

CIVIC PARTNER 2021 ANNUAL REPORT SNAPSHOT- FORT CALGARY PRESERVATION SOCIETY

FORT CALGARY PRESERVATION SOCIETY (FORT CALGARY)

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.

One Calgary Line of Service: Economic Development and Tourism

Registered Charity

2021 City Investment

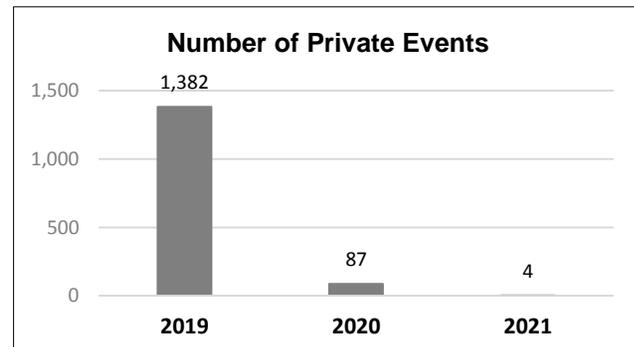
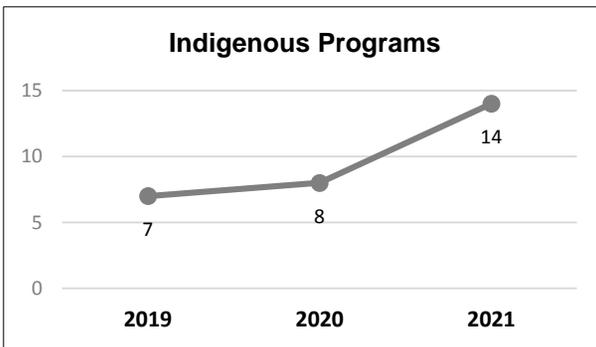
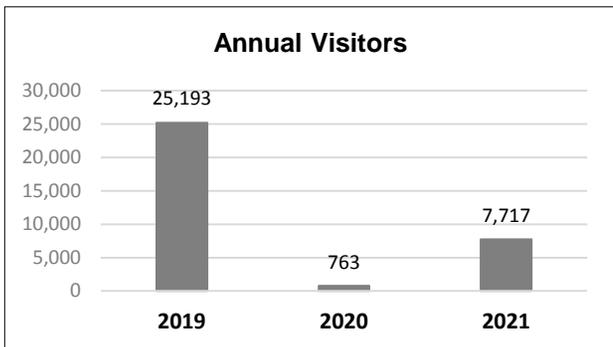
Operating Grant: \$1,138,984

Capital Grant: \$67,290

Emergency Resiliency Fund: \$84,200

City owned asset

2021 Results



The story behind the numbers

- The museum re-opened to the public in August 2021 and total visitation reflects in-person operations from August to December 2021.
- Continued to engage Calgarians through programming experiences that connected visitors to Calgary’s heritage, including Indigenous knowledge keepers.
- COVID restrictions closed Fort Calgary temporarily did not allow for the regular volume of events and facility rentals.

Impact of COVID-19

Fort Calgary re-opened to the public on August 2 for three days a week (Friday to Sunday) to contain expenses. With this schedule, there were limited admissions and business operating revenue continued to decline. To respond, the Fort reduced operating costs by 20 per cent from 2020 by reviewing contracts, agreements, and other expenses.

Advancing Equity, Diversity and Inclusion

The museum continued Indigenous Reconciliation work through programming, webinars, a walk for Reconciliation, a self guided Indigenous-led audio tour, and a project with the University of Calgary’s School of Architecture and Planning to create accessible and inclusive spaces at Fort Calgary.



FORT CALGARY PRESERVATION SOCIETY Civic Partner 2021 Audit Report

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.

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.**

CULTURAL PLAN FOR CALGARY

Fort Calgary continued promoting the conservation and celebration of Calgary's built, natural and Indigenous heritage through the following collaborations and community programs:

- **Chinook Blast (February 26-28):** Program partnership with **Chinook Blast** hosting Indigenous storytelling projects: *Aiksiisopoo*, a Blackfoot winter tipi camp with Kent Ayoungman and **Making Treaty 7**.
- Digital and in-person programs were hosted during **Historic Calgary Week** (July 29, 2021) in partnership with the Calgary Public Library, sharing new perspectives on Fort Calgary. This

program was followed up by a second part from **Chinook Country Historic Society** (September 14, 2021).

- In-person walking tours of the Fort Calgary site returned for **Alberta Culture Days** (September 25, 2021) and Winter Story Walks were hosted in December (December 18, 2021).

SPORT FOR LIFE POLICY

- Fort Calgary continued its partnership with CMLC and Foothills Nordic, supporting the setting of an XC ski loop on site, encouraging accessible outdoor recreation and activity.

A PROSPEROUS CITY

- **P1: Cost-effective service delivery.** Fort Calgary continued to pivot its programming model to outdoor and digital programming. This service delivery shift expanded Fort Calgary’s community reach through free programming opportunities.
- **P4. Affordability** Fort Calgary adjusted its pricing model upon reopening in on August 2, 2021, by lowering admission price to \$10/adult and free for those under 17, to ensure greater affordability and access for community members engaging with history.

A WELL RUN CITY

- **W5: Reconciliation. The 12th Walk for Reconciliation (June 21):** Fort Calgary hosted both an in-person and virtual event in partnership with Aspen Family and Community Network Society and the Aboriginal Friendship Centre of Calgary. This walk acknowledges the larger conversation connected toward truth, justice, and reconciliation.

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?	VISITOR SERVICES: Operate a museum and civic attraction (total visitor numbers annually)	25,193	763	In person: 1,554 Digital: 6,163	Fort Calgary re-opened to the public in August 2021. This total visitation reflects in-person operations from August to December 2021. Upon reopening initial guests were Calgarians who were eager to reconnect with Fort Calgary.
	VISITOR SERVICES: Be a destination of choice for Calgarians (Calgarian visitor numbers annually – a subset of the total)	14,319	332	932	
	ACCESSIBILITY: Provide accessible admission via Equal Access Program	\$8,525	\$217	\$490	Upon reopening initial guests were Calgarians who were eager to reconnect with Fort Calgary.
	EDUCATION: Offer curriculum-connected education programs and resource kits for grades K-7	6,111	2,157	0	For 2021 49 individuals used fee assistance cards.
	FOOD & BEVERAGE: Number of annual events (goal is generate net operating revenue to support Fort programs)	1,382	87	4	COVID restrictions and school bus cohorting requirements made it difficult to support student field trips. School programs will return for September 2022

	CULTURAL DEVELOPMENT: Provide exceptional programs that tell the story of our Indigenous roots	7	8	14	COVID restrictions which closed Fort Calgary temporarily did not allow for the regular volume of external facility rentals.
** 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?	In response to Indigenous Interactions hosted in Tsuut'ina: <i>"It was a great occasion in which I could hear extraordinary stories. I was really moved."</i> In response to Daphne Boyer's Exhibition "...it was helpful to learn more about the artist and her art. Very original concepts, beautiful!"				
How are Calgarians better off?	Calgarians can connect to programming experiences that connect to Calgary's heritage and connecting to Indigenous knowledge keepers. Calgarians have an institution where they can participate and listen to Indigenous voices to commence their reconciliation journey.				

4. Briefly describe the any key impacts of COVID-19 on your operations in 2021.

- The Society reopened the doors of the Fort to the public on August 2, 2021, following the July 1 lifting of public health orders. The decision was made to only open 3 days per week Friday – Sunday to contain expenses amid uncertainty of public appetite.
- Business operating revenue continued to decline as limited admissions were recorded.
- Ongoing operating costs were again reduced by 20% over 2020 through a close review of all contracts, standing agreements, and other expenses.
- Through the first half of the year programs remained online in a "digital first" approach, continuing to grow the online engagement that will continue past COVID. The team experimented with a variety of free programs to connect with community. The following were delivered digitally in response to the many waves of COVID-19: the Walk for Reconciliation, Canada Day (reach was 812), Heritage Day, and Historic Calgary Week. Online exhibitions were developed for Museums from Home Day (reach was 1,001), and the Métis Cabin virtual exhibition (reach was 1,684). The second season of the *Unravelling Complex Stories* podcast was released.
- During the peak of the pandemic, due to the cohort bussing protocols in effect through 2021 it was not possible for Fort Calgary to deliver curriculum-linked programming for field trips. This opportunity has been used to focus on refreshing the existing school programs, and updated offerings will be available in September 2022.

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

- In 2021 Fort Calgary focused significant energy on continuing to improve the conditions of the City-owned collection of objects and artifacts. The work focused on re-organizing storage, updating records, inventorying references, and developing an institutional archive (a separate historical record for the organization, separate from the formally accessioned collections holdings). Collections items approved for deaccession by the Board of Directors were transferred to other institutions in alignment with their collection's mandates.

- The Disaster Preparedness and Integrated Pest Management staff training was revised and updated in 2021.
- Operating costs were reduced by a further 20% over 2020.

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

- Fort Calgary continues to commit to the critical work of reconciliation, including launching the first of a series of **Indigenous Interactions** programs created to provide a space for listening and learning from Tsuut'ina Elders Bruce and Deanna Starlight. A unique feature of this program is that it is hosted both at Fort Calgary and in Tsuut'ina Nation.
- **Cultural Appropriation (July 12):** Director of Cultural Development Troy Patenaude co-presented in a 40-minute webinar discussing cultural appropriation's complex dynamics. This presentation was created and presented from an Indigenous perspective, in partnership with the **Whyte Museum, Fort Calgary, Dreamspeakers Festival Society** and **Native Diva Creations**.
- **Indigenous Belonging Protection Agreement:** The collections department developed the *Indigenous Belonging Protection Agreement* in accordance with the organizational Collections Policy. This document sets out to ensure ownership of Indigenous cultural belongings remains with Indigenous peoples, and focuses on ensuring that any care or stewardship provided by Fort Calgary, whether gifted, loaned, or donated to the collection, will be delivered following the express desires of relevant Indigenous individuals and community members.
- **The 12th Walk for Reconciliation (June 21):** Fort Calgary hosted an in-person and virtual event in partnership with Aspen Family and Community Network Society and the Aboriginal Friendship Centre of Calgary to commemorate Prime Minister Stephen Harper's formal apology to the survivors of Indian Residential Schools. This walk acknowledges the larger conversation connected toward truth, justice, and reconciliation.

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

Fort Calgary promoted anti-racism through the following activities and learning opportunities:

- **Pipe Ceremony (June 30):** Fort Calgary hosted the **Centre for Newcomers** and Indigenous Elders for a ceremony that solidified a future between newcomers and Indigenous communities. The intent was to create a document that ensures Indigenous history is taught in meaningful ways to those new to Canada.
- **Hosting Tours for ELL Audiences:** In August, Fort Calgary hosted two virtual and 1 in-person presentations for students from the University of Calgary's English language program as a space for them to practice their English language communication skills and to create inclusion across non-native English speakers and newcomers to Calgary.
- **National Day for Truth and Reconciliation (September 30):** Fort Calgary developed virtual and self-guided content due to increasing COVID-19 numbers, focused on land acknowledgments and cultural appropriation. Additional experiences included an outdoor, self-guided Indigenous-led audio tour, "Exploring the Confluence."
- **Activist in Residence (November 4):** Fort Calgary programs team collaborated with the University of Calgary's Architecture School for a student challenge focused on creating an

accessible and inclusive space for an activist in residence at Fort Calgary. Students worked on their projects and presented their project concepts to a panel of architecture experts.

- **Civil Society Fund Application (December 17):** Fort Calgary applied for \$398,014 through the provincial Civil Society Fund to promote sustainable recovery of the civil society sector. The project's goal was to develop exhibition interventions that will overlaying new community voices and stories across existing interpretative experiences at the Fort. This opportunity will enable us to expand the narratives and build empathy across communities. This project is entitled *Our Layered Stories: Fort Calgary's Living Exhibition Journey*.

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.

- **Forest Lawn Community Association:** Working in collaboration with the Forest Lawn community on a two-year project funded by the **Calgary Foundation** focused on developing a reconciliation program for the **Forest Lawn Community Association** to share with its constituents.
- **Jane's Walk:** Development of a digital walking tour for **Jane's Walk** hosted by the Calgary Foundation in May 2021.
- **The Whyte Museum:** Partner with **Whyte Museum** on public education video on cultural appropriation.
- **Calgary Public Library & Chinook Historical Society:** Heritage Day/Historic Calgary Week - new virtual program in partnership with Calgary Public Library and Chinook Society as part of Historic Calgary Week.
- The Walk for Reconciliation is a long-term collaboration across **Aspen Family, Aboriginal Friendship Centre of Calgary, Sunrise Community Link Resource Centres, and The Alex.**
- Renewed partnership with **CMLC/Foothills Nordic** for the XC ski lap.
- Daphne Boyer's exhibition *Otipemisiwak* is on loan at Fort Calgary from the **Dunlop Art Gallery** in Saskatchewan.
- Fort Calgary worked with the **Calgary Parking Authority** to develop social media content about East Village history to support the launch campaign for the new **Platform** parkade.

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.**

.2%	Advertising and promotion
.3%	Programs or services
2.2%	Office supplies and expenses
29.2%	Professional and consulting fees
59.1%	Staff compensation, development and training
0%	Fund development
0%	Purchased supplies and assets
9.0%	Facility maintenance
0%	Evaluation or Research
0%	Other, please name:

10. Did volunteers support your operations in 2021? If yes:

How many volunteers?	14
Estimated total hours provided by volunteers:	828

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

Fort Calgary received a total of \$1,593,552 in funding and resources to support operations in 2021:

- City of Calgary Operating Grant – \$1,138,984
- City of Calgary Emergency Resiliency Fund – \$84,200
- City of Calgary Partner Infrastructure Grant – \$67,290
- Government of Alberta - FC History Book Project - \$15,570
- Parks Foundation Calgary – Embrace the Outdoors - \$4,000
- Government of Canada Celebrate Canada – \$11,000
- Government of Canada Young Canada Works in Heritage Organizations – \$17,183
- Government of Canada Canadian Employee Wage Subsidy – \$255,325

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

Fort Calgary successfully rejoined the Alberta Museums Association’s Recognized Museum Program (RMP) in 2021. It is a standards-based accreditation program for museums in Alberta which requires participants to submit evidence in alignment with the AMA's member-approved definition of a museum:

A museum is a non-profit making, permanent institution, in the service of society and its development, and open to the public, which acquires, conserves, researches, communicates, and exhibits, for the purpose of study, education, and enjoyment, material evidence of people and their environment.

Among other things, RMP accreditation means that the Society is once again eligible for funding through the AMA.

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

Asset: Fort Calgary

a) Provide a summary of your organization’s 2021 capital work, including specific lifecycle/maintenance projects or capital projects.

Fort Calgary spent a total of \$89,720 in capital and asset management in 2021:

- Interpretive Centre fire suppression system repairs – \$32,600
- Site maintenance and repair – \$17,433
- HVAC, plumbing, repairs and replacements – \$15,054
- Various repairs and replacements – \$24,633

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

Capital Civic Partner Grant Program – \$87,990