

CIVIC PARTNER 2019 ANNUAL REPORT SNAPSHOT- HERITAGE PARK SOCIETY

HERITAGE PARK SOCIETY

Mission: Connecting people with the settlement of Western Canada and preserving our culture and heritage.

Vision: To be recognized as Canada’s leading living history museum.

Registered Charity

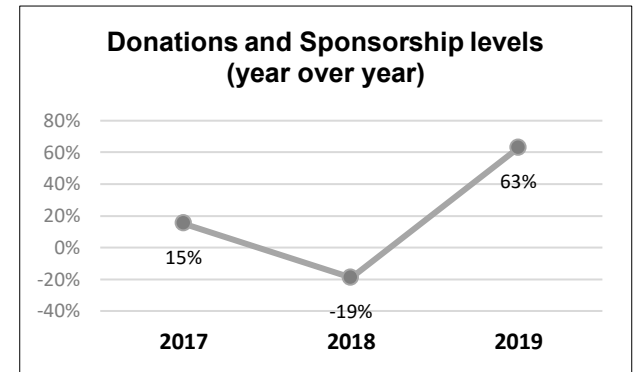
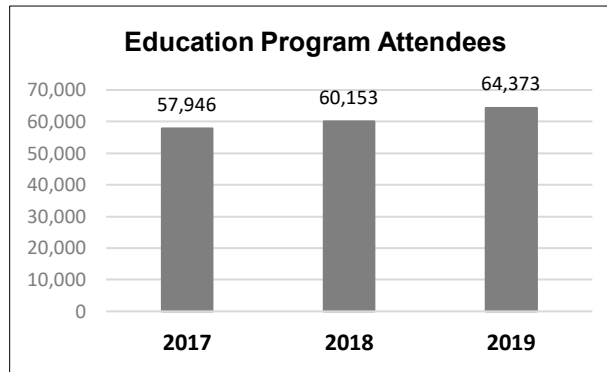
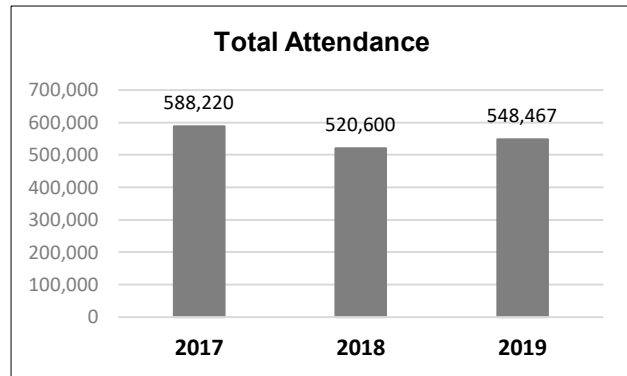
One Calgary Line of Service: Economic Development and Tourism

2019 City Investment

Operating Grant:\$3,494,787

Capital Grant: \$1,462,157

2019 Results



The story behind the numbers

- The Park’s budget goal for 2019 was to recover 19 per cent of the 22 per cent lost in 2018 when the S.S.Moyie was dry docked, but we didn't hit that goal. BRT construction at our gates created a barrier to entry and likely contributed to the lower result.
- The Park maintains education as one of its core mandates and finds new ways to maximize our offerings each year. 2019 was the second highest education attendance in the Park’s history.
- Donation and sponsorship levels increased significantly over 2018 due to the generous contributions of five loyal donors who collectively donated \$1M in operating donations in 2019 to assist the Park.

Current state 2020: COVID-19 impact

- Park operations shut down on March 16. Phased re-opening started on May 27 with restricted offerings, including no S.S. Moyie or midway rides, dine in options or exhibits that could not support one way flow of guests. Re-opened two midway rides in late summer.
- Experienced an 83 per cent drop in attendance year over year as of August 31 and a 77 per cent drop in non-grant revenue.
- Implemented an online timed entry system that will be continue to be used for events and park entry on high volume days.
- All school trips are cancelled, and instead, the Park offered online lessons at no cost.

Service impact: Significant

Current demand for service: Demand has decreased notably



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Organizational Structure: Independent External Organization
Fiscal Year: December 31, 2019
Related Subsidiaries or Foundations: Heritage Park Foundation
City 2019 Operating Grant: \$3,494,787
City 2019 Capital Grant: \$1,462,157

STRUCTURE

1. Vision, Mission and Mandate:

Mission Statement: Connecting People with the Settlement of Western Canada and Preserving our Culture and Heritage

Vision: To be recognized as Canada's leading living history museum.

Core mandates: Educating visitors of all ages, and restoration and preservation of historical artifacts.

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*)

Significant progress was made on Phase 1 of the Natural Resources Area project. With funding support from corporate and private donors, the City, and the Government of Alberta, we restored and preserved several exhibits and heritage assets including the park warden's cabin, the Dingman oil well and storage tank, narrow gauge railway, and miner's office/cabin. To complete this project in 2020, we are rebuilding the water wheel, completing the mine tunnel, and revitalizing the Indigenous nature trail.

We held consultations with, and received support from, the Métis Nation of Alberta (Zone 3) and the Tsuut'ina Nation in relation to construction of the Natural Resources Centre.

We continued our energy-efficiency initiative to convert incandescent and fluorescent lighting to LED. We replaced end-of-life equipment and vehicles with new, more efficient models. We installed safety flooring and stainless steel countertops in select food outlets to increase food safety and help ensure staff and guest wellbeing.

We partnered with Stampede Talent Search to present local artists during our free summer concert series, Music in the Plaza. This drew a record number of guests in the history of this program – 4800 – to the green space in Heritage Town Square on Wednesday evenings in July and August. This program provided the added benefit of filling the patio at the Selkirk Grille on a night that normally would see fewer diners.

We worked with the Calgary Jewish Federation to celebrate the 10th anniversary of installation of the Montefiore Institute, or as it is affectionately called, the Little Synagogue on the Prairie, at the Park.

In conjunction with the Calgary chapter of Le Dîner en Blanc, the Park produced an elegant outdoor ticketed event in August which saw 1,100 guests, all dressed up in their finest white attire, dine picnic-style inside the Park.

We reached 64,373 students through our school programs. This is the second highest education attendance in the Park's history.



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After being dry docked in 2018, the S.S. Moyie underwent a massive overhaul and facelift, and set sail again in 2019. This drove summer attendance up, though not to the 2017 number we had hoped for.

Once again, we welcomed Calgary's elder residents on Co-op Seniors' Day, with 1,595 seniors (and 1,162 guests of other ages) enjoying a beautiful day at the Park.

We offered fee-assisted entry rates, allowing more than 8,300 low-income Calgarians to enjoy all that the Park has to offer. This is an increase of more than 30% Fair Entry participants than the year before.

We received federal funding in support of free programming on National Indigenous Day including First Nations and Métis dancing and music, and an evening concert.

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

1. We introduced additional efficiencies into our already-efficient volunteer recruitment and management program. Our new online portal, *Better Impact* was a success, and has proven to be an essential tool. The portal:
 - a. provides an efficient means of communication with the entire volunteer team or a targeted segment of that pool
 - b. allows the Park to be more transparent in our expectations and experience pathways for volunteers
 - c. created a nimble response to scheduling and increased volunteer participation and satisfaction
 - d. provides online training modules that are tied to volunteer qualifications, are documented and tracked

Of special note, three online training modules were created this spring to ensure volunteers understood our COVID-19 response protocols without gathering together for an orientation. This new training method was very well received by the volunteers, as it was thorough, concise, and reviewable. By fall, 85% of volunteer applicants were using the portal, saving employee hours, paper and postage costs.

2. A project to barcode all inventory items paid dividends when year-end inventory counts were done by scanning the barcode directly into our financial system instead of using a labour-intensive manual process. This resulted in approximately three or more weeks of saved labour hours at year-end, and improved count accuracy which reduced inventory variances. This improved accuracy also resulted in better data to guide operational decision making.
3. We partnered with local producers to design menu items that enhance the quality of our already excellent offerings, and support local businesses in the process.

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

2019 marked the 10th anniversary of the grand opening of the largest single expansion in the Park's history to date, including Gasoline Alley, Haskayne Mercantile Block, Selkirk Grille, and Railway Café and Orientation Centre. On April 6th, we opened the museum to the public for free, had special entertainment and a celebratory cake. Heritage Town Square was bustling with old-fashioned family games, and Gasoline Alley Museum was packed with more than 2,500 visitors (more than 30 times the normal attendance on such a day), including dignitaries and supporters of the Park.



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Lessons learned include that, similar to our 50th anniversary in 2014, celebrating our significant milestones with Calgarians brings in crowds. It didn't hurt that admission was free. This event exposed the Park to many first-time visitors and raised awareness that we are a year-round venue. Despite no admission fee, the Park benefited through additional sales in retail and food venues.

Another lesson we learned is that the ability to pre-register guests would have been very beneficial. We ran out of birthday cake very quickly and had to supplement with a quick trip to a local grocery store. We've used this lesson to enact an online reservation system. We did this for 2020 to limit lines at the gate during the pandemic, but this system will serve us well in the future for events such as this 10th anniversary celebration, and for ensuring a steady stream of guests during special events such as Harvest Sale and Canada Day, where line ups have, historically, been challenging to manage and can result in guest frustration.

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?

We partnered with Calgary Produce Marketing Association (CalPMA) to put on another successful Harvest Sale in late summer. Almost 7,000 people purchased 173,000 kilograms of produce – an average of 25kg per person! The event raised \$130,000 that CalPMA contributed to three local charities: Alberta Children's Hospital Foundation, Community Kitchens, and Heritage Park Society.

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.

%	Advertising and promotion
%	Programs or services
%	Office supplies and expenses
%	Professional and consulting fees
100%	Staff compensation, development and training
%	Fund development
%	Purchased supplies and assets
%	Facility maintenance
%	Evaluation or Research
%	<i>Other, please name:</i>

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

How many volunteers?	1,687
Estimated total hours provided by volunteers:	72,913 (more than 37 FTEs)



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

The Park leverages its status as a charity to secure gifts-in-kind. In 2019, these donations offset more than \$52K in cash expenses, added \$245K worth of assets and artifacts to our collection, and brought in cash sales of \$25K in the final year of operations of the heirloom antique store.

The Park enlisted the critical assistance of 1,687 volunteers who collectively donated 72,913 hours (the equivalent of 37 full-time equivalents). These represent working hours that the Park would otherwise not be able to afford, and cannot successfully operate without.

The Park combines its status as a registered charity and civic partner 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. While corporate sponsorship has waned in recent years due to the economy, private donations were strong for the Natural Resources capital campaign and the Park was lucky to receive a total of almost \$1M in extraordinary operating gifts from five loyal donors.

Of note in 2019, we received \$212K in corporate and private gifts to benefit education programs, \$198K in sponsorships and donations for special and fundraising events, and \$1.368M to offset general operations. We maximized a Government of Alberta HR grant for summer employment, bringing in \$89K to offset rising employment costs. And most significantly, the City's operating grant for 2019 neared \$3.5M.

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?	Total Attendance	588,220	520,600	548,467	The Park's budget goal for 2019 was to recover 19% of the 22% lost in 2018 when the S.S. Moyie was dry docked, but we didn't hit that goal. BRT construction at our gates created a barrier to entry and likely contributed to the lower result.
	Number of banquet guests	81,772	78,144	82,753	This business stream represents 25% of our gross revenues, and net results contribute to our preservation and restoration mandate.
	Education program attendees	57,946	60,153	64,373	The Park maintains education as one of its core mandates and finds new ways to maximize our offerings each year. This is the second highest education attendance in the Park's history.



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	Performance Measure Name	2017 results	2018 results	2019 results	What story does this measure tell about your work?
How well did you do it?	Increase in annual operating donations and sponsorships	15%	-19%	63%	This significant increase over prior year is due to the generous contributions of five loyal donors who collectively donated \$1M in operating donations in 2019 to assist the Park. As a result we were able to offset the budgeted deficit and end the year with a marginal operating surplus.
How are Calgarians better off?	% of all Calgary school children that attended education programs	33%	33%	35%	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 and mandate.
	Increase in fee-assisted admissions	48%	-19%	30%	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.

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.

Calgary in the new economy: an updated economic strategy for Calgary

Place– Heritage Park fosters a strong sense of place, and contributes to the rich cultural community of Calgary. In 2019, contributing results include hosting Seniors' Day, bringing green spaces to life, sharing stories, crafts, and culture of First Nations, and offering a free summer concert series featuring local talent.

Economy – Heritage Park is an excellent example of how celebrating heritage can also serve as a significant tourism revenue generator for the City of Calgary.

Employment – Heritage Park remains a significant employer in Calgary, with a full time staff of 116 and seasonal hiring of close to 600, we provide meaningful employment to Calgarians and are often the first place of work for youth getting into the workforce. In addition, we engage more than 1,600 volunteers who contribute in excess of 72,000 hours annually.

Cultural Plan for Calgary

Cultural sector/creative industries – Our free summer concert series, Music in the Plaza, along with other music events held at the Park, supports local artists. Our Speaking of the Past lecture series supports the community by providing access to no-charge cultural events to all citizens.



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Heritage – The Park builds public awareness and understanding of built heritage through restoration of historical artifacts. In 2019 we continued with the Natural Resources Area project. We celebrated Indigenous heritage through our partnership with First Nations.

Enough for All Poverty Reduction Strategy

Fee-assisted entry rates (75% reduction over regular admission) allowed more than 8,300 low-income Calgarians access to the Park – a 30% increase over 2018.

Open Spaces Plan (Calgary Parks')

Special Attractions – Heritage Park's engineered stormwater Bissett Wetlands is open space available to the community, and host to popular curriculum-based school programs at the Park.

Recreation Master Plan

Vibrant Calgary, cultural literacy, creative literacy

- Music in the Plaza, free concert series
- Speaking of the Past, free lecture series
- Heritage Workshops (beer brewing, beekeeping, canning, cooking, preserve making, fibre spinning)
- Children's day and overnight camps where participants are immersed in history, and even historical science.

Calgary Heritage Strategy

We maintain and preserve a 65,000-piece artifact collection specific to Western Canadian culture. We protect heritage buildings. We conduct constant research to deepen our understanding of historically significant events to enable delivery of authentic programming.

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

Our Public Programming Coordinator, Ellen Gasser, a 12-year Park employee, was presented the Mayor's White Hat Award – an honour bestowed upon the Park's now-retired President & CEO, Alida Visbach, just 4 years earlier. The Park also won Calgary's Child Magazine's Best Family Halloween Event for our very popular Ghouls' Night Out program.

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

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

Our focus in 2019 continued to be on phase 1 of the Natural Resource Area project, and on initial work on phase 2 to prepare for construction of the new interpretive centre. In addition, we completed dozens of lifecycle/maintenance projects, including the following:

- S.S. Moyie – the refurbishment of the Moyie was completed and the boat readied to sail again
- Shop Front rebuilds – work begun in 2018 was completed, including: painting, replaced windows, replaced awnings, insulated, and fixed facades on the shops along Front Street
- Updated washrooms and replace outhouses
- Street car – crossings rebuilt
- Safety upgrades in food service locations
- Replaced warehouse cube van
- New wetlands dock
- Train engine 2024 – starting valve replacement



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- Annual lifecycle maintenance of railway bridges, train and streetcar tracks
- Bowness Carousel – 5-year lifecycle as mandated by AEDARSA

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

The main source of capital funding came from the City's Civic Partner Infrastructure Grant. We secured private and corporate donations as matching funds for the Natural Resources Area project and regular capital/lifecycle projects. We were the grateful recipient of a significant bequest that was restricted for capital use. This contribution will serve as matching funds for at least three years, and will assist with any cash shortfall on projects not eligible for City grant funding.

COVID-19 UPDATE

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

The Park shut down all public aspects of operations on March 16, 2020. We were able to enact a phased reopening (May 27th, stores of Heritage Town Plaza; June 3rd, Gasoline Alley Museum; June 27th, historical village). The village offerings were severely restricted, including no S.S. Moyie or Midway rides, no dine-in options, and closure of any exhibit that didn't have separate entrance and exit doors (to ensure one-way flow of guests). In late summer we received special dispensation from the Government of Alberta to open two low-velocity midway rides (the Big Eli Ferris wheel and the Bowness Carousel), which resulted in two rides being available only from August 29th.

As of August 31, we have experienced an 83% drop in overall attendance compared to 2019, and a 77% drop in non-grant revenues (not including donations). Catered event business is down 86%. These comparatives include January/February which had fairly normal results. The COVID-19 specific impact has been a reduction of 81% in revenues. Village attendance has been about a third of what was estimated it would be under COVID-19 protocols.

Schools cancelled all field trips. We worked to put some lessons online as virtual field trips at no cost. We were able to offer summer camps, but no overnight camp, and we designed a new COVID-19 safe camp for this year. Total camp attendance was down as a result of the reduced program, and costs were up. On the plus side, the camps did sell out.

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

By end of March, we laid off all employees that were not permanent full-time (more than 220 individuals). Once the Park began the phased reopening, we redeployed full-time employees who were not fully engaged in their normal duties into roles normally filled by temporary/seasonal employees, keeping the need to hire/rehire seasonal employees down and reducing overall costs. In addition, we mandated vacation time for employees who had accrued significant hours, and who were not fully engaged due to a reduction in work.

We enacted an online timed entry system to control the flow of guests through the gate to limit queuing and speed up the admissions process. It also reduced the number of in-person admissions thus helping keep guests and staff safer by limiting contact.

The Park created an ad-hoc safety committee to design and implement changes to existing policies and procedures to fit COVID-19 protocols and AHS guidelines, all within the framework of the Park's



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operations. Our goal with the committee was to ensure and maintain a safe and healthy environment for all staff and guests.

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.

The online timed entry system noted above will be utilized in future for many ticketed events or village admission on high-volume days such as Canada Day or Harvest Sale.

We created an alternative to summer camps – Camp in a Trunk – for camp fun at home. With the evolving and expanding guidelines provided by AHS, we were able to offer an in-person camp, but the Camp in a Trunk still proved popular. We will repurpose this product in future years and expand our camp offering to children who want to take part but are unable to attend in person.

With our restaurants being shut down, we quickly set up and offered curbside pick-up for Selkirk Grille and bakery items. This proved very popular (though fell far short of normal restaurant revenues) and will be something we continue with in the first quarter of 2021, utilizing an online sales concept to increase efficiency.

With dine-in options restricted, we developed picnic lunches for take out in the village. Guests could purchase the meal and opt to eat in the dining room of the Wainwright Hotel (set up to limit seating and ensure distance) or take the kits out into the village and eat at picnic tables or on one of the many green spaces. This is something we can offer in future, to diversify the food service options for our visitors.

**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.
<input checked="" type="checkbox"/>	Significant	Difficulties to achieve objectives. Delays or notable aspects of objectives not completed. Falling well-short of normal operations.
<input 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.

In planning for the village reopening, we made assumptions on attendance based on maximum visitors we felt comfortable with in the village at one time to ensure distancing protocols were able to be met. We further discounted those maximum numbers to ensure that, given the costs of operations, we were not risking financial viability. In reality, our conservative estimates were not met. To limit costs, we redeployed full-time staff into roles normally filled by seasonal employees. While this saved money, it required additional training and supervision. We were not able to open midway rides due to Phase 2 guidelines from AHS which clearly stated those were to remain closed. Once we learned that another local attraction had sought, and received, special dispensation to open such rides, the Park received significant complaints and questions as to why the Park did not open its midway. The Park responded by reaching out to the government and apply for special dispensation as well and approval was received in late August, for two of the Park’s rides. The opening of these two rides did not increase Park attendance significantly, but did result in an increase in overall costs.

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.

Because September results are not known at this time, comments will refer to August results.

Some demand reductions are as a result of necessary restrictions on gathering size put in place by AHS. Those restrictions have cut our catered event capacity significantly since March. In addition, many customers are cancelling future events due to understandable concerns around the pandemic. We are giving full refunds on deposits despite our policy against refunds within 6 months of the event date. In August, catering attendance was down 95%, and revenues down 89%.



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During August, village attendance was down 74%. The least affected attendance category was annual pass holders, which were down 58% year over year. We limited the number of people through the gate on an hourly basis to ensure distancing was maintained and queueing at exhibits and concessions was controlled, however we never met the maximum number allowed on any date in August. As a result, gate admission revenues were down 78%, annual pass sales were down 81%, concession sales were down 76%, and retail dropped 50%. Retail sales were buoyed by the opening of Harvey's Confectionery in the Plaza in July, which represented 40% of all retail sales in August.