising	543	15,483
Board of directors	8	913
	633,817	539,989
Excess of revenue for the year	155,816	98,881

See accompanying notes to the financial statements

STATEMENT OF CASH FLOWS

Year ended December 31

	2020	2019
	\$	\$
OPERATING ACTIVITIES		
Excess of revenue for the year	155,816	98,881
Changes in non-cash working capital items:		
Accounts receivable	195,031	(220,330)
Prepaid expenses	200	225
Accounts payable and accruals	22,604	(4,991)
Deferred revenue	188,389	450,972
Deferred contributions recognized in income	(28,000)	(18,000)
Cash provided by operating activities	534,040	306,757
INVESTING ACTIVITIES		
Long-term investments - reinvested investment (income) loss	(89,876)	(133,705)
- transferred to cash	10,000	43,500
Cash used in investing activities	(79,876)	(90,205)
Increase in cash during the year	454,164	216,552
Cash, beginning of year	699,400	482,848
Cash, end of year	1,153,564	699,400
Cash consists of:		
Cash	254,436	103,966
Term deposits	898,128	594,434
Restricted cash	1,000	1,000
	1,153,564	699,400

See accompanying notes to the financial statements

NOTES TO FINANCIAL STATEMENTS

December 31, 2020

1. NATURE OF THE ORGANIZATION

Vancouver Heritage Foundation ("VHF") is a not-for-profit organization incorporated in 1992 and is registered under the B.C. Societies 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. VHF 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

VHF has the following internally restricted funds:

The Save the Buildings Fund is a self-sustaining fund managed by VHF 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 VHF.

The Publication Fund supports new and original publications on Vancouver's history and heritage places, and their conservation.

Revenue Recognition

VHF 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, 2020

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 or receivable.

Contributed Services

VHF 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

VHF initially measures its financial assets and financial liabilities at fair value.

VHF 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 include 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, 2020

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.

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

Capital Assets

Capital assets are recorded at cost less accumulated amortization. Capital assets contributed to VHF are recorded at the estimated fair value at the date the contribution was made.

3. TERM DEPOSITS

VHF's term deposits bear interest rate in the range of 0.5% to 1.5% and have maturity dates ranging from January 10, 2021 to October 23, 2021.

4. RESTRICTED CASH

VHF 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

	2020	2019
	\$	\$
Government - Canada Emergency Wage Subsidy	23,513	—
Accrued interest	9,477	10,561
Government - GST	3,938	5,461
Operations	175	2,362
Grants and contracts	—	213,750
	37,103	232,134

NOTES TO FINANCIAL STATEMENTS

December 31, 2020

6. LONG-TERM INVESTMENTS

	2020		2019	
	Cost \$	Market Value \$	Cost \$	Market Value \$
Publication Fund	70,782	76,366	78,885	81,954
Save the Buildings Fund	155,506	195,573	156,574	184,932
Long-Term Purposes	656,649	909,047	634,789	834,224
	882,937	1,180,986	870,248	1,101,110

The long-term investments restricted for the Save the Buildings Fund are managed by VHF 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 long-term investments restricted for the Publication Fund are managed by VHF to support new original publications on aspects of Vancouver's heritage places, their conservation and related topics. 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 generated was:

	2020 \$	2019 \$
Interest	11,993	11,515
Dividends	12,576	12,945
Realized and unrealized gains	76,151	120,023
Investment fees	(10,327)	(10,265)
	90,393	134,218
Term deposit and bank interest	9,701	8,679
Vancouver Foundation investment income <i>[note 16]</i>	17,912	17,466
	118,006	160,363

7. LINE OF CREDIT

VHF has a line of credit available bearing interest at prime plus 2% and is secured by a general security agreement over VHF's properties. The total financing available under the facility is \$30,000. As at December 31, 2020 no amount has been drawn on this facility.

NOTES TO FINANCIAL STATEMENTS

December 31, 2020

8. ACCOUNTS PAYABLE AND ACCRUALS

	2020	2019
	\$	\$
Operations	29,005	18,405
Wages and vacation payable	10,073	3,000
Government remittances - WorkSafeBC	544	546
- Payroll taxes	12,522	7,589
	52,144	29,540

9. DEFERRED REVENUE

	Deferred Beginning of Year \$	Received & Receivable \$	GST \$	Revenue Earned \$	Deferred End of Year \$
FUNDING FOR GRANTS					
City of Vancouver - HCGP	265,000	300,000	—	200,308	364,692
City of Vancouver - HERG	355,053	—	800	23,491	330,762
	620,053	300,000	800	223,799	695,454
SPECIAL PROJECTS					
The Wall Project	4,005	16,966	—	16,966	4,005
Employee grants	3,400	12,625	—	10,625	5,400
Schools Program	10,000	13,000	590	9,672	12,738
Other	—	2,340	—	2,340	—
Places That Matter	—	797	—	47	750
True Colours	15,500	—	—	—	15,500
	32,905	45,728	590	39,650	38,393
OTHER					
Other	1,141	8,500	—	3,000	6,641
CoV - CCWT	—	4,500	—	2,500	2,000
Thanks Vegan Foundation	—	100,000	—	—	100,000
CoV - First Nations Programming	2,460	—	—	—	2,460
	3,601	113,000	—	5,500	111,101
TOTAL	656,559	458,728	1,390	268,949	844,948

NOTES TO FINANCIAL STATEMENTS

December 31, 2020

10. DEFERRED LONG-TERM CONTRIBUTIONS

	2020	2019
	\$	\$
Balance, beginning	78,000	96,000
Recognized as revenue during the year	(28,000)	(18,000)
	50,000	78,000

11. INTERFUND TRANSFERS

VHF 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.

12. RELATED PARTY TRANSACTIONS

For the year ended December 31, 2020, VHF received donations from board members in the amount of \$13,703 [2019 - \$21,637] 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 \$107,792 [2019 - \$98,903] paid to one employee [2019 - one] during the year. No contractor exceeded this threshold and no remuneration was paid to any members of the board.

14. FINANCIAL INSTRUMENTS

VHF is exposed to various risks through its financial instruments. The following analysis presents VHF's exposures to significant risk as at December 31, 2020:

Credit and Market Risk

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

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

NOTES TO FINANCIAL STATEMENTS

December 31, 2020

14. FINANCIAL INSTRUMENTS (CONT'D)

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.

VHF 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

VHF 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 VHF's risk exposure in the above noted risks since the previous year.

15. ECONOMIC DEPENDENCE

VHF received 46% [2019 - 31%] of its revenue from the City of Vancouver (operating grant and other project grants). VHF remains dependent upon this funding.

16. VANCOUVER FOUNDATION INVESTMENTS

Funds held at the Vancouver Foundation, from which VHF is the sole recipient of the income, have a market value at December 31, 2020 of approximately \$480,256 [2019 - \$460,206]. VHF recognized \$17,912 [2019 - \$17,466] of interest in the year. As the VHF has the right to receive only the interest income on these funds and has no access to the contributed capital, VHF's financial statements do not reflect the amount as an asset.

17. COMMITMENT

VHF is committed to an office premises lease which expires in February 2022. The annual rent, over the next two years, is as follows:

	\$
2021	32,814
2022	5,461
	38,275

NOTES TO FINANCIAL STATEMENTS

December 31, 2020

18. OTHER - COVID-19

The recent outbreak of the coronavirus, also known as COVID-19, has spread across the globe and is impacting worldwide economic activity. VHF's operations have been significantly affected as public fundraising events have been cancelled to comply with social distancing requirements. In person events have been cancelled and programming has moved to a virtual environment. However, significant losses of expected revenue have been incurred during 2020 and is expected to continue for 2021.

The Society has claimed \$129,688 of assistance under the Canada Revenue Agency's 75% Canada Emergency Wage Subsidy for the year ended December 31, 2020.

19. 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 BUDGET AND ACTUALS

	2020 Actuals	2020 Budget	2021 Budget
Revenue			
City of Vancouver operating grant	\$ 135,304	\$ 135,305	\$ 138,011
Investment income net of investment fees	\$ 118,006	\$ 46,400	\$ 47,000
Donations and fundraising	\$ 105,072	\$ 121,800	\$ 80,000
Tours, events and other programs	\$ 38,114	\$ 109,000	\$ 35,000
Special projects	\$ 39,650	\$ 73,665	\$ 53,000
Funding for grant programs, inc. administration	\$ 223,799	\$ 370,500	\$ 386,000
Government relief funding inc. Canada Emergency Wage Subsidy	\$ 129,688	\$ -	TBD
TOTAL REVENUES	\$ 789,633	\$ 856,670	\$ 739,011
Expenses			
Administrative Expenses			
Interest, bank charges, GST	\$ 5,164	\$ 6,500	\$ 3,500
Insurance	\$ 2,923	\$ 2,900	\$ 3,000
Office supplies, utilities, dues and other	\$ 14,926	\$ 15,350	\$ 15,700
Rent	\$ 31,845	\$ 32,000	\$ 31,000
Board of Directors	\$ 8	\$ 500	\$ 250
Marketing and communications	\$ 12,919	\$ 16,500	\$ 13,000
Fundraising	\$ 543	\$ 16,500	\$ 2,500
Consultant Fees & Payroll			
Staff payroll, benefits and professional development	\$ 365,683	\$ 390,000	\$ 340,000
Professional fees	\$ 15,216	\$ 18,770	\$ 14,000
Program Expenses			
Tours, events and other programs	\$ 11,949	\$ 25,750	\$ 16,500
Grant Programs	\$ 152,717	\$ 285,000	\$ 313,500
Special Projects	\$ 19,924	\$ 46,900	\$ 30,000
TOTAL EXPENDITURES	\$ 633,817	\$ 856,670	\$ 782,950
Net Income	\$ 155,816	\$ -	\$ (43,939)

Notes:

The [audited Financial Statements](#) show the growth on VHF's investments for long-term purposes including unrealized gains.

The [2021 Budget](#) was set in November 2020 based on the information and outlook at the time.

The impacts of the ongoing COVID-19 pandemic are unpredictable and VHF will continue to adjust plans as needed and manage costs.

The availability and VHF's eligibility for government relief funding for 2021 was unclear at the time of creating the budget.



VANCOUVER
HERITAGE
FOUNDATION

2021 WORK PLAN

In 2021, Vancouver Heritage Foundation (VHF) will continue to deliver a diverse range of engaging programming, resources 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 heritage places across the city, their stories and value to communities.

Due to the ongoing coronavirus pandemic, VHF will continue to deliver programs in virtual format, and to emphasise and improve online resources that are available for all to access. Program revenues will continue to be impacted throughout the year including sponsorships and ticket sales from large annual events such as the Heritage House Tour, neighbourhood Heritage Tour and City Drinks fundraising event that have previously contributed substantially to annual funding. VHF will seek government relief funding where eligible to enable the staff team to continue to deliver engaging, educational programming, resources and support for conservation during this time. All staff will continue to work primarily from home until a safe return to the office is possible.

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 a range of virtual events and rich online resources to help people of all ages learn about local history and heritage places, and stay connected to neighbourhoods and community.

- Offer **Heritage Week** programming as part of a province and Canada-wide celebration on the theme of 'Where do *you* find heritage?', 15-21 February. Events include the fourth annual **Places That Matter Community Celebration**, an urban sketching workshop, and a virtual walking tour.
- Offer an **Evening Lecture series** of six events on topics related to the history and heritage of the city.
- Continue with the innovative **Virtual Stroll series** that launched in June 2020 in place of in-person walking tours.
- Present an online **Heritage House Tour event** highlighting different themes and benefits of retaining and rehabilitating older buildings and heritage places. While it is not possible for the 18th annual Heritage House Tour to take place, virtual events and resources will offer ideas and inspiration for appreciating older buildings and exploring neighbourhoods.
- Present **special events** throughout the year to attract new audiences and explore history and cultural heritage.

- Commission and install the 12th annual artwork at **The WALL** public art platform at the CBC plaza.
- Continue to add information for the online **Places That Matter Community History Resource** including submissions from the public, and progress several plaque presentations.
- 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.
- Further add to the **Vancouver House Styles** web tool to expand images and information about architectural styles from pre-contact to present day.
- Continue to grow awareness of and support the **Heritage Study Guide for Schools** and **School Grants** program for books and field trips, and host Professional Development opportunities for educators.
- Launch the third annual round of applications for the **Yosef Wosk Publication Grant**.
- Host the **Cross Cultural Walking Tours** initiative as a partner organization.
- **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.
- Complete the planned **renewal of VHF's website** for branding and functionality to create a user-friendly online heritage hub.

II. PRACTICAL SUPPORT FOR HERITAGE CONSERVATION

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

- Offer a range of **Old School workshops** for homeowners, building and site owners and stewards, and professionals to increase knowledge and skills including conservation planning topics and tools. All will be offered in virtual format and taught by heritage professionals.
- Relaunch the **Heritage Lunch & Learn series** in virtual format after a hiatus since 2017.
- Continue the new **Steps for Sustainability** series with up to two events in 2021. Further develop practical guidance and learning opportunities for reducing carbon emissions in older buildings and homes.
- 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.
- Enhance information about historical colour use on building exteriors with VHF's **True Colours program** and seek new partnerships to make colours and guidance more available.

- Update VHF's **trades and professionals lists** that offer suggestions of providers for heritage-related skilled work.
- Continue to offer the **Heritage Conservation Grants Program**, supported by funding from City of Vancouver, with new rounds of applications in the spring and fall. Support current and new program participants to complete their projects.
- Continue to offer the **Heritage Energy Retrofit Grant** program to encourage energy efficiency upgrades and the reduction of greenhouse gas emissions from heritage and character homes and buildings.
- Support and provide input to **policy initiatives** relating to cultural heritage, heritage buildings and sites, their recognition, retention and conservation.

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.

- Submit an **Annual Report** to the City of Vancouver to facilitate the release of the 2021 operating funds which is the second year of a three-year operating grant (2020-2022).
- Raise \$80,000 through a virtual **fundraising** auction and charitable donations.
- Generate \$35,000 through **events and workshops** from ticket sales and corporate sponsorships.
- Achieve \$53,000 funding for **special projects**, including new and ongoing initiatives, from grants, donations and sponsors.
- Continue management of VHF **long-term investments** to achieve growth for long-term stability of funding. Receive \$47,000 in interest and dividend income from endowment investments to support programs.
- Seek **government relief funding** where eligible to help sustain VHF operations and activities through the coronavirus pandemic.
- Undertake planning with the Board, staff and stakeholders to update the VHF **Strategic Plan** for 2021-24.
- Complete an **equity, diversity and inclusion** audit.
- 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 recruit, recognize and reward **volunteers** and provide meaningful opportunities to contribute to VHF's work.
- 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, including improved capabilities to enable remote working and virtual program delivery.