

CIVIC PARTNER 2016 ANNUAL REPORT SNAPSHOT- FORT CALGARY PRESERVATION SOCIETY

CPS2017-0369 Civic Partners Annual Report Attachment 12  
ISC: UNRESTRICTED

**FORT CALGARY PRESERVATION SOCIETY (FORT CALGARY)**

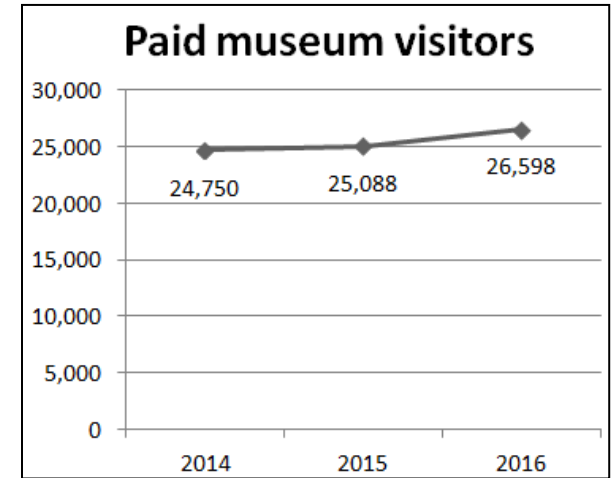
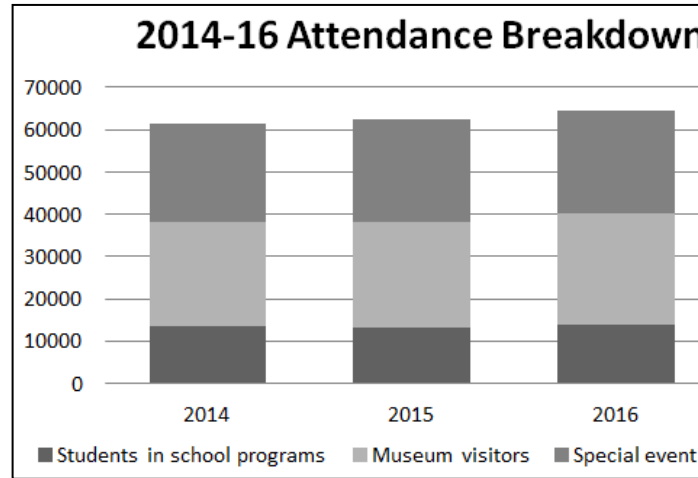
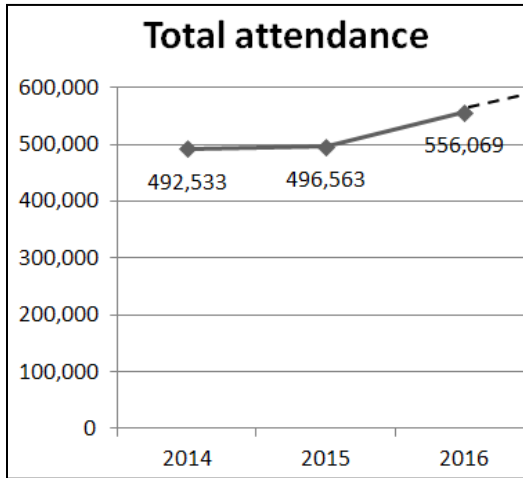
**Mission:** To create a place where people and history intersect to rebuild Fort Calgary as the centre of Calgary.

*Registered Charity*

**2016 City Investment**

Operating Grant: \$1,067,035  
Capital Grant: \$208,000  
City owned asset? Yes

**How did they do in 2016?**



**The story behind the numbers**

- Total attendance includes school programs, special events, admissions, and use of the site and RiverWalk. As development and events in East Village intensifies, there are more visitors to Fort Calgary's grounds and museum.
- School programs continued to be popular and Equal Access programs rose to 1,584 from 1,288 in 2015.
- Despite the economic conditions in 2016, museum visitors increased. All special event visitors also have access to the museum.
- Challenging to find matching funds from the operating budget for lifecycle maintenance and to ensure a balanced budget Fort Calgary cut two special events (Mountie Day and Culture Days), monitored expenses, and delayed the recruitment of a key position.

**Snapshot of 2017-18 priorities**

- Phase three of the MAKE History project that will expand and upgrade the interpretative centre.
- Build an understanding of Fort Calgary's role as the place where Calgary continues to write its story and strive to be a place of change and evolution as the community strives to strengthen their relationship with Treaty Seven Nations.



- 1. **Organization Name:** Fort Calgary Preservation Society (operating as Fort Calgary)
- 2. **Fiscal Year:** 2016
- 3. **Latest Annual Report available and web address:** 2016 Fiscal Year  
www.fortcalgary.com
- 4. **Current Vision, Mission and Mandate:**

For thousands of years, people have met at the confluence of the Elbow and Bow Rivers to imagine and realize their futures. Known as Moh'kinsstis to the Blackfoot, together we have built a city of energy, born of a powerful convergence of people, ideas and place. Fort Calgary exists to tell that story.

Fort Calgary is a national, provincial and municipal historic site that marks the original location of the 1875 North West Mounted Police (NWMP) fort built at this confluence. Fort Calgary preserves, protects, enhances and promotes the significance of the site – it is the birthplace of the city of Calgary and played a significant role in the evolution of Canada's world renowned RCMP.

Fort Calgary is committed to creating a place where geography and history intersect with people to reinforce its historical roots as the centre of the community.

**YEAR IN REVIEW**

- 5. **What key results of your organization in 2016 contributed to Council Priorities in The City's 2015-2018 Action Plan including A prosperous city, A city of inspiring neighbourhoods, or A healthy and green city? [The City of Calgary - Council Priorities](#)**

Fort Calgary National Historic Site is located in East Village and plays a major role in the economic, cultural and environmental success of the neighborhood. As East Village grows, Fort Calgary will evolve as a major community resource being used for a variety of purposes: special events, community celebrations – i.e. Canada Day, passive recreation. It will continue to celebrate Calgary's history attracting local, provincial, national and international visitors.

**1. Prosperous City**  
**1.1 Economic**

Fort Calgary is also part of Calgary's tourism infrastructure. The Interpretive Centre and special events draw visitors from around the world, Canada and across Calgary. All of Fort Calgary's recent improvements add to the overall marketability, vitality and livability of East Village.

Fort Calgary employed 35 FTE's in 2016. 98 volunteers participated at Fort Calgary. Many of our volunteers find employment as a result of the skills acquired at Fort Calgary.

## 1.2 Culture

The confluence of the Bow and Elbow Rivers is an important place. Known as Moh'kinsstis in the Blackfoot culture, it is the place where Napi created life. The confluence is also the place where the NWMP built Fort Calgary in 1875 – the birthplace of the city. This sense of place and understanding of our cultures converging is the beginning of our story as a city.

An understanding of Fort Calgary is essential to understanding our city. Fort Calgary is particularly popular with new Calgarians and new Canadians.

Fort Calgary's new Interpretive Centre and exhibits will explore Calgarian's history with the Indigenous community and build an understanding about the past, present and future of our relationship with the Treaty Seven Nations. The focus is on finding a new way to tell our shared story.

The consultation model represents an important and significant shift from a “duty to consult” approach, to an “honour to discuss and privilege to engage” approach. Our goal is to ensure that our collaboration with the local Indigenous communities continues into powerful on-site programming and on-going consultation. To date, it has been extremely successful.

## 1.3 Partnerships

Fort Calgary partners with numerous organizations throughout the year. Our partners contribute to all our community special events and programs. Fort Calgary's strongest partnership is with the RCMP Veterans who participate in almost every aspect of Fort Calgary including fundraising and serving on the Board.

## 2. Inspiring Neighbourhoods

### 2.1 Flood proofing

The Deane House, Hunt House and surrounding park are in Inglewood. In association with Water Resources, a dyke was built on the top of the Elbow River riverbank between the 9<sup>th</sup> Ave. S.E. Bridge and the Elbow River Traverse. Riverbank stabilization was also completed to mitigate damage done in the 2013 flood. This will complete the flood proofing of Inglewood. This project was completed and landscaped in 2016.

### 2.2 Great Public Spaces

Fort Calgary is a one of Calgary's major regional parks. It is not fenced and is accessible to everyone. The recently completed George C. King Bridge across the Bow River and the Elbow River Traverse connect Fort Calgary to the surrounding communities. The bridges, combined with the RiverWalk, foster the use of Fort Calgary as a public park, building community connections and urban vitality. There is no charge to use the park.



Fort Calgary offers several free community events throughout the year, i.e. – Winterfest, Canada Day, Heritage Day and Artisa’s Fair.

Fort Calgary does not use herbicides or pesticides anywhere on the site. All organic waste is composted on site. Native species are used on site to encourage natural habitat that attracts wildlife and ultimately manages pests.

### **2.3 Heritage Protection**

The Deane House, the only remaining NWMP building in Calgary, restoration was completed in 2016, including all the site work, gardens and landscaping. The Hunt House rehabilitation, a Hudson’s Bay Company (HBC) building and Calgary’s oldest building in its original location, was completed and landscaped in 2016. The two houses tell the story of the NWMP and the HBC in Calgary.

The negotiations for the relocation of a Métis Cabin that was originally on this site were completed in 2016. The cabin will return to the site in the fall of 2017.

## **3. A Well Run City**

### **3.1 Leveraging**

Fort Calgary uses every opportunity to leverage resources with donations, sponsorships and volunteer labour. However, 2016 was a very difficult and challenging year, Two long term corporate sponsors cancelled. Although attempts were made to replace these sponsors and find new ones – Fort Calgary was not successful.

### **3.2 Asset Management**

Fort Calgary’s Site and Facility Manager completed his Project Management Certification.

### **3.3 Capital Leveraging**

Fort Calgary leverages City of Calgary capital funding with federal, provincial, corporate and private funding.

6. Using your organization’s existing performance measurement data, please provide selected 2016 performance measures that describe 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 an RBA style chart. *\*For more information please see the attached Results Based Accountability (RBA) handout.*

	Performance Measure	2014 results	2015 results	2016 results	What story does this measure tell about your work? Why is it meaningful?
<b>How much did you do?</b>	Total estimated attendance for School Programs, Special Events (private and public), Admissions, Food & Beverage, Site, RiverWalk	492,533	496,563	556,069	The number of people using Fort Calgary continues to increase. As East Village intensifies there are more visitors to Fort Calgary.
	Community special events Winterfest, Canada Day, Heritage Day ie. FREE  * Fort Calgary is not fenced – so it is difficult to get accurate numbers on attendance at free community events. These are estimates.	23,376	24,046	24,368	Attendance at these events is stable, reflecting a community need to celebrate.  Attendance is complimentary, attracting families from every neighbourhood in Calgary.
	Number of School Program Attendees	13,457	13,210	13,710	Fort Calgary’s school programs continue to be very popular and important. It is important to understand the history of the place that you live in. It creates a sense of belonging and understanding.
	Number of Equal Access School Programs	1690	1,288	1,584	The demand for Equal Access programs rose in 2016. It is difficult to know why the demand grew but it is likely because of the economy. Schools eligible for Fee Assistance are pre-qualified by the School Board.
	Pounds of fresh produce	1,786	923	686	The decrease in poundage is a direct result of the conscious decision to supply the demand for greens and herbs instead of root vegetables.



The Fort Calgary Preservation Society  
Civic Partner Annual Report 2016

					<p>The garden hires the hard-to-employ who are developing job skills. The volunteers who work in the garden are also developing gardening skills. The fresh produce is distributed to local agencies that provide weekly food hampers and to youth programs that build healthy culinary skills.</p>
	Number of paid visitors who exclusively visited the museum.	24,750	25,088	26,598	<p>In a difficult year, there was an increase in visitation. All of the special event visitors, private and public, have access to the museum.</p> <p>Fort Calgary continues to be part of the Tourism Infrastructure.</p> <p>1,510 increase in visitors translated to an 18.5% increase in revenue.</p>
	Volunteer hours	4,994	3,871	3,380	<p>There was a slight decrease in volunteer hours for several reasons: many of Fort Calgary's volunteers are aging and are often ill and unable to perform their duties; and a continuing trend towards episodic volunteering.</p> <p>Fort Calgary offers high quality volunteer experiences in a variety of areas: gardening, carpentry, sewing, cleaning, site maintenance, special events, hosts and tour guides.</p> <p>Many Calgarians have volunteered here for over 20 years. The RCMP Veterans are Fort Calgary's largest volunteer group – they have been volunteering in Calgary since 1886!</p>
	FTE Staff	33	37	35	<p>Cuts were made to part-time positions throughout the organization and the number of staff required to facilitate Food &amp;</p>



					Beverage functions decreased based on the sales.
<b>How well did you do it?</b>	Change in school attendance rates		-1.8%	+ 3.8%	Fort Calgary's school programs continue to be very popular and meaningful.
	Change in Equal Access School Programs		-23.7%	+23.8%	This increase is likely because of the current economy.
	Change in visitors who exclusively visited the museum		+1.4%	+6%	Increase due to a healthy tourism economy in 2016.
<b>How are Calgarians better off?</b>	<ul style="list-style-type: none"> <li>• Fort Calgary attracts Calgarians and tourists from around the world. It continues to be part of Calgary's Tourism Infrastructure and contributes to the local economy.</li> <li>• The museum continues to attract visitors who want to learn about Calgary's history and it connects Calgarians to their history in a variety of ways.</li> <li>• Volunteers are better off because they have a sense of pride and purpose and Calgarians reap the benefits that volunteers add</li> <li>• Fort Calgary's community events fill a community need to celebrate together and learn about their city's history.</li> </ul>				

**FINANCES**

**7. What resources were leveraged to support operational activities in 2016?**

- Self-generated funds – admission, program fees, gift shop, food& beverage activities, site rentals
- Volunteer labour
- Grants – Summer Temporary Employment Program (STEP), Canada Summer Jobs, Young Canada Works, Celebrate Canada, Canada-Alberta Job Grant, Museums Alberta Operational Staffing, Alberta Gaming and Liquor

**8. Do you anticipate any changes to plans and/or budget projections for 2017-2018?**

**Operating**

There are no changes anticipated to the 2017 budget. However, due to the economic uncertainty - the revenue streams are monitored very closely and changes are made accordingly. Fort Calgary is on a one-year budget cycle. There are too many uncertainties to project any further than one year.

**Capital Projects**

Fort Calgary does not proceed with capital projects unless the entire funding is in place.

**9. Please describe the impact, if any, of the economic downturn on your organization's operations or revenues including any adjustments you have made to your operations.**



2016 was a difficult year for everyone in Calgary. Although it was not a stellar year, Fort Calgary was fortunate that we were able to stabilize our revenues and manage our expenditures throughout the year. The biggest challenge was finding matching funds from the operating budget for lifecycle maintenance.

To achieve a balanced budget Fort Calgary cut two special events; Mountie Day and Culture Days, monitored expenditures in all areas of the operation, and delayed the recruitment of a key position; the Food & Beverage Manager.

The number of FTE's decreased from 37 to 35. Cuts were made to part-time positions throughout the organization and the number of staff required to facilitate Food & Beverage functions decreased based on the sales. Some of these expenditures were redirected to cover lifecycle maintenance matching funding requirements.

**LOOKING FORWARD**

**10. What are your priorities and deliverables for 2017-2018?**

- With the completion of Fort Calgary's **MAKE History** project – Phase One and Phase Two, Fort Calgary has been focused on Phase Three of the project – the expansion and upgrading of the Interpretive Centre. The Building Permit for Phase Three is currently under review.
- Building an understanding of Fort Calgary's role as the place where Calgary continues to write its story. Fort Calgary strives to be a place of change and evolution as the community strives to strengthen their relationship with Treaty Seven Nations.

**UPDATE ON RISK MANAGEMENT AND GOVERNANCE**

**11. What are your organization's top 3-5 strategic risks? Describe briefly how you are managing these risks.**

**Unknown**  
Fort Calgary's biggest risks are the unknown ones; Drunk drivers, floods, fires, moths, decreased revenue streams as a result of external factors beyond our control, etc. There is no way to predict them or plan for them.

**Financial**  
Fort Calgary has the potential to generate a significant amount of revenue from private special events on the site. The lack of an East Village policy and guidelines special event policy makes it difficult to plan for these events.

**Economic Conditions**  
The lack of certainty surrounding economy creates uncertainty. While the revenue and expenditure streams are monitored closely – Fort Calgary has virtually no control on external economic factors.





**Building Code Issues**

Fort Calgary’s Interpretive Centre does not meet current build code standards. There are also known lifecycle maintenance issues that could impact public safety and building conditions, i.e. a failing roof.

**12. Summarize any activities in 2016 that increased your Board’s knowledge and awareness about industry trends, impact of changing economic conditions, risks faced by the organization, or other information needed to make informed decisions.**

Fort Calgary’s Board members represent a variety of professions i.e. lawyers, accountants, artists, RCMP members, RCMP Veterans’, business leaders and teachers. All of these professions have an on-going professional development and continuing education requirements.

Fort Calgary’s Board members also have a wide range of experience on and working with no-profit and corporate boards.

**13. Will any Board or senior management positions be vacant in 2017? If yes, please describe succession plans that are in place.**

A search process is in place to replace the President & CEO position.

**14. (a) Mark an “X” by all statements that apply to your organization:**

- Our organization uses:
- Defined term limits for Board members
  - A skills and experience matrix to identify gaps on the Board and recruit new board members.
  - A structured process for identifying, monitoring and managing risk.
  - A Board policy for risk management.
  - A risk map, matrix, register or similar tracking tool to assess the risks we face.
  - A risk management plan or other tool that is updated at least annually.
  - Tools to communicate key risks to the Board at least annually.
  - A Board committee delegated with the responsibility for oversight of our organization’s risk management practices.
  - A formal crisis management, business continuity, or similar plan to be ready for an emergency situation.

**(b) Add any additional comments about your organization’s risk management practices:**

Fort Calgary’s has an extensive Policy & Procedure Manual in place which focuses on managing risks.



## **CAPITAL AND ASSET MANAGEMENT**

### **15. Provide a summary of your organization's 2016 capital development, including specific lifecycle/maintenance projects.**

- **MAKE History** – Phase One – Deane House and Hunt House restoration and associated site development
- **MAKE History** – Phase Two – 1875 Fort Interpretive Exhibit
- **Life Cycle Maintenance Projects**
- Plumbing repairs and replacements
- Site maintenance
- HVAC repairs
- Audio Visual Equipment repairs and replacements
- Miscellaneous repairs and replacements
- Electrical repairs and replacements

### **16. What funding was leveraged to support capital activities in 2016?**

Fort Calgary continued to successfully fundraise for **MAKE History** Phase Three – Interpretive Centre expansion and renovation. The focus of the fundraising was the new Interpretive Exhibits that tell the shared story of the Treaty Seven Nations and Fort Calgary through the lens of the site.

Federal and Provincial funding was leveraged against private, corporate and foundation funding.