

**CIVIC PARTNER 2017 ANNUAL REPORT SNAPSHOT- HERITAGE PARK SOCIETY**

CPS2018-0577 Civic Partners Annual Report Attachment 11  
ISC:UNRESTRICTED

**HERITAGE PARK SOCIETY**

**Mission:** Connecting people with the settlement of Western Canada.

**Vision:** Preserve and share our Western Canadian heritage.

*Registered Charity*

**2017 City Investment**

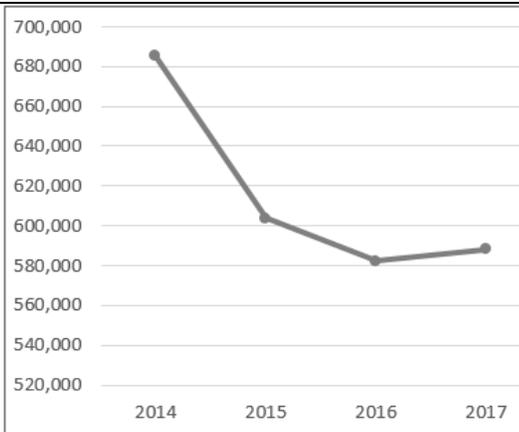
Operating Grant:\$3,002,165

Capital Grant: \$1,714,659

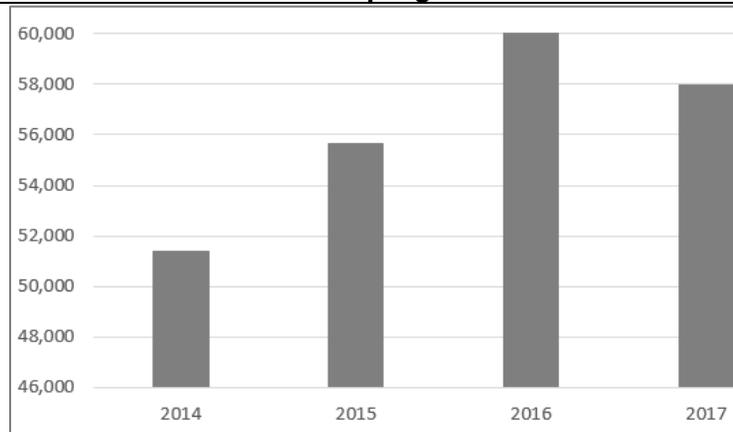
City owned asset? Yes

**How did they do in 2017?**

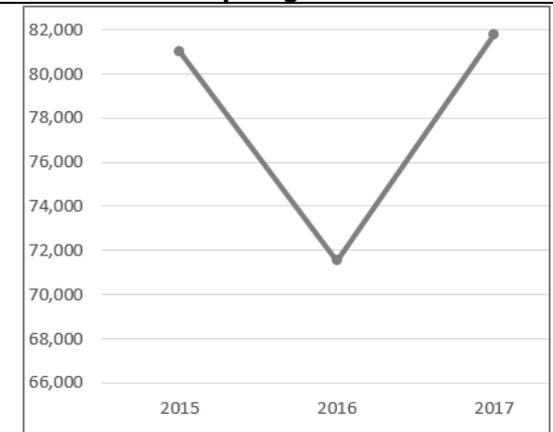
**Total attendance**



**Education program attendees**



**Banquet guests**



**The story behind the numbers**

- While the economy affected attendance, Heritage Park is still aiming for 1 million attendees by 2025.
- Heritage Park saw a 48 per cent year over year increase in fee assisted admissions in 2017.
- School program attendance has increased 268 per cent in the last 11 years. Education is one of the Heritage Park's core mandates.
- In 2017, 33 per cent of Calgary's school children attended Heritage Park's education programs.
- In 2017, Heritage Park's banquet business picked up and represented 25 per cent of gross revenues.

**Snapshot of 2018-19 priorities**

- Redevelopment of the Natural Resources Area including an interpretive centre for interpretation, education and banquets. Education programming will tell the Natural Resources story that includes the past, present and future of the energy industry.
- With the SS Moyie not sailing in 2018, Heritage Park will focus on increasing annual passholders, and special events.
- Undertake maintenance on the SS Moyie including hull repairs; repainting; retrofitting all electrical; replacing fixtures, fittings, and carpets; and other repairs.
- Focus on rebuilding banquet and catering sales to pre-recession levels.



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**Organizational Structure:** Independent External Organization

**Fiscal Year End:** December 31, 2017

**Related Subsidiaries or Foundation:** Heritage Park Foundation

**City 2017 Operating Grant:** \$3,002,165

**City 2017 Capital Grant:** \$1,714,659

**1. Current Vision, Mission and Mandate:**

**Mission Statement:** Connecting people with the settlement of Western Canada  
**Vision:** Preserve and share our Western Canadian heritage.

**2. What key results did your organization achieve in 2017 that contributed to one or more of the Council Priorities in Action Plan 2015-2018? (A Prosperous City, A City of Inspiring Neighbourhoods, or A Healthy and Green City?)**

*Drum, Dance, Discover* cultural celebration was held on June 18th, 2017 and drew 3082 visitors to Heritage Park (an increase of 80 per cent over the previous year’s non-event weekend). Complimentary admission tickets were provided by Heritage Park and distributed through the band offices and through various Indigenous service agencies within the City of Calgary.

In celebration of Canada’s Sesquicentennial in 2017, we shared the legacy of Colonist Car #1202 with the nation. We partnered with Quest Theatre Society to create “Journey of a Lifetime” —a travelling exhibition and theatrical production that brought this story to life for the enjoyment and education of Canadians from coast to coast. After debuting at Heritage Park in July, we launched a 10-week national tour at the Canadian Museum of Immigration at Pier 21 in Halifax on September 13. The production then travelled west, making stops in Gatineau, Kitchener, Winnipeg, Edmonton, and closed at the Museum of Vancouver on December 2. The play was performed 100 times to an audience of almost 5000. An estimated 65,000 people viewed the exhibit, many taking the opportunity to share and record their personal and family stories about coming to Canada.

We partnered with Apiaries & Bees for Communities again in 2017, hosting six honeybee hives through the Bees4Communities Program. These hives are managed by A.B.C. Bees on behalf of their corporate partners. The project drives local ethical and responsible businesses to support local food production, small-scale and urban beekeeper education, and encourages pollinator stewardship. The hives produced 22 kilograms of honey that the park uses in our menus. We also offered a series of adult education workshops such as gardening for bees, wax rendering, and “get to know honeybees” series.

The Park grows heirloom vegetables in our own gardens and have an urban herb cultivator in our commissary kitchen. These items are harvested and used in our menus at the Selkirk Grille and some are pickled for the winter. We are highlighting these offerings in a “Field to Fork” culinary tour and at ticketed events.

The Park has effectively done away with garbage in 2017. Anything placed in a trash bin is either recycled or composted. In addition, we recycle paper, beverage containers, and scrap metal. We compost all appropriate material, and the steam train runs on recycled oil. Among other energy-efficiency initiatives, we have a continuing LED lighting conversion program including occupancy sensors where feasible, and appliances at end-of-life are replaced with high-efficiency versions. In 2017, we completed LED conversions to all parking lots, plaza, staff parking lot and street lighting. This will save 26kw/hr (approximately 115,000 kwh/year). We also installed high efficiency boilers in Gasoline Alley and Midnapore Station. The Park is in the process of completely converting all of its single service items (washroom paper products, disposable food and beverage items, etc.) to be 100 per cent compostable.



We are focusing on small, local manufacturers for our retail product, benefiting Calgary and area businesses.

We offered free evening walking tours of the Park for new Canadians with the support of Citizenship and Immigration Canada. During Historic Calgary week, we provided a presentation on the restoration of the Colonist Car, free of charge to the public.

*Music in the Plaza* (free concerts held Wednesday nights in July and August) drew a record-breaking 4775 people to the Park – families gathered on the lawn for a picnic, others enjoyed an intimate dining experience on the patio of the Selkirk Grille, and even pathway users who passed by stopped to enjoy the music. The concerts support the work of local musicians, spotlighting a different genre of music each evening. The opening set features emerging musicians, many of whom have appeared in the Stampede Youth Talent Search. Our concerts provide exposure for new artists as well as highlighting the diversity of up-and-coming musical talent.

In partnership with ACFA régionale de Calgary, *Maplefest* was again held at the Park in March and a new permanent Sugar Shack exhibit was opened in September. This collaboration engaged the Francophone community and exposed the Park to a new and varied audience.

We partnered with Calgary Mexican Canadian Cultural Society to present Dia de los Muertos (Day of the Dead) fiesta during Ghouls' Night Out.

### 3. What challenges affected your operations in 2017? How did you transform your operations to respond and adapt?

**Minimum wage** – wages are our largest single cost of operations, totaling 60 per cent of all costs. The large increases to minimum wage over a short period of time has had a significant impact on total cost of wages. As of October 1, 2018, the minimum wage will have increased 34 per cent since 2016. The increase not only affected part-time and seasonal positions, but also many full-time permanent staff. The impact trickles up because the wage gap between various levels of employment must, out of fairness, be maintained. For a charity, the cumulative cost increases can be devastating.

To reduce the impact, the Park revamped the seasonal payroll structure to reduce the number of paycode steps, and limited the wage increments between each step. We left vacant positions open, froze hiring, and eliminated four positions altogether. We adjusted business hours at the gate and in various venues, and had zero merit increases in 2016 (which reduced the cumulative effect in future years). We changed the format of employee events and cancelled the winter party. In 2018, these steps continue, in addition to reducing overall hours for seasonal staff and restricting overtime. The result is that we took a potential cumulative annual cost increase directly related to the minimum wage (2015 compared to 2018) of \$2M, and reduced it to just under \$1M. It is still a massive burden to bear in an industry where simply increasing our prices is not a viable option.

**Carbon tax** – this levy added almost \$30K of costs in 2017, and the jump in the tax in 2018 will make that almost \$45K. This does not include additional costs added via increases in vendor and contractor pricing. We have taken steps to reduce our carbon footprint in all areas, including those where the tax is not applied. We retrofit old gas lamps (that ran 24/7) with LED lights. This step alone reduced our natural gas usage 10 per cent per year. We are continuing our program to replace incandescent and fluorescent bulbs throughout the park with LEDs. We have replaced many modern vehicles with smaller utility vehicles such as Kubotas which consume much less fuel. In 2017, our electricity usage was down 4.5 per cent from 2016, and our natural gas usage dropped almost 18 per cent.

4. Using the chart below, please report your 2017 performance measures that demonstrate; where possible; how much you did, how well you did it, and how Calgarians are better off. Please identify through **BOLD font**, 1-2 measures that are most significant and could be presented in a chart.

	Performance Measure	2015 results	2016 results	2017 results	What story does this measure tell about your work? Why is it meaningful?
<b>How much did you do?</b>	<b>Total Attendance</b>	603,598	582,182	588,220	The Park continues to work towards its goal of 1 million attendees by 2025. The economy has introduced a few speed bumps into that endeavor, but we remain determined and continue to seek ways to encourage visitation, to expand our reach, and remain relevant to all age groups
	Number of banquet guests	80,986	71,529	81,772	After a few years of lost business due to economic cutbacks, our catering business is beginning to pick up steam. This business stream represents 25% of our gross revenues
	<b>Education program attendees</b>	55,650	64,863	57,946	School program attendance has increased 268% in the past 11 years. 2016 was an anomaly that will be difficult to repeat, but the Park maintains education as one of its core mandates and finds new ways to maximize our offerings each year
<b>How well did you do it?</b>	Increase in annual operating donations	19%	2%	15%	This result does not include the sponsorship of the Journey of a Lifetime tour since that project is a one-off for 2017. The 15% increase is mostly due to unanticipated bequests and a large undesignated donation that we don't anticipate repeating.
<b>How are Calgarians better off?</b>	% of all Calgary school children that attended education programs	33%	38%	33%	Our school programs range from ECS to grade 12, with a focus on the middle grades. Every year, our education offerings expand, bringing the history of Western Canada to life for more and more school children. This speaks directly to our mission.
	Increase in fee-assisted admissions	-1%	10%	48%	The Park is proud to take part in the City's fee assistance program, offering a 75% discount against regular day gate prices to Calgarians in need. This program ensures that all Calgarians have the ability to enjoy all that the Park has to offer

**5. What resources were leveraged to support operational activities in 2017?**

The Park leverages its status as a charity to secure operating gifts-in-kind. In 2017, these donations offset more than \$117,300 in cash expenses, and brought in cash sales of \$115,017 in the heirloom antique stores.

The Park enlisted the critical assistance of 1,861 volunteers who collectively donated 71,640 hours (the equivalent of almost 40 person-years) to the Park that we would otherwise not be able to afford. That is a 5% increase in volunteered time over 2016.

The Park combines a strong financial position, registered charity status, and partnership with the City to secure corporate event sponsorships, naming opportunities for buildings and other assets, in-kind contributions for goods and services, and grants from Foundations and other levels of government.

Of note in 2017, we received \$193,000 in corporate and private gifts to benefit education programs, \$105,000 in sponsorships for special and fundraising events, and \$874,000 of general operations. We leveraged the economic downturn to spur unanticipated one-time donations totaling more than \$300,000. Our Journey of a Lifetime National Tour was supported by a \$1 Million sponsorship from BMO, in addition to provincial funds and marketing grants.

We maximized a Government of Alberta HR grant for summer employment, bringing in \$82,000 to offset employment costs.

Paid parking revenues increased 22 per cent over the inaugural year in 2016.

For the Journey of a Lifetime National Tour (Colonist Car), we leveraged marketing partnerships with BMO, Government of Alberta, Travel Alberta, Tourism Calgary, Corus Entertainment, and Postmedia. These partnerships were critical to reaching the number of national media consumers required to bring awareness to the travelling exhibit, Heritage Park, and Calgary as a destination for culture. The campaign was wildly successful, with mass impact across all platforms, excellent coverage in print on all properties (Postmedia), maximum engagement and exposure on social media via Facebook ads, Twitter ads, Google adwords and display ads, video (YouTube) advertising, radio advertising, television advertising, and newsletter advertising. We ran a nationwide contest to win a trip to Calgary to fully experience the city and its many attractions, shopping, restaurants, and natural beauty. A 28-foot trailer was branded with graphics from the exhibit and travelled cross-country and back. 10,000 postcards featuring Calgary's top five attractions were distributed, and we benefitted from significant unpaid media coverage of a quarter million dollars, in addition to extensive reach:

- Digital – Postmedia 7,177,419 total impressions
- Traditional – TV, Radio – 12,955,000 total impressions
- Contest entries – 158,253 total entries
- Exhibit Webpage engagement – 35,800 unique page visits (10% of total HP website)

**6. Please estimate how The City's operating funding was allocated in 2017. Mark all areas that apply by approximate percentage. For example, 45% allocated to staffing costs, 10% to evaluation or research, etc.**

<b>6%</b>	Advertising and promotion
<b>2%</b>	Programs or services
<b>5%</b>	Office supplies and expenses
<b>4%</b>	Professional and consulting fees
<b>74%</b>	Staff compensation, development and training
<b>1%</b>	Fund development
<b>3%</b>	Purchased supplies and assets



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5%	Facility maintenance
%	Evaluation or Research
%	<i>Other, please name:</i> NOTE – the Park does not specifically allocate the City operating grant to cost categories. The above is a breakdown of actual costs incurred, by category (excluding food and retail product costs and the Journey of a Lifetime tour). Note that all wage costs are included under staff compensation above, and have not been allocated to other categories such as fundraising, facilities maintenance etc.

**7. Did volunteers support your operations in 2017? If yes,**

<b>How many volunteers?</b>	1861
<b>Estimated total hours provided by volunteers:</b>	71,640

**8. What are your key priorities and deliverables for 2018-2019?**

The Park’s main focus in 2018 and 2019 will be on redevelopment of the Natural Resources Area. This project, a pivotal piece of our Master Plan 2014-2025, includes critical lifecycle refurbishment of existing artifacts and exhibits to not only bring them to safety standards for public use, but to bring them to life, enhancing the guest experience by interpreting a significant Alberta story. It will also include the addition of an interpretive centre that will be used for interpretation, education, and as a banquet venue.

We will develop and roll out new education programs around the Natural Resources story that include the past, present, and future of the energy industry. Assuming funding can be secured, this will include virtual and augmented reality. As the Park’s existing education venues are at capacity, this facility will provide a critical space for expanding our education mandate.

With the Moyie being unable to sail in 2018, we are focusing our marketing efforts on expanding our annual pass holder base, and driving gate attendance daily and to special events, as well as Selkirk-branded culinary events, and new events that we hope will replace lost revenues from cancelled Captain’s Cruises. The Moyie is a significant attraction with 46 per cent of gate attendees riding the boat. We are seeking ways to mitigate guest dissatisfaction and lost revenues.

While the Moyie is out of the water, we will undertake necessary maintenance that is difficult to complete in the normally short turnaround time available. This will include repairing the hull where the steel has thinned and rippled; sandblasting inside and out and repainting; retrofitting all electrical; replacing fixtures and fittings, carpets and floor coverings; and any other items that need attention that are revealed once we begin.

We will also focus on rebuilding banquet and catering sales to pre-recession levels, though don’t anticipate that to occur until 2019 or later.

**CAPITAL AND ASSET MANAGEMENT**

**Asset:** Heritage Park

**Provide a summary of your organization’s 2017 capital development, including specific lifecycle/maintenance projects.**

The Park leveraged the City’s capital grant by using donations, other grants, and internal funds to perform required lifecycle/maintenance, including, but not limited to:

- Grain Elevator – water remediation, painting, engine room rebuild and cooling tank
- Whip and Caterpillar - 5-year lifecycle as mandated by AEDARSA



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- Lighting upgrades – Round House, Sandstone House, Prince House, HMB stores, parking lots, promenade, service roads
- Colonist Car restoration – continued the project with an anticipated completion date in 2018
- Train engines – repainted and relettered trains, rebuilt boilers and repaired pistons
- Midnapore station washrooms – refitted and added heating to allow year-round use.
- Roof and other repairs – including gutters and awnings, repaired roofs on the Snooker Hall, Ice Cream Parlour, Wainwright Hotel, Mission, McKay Cabin, Saw Mill, and Fort, to address wood rot and ant infestations
- Train stations – platforms rebuilt and extended at Shepard and Midnapore stations
- Workshop Doors – replaced old worn out doors with new thermal efficient types with modern safety features
- Drinking fountains – fountains were replaced parkwide with accessible versions for visitors with disabilities
- Fuel storage tanks – for gas, diesel, and locomotive fuel, replaced with double skin tanks to reduce environmental pollution risks

**9. What funding was leveraged to support capital activities in 2017?**

In addition to City CPRiiP funding, a Government of Alberta grant for the Colonist Car project was used for a small portion of 2017 refurbishment costs. We also received private and corporate contributions totaling \$341,000, and made use of casino funds.

**NOT APPLICABLE--**

**STRATEGY DELIVERY (for applicable partners)**

**10. What key results were achieved in 2017 for the Council-approved strategy you steward?**