

CIVIC PARTNER 2019 ANNUAL REPORT SNAPSHOT- FORT CALGARY PRESERVATION SOCIETY

CPS2020-1051 Attachment 10
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

One Calgary Line of Service: Economic Development and Tourism

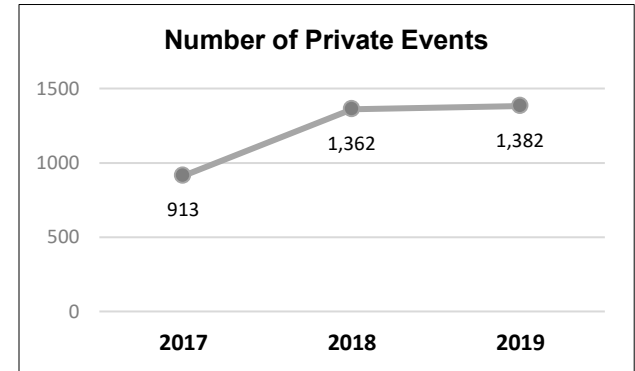
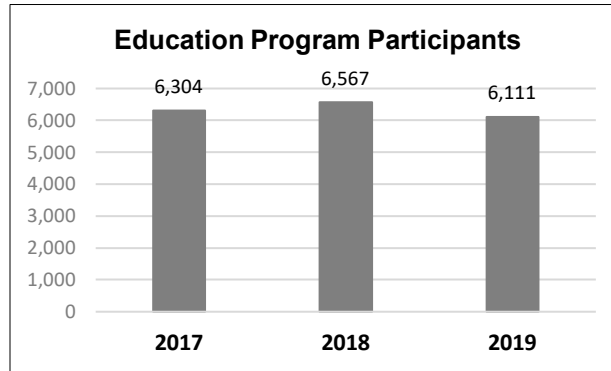
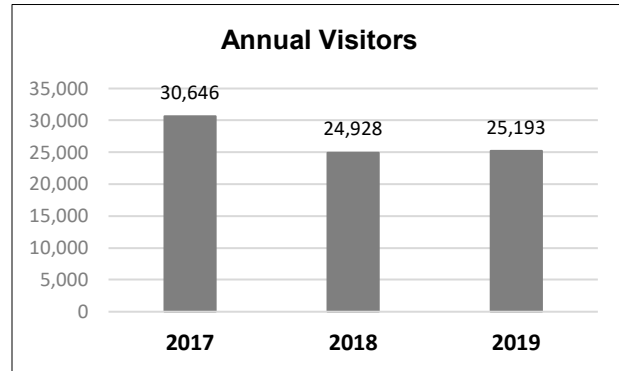
2019 City Investment

Operating Grant:\$1,109,210

Capital Grant: \$72,715

City owned asset? Yes

2019 Results



The story behind the numbers

- Annual overall visitor numbers are reasonably steady, and trend about 55 per cent Calgarians, 25 per cent students and 20 per cent tourists.
- Again in 2019 school programs sold out in days. Teachers routinely report the curriculum-connected programs addressing Indigenous and local history are important. Demand exceeds capacity to supply at this time.
- Private rentals are busiest in the October to December period. Only bookings of 100+ guests generate net revenue.

Current state 2020: COVID-19 impact

- Facility closed in March and all public and school programs cancelled, along with food and beverage operations.
- Costs were reduced by 43 per cent through a review of all contracts, agreements and expenses.
- Programs moved online. Closure was an opportunity to focus on planning, collections management, and finance review.
- To major changes to be integrated longer term include stronger digital program offerings and retooled food and beverage offering.

Service impact: Severe

Current demand for service: Demand has decreased notably

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Organizational Structure: Independent External Organization

Fiscal Year: December 31, 2019

Manage/Operate City Owned Asset: Fort Calgary

City 2019 Operating Grant: \$1,109,210

City 2019 Capital Grant: \$72,715

STRUCTURE

1. Vision, Mission and Mandate:

Note these are updated with unanimous Board approval as of March 18, 2020:

Vision: Fort Calgary – histories, peoples, futures – reconnected.

Mission: Sharing the histories and cultures of this place, with Calgarians and the world, to deepen understanding of the past and shape the future.

Position Statement:

Situated where the Bow and Elbow Rivers meet in Treaty 7 territory, the place that we now call Fort Calgary National Historic Site has played a central role in both ancient and more recent histories of this region. The site is rooted in place-stories and memory practices of the Blackfoot, Iyârhe Nakoda, Tsuut'ina and Métis peoples; the land was a natural gathering place to hunt, trade, and hold ceremony. Later, due to the land's natural topography and social significance, it was where the North West Mounted Police built Fort Calgary in 1875. Recognized as a National Historic Site in 1925, it served as a train yard until 1975 when the lands were bought by the City of Calgary. Today it is at the heart of the city.

We recognize that Fort Calgary is a layered place. It has multiple histories. We seek to demonstrate our commitment to reconciliation through the adoption of the Truth and Reconciliation Commission's guiding principles.

As caretakers of this unique National Historic Site, we aim to present these histories in an honest way to connect people by deepening their understanding, enhancing their curiosity, and informing their context for contemporary life.

2019 RESULTS

2. What key results did your organization achieve in 2019 that contributed to one or more of the One Calgary Citizen Priorities? (*A Prosperous City, A City of Safe & Inspiring Neighbourhoods, A Healthy and Green City, A Well Run City*)

A Prosperous City:

P1: Cost-effective service delivery. As a civic partner, the Fort Calgary Preservation Society manages and operates several City-owned assets, including the historic buildings of the Deane House, Hunt House and Métis Cabin, as well as the reproduction barracks and interpretive centre, and the related museum collections. Through 2019, following the change in leadership in August we began two new processes in strategic planning and financial review to ensure all programs and operations are delivered as cost-effectively as possible. The results of this exercise materialized in 2020 with significant savings to base operating costs.

P2: Tourism growth. In line with the Winter City and Event strategy, the fall 2019 planning cycle moved the Fort to a deliberate strategy to focus on aligning Fort Calgary program strategy with city events and festivals.



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P4: Affordability. In summer 2019 admission for youth 12 and under was free on Wednesdays; attendance at and participating in Walk for Reconciliation was free and approximately 70 people attended; Canada Day programming was free and approximately 4,000 people attended; 507 students accessed school programs and bussing through the Fort's Equal Access Initiative.

H6: Prioritize green space. Fort Calgary stewards approximately 40 acres on behalf of the City. In 2019 we initiated a planning conversation with several City departments to develop site use guidelines for community events and public programming on the park.

Well Run City:

W5: Reconciliation: In summer 2019 Fort Calgary hosted the 10th annual Walk for Reconciliation, which brought a broad community together to honour those affected by residential schools and intergenerational trauma and take purposeful steps toward healing and reconciling. Heritage Day and Canada Day programs included Indigenous artifacts, Métis fingerweaving, and performances.

In fall 2019, a group of approximately 15 staff and Board members attended a two-day Active Reconciliation retreat funded by the Calgary Foundation. This informed strategic planning conversations which began shortly thereafter in 2019. Fort Calgary is now committed to sharing a broader, deeper and more complex history of the significance the place where Fort Calgary is located: at Mohkînsstsis (in Blackfoot); Wîchîspa (in Stoney); or Guts'ists'i (in Tsuut'ina) in Treaty 7 territory, home of the Blackfoot Nations, Stoney-Nakoda Nations, Tsuut'ina Nation, and the Métis Nation of Alberta, Region 3.

3. What quality improvement changes did you make, or operational efficiencies did you find in 2019?

The most significant change for Fort Calgary was in the change in leadership and increased domain expertise in three areas:

- In August a new Programs Officer with a PhD in history joined, her expertise informs design and delivery of community programs and experiences.
- In late August, the Fort again transitioned to a new President & CEO. She has 20 years' museum operations experience and significant museum capital project expertise. She immediately focused on the development of a new strategic vision and plan. The new plan was adopted in March 2020. This process led to a crystallization of purpose and vision, which has provided stability during COVID-19.
- In October, a designated accountant was added to provide financial expertise to review systems and processes, to analyse all lines of the operation, and to improve both internal and external reporting. This work has led to greater certainty and improved capacity for cost containment through COVID-19.

4. What program, service or initiative was most successful in 2019? What lessons learned from this experience can inform future work?



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In July, Fort Calgary partnered with the Calgary Stampede to deliver an Indigenous-led walking tour along the Elbow River. Tour members also received free entry to the Stampede and a tour of Elbow River Camp. This pilot program involved two walking tours with 45 total participants. Fort Calgary recruited a group from the East Village Seniors Centre to participate in the pilot, which saw full subscription and participants reported positive experiences and that they learned new content about this area.

While small, this pilot was the first Indigenous-based partnership between Stampede and Fort Calgary, and we learned that there is strong public demand for increased programming that highlights land-based knowledge and highlights the meaningful connection between two historic spaces in the city. It also emphasized the importance of building program-based partnerships with other cultural institutions in Calgary.

5. What is one success story from 2019 that demonstrates how you worked in partnership with other community, private or public organizations to achieve shared results for Calgary and Calgarians?

The annual Walk for Reconciliation is the result of partnership with four other organizations:

- Aspen Family
- Aboriginal Friendship Centre of Calgary
- Sunrise Community Link Resource Centre
- The Alex

This was the 10th year of partnership that brings economically and socially diverse communities together in a program that engages Calgarians in better understanding the impact of residential schools and what active reconciliation looks like.

Although it rained on the day of the program, over 70 people attended. Among the many positive results of this program are building connections among urban Indigenous peoples and connecting Indigenous people who live on reserve with programs and organizations within Calgary. Additionally, connecting non-Indigenous Calgarians seeking to learn more about Indigenous cultures, histories, and people with knowledgeable people through curated events such as Walk for Reconciliation furthers our shared goal of diverse education opportunities and meeting calls from the TRC.

RESOURCES

6. Please estimate how The City’s operating funding was allocated in 2019. Mark all areas that apply by approximate percentage. For example, 45% allocated to staffing costs, 10% to evaluation or research, etc.

2%	Advertising and promotion
	Programs or services
4%	Office supplies and expenses
6%	Professional and consulting fees
59%	Staff compensation, development and training
	Fund development
	Purchased supplies and assets
29%	Facility maintenance



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	Evaluation or Research
	Other, please name: n/a

7. Did volunteers support your operations in 2019? If yes:

How many volunteers?	38
Estimated total hours provided by volunteers:	1,320

8. What resources did your organization leverage to support operations in 2019?

- Park Plus
- Deane House restaurant
- Young Canada Works & Canada Summer Jobs
- Casino funds
- Calgary Foundation
- Equal Access Program (Fort Calgary endowment fund)
- Rupertsland Institute
- Government of Canada – Celebrate Canada Day
- Lifeways retail partnership
- University of Calgary – MBA students
- Volunteers

9. Using the chart below, please report your 2019 performance measures that demonstrate: 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 Name	2017 results	2018 results	2019 results	What story does this measure tell about your work?
How much did you do?				
VISITOR SERVICES: Operate a museum and civic attraction (total visitor numbers annually)	30,646	24,928	25,193	Annual overall visitor numbers are reasonably steady, and trend about 55% locals, vs. 25% students and 20% tourists.
VISITOR SERVICES: Be a destination of choice for Calgarians (Calgarian visitor numbers annually – a subset of the total)	16,746	13,999	14,319	
ACCESSIBILITY: Provide accessible admission via Equal Access Program	\$17,500	\$20,500	\$8,525	This represents the dollar value of admissions provided through Fort Calgary's Equal Access Pass which is funded through an endowment.
EDUCATION: Offer curriculum-connected education programs and resource kits for grades K-7	6,304	6,567	6,111	Again in 2019 school programs sold out in days. Teachers routinely report the curriculum-connected programs addressing Indigenous and local history are important. Demand exceeds capacity to supply at this time.
FOOD & BEVERAGE: Number of annual events (goal is generate net operating revenue to support	913	1,362	1,382	Private rentals are busiest in the Oct-Dec period. Only bookings of 100+ guests generate net revenue.



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Fort programs)				
CULTURAL DEVELOPMENT: Provide exceptional programs that tell the story of our Indigenous roots	n/a	12	7	
How well did you do it?				
<p>“An understanding of how people and land are in continual relationship with each other and how those relationships change over time as land, technology and relationships move towards truth and reconciliation.” – Equal Access teacher</p> <p>“They were all excited afterwards about everything they had learned. I should have recorded their comments after you left! They would not stop talking and comparing the information to their lives now. You made a powerful impact on them! Thank you! Thank you! Thank you!” – Grade 4 teacher</p> <p>“Hello, I wanted to take some time to thank you and the event staff at Fort Calgary during our event. [We were] very impressed with service received from Fort Calgary throughout the event. I truly appreciated the attentiveness throughout the event in case we experienced any technical issues. Staff were easy to get a hold of and checked in on the event throughout the time we were there. The food was delicious as well. [We] look forward to having Fort Calgary host future events” – Rental client</p> <p>“An enormous thank you to you and your team for making our event a great success. You made us look great this year! I have so appreciated your tremendous attention to detail from conception to completion of our event, and for going above and beyond for us. From the parking situation, to your almost instantaneous responsiveness to all of my communication, help in selecting just the right size of stage, and the meticulousness of the evening event staff. A heartfelt thanks for making things so easy this year!” – Rental client</p>				
How are Calgarians better off?				
<p>Visitors gain an opportunity to connect with local history and to learn multiple perspectives on the events that have shaped this region</p> <p>Students gain curriculum-connected learning about the place they live</p> <p>Volunteers gain pride of place, sense of purpose, and community for contributing to the city</p> <p>“I just wanted to reach out and say thanks to you and your staff for being so welcoming and friendly to [my client] on his Wednesday afternoon visits, he really appreciates it. He is very passionate about nature, and he is very proud of his time volunteering with Fort Calgary when he did litter pick-up, keeping the green spaces clean, so being able to visit Fort Calgary nowadays is very centering for him. He's a history lover as well, and appreciates being able to view the museum's artifacts. It's great that Fort Calgary is such an inclusive space.” – Progressive Alternative Society of Calgary support worker, for a former volunteer on the autism spectrum</p>				

10. Briefly describe how your key results in 2019 contributed to Council approved strategies (As applicable.) For example: Calgary in the new economy: An economic strategy for Calgary; Calgary Heritage Strategy; Climate Resiliency Strategy; Resilient Calgary; Enough for All poverty reduction strategy; Cultural Plan for Calgary; Downtown Strategy; Foundations for Hope: Calgary’s Corporate Affordable Housing Strategy; Open Spaces Plan; Recreation Master Plan; Sport for Life Policy.

Fort Calgary primarily responds to the Cultural Plan and Calgary Heritage Strategy:

Cultural Plan:

- Programs and exhibitions boost cultural economy and are designed to be inclusive. Canada Day programming was created to introduce attendees to history about Fort Calgary and the long Indigenous history of this place. A free program, attendees were from diverse backgrounds



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including newcomers to Canada. The Canada Day program fostered inclusion in a key civic event.

- More than 300 people attended a fall artisan fair that had diverse vendors including Indigenous artists as well as cultural demonstrations such as Métis fingerweaving and cold-smithing metals.

Heritage Plan:

- As a National Historic Site, Fort Calgary is committed to enhancing local heritage appreciation and connecting residents to the significance of this place. The land-based Indigenous-led walking tours held in partnership with the Calgary Stampede emphasized this area's natural cultural landscape and provided a new opportunity for public awareness of this shared heritage.
- Fort Calgary is responsible for caring for three designated heritage buildings: the Deane House, the Métis Cabin, and the Hunt House.

11. Did your organization receive any awards or recognition in 2019 that you want to highlight?

n/a

12. CAPITAL AND ASSET MANAGEMENT (for Civic Partners managing City-owned assets)

Asset: *Insert Name of City owned asset managed or operated*

Asset: Fort Calgary National Historic Site

a) Provide a summary of your organization's 2019 capital work, including specific lifecycle/maintenance projects or new capital projects.

- Replaced style and rail wood doors
- Repairs to fire and sprinkler systems, and plumbing
- Repairs HVAC and kitchen equipment
- Turf and tree care
- Flushed parking lot storm line

b) What funding did your organization leverage to support capital activities in 2019?

In 2019 capital funding from the City of Calgary was matched out of capital and operating funds.

COVID-19 UPDATE

13. Briefly describe the key impacts of COVID-19 on your operations to date.

- Immediate impact in March was the closure of the facility and cancellation of all public programs, school programs, and food and beverage operations. The closure eliminated 82% of potential earned revenues and led to necessary layoffs of 90% of the staff.
- Ongoing operating costs were reduced by 43% through a close review of all contracts, standing agreements and other expenses.



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- Programs were moved online in a “digital first” approach, which afforded the team new learning opportunities to grow an offering that will continue past COVID. The team experimented with a variety of free programs: #museumfromhome, new digital exhibitions, new podcast series, new Facebook live series, and other video content to learn what resonated with community. See question 15 below.
- The new strategic plan was approved at the March 18 2020 board meeting – two days after the COVID closure. The team has used the closure period to move the strategic work of the renewal of Fort Calgary forwards, in a more efficient and focused way than would otherwise have been possible, had we also been managing daily operations.
- The period has allowed for valuable runway to rebuild all finance systems, update policies, clean out back of house spaces, inventory all equipment and other holdings, and perform a deep clean.

14. What operational efficiencies did you implement to address the impact of COVID-19 up to September 1, 2020?

The two most significant operational efficiencies achieved were in collections and finance:

Collections:

Collections work was a focus, and significant work has been done to improve collections management:

- In the first weeks, a team of food service staff was seconded to complete an inventory of the collections, resulting in 4,521 object records updated.
- Summer Young Canada Works employee assisted the Collections Officer in inventorying and cataloguing items within exhibits, which could not have been done without disrupting guest experience if the museum was open.

Finance:

Part of the finance review included a full analysis of all lines of business. In context of the new strategic plan, all operations were examined to determine relevance to core functions as a National Historic Site and the net cost of business. This – in addition to the elimination of the market for buffet services – led to the determination that the food and beverage business line is no longer viable. A full inventory was completed and materials / supplies are in process of being offered to vision-aligned organizations or sent to the City for auction. This has cleared the Fort of unnecessary / out of use material items and helped other not-for-profits in need. Auctioned items are hoped to generate a modest financial return.

15. Were there any program or service changes made during the response to COVID-19 that you plan to integrate into longer term operations? For example, shifting some programming online, or modifications to your delivery model or operations.

There are two major changes due to COVID-19 which will be integrated in the long term:

- A stronger digital program offering
- A retooled food and beverage offering, as part of the new museum planning

Digital programs:



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Programs became virtual as quickly as possible, using the COVID-19 closure to develop the team’s capacity for digital program design and delivery – with the intent of continuing this offer beyond COVID-19 as a means to expand audiences, and to complement in-person programs once they resume.

- Schools scheduled to visit Fort Calgary through spring were hosted digitally, with virtual walking tours and access to collection items normally be too fragile for school programs.
- *Complex Stories*, a podcast dedicated to investigating the complex layers of Fort Calgary’s history, launched in June. Five episodes were released over the summer including interviews with knowledge holders.
- June’s *Walk for Reconciliation* program included invited attendees at a socially-distant program that was live-broadcast and available as a video on social media afterward, ensuring the 10th year of this program continued.
- *Canada Day*, typically a large in-person gathering, became digital via a new online exhibition, and live video interviews with leading Indigenous thinkers across the country focused on what Canada Day means to Indigenous peoples.
- *Heritage Day* featured a series of live Facebook videos to share collections objects typically too fragile for display or handling.

The summer of virtual programs generated a significant pool of engagement data, which we are using to inform the fall planning cycle for the 2021 offering.

Retooled food and beverage service:

As part of the renewal of Fort Calgary with the new museum build, the Fort plans to expand the public hospitality experience by offering a consistent, quality café-style business model in partnership with a third-party vendor, and develop a new event rental program in partnership with a select list of catering vendors. This is instead of running an internal catering function which draws significant internal resources (human, time, and space), without yielding financial gains.

**COVID-19 Service and Impact Demand Update
Reporting for September 2020**

The following information is collected to align with City of Calgary report to Council on the current impact of COVID-19 on delivery of services and programs and may be shared with Council separately from the previous Civic Partner Annual Report Template content.

Service Impact

Please choose the one option below that best describes the impact of COVID-19 on your programs or service in the month of September 2020.

<input type="checkbox"/>	Negligible	Minimal to no impact on service. Service is currently operating close to normal.
<input type="checkbox"/>	Minor	Continuing to provide programs and services but some coping strategies required – able to be addressed with existing strategies and resources.
<input type="checkbox"/>	Moderate	Some challenges on ability to achieve objectives. Some delay. Some aspects of the programs or service are only being met in part.



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<input type="checkbox"/>	Significant	Difficulties to achieve objectives. Delays or notable aspects of objectives not completed. Falling well-short of normal operations.
<input checked="" type="checkbox"/>	Severe	Unable to meet normal objectives due to serious extended disruption. (e.g. full facility closure, major decrease in users)

Service Impact Narrative:

Please briefly describe the impact of COVID-19 on your service for the month of September. You may want to include any major issues/events you experienced.

- Affected by clear uncertainty around return to school and school budgets, Fort Calgary’s education programs received almost no interest for the 2020/2021 school year. As a result, this program has been paused.
- With the needed staff reduction to contain operating costs, the capacity to deliver public programs or services of any kind is severely limited. In the absence of public demand for access to Fort Calgary, the decision has been made to remain closed until 2021 and use this time to plan responsible, safe, and fiscally prudent programs for next year and beyond.

Current Demand for Service:

At this point in time, based on what you know right now, what is your best estimate of the current demand for your service compared to typical demand?

<input type="checkbox"/>	Demand is steady, largely business as usual.
<input type="checkbox"/>	Demand has increased notably.
<input checked="" type="checkbox"/>	Demand has decreased notably.

Service Demand Narrative:

Please provide a supporting narrative that describes how COVID-19 has impacted the demand on your programs or services for September 2020. This may include any new program or service impacts that your organization has faced in the past month.

Typical service demand in September comes from school programs, tourism, and some other drop-in visitors. Without in-person field trips and in the context of great uncertainty with regard to school programs, there was a significant drop in this service demand. Similarly, there has been very significant drop in demand from tourists and other drop-in visitors. Visitors to the Fort have tended to be in the 60 and older age range, a group disproportionately at risk due to the pandemic. With the drop in tourism and people’s hesitancy to travel at this time, service demand from tourists has fallen dramatically.