

THE CITY OF CALGARY

# *Action* Plan

2015 - 2018

## HERITAGE PARK SOCIETY

### *Action Plan 2015-2018*

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# Heritage Park 2013 Annual Achievements

- Capital projects funded by the City, corporate sponsorship, and other donations included: Upgrades of the Wainwright Hotel kitchen and saloon, the Alberta Bakery; Big Eli Ferris wheel overhaul and safety upgrade; River Fort Dining Car refurbishment; lighting retrofit in the Village, service building and in the Gasoline Alley Museum classrooms; replaced five furnaces with high efficiency models; overhauled the Moyie's hydraulics and began work to replace the engine and generator set.



- Construction began on the Famous 5 Centre of Canadian Women and a train-themed playground. Both will open in 2014.
- Continuous maintenance to grounds, roads, rail and streetcar tracks, electrical infrastructure, sewer and sanitary storm systems, buildings and other assets.



# Heritage Park 2013 Annual Achievements



- New cultural and education programs included: Rosebud Theatre Vaudeville in the Village; Aboriginal Experiential; Blackfoot Tipi Raising, Heartbeat of the Blackfoot (dancing, singing, drumming); Drought on the Prairies; A Doctor's Life; Surveying the West; and new adult education workshops, Cooking through the Decades, and Historical Restoration. We offer curricula-based programs for school-aged children, and are an educational field trip destination of choice in Southern Alberta.

- 2,274 volunteers donated 63,264 hours to the Park in 2013, and we employed 750 people at peak season.

- Our new website saw ecommerce sales of nearly \$300,000 in the first six months. Our scanner upgrades allow us to verify admissions purchased from our website on guests' phones.

- A University of Calgary PhD student is developing a virtual reality app to launch to the public in 2014.

- 2 vehicles were replaced as part of our fleet management program. Major vendor contracts were revisited and put out to RFP, including food & bakery supply, paper products, soft drinks, and Microsoft Partner. We maximized government employment grants, receiving \$73,308 in 2013.



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# Action Plan 2015-2018 – Business Plan

- Expanded and enhanced way finding, including onsite signage, additional augmented reality applications for smart phones, online virtual tours, and a mobile website.
- Expand the costume room to accommodate the current and future inventory of historically-accurate costumes and provide the necessary space to continue to create additional costumes for new staff and new programs.
- Refurbish the natural resources area, including returning the Dingman Well, miner's cabin, coal mine and other areas back to functioning and interactive exhibits.
- Restore the CP Rail Colonist Car, building interpretive and education programs around this important Canadian artifact.
- Refurbish the rodeo grounds and deliver one or more old-fashioned rodeos each summer season to be included with regular admission.

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## **Action Plan 2015-2018 – Business Plan**

As part of Heritage Park's Master Plan "Moving Forward 2014-2015" the following initiatives have been identified for development to reach the goal of 1 million visitors by year 2025.

### **Focus on the development of engaging, memorable experiences**

1. Leverage existing buildings to create the experience
2. Regular evaluation to ensure we are meeting the consumers' needs
3. Build infrastructure needed to support:
  - a. the experience(yrs 1 to 10)
  - b. the growth of attendance (yrs 5 to 10)
  - c. re-fresh the Park (yr 10)



# Performance Measures

Indicator	2015	2016	2017	2018
Total Attendance Increase	-5%	3%	4.5%	3%
Spend per guest	2.5%	2.5%	2.5%	2.5%
Increase in global visitors	2%	3%	4%	3%
Increase in unique website visitors	3%	5%	7%	5%
Education Program Attendance	2%	2%	1.5%	1.5%
Increased operating donations	3%	3%	3%	3%
New donors	3%	3%	3%	3%
Capital donations/non-municipal grants as a % of capital spend	45%	45%	45%	45%

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# 2015-2018 Operating & Capital Budgets

<b>Operations (000's)</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>
City of Calgary draft operating grants	2,790,085	2,894,265	3,002,165	3,113,787
Other operating grants	330,000	338,250	446,490	357,192
Earned revenue from operations	15,409,847	15,875,060	16,476,620	16,967,793
Donations & fundraising revenue	682,442	702,915	724,002	745,722
Operating expenses	19,087,763	19,686,896	20,428,564	21,081,276
<b>Net of revenue and expenses</b>	<b>124,611</b>	<b>123,594</b>	<b>220,713</b>	<b>103,218</b>
Opening operating reserves	1,001,153	1,000,764	1,000,358	1,000,071
<b>Ending operating reserves</b>	<b>1,000,764</b>	<b>1,000,358</b>	<b>1,000,071</b>	<b>1,000,289</b>
<b>Capital (000's)</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>
Opening capital reserves	675,600	514,200	327,950	298,300
Requested City of Calgary lifecycle grants	1,901,500	2,030,000	1,296,500	1,373,500
Other City of Calgary capital grants				
Other capital revenues	1,915,100	2,038,750	1,486,850	1,451,650
Capital expenditures	3,978,000	4,255,000	2,813,000	2,997,000
<b>Ending capital reserves</b>	<b>514,200</b>	<b>327,950</b>	<b>298,300</b>	<b>126,450</b>

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# Risks and challenges

***Aging assets and uncertainty of maintenance and lifecycle costs*** – Maintenance and lifecycle of buildings, structures, artifacts, equipment and infrastructure is our most substantial risk. Historic structures require specialized and costly maintenance. Strategically planned annual maintenance programs help mitigate risk and costs.

***Availability of capital funding*** – City capital funding is leveraged to obtain grants from other levels of government, corporate, and private donors. City funds are not guaranteed, doubling the risk, and if discontinued would result in severe cuts in our maintenance program, amplifying the risk to many of our original historic and reproduction structures.

***Lack of public awareness*** – Many Calgarians believe that we are owned and operated by the City and that their municipal taxes pay for our operations. We face pressure to lower admission rates as a result. Risk mitigation in this case must come from education and awareness programs spearheaded by the City.

***Donor Fatigue*** – Attrition through a loyal but aging donor demographic is a risk. Mitigation strategies include using social media and fundraising initiatives to target a younger demographic and expand our donor base through annual giving programs.

***Volunteer fatigue*** – We have a loyal and consistent volunteer pool who may face fatigue if we don't expand our volunteer base. We actively pursue new volunteers, work with youth organizations, and reach out to corporate volunteers.

***Relevance*** – The original historic time period presented was only 50 years, within one or two generations of visitors' experience. Younger generations are becoming further removed from that period. We mitigate this risk by expanding our offerings into the '30s to '50s and by filling the void between the Town Square and the Village.



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# Alignment with Council Priorities

The Park aligns with each of Council's priorities for 2015-2018. As Canada's largest living history museum, we bring heritage to the community. We provide numerous employment and volunteer opportunities, employing a total of 745 people at some point in the year, as well as availing of the generosity of almost 2300 volunteers. Situated on the edge of the Glenmore Reservoir, we are diligent in protecting the water, ensuring the S.S. Moyie runs safely and only uses environmentally safe, water soluble fluids and fuels. We build exhibits and buildings that fit the surroundings, both from an historic and a natural point of view. We provide a safe, family-friendly environment that enriches the community and provides extensive cultural programming and interactive, educational, and recreational opportunities. We present the settlement of the West from the viewpoint of a multitude of cultures and faiths.

We continue to prove fiscal responsibility by:

## **Reducing energy costs through conservation and innovative planning:**

- Ensure all tenders, service contracts, and major equipment purchases have an energy saving component or "green value."
- Replace outdated, less efficient equipment as necessary.
- Reinforce with all staff and volunteers the simplicity of turning lights off to save power, not allowing Park vehicles to idle, and maintaining vehicles and equipment properly.

## **Efficiently managing internal staff and contractors to produce the best value.**

- Conduct annual business reviews with major vendors, and ensure a regular cycle of product tenders is undertaken.
- Assess current service contracts and analyze value of internal vs. external service providers where appropriate.
- Continue to monitor existing programs aimed to reduce WCB costs.
- Perform a cost/benefit analysis of major expenditures and fixed asset additions.

**Upgrading major financial and other business software to take advantage of built-in efficiencies and improvements.**



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