

CIVIC PARTNER 2020 ANNUAL REPORT SNAPSHOT- FORT CALGARY PRESERVATION SOCIETY

FORT CALGARY PRESERVATION SOCIETY (FORT CALGARY)

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

One Calgary Line of Service: *Economic Development and Tourism*

Registered Charity

2020 City Investment

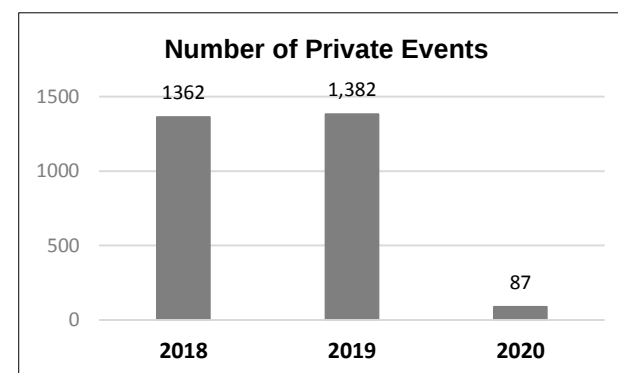
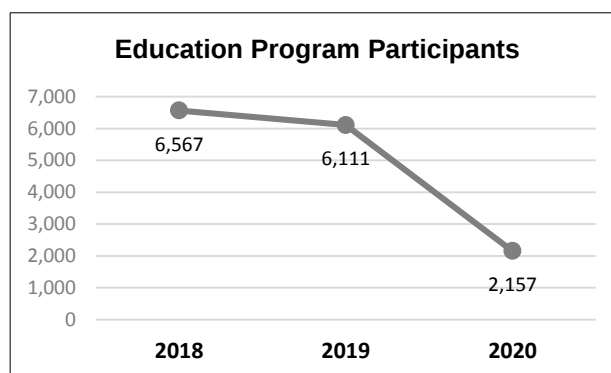
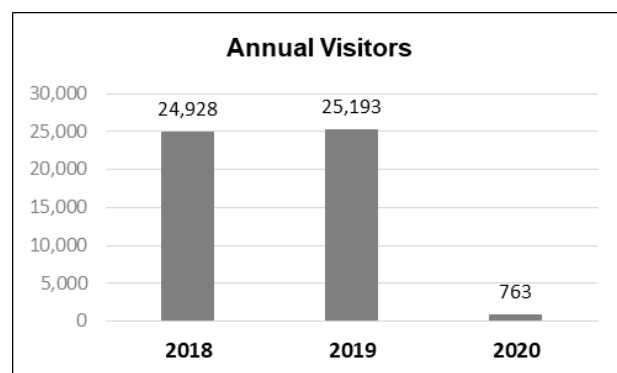
Operating Grant: \$1,139,097

Emergency Resiliency Fund: \$62,200

Capital Grant: \$49,612

City owned asset? Yes

2020 Results



The story behind the numbers

- Annual overall visitor numbers (top line, second line is the break out of annual visitors from Calgary) were tracking to prior year, until closure due to COVID-19.
- Again for the 2020 year, school programs sold out. Teachers routinely reported the curriculum-connected programs addressing Indigenous and local history are important. Demand exceeded capacity, and was tracking to be fully subscribed until closure due to COVID. Pivoted online and offered 23 online sessions for schools.
- The number of events was impacted by the closure of the venue due to public health measures. The January-February period is historically a slow period, which 2020 numbers reflect. Only bookings of 100+ guests generate net revenue.

Current state 2021: COVID-19 impact

- Under current public health orders, Fort Calgary must remain closed until the Government of Alberta moves to Step 3 and there are less than 300 hospitalizations.
- Without in-person field trips and in the context of uncertainty regarding school needs or abilities to return to field trips in the fall, there is uncertainty as to how and when the Fort may be able to bring these programs back. This applies similarly to on-site public programs, museum visits, and event rentals.

Service impact: Severe (Unable to meet normal objectives due to serious extended disruption (full facility closure))

Current demand for service: Demand has decreased notably



FORT CALGARY PRESERVATION SOCIETY Civic Partner 2020 Audit Report

Organizational Structure: Independent External Organization

Fiscal Year: December 31, 2020

Manage/Operate City Owned Asset: Fort Calgary

STRUCTURE

1. Vision, Mission and Mandate:

From the March 2020 Board approved Strategic Plan:

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.

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)

A Prosperous City:

P1: Cost-effective service delivery. The Fort received a \$5,000 donation via Paint4Good to re-white wash the Hunt House and Métis Cabin. Chalmers Heritage Conservation donated their oversight to this project in coordination with Historic Resources at Alberta Culture.

P2: Tourism growth. Following the closure of the Fort in March due to Covid-19, program efforts shifted online and tourism was not active for the balance of the year. The Fort remains an active partner with Attractions Calgary.

P4: Affordability. In spring, all programs shifted to free online participation, this included the following:

- 23 online school programs for teachers in May / June – reach was 1,800 students
- 3 live-streamed events for:
 - Walk for Reconciliation – reach was 11,294
 - Canada Day – reach was 4,457
 - Heritage Day – reach was 3,728
- Digital-first engagement strategy – total reach for July to December was 79,358:
 - 3 new online exhibitions: Canada Day, Métis Cabins, #museumfromhome
 - 6 live-stream trivia events
 - 15 live-stream events + videos series exploring the Fort's collections
 - 5 episode new podcast series *Complex Stories*: explains colonialism and explores site history
 - 5 episode special podcast interview series exploring Métis histories with Daniel Voth
 - 11 posts in new blog series
 - 1 Remembrance Day video interview with long-time volunteer and RCMP Chaplain Larry Nicolay

H6: Prioritize green space.

- Partnership with CMLC and Foothills Nordic to offer XC ski trails through the winter.
- Continue to maintain historic Deane House gardens with a group of Fort Calgary volunteers.

Well Run City:

W5: Reconciliation: In March 2020, Fort Calgary's Board of Directors approved a new strategic plan which commits to recentering Indigenous Peoples and culture in the story of the Fort. Fort Calgary is committed to sharing a broader, deeper and more complex history of the significance the place where Fort Calgary is located: at Mohkínstsis (in Blackfoot); Wíchíspa (in Stoney); or Guts'ists'i (in Tsuut'ina) in Treaty 7 territory, home of the Blackfoot Confederacy, the Kainai, Siksika and Piikani Nations; Stoney-Nakoda Nations, Bearspaw, Chiniki, and Wesley; Tsuut'ina Nation; and the Métis Nation of Alberta, Region 3.

In March 2020, in partnership with the Rupertsland Institute the Fort launched a new exhibition exploring Métis connections to this region.

In summer 2020 Fort Calgary hosted the 10th annual Walk for Reconciliation, an event to honour Indigenous people affected by Indian residential schools and intergenerational trauma, and take purposeful steps toward healing. In 2020 this event moved online, inviting Calgarians to consider what reconciliation means to them and to film their own walks and share them with via social media, and via a live-streamed event in June. The event reached over 11,000 people.

The Fort also began the listening process to develop relationship agreements with each of the Nations.

3. **Briefly 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.

In 2020, the following three activities show how our key results contributed to Council approved strategies:

Cultural Plan:

- The March 2020 Strategic Plan speaks to all pillars of the Cultural Plan, containing specific direction:
 - To seek inclusivity and intercultural understanding via the adoption of UNDRIP and the guiding principles of TRC
 - To develop a targeted tourism product and align to the strategies Tourism Calgary, Travel Alberta and Destination Canada
 - To provide jobs for students in relevant fields
 - To continue to care for the historic properties and public art on this site
 - To contribute to placemaking and the creation of cultural spaces through a commitment to a new facility

Heritage Strategy:

- Fort Calgary is responsible for caring for three designated heritage buildings: the Deane House, the Métis Cabin, and the Hunt House. In 2020, the Fort completed a signage project for these three properties – new signage explains the significance of each and via a QR code links to a longer online story exploring the Métis history of the cabins.
- Fort Calgary worked with the City of Calgary to add the Deane House to the Inventory of Evaluated Historic Resources. [Heritage Calgary's Board approved this addition on October 2, 2020.](#) The next step is to seek Municipal Designation for the property.
- Produced new updated Collections Policy (City of Calgary owns the collection), in consultation with Indigenous Advisory Council and relevant City departments. This was a required step for the Fort to re-apply for recognized museum status with the Alberta Museums Association.

Sport for Life Policy:

- Supporting a partnership with CMLC and Foothills Nordic to create XC ski trails on the Fort site created equitable and accessible sport opportunities through the pandemic.

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?	VISITOR SERVICES: Operate a museum and civic attraction (total visitor numbers annually)	24,928	25,193	763	Annual overall visitor numbers (top line, second line is the break out of annual visitors from Calgary) were tracking to prior year, until closure due to Covid.
	VISITOR SERVICES: Be a destination of choice for Calgarians (Calgarian visitor numbers annually – a subset of the total)	13,999	14,319	332	
	ACCESSIBILITY: Provide accessible admission via Equal Access Program	\$20,500	\$8,525	\$217	This represents the dollar value of admissions provided through Fort Calgary's Equal Access Pass.

CPS2021-0587 Attachment 12

ISC: UNRESTRICTED

	EDUCATION: Offer curriculum-connected education programs and resource kits for grades K-7	6,567	6,111	2,157	Again for the 2020 year, school programs sold out. Teachers routinely report the curriculum-connected programs addressing Indigenous and local history are important. Demand exceeds capacity to supply at this time. Again tracking to be fully subscribed until closure due to Covid. Pivoted online and offered 23 online sessions for schools.
	FOOD & BEVERAGE: Number of annual events (goal is generate net operating revenue to support Fort programs)	1,362	1,382	87	The January-February period was historically a slow period, which 2020 numbers reflect. Only bookings of 100+ guests generate net revenue.
	CULTURAL DEVELOPMENT: Provide exceptional programs that tell the story of our Indigenous roots	12	7	8	
** In 2020 – these numbers represent activity for the period from January 1, 2020 to Covid closure on March 16, 2020. Note they do not include online activity – see Q1 P4 for details above.					
How well did you do it?	Viewer feedback re: Heritage Day artifact videos about collections: “This was wonderful, it was great to learn about different exciting articles of costumes worked on” “Thanks for preserving history!” Viewer feedback re: Canada Day artifact video “Great start for Canada Day! Thank you Fort Calgary.” Viewer feedback re: podcast “Excited to learn from episode 1 and beyond!” “So cool!”				
How are Calgarians better off?	Visitors gain an opportunity to connect with local history and to learn multiple perspectives on the events that have shaped this region Students gain curriculum-connected learning about the place they live Volunteers gain pride of place, sense of purpose, and community for contributing to the city				

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

- 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.
- 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 online content to learn what resonated with community.
- 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 opportunity to rebuild all finance systems, update policies, clean out back of house spaces, inventory all equipment and other holdings, and perform a deep clean.

- As at April 2021 the Fort remains closed: under AHS health directives, museums cannot reopen to the public until the province enters Step 3 of the recovery plan and there are less than 300 people in hospital.

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 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
- If CMLC and Foothills Nordic wish to continue offering the XC skiing Fort Calgary would be interested to support it

Digital programs:

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 (see summary of reach numbers at top of p.2 re Question 1, item P4).

- Schools scheduled to visit Fort Calgary through spring were hosted digitally, with virtual walking tours and access to collection items normally too fragile for school programs. The Fort hosted 23 programs for 1,800 students.
- *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.

Retooled food and beverage service:

As part of the renewal of Fort Calgary, 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.

7. Briefly describe any quality improvement changes or operational efficiencies your organization was able to achieve in 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.
- In 2020 we completed the removal of 2,714 items deaccessioned between 2014 and 2018.

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 as constituted 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.

Fort Calgary will continue to offer catering with event rentals by working in partnership with external third party vendors.

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.

- XC ski trails in partnership with CMLC and Foothills Nordic
- Collections reorganization / deaccession items went to Canada's Sports Hall of Fame and Heritage Park
- Closure of food and beverage operations in March led to donations to: Calgary Kitchen (school lunch program delivering 1,800 lunches/week), Soccer without Boundaries, Hull Services, the Alex, Telus Spark
- Walk for Reconciliation held in partnership with: Aspen Family, Aboriginal Friendship Centre of Calgary, Sunrise Community Link Resource Centre, The Alex

RESOURCES

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.

0.6%	Advertising and promotion
2.5%	Programs or services
3.1%	Office supplies and expenses
34.3%	Professional and consulting fees
49.3%	Staff compensation, development and training
0.9%	Fund development

0.7%	Purchased supplies and assets
0.4%	Facility maintenance
0%	Evaluation or Research
8.2%	Utilities

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

How many volunteers?	29
Estimated total hours provided by volunteers:	1,304

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

Fort Calgary received a total of \$1,703,682 in funding and resources to support operations in 2020:

- City of Calgary Operating Grant – \$1,139,099
- City of Calgary One-Time Grant – \$100,000
- City of Calgary Emergency Resiliency Fund – \$62,200
- City of Calgary Partner Infrastructure Grant – \$49,611
- Alberta Casino Grant – \$38,654
- Government of Canada, Celebrate Canada – \$8,148
- Government of Canada Young Canada Works in Heritage Organizations – \$7,510
- Government of Canada Canadian Employee Wage Subsidy – \$282,452
- Government of Canada Temporary Wage Subsidy – \$16,008

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

n/a

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

Asset: *Fort Calgary*

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

Fort Calgary spent a total of \$66,149 in capital and asset management in 2020

- Banquet, kitchen equipment, repairs & replacements – \$5,215
- Wood shake replacement on the Deane House roof – \$11,883
- Site maintenance and repair – \$13,094
- HVAC, plumbing, repairs and replacements – \$17,597
- Various repairs and replacements – \$18,361

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

Capital Civic Partner Grant Program – \$151,470

14. CURRENT STATE: COVID-19 MARCH 2021 UPDATE

CPS2021-0587 Attachment 12

ISC: UNRESTRICTED

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.

- Under current public health orders, Fort Calgary must remain closed until the Province moves to Step 3 and there are less than 300 hospitalizations.
- Typical demand for programs and services is driven by curriculum-connected field trips, public programs, museum visits, and event rentals.
- Without in-person field trips and in the context of uncertainty regarding school needs or abilities to return to field trips in the fall, there is uncertainty as to how and when the Fort may be able to bring these programs back. This applies similarly to on-site public programs, museum visits, and event rentals.
- Visitors to the Fort have tended to be in the 60 and older age range, a group disproportionately at risk due to the pandemic.

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.

