CIVIC PARTNER 2020 ANNUAL REPORT SNAPSHOT- HERITAGE PARK SOCIETY

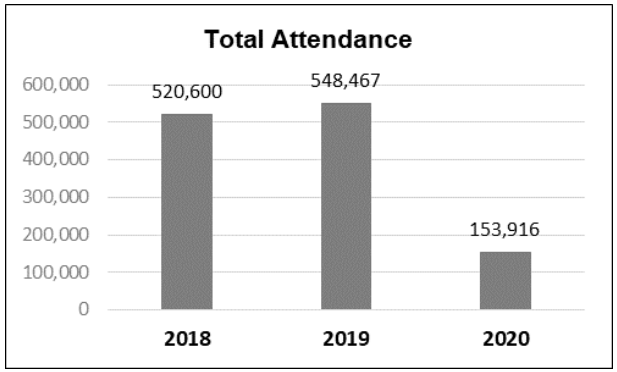
HERITAGE PARK SOCIETY
Mission: Connecting people with the settlement of Western Canada and preserving our culture and heritage.
Vision: To be recognized as Canada's leading living history museum.

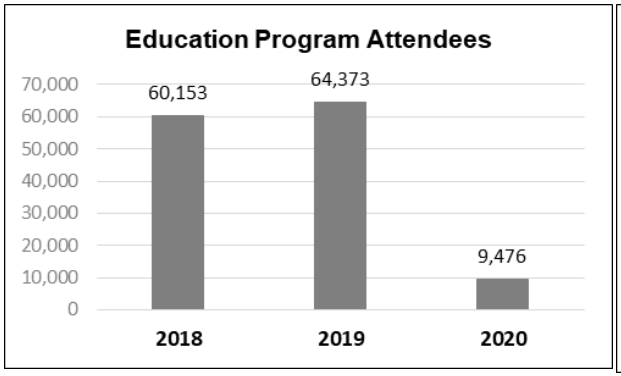
Registered Charity

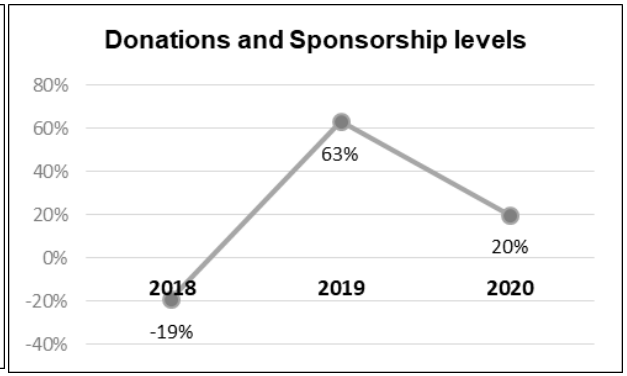
One Calgary Line of Service: Economic Development and Tourism

2020 City Investment
Operating Grant:$3,614,786
Economic Resiliency Fund: $490,000
Capital Grant: $2,029,000

2020 Results







The story behind the numbers

- Though the COVID-19 pandemic wreaked havoc on attendance results due to the Park's extended closure, and school programs, weddings, and banquets being cancelled, and other areas having restricted capacity, timed ticketing online was quickly established to restrict the number of guests daily to a maximum that ensured social distancing and reduced lines and crowding.
- Summer camps went ahead, but not the overnight camps. Offered a COVID-friendly camp experience and the programs sold out. Offered Home School Days as restrictions allowed. Other school program attendance was for January to March before pandemic closures.
- Built on the excellent 2019 donation results thanks to a handful of generous contributions from loyal donors who collectively donated $1.25 million in operating donations early in 2020 prior to pandemic closures.

Current state 2021: COVID-19 impact

- As of March, the museum remained closed and retail outlets were restricted to 25 per cent occupancy. Restaurants were open for limited dine-in service and school programs were not running. There were no catered events or external meetings.
- Preparations for opening the village in May were hampered by uncertainty surrounding future restrictions as we begin planning early in quarter 1. All seasonal hiring is normally done in March and is currently on hold.

Service impact: Severe (Unable to meet normal objectives due to serious extended disruption- full facility closure)
Current demand for service: Demand has decreased notably

HERITAGE PARK SOCIETY
Civic Partner 2020 Audit Report

Organizational Structure: Independent External Organization
Fiscal Year: December 31, 2020
Related Subsidiaries or Foundations: Heritage Park Foundation

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.

2020 RESULTS

2. What key results did your organization achieve in 2020 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)*

Phase 1 of the Natural Resources Area project (where, 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, water wheel, and coal mine) was effectively completed in 2021, with only work on the Indigenous Nature Trail remaining (to be completed in 2022). The Park will open the newly titled *Prospect Ridge* to the public in 2020, under appropriate COVID-19 restrictions.

On March 5th, the Park held our last fundraising event before pandemic was declared. We hosted our first-ever *Cocktails and Corsets* fundraiser in celebration of International Women's Day. This fun evening featured a "lingerie through the ages" display, fabulous entertainment, delicious food and cocktail stations, and a unique ladies-only shopping experience.

Due to COVID-19, most of our planned events were cancelled or severely limited in size (both in attendance and experience). We did go ahead with Ghost Tours (reduced capacity and distanced tour) and Ghouls' Night Out (fewer indoor exhibits, exhibit areas spread further apart) and Harvest Sale (see #7 below). We piloted a new evening event in the fall, Market Nights at Heritage Park. This was held Thursday and Friday evenings in late November/early December and, even with COVID precautions and limits, was highly successful and very popular. We will be looking at repeating a similar event in 2021 and future years.

Due to COVID limitations, we reimagined our free concert series, Music in the Plaza. We moved it into the village so that we could host the maximum number of guests allowed, and those guests could maintain social distance. The series was, as always, a huge success, and a welcome respite in the midst of the pandemic.

We retrofitted the former Antiques & Collectables store and turned it into Harvey's Confectionery – an oasis for candy and ice cream lovers. It quickly became the most popular venue on the Plaza after its opening in July.

We expanded our outdoor seating area at the Railway Café to safely accommodate Park visitors and Glenmore pathway users.

3. **<u>Briefly</u> describe how your key results in 2020 contributed to Council approved strategies (Select up to three that that are most 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; Calgary's Corporate Affordable Housing Strategy; Open Spaces Plan; Recreation Master Plan; Sport for Life Policy.

Strategy	Key Results
Calgary in the new economy: an updated economic strategy for Calgary	**<u>PLACE</u>** – Heritage Park fosters a strong sense of place, and contributes to the rich cultural community of Calgary. In 2020, contributing results include, bringing green spaces to life, sharing stories, crafts, and culture of First Nations, offering a free summer concert series featuring local talent, and simply being an outdoor space that COVID-weary visitors could enjoy. **<u>EMPLOYMENT</u>** – Heritage Park remains a significant employer in Calgary, with a full time staff of 116 and seasonal hiring of more than 600 (in a normal year), we provide meaningful employment to Calgarians and are often the first place of work for youth getting into the workforce. In addition, in 2020, we engaged 544 volunteers who contribute more than 31,000 hours
Cultural Plan for Calgary	**<u>Cultural sector/creative industries</u>** – Our free summer concert series, Music in the Plaza, along with other music events held at the Park, supports local artists. This event was moved inside the Park gates in 2020 to allow us to maximize our audience in light of COVID-19 restrictions. Our Speaking of the Past lecture series supports the community by providing access to no-charge cultural events to all citizens. In 2020 these were offered online. We presented Indigenous cultural performances on Labour Day and Thanksgiving weekend. **<u>Heritage</u>** – The Park builds public awareness and understanding of built heritage through restoration of historical artifacts and interpretive programs the tell the stories related to those artifacts. In 2020 we completed phase 1 of the Natural Resources Area project and finished many historical artifact and exhibit lifecycle projects.
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.

4. **Using the chart below, please report your 2020 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	2018 results	2019 results	2020 results	What story does this measure tell about your work?
How much did you do?	**Total Attendance**	520,600	548,467	153,916	Though the COVID-19 pandemic wreaked havoc on our attendance results due to the Park's extended closure, school programs, weddings, and banquets being cancelled, and other areas having restricted capacity, we quickly established timed ticketing online to restrict the number of guests

	Performance Measure Name	2018 results	2019 results	2020 results	What story does this measure tell about your work?
					daily to a maximum that ensured social distancing and reduced lines and crowding.
	Number of banquet guests	78,144	82,753	10,185	When restrictions were eased, we were innovative and offered what we could. We developed elopement packages for outdoor wedding ceremonies. Outdoor events were permitted prior to indoor events and they had less capacity restrictions.
	Education program attendees	60,153	64,373	9,476	Summer camps went ahead, but not the overnight camps. We worked to ensure a COVID-friendly camp experience for as many campers as possible, and they all sold out. We offered Home School Days as restrictions allowed. Other school program attendance was for January to March before pandemic closures.
How well did you do it?	**Increase in annual operating donations and sponsorships**	-19%	63%	20%	We were able to build on the excellent 2019 donation result thanks to a handful of generous contributions of loyal donors who collectively donated $1.25M in operating donations early in 2020 prior to pandemic closures.
How are Calgarians better off?	Increase in fee-assisted admissions	-19%	30%	-80%	The Park is proud to offer fee assisted admissions, offering a 75% discount against regular day gate prices to Calgarians in need. This program ensures that all Calgarians have access, and enjoy all that the Park has to offer. Like overall attendance, fee-assisted attendance was also down significantly due to COVID

5. Briefly describe the key impacts of COVID-19 on your operations in 2020.

On March 16, 2020, Heritage Park closed to the public. With the health and safety of our employees, volunteers, and guests as our first priority, we established an ad-hoc COVID-19 committee, created policies and procedures specific to the pandemic, and protected our financial viability in the face of near-total collapse of most revenue streams. School programs came to a halt, restaurants and the museum closed, and catered events ceased. We laid off all part-time, casual, and seasonal employees. The village opening was delayed until end of June, and our offerings limited once we did open our gates due to necessary COVID restrictions put in place by AHS. Fundraising events went digital, and the resultant funds raised were much less than a normal year. Even our AGM was online, which doubled our normal costs. Costs increased with the introduction of face masks, hand sanitizers, plexi barriers, and an abundance of COVID-19 specific signage.

By year's end, business revenues dropped 74% year-over-year, and overall attendance was down 72%.

6. **Are there any program or service changes made in response to COVID-19 that you plan to integrate into longer term operations? For example, shifting some programing online, or modifications to your delivery model or operations.**

   We set up online timed-ticketing to control lines at the gate and ensure that guests could maintain distancing. This proved to be an exceptionally useful tool that we can use in the future on high-attendance days such as Canada Day, or for events such as Ghouls' Night Out.

   When in-person dining was prohibited, we set up curbside pickup options for bakery and Selkirk Grille items, including special take-home kits for Easter, Mother's and Father's days, Thanksgiving and Christmas.

   We created 'Camp in a Trunk' when it appeared that our summer camp programs would not be able to continue. Though restrictions lifted enough to allow resumption of day camps (with limited campers in attendance), Camp in a Trunk remained a popular take-home option for campers who either couldn't, or weren't comfortable to, attend in person, and is an offering we will be happy to make in future.

7. **Briefly describe any quality improvement changes or operational efficiencies your organization was able to achieve in 2020.**

   To maintain our full-time employee base and save employment costs at the same time, we redeployed staff from various departments to fill roles normally taken by seasonal staff. Though this is not a practice we can sustain as the pandemic ends and all business streams come back online, it had a significant positive impact on overall results, and allowed us to get through the year without permanently laying off any full-time employees.

   The new online ticketing system will be adapted and used for all ticket sales in the future. This saves significant time with in-person and over-the-phone sales, along with eliminating the need for printed tickets, and reducing high-touch, person-to-person interactions.

8. **Briefly describe some success stories in 2020 that demonstrates how your organization worked in partnership with other community, private or public organizations to achieve shared results for Calgary and Calgarians.**

   Due to COVID-19, most of our annual summer special events were cancelled. But in September, we partnered with Calgary Produce Marketing Association (CalPMA) to put on a successful Harvest Sale despite the pandemic. In adherence to all COVID-19 restrictions, we welcomed almost 4,000 guests. They purchased timed tickets with ½ hour entry times to prevent crowding and long line ups at the gate. In the sale area, there were two lines to purchase produce, which guests paid for all at once at the end, removing cash transactions and reducing touch points. The event raised much needed funds for three local charities: Alberta Children's Hospital Foundation, Community Kitchens, and Heritage Park Society.

   We partnered with Showpass to set up an online timed ticketing system, that worked not only for gate entry, but was invaluable for curbside food sales.

   We partnered with Foothills Brass to provide a series of day-time concerts at the outdoor Didsbury bandstand.

9. **Please estimate how The City's operating funding was allocated in 2020. 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
%	*Other, please name:*

10. Did volunteers support your operations in 2020? If yes:

How many volunteers?	**544**
Estimated total hours provided by volunteers:	**31159**

11. What resources or funding sources did your organization leverage to support operations in 2020?

The Park leverages its status as a charity to secure gifts-in-kind. In 2020, these donations offset more than $24K in cash expenses, and added $13K worth of assets and artifacts to our collection.

The Park enlisted the critical assistance of 544 volunteers who collectively donated 31,159 hours (the equivalent of 17 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 eroded further in 2020 due to lack of events to sponsor during the pandemic, private donations were buoyed by $1.25M in extraordinary operating gifts made by a small number of loyal donors prior to the pandemic closures.

Of note in 2020, City's operating grant for 2020 exceeded $3.6M. We received $218K in corporate and private gifts to benefit education programs, $78K in sponsorships and donations for special and fundraising events, and $1.6M to offset general operations. We maximized a Government of Alberta HR grant for summer employment, bringing in $132K to offset rising employment costs. We qualified for the Government of Canada's Emergency Wage Subsidy (CEWS), receiving $4.1M which was crucial to ensure all full-time staff remained employed.

12. Did your organization receive any awards or recognition in 2020 that you want to highlight?

The White Hat Volunteer of the Year for 2020 was long-time Heritage Park volunteer, Gail McPhail. The Park won first runner up in several Calgary's Child Magazine categories including Best Tourist Family Attraction, Best Family Halloween Attraction and Best Family Christmas Attraction.

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

Asset: *Heritage Park (note, HP is not a city-owned asset).*

a) Provide a summary of your organization's 2020 capital work, including specific lifecycle/maintenance projects or capital projects.

In 2020, we completed 95% of phase 1 of the Natural Resources Area project. A contract for construction of phase 2, the new interpretive centre, was awarded in April and construction began in May. By December, the centre was nearing 75% completion. In addition, we completed dozens of lifecycle/maintenance projects, the most notable of which was a complete rebuild of the Railway Car Shop including structural upgrades, installation of underfloor heating and humidification, new windows, complete exterior replacement envelope, new roof and skylights, and installation and new doors to increase thermal efficiency. All this will ensure that our priceless historical railway assets are kept safe for generations to come.

Other projects of note:

- Updated washroom and kitchen in Millarville Ranchers Hall
- Bowness Carousel 5-year lifecycle as mandated by AEDARSA
- Updated electrical and fire detection on the S.S. Moyie
- Replace roofs on the Service Building, Little Synagogue, Livery Stable, and Cottage Hospital
- Updated fire detectors in Gasoline Alley, Haskayne Mercantile Block, Railway Café, and the Admissions building
- retrofit the former Antiques & Collectables store and turned it into Harvey's Confectionery

b) What funding did your organization leverage to support capital activities in 2020?

The City's Civic Partner Infrastructure Grant was the Park's main source of capital funding. In addition, the Canada-Alberta Integrated Bilateral Agreement for the Investing in Canada Infrastructure Program provided necessary funds towards the construction of the new Natural Resources Centre (now named Innovation Crossing). This was supplemented by corporate and private donations for the ongoing Natural Resources project, and for regular capital/lifecycle costs.

14. CURRENT STATE: COVID-19 MARCH 2021 UPDATE

The section focuses on the impact of COVID-19 in the month of March 2021, to provide a snapshot of your organization's current state.

Impact

Please choose the one option below that best describes the impact of COVID-19 on your programs or service in March 2021.

☐	**Negligible**	Minimal to no impact on service. Service is currently operating close to normal.

☐	**Minor**	Continuing to provide programs and services but some coping strategies required – able to be addressed with existing strategies and resources.
☐	**Moderate**	Some challenges on ability to achieve objectives. Some delay. Some aspects of the programs or service are only being met in part.
☐	**Significant**	Difficulties to achieve objectives. Delays or notable aspects of objectives not completed. Falling well-short of normal operations.
☒	**Severe**	Unable to meet normal objectives due to serious extended disruption. (e.g. full facility closure, major decrease in users)

Impact Description:

Please briefly describe how your programs and services were impacted in March 2021.

The museum remained closed through March (since December 8/20). Retail outlets were restricted to 25% of fire code occupancy. Restaurants were open for dine-in service but on a very limited basis. Due to one employee testing positive for COVID-19 from a household contact, the restaurant was forced to close for two weeks as all employees were considered close contacts. All school programs continued to be halted. We were not able to hold any catered events or host external meetings due to restrictions. Preparations for opening the village in May were hampered by uncertainty surrounding future restrictions as we begin planning early in quarter 1. All seasonal hiring is normally done in March and is currently on hold.

Current Demand for Service:

What is the current demand for your service compared to typical demand?

☐	Demand is steady, largely business as usual.
☐	Demand has increased notably.
☒	Demand has decreased notably.