

CIVIC PARTNER 2021 ANNUAL REPORT SNAPSHOT- HERITAGE PARK SOCIETY

ISC:UNRESTRICTED

**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.

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

**2021 City Investment**

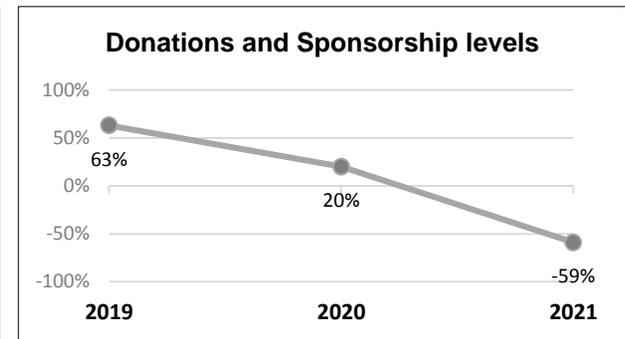
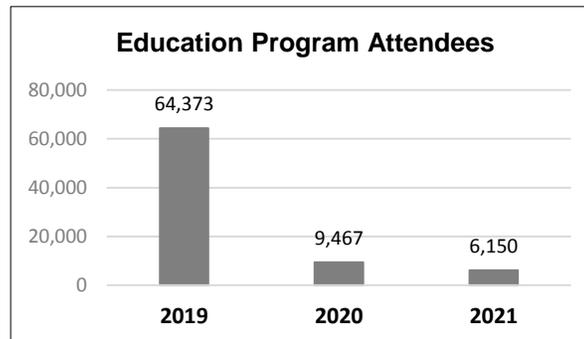
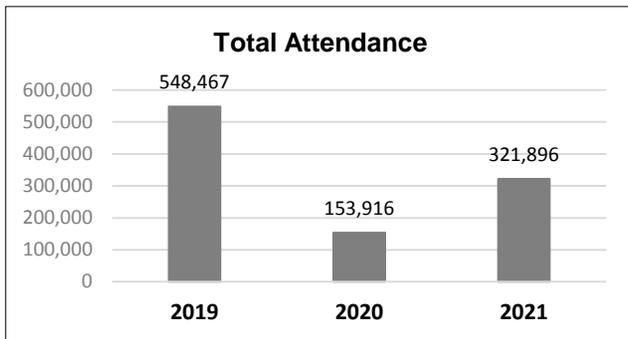
**Operating Grant:** \$3,739,787

**Capital Grant:** \$2,073,618

**Economic Resiliency Fund:** \$648,500

*City owned land and selected assets*

**2021 Results**



**The story behind the numbers**

- Attendance rebounded in 2021 compared to 2020, with Heritage Park remaining open for the entire operating season.
- As restrictions allowed, Heritage Park worked to ensure a COVID-friendly summer camp experience, which ended up selling out.
- Due to COVID’s continuing impacts, 2021 saw a significant reduction in operating donations; nonetheless thanks to generous Calgarians, fundraising efforts totalled \$1.3M in operating donations on a cash basis, in addition to, \$1.37M in donations designated for capital.

**Impact of COVID-19**

Heritage Park, including the seasonal Historical Village, remained fully open in 2021, though there were some restrictions that limited capacity on rides and in retail locations, and outdoor seating options. Without the ability to host fundraising events, fundraising was significantly impacted. Impacts on volunteers led to cancelled events and closed exhibitions.

**Advancing Equity, Diversity and Inclusion**

In 2021, Heritage Park started consultation with local Indigenous leaders and began development of a strategy to enhance engagement and partnership with Indigenous communities, and expand and diversify Indigenous programming and presence. The Park has partnered with an Indigenous recruitment firm, to fill a new full-time position, Indigenous Relations Advisor, in 2022. Heritage Park is committed to advancing a IDEA (Inclusion, Diversity, Equity, and Accessibility) strategy in 2022.



**HERITAGE PARK SOCIETY  
Civic Partner 2021 Audit Report**

**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 mandate:** Educating visitors of all ages, and restoration and preservation of 55,000 historical artifacts, 183 historic buildings and structures, 17,000 historically authentic costumes.

**2021 RESULTS**

**2. What key results did your organization achieve in 2021 that contributed to one or more of the [One Calgary Citizen Priorities](#), or contributed to Council-approved strategies such as *Calgary in the New Economy: An economic strategy for Calgary*, *Calgary Heritage Strategy*, *Cultural Plan for Calgary*, *Corporate Affordable Housing Strategy*, or other strategy.**

Strategy	Key Results
<p><i>Calgary in the new economy: an updated economic strategy for Calgary</i></p>	<p><b><u>PLACE</u></b> – Heritage Park fosters a strong sense of place, and contributes to the rich cultural community of Calgary. In 2021, contributing results included 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. We were able to safely deliver many of our traditional and cherished special events to Calgarians including Ghouls Night and Once upon a Christmas. 2021 saw the return of the summer Market Nights program as well as a return of the Railway Roundhouse Market to our Christmas program, both of which featured local artisans and vendors.</p> <p><b><u>EMPLOYMENT</u></b> – Heritage Park remains a significant employer in Calgary, with a full-time staff of 110 and seasonal hiring of more than 500 (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 2021, we engaged 884 volunteers who contributed almost 43,000 hours.</p>
<p><i>Cultural Plan for Calgary</i></p>	<p><b><u>Cultural sector/creative industries</u></b> – 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 again to allow us to maximize our audience in light of COVID-19 restrictions. From June to September we hosted the travelling exhibition “Anne Frank: A History for Today”. We presented Indigenous cultural performances on Labour Day and Thanksgiving weekend. Partnering with Theatre Calgary, we hosted 6 performances of “Shakespeare on the Go” We provided indigenous cultural programming on the Heritage Day weekend as well as Labour Day. The Foothills Brass played two free Sunday concerts in the Didsbury Bandstand in August. The Celtic Ramblers, our very own Irish house band played free music in the Engineered Air Bandstand throughout July and August. Finally, the Suzuki Strings performed their annual play-in in September featuring young music students on violin, trumpet and guitar.</p>

	<p><b>Heritage</b> - In 2021, we completed the Natural Resources Area project. A multi-year project (with funding from corporate and private donors, the City, the Government of Alberta and Government of Canada) 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. We opened a new building, Innovation Crossing, but due to COVID restrictions, it was opened only for limited programming.</p>
<p><i>Calgary Heritage Strategy</i></p>	<p>The Park builds public awareness and understanding of our shared heritage through the restoration, preservation and interpretation of historical artifacts and buildings. Interpretive programs, storytelling and the practice of historic trades help to preserve our intangible knowledge of the past. We are stewards for a collection of historical assets, including: 55,000 artifacts specific to Western Canadian culture and 183 historic buildings and structures on our Park this includes 65 original buildings (10 are pre-1900). We protect our heritage buildings with annual investment for lifecycle maintenance and preservation of these remarkable historical assets. We conduct constant research to deepen our understanding of historically significant events to enable delivery of authentic programming. In 2021, a Park-wide dramatic recreation of an early-20<sup>th</sup> Century civic election that lasted throughout the season which served as an opportunity to learn about Calgary's political past.</p>

**3. Using the chart below, please report your 2021 performance measures that demonstrate: how much you did, how well you did it, and how Calgarians are better off.**

	Performance Measure Name	2019 results	2020 results	2021 results	What story does this measure tell about your work?
How much did you do?	Total Attendance	548,467	153,916	321,896	Our attendance rebounded in 2021 as compared to 2020, as we were able to remain open the entire operating season albeit still under certain COVID restrictions prior to July 1 <sup>st</sup> . At Park opening on the May long weekend, access to indoor exhibits and Gasoline Alley museum was prohibited; there were capacity limitations on our rides and retail operations and dining could only occur outside or with take-out options. The ongoing pandemic and resulting restrictions made most private events, tourism and school program bookings unfeasible, all factors contributing to lower attendance as compared to 2019. Although almost all restrictions were lifted as of

					July 1 <sup>st</sup> , it wasn't until August that we saw daily attendance return to near pre-pandemic levels.
	Number of banquet guests	82,752	10,185	14,437	With restrictions, we hosted virtually no banquets until July 1 <sup>st</sup> . We saw the busiest period of bookings from the end of November to mid-December with corporate Christmas parties. However, as the Omicron variant took hold in December, some of these events were cancelled or postponed.
	Education program attendees	64,373	9,467	6,150	Although our immersive week-long overnight summer camp program was cancelled, we expanded capacity in our summer day-camp programs. 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.
<b>How well did you do it?</b>	Increase in annual operating donations and sponsorships	63%	20%	-59%	2021 saw a reduction in operating donations due to COVID. However, thanks to the generous donations from Calgarians, we were able to fundraise \$1.25M in operating donations.
<b>How are Calgarians better off?</b>	Increase in fee-assisted admissions	30%	-80%	193%	The Park is proud to offer fee assisted admissions, offering a 75% discount against regular day gate prices to low-income Calgarians. Heritage Park encourages Calgarians who are part of City of Calgary's Fair Access program to access

					and enjoy all that the Park has to offer. 2021 saw an increase in assisted admissions as the park was open for a longer duration than prior year.
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**4. Briefly describe the any key impacts of COVID-19 on your operations in 2021.**

In 2021, even with COVID restrictions, we able to keep the Park open the entire season commencing the May long weekend. The health and safety of our employees, volunteers, and guests were our first priority, we utilized COVID policies and procedures specific to the pandemic, and after 2020 we had some recovery in visitation but still low given COVID uncertainty. We managed our employment to reflect the uncertainty that COVID posed.

Prior to July 1<sup>st</sup>, access to indoor exhibits and Gasoline Alley museum was prohibited; there were capacity limitations on our rides and capacity restrictions in our retail operations. Seating in our Plaza area outlets could only occur outside or with take-out options.

The implementation of the Restrictions Exemption Program caused some line-up and processing challenges at first, but this was eased with the implementation of vaccine record QR codes and scanners.

Fundraising was severely impacted with the inability to gather people for Fundraising events, the redirection of usual grants to COVID relief, and the focus of donors on other priorities. The downturn in the economy plus uncertain employment reduced donors' ability and willingness to continue their support of Heritage Park. Although Heritage Park creatively sought out financial donations and sponsorships, we experienced a significant reduction in funds raised.

Heritage Park relies heavily on volunteers to complete a wide range of work. Many volunteers were unable to continue the important work they do at Heritage Park, especially given the significant proportion of seniors who were especially affected by COVID. Our events, operations, train repairs and many other areas had no volunteers to staff the work and resulting in cancelled events, and closed exhibits.

We continued to have our AGM online and overall cost increases remained for PPE supplies such as face masks, hand sanitizers, and COVID-19 specific signage.

**5. Briefly describe any quality improvement changes or operational efficiencies your organization was able to achieve in 2021.**

We continued with some popular curbside and take-out options for our dining operations as well as with small elopement wedding packages which were in line with public health restrictions. The favorable weather meant strong outdoor and patio dining sales.

We took advantage of the closed months in early 2021 to complete a capital refurbishment of the Wainwright Hotel Dining Room and re-construction of the exterior verandah. It was re-opened to the public in early July. This period of closure also provided an opportunity to re-invigorate programming in the Gasoline Alley Museum.

We implemented bar-coding as inventory control for our 17,000-piece costume collection.

**6. Did your organization implement any strategies or approaches in 2021 that supported racial equity in the delivery of programs or services?**

We commenced the creation of an Indigenous Strategy, in consultation with Dr. Hope Sanderson, Metis Community member. The strategy will embrace the diverse cultural stories at the Park, by providing authentic storytelling to engage our guests. Engagement with Indigenous communities continues, and ceremonial aspects of the programming continue to be guided and influenced by community leaders and elders. Looking forward to 2022/2023, Heritage Park will add an Indigenous Advisor role to the staffing complement, and will continue to elevate and evolve the Indigenous representation and partnership between HP and community.

**7. Did your organization implement any further changes to strategies, programs or services in 2021 to address equity, diversity or inclusion?**

Heritage Park is committed to IDEA (Inclusion Diversity Equity Accessibility). While work on an IDEA strategy is still under development, it is a priority and focus.

**8. Briefly describe how your organization worked in partnership with other community, private or public organizations to achieve shared results for Calgary and Calgarians in 2021.**

In 2021 we partnered with various organization to promote the Park: Calgary Attractions Co-op campaign with Travel Alberta; Globalfest for an attraction/hotel and fireworks package; Tourism Calgary co-op campaign.

Due to ongoing COVID-19 restrictions, most of our annual summer special events were postponed to August (i.e. Festival of Quilts and Railway Days). In September, we again partnered with the Calgary Produce Marketing Association (CalPMA) to put on a successful Harvest Sale. The event raised much needed funds for three local charities: Alberta Children’s Hospital Foundation, Community Kitchens, and Heritage Park Society. We were also able to produce our annual Ghouls Night Out program in October and Once Upon A Christmas event in December. 2021 saw the return of the summer Market Nights program as well as a return of the Railway Roundhouse Market to our Once Upon a Christmas program, both of which featured local artisans and vendors.

Partnering with Theatre Calgary, we hosted 6 performances of “Shakespeare on the Go.” We partnered with Foothills Brass to provide a series of day-time concerts at the outdoor Didsbury bandstand.

All restaurants were open, and the Park followed strict COVID restrictions which resulted in significantly reduced revenue, but helped guests feel they had a safe refuge during this stressful time.

**RESOURCES**

**9. Please estimate how The City’s operating funding was allocated in 2021. 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
<b>100%</b>	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 2021? If yes:**

<b>How many volunteers?</b>	884
<b>Estimated total hours provided by volunteers:</b>	42,968

**11. What resources or funding sources did your organization leverage to support operations in 2021?**

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 orders of government.

While corporate sponsorship eroded further in 2021 due to lack of events to sponsor during the on-going pandemic, private donations were \$900K including donations in kind of \$300K, to offset costs of operations.

In 2021, the City's operating grant for 2021 was \$3.8M. We qualified for the Government of Canada's Emergency Wage Subsidy (CEWS, CRHP, THRP), receiving \$4.2M which was crucial to ensure full-time staff remained employed and to offset the significantly reduced attraction, food & beverage, and retail revenue that the Park would normally receive.

We maximized a Government of Alberta HR grant for summer employment, bringing in \$126K to offset rising employment costs.

Even with lower attendance and restricted operations, the Park enlisted the critical assistance of 884 volunteers who collectively donated 42,968 hours (24 full-time equivalents). These represent working hours that the Park would otherwise not be able to afford, and cannot successfully operate without.

**12. Did your organization receive any awards or recognition in 2021 that you want to highlight?**

We received the NCA Historic Carousel Award based on criteria such as its historic significance, innate quality and proven program of restoration and maintenance.

**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 2021 capital work, including specific lifecycle/maintenance projects or capital projects.**

In 2021, we completed the Natural Resources Area project and the building of the new interpretive centre, Innovation Crossing; a new attraction for the park which will enhance park attendance and experience. However, due to COVID restrictions, we were unable to open many of the program spaces and interactive experiences.

We completed dozens of lifecycle/maintenance projects, the most notable of which was the Wainwright Hotel refurbishment, new roofing of the roundhouse and installation of solar panels to generate 67.5Mw per year. Solar panels were also installed on the car shop, these are estimated to generate 76Mw per year. Both projects will result in energy savings for the park in the years ahead. Other projects of note:

- Replacement Brick Pavers in Plaza
- Water Tower overhaul
- Langan Station logwork and repaint
- Updated electrical and fire detection on the S.S. Moyie
- Accessible door to GA to aid wheelchair users

- New roofing of various village building to protect them from the elements
- Replacement of GA front entrance doors
- The Whip ride was overhauled
- Various energy and water efficiency projects were completed
- The replacement of the main boilers in GA
- Heating was installed in the artifact storage building
- Vintage Vet exhibit furnishings
- Road resurfacing & additional paving works
- Various IT upgrades to facilitate wayfinding in 2022.

**b) What funding did your organization leverage to support capital activities in 2021?**

The City's Civic Partner Infrastructure Grant was the Park's main source of capital funding with the addition of almost \$1M in funding from the Municipal Stimulus Program. This allowed us to complete significantly more critical capital and lifecycle projects. 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). In 2021 we accessed more than 800K to complete the project. This was supplemented by corporate and private donations of \$400K for the ongoing Natural Resources project, and for regular capital/lifecycle costs.