

## 2015-2018 Business Plan & Budget Summary

**1. Organization Name:** Fort Calgary Preservation Society

**2. Current Vision and Mission:**

For thousands of years, people have met at the confluence of two vital rivers to imagine and realize their futures. Together we have built a city of energy, born of a powerful convergence of people, ideas, and place. Fort Calgary exists to tell that story.

Fort Calgary is the original location of the NWMP Fort built at the confluence in 1875. It is a National Historic Site that was designated in 1925 for two reasons: it is the birthplace of the city of Calgary and because of the role that it played in the evolution of Canada's world renowned RCMP.

Fort Calgary today is committed to creating a place where geography and history intersect with people to reinforce Fort Calgary as the historical centre of the community.

### 2015-2018 BUSINESS CASE

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**3. Synopsis of your organizational priorities and actions for 2015-2018:**

Questions 3 & 4 have been combined – not enough space

**Economic**

Fort Calgary is also one of Calgary's premier tourist destinations, cultural attractions and civic partners. It contributes to Calgary's ability to attract, retain and nurture new and existing businesses by contributing to the overall quality of life, tourism infrastructure and vibrancy in the city. Fort Calgary also plays a major role in the vitality and liveability of East Village.

**2015-2018 economic priorities are**

- To sustain a well-managed and fiscally responsible organization.
- To complete the Make History capital campaign and associated redevelopment.
- To continue playing a vital role in East Village and the Rivers District.

**Community Well-Being**

- Maintain and expand community partnerships and partnerships with all levels of government.
- Facilitate and expand programs and services for children and youth.
- Maintain community wide special events, such as Canada Day, Heritage Day, Culture Days, Winter Carnival and Mountie Day.

#### 4. Outline how your organizational priorities & actions align with Council Priorities for 2015-2018.

##### Great Neighbourhoods

Fort Calgary is a major downtown open and public park space. It is a gathering place for the community to come together for all kinds of reasons. At the same time, it is a river valley passive recreation space for all Calgarians and residents of East Village.

Fort Calgary exists to preserve and promote Calgary's history and two of its most significant heritage resources: The Deane House and the Hunt House. Both of these houses will be fully restored in this Business Cycle.

##### A City that moves

Fort Calgary continues to promote the use of a variety of transportation modes. It is accessible by bicycle and walking on the new RiverWalk, by Calgary transit, LRT and boat.

##### Healthy and Green

Fort Calgary is a park that celebrates our prairie landscape heritage. Located at the confluence of two rivers, its programs build public awareness of our shared responsibility to conservation.

#### 5. Provide specific examples on how your organization will work towards restraining expenses and seeking efficiencies over the 2015-2018 timeframe outlining the net impact to service delivery or organizational sustainability.

Fort Calgary has always promoted a culture of restraint. Resources are limited and we are focussed on benefit to the community as a priority. An active and committed core of volunteers expands our ability to deliver programs and special events and maintain the City's assets. There is relatively little room to cut expenses without impacting our ability to deliver quality programs in safe and well maintained facilities. Over the last 14 years, there have been significant reassignments of resources focussed on a balanced budget and a healthy culture.

Fort Calgary looks for opportunities to generate revenue as well as ways to increase efficiencies. Site rentals and concerts etc. are partially in response to the budget cuts.

#### 6. Which of your key services are funded by the operating grant provided by The City?

The City debits the Fort Calgary for the CEO's salary, snow removal along 8<sup>th</sup> St. S.E., 9<sup>th</sup> Ave. S.E., and 6<sup>th</sup> St. S.E. sidewalks, postage and phones. This is approximately 30% of the city funding.

The balance is used to maintain the facility and the site with utilities, cleaning, security, site maintenance, waste removal and recycling. The costs to administer these activities include: one full-time position and one seasonal landscape assistant position.

Without City funding, Fort Calgary could not provide free community events, school programs and other public events in a facility that is safe, clean, & heated with water and electricity.

## 7. Identify performance indicators and targets you will use to evaluate your organization's performance in the 2015-2018 timeframe.

Fort Calgary's performance indicators are:

Attendance – number of people per year; School programs, summer programs, special events, admissions, park, food & beverage.

Evaluation surveys & comments - Every teacher that attends one of the school programs completes and evaluation survey and visitors are asked to complete the comment book.

Financial – We are successful if we meet budget expectations.

Awareness – Fort Calgary is very focussed on raising community awareness of what Fort Calgary is and the significance of this site in Calgary's history.

Fort Calgary does not use targets – There are too many variables and unknowns that we cannot control. Our experience is that targets could lead to false economies and expectations. Without stable revenue it is hard to promote targets. The budget is derived from the prior year's performance.

## 8. Identify how you will leverage resources in 2015-2018 and provide specific examples.

Fort Calgary leverages resources through the following means:

Volunteers – Approximately 250 volunteers will be actively involved in all of our programs.

Sponsorships – The focus will be to retain existing partnerships and look for new ones through the Make History campaign.

Partnerships – Fort Calgary partners with numerous agencies throughout the year e.g. CMLC, Calgary Public Library, National Music Centre, to provide high quality programs.

Grants - Fort Calgary applies for numerous grants throughout the year. Most of them are capital and none are available for lifecycle maintenance. e.g. Federal grant for Canada Day.

Casino - The RCMP Veterans volunteer to run Fort Calgary's casino.

**BUDGET AND FINANCIAL INFORMATION**

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**9. Provide your budget projections covering the 2015-2018 timeframe** (complete table below).

<b>Operations (000's)</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>
City of Calgary draft operating grants	1,019,008	1,057,057	1,096,465	1,137,231
Other operating grants	55,000	85,000	60,000	Unknown
Earned revenue from operations	1,786,334	1,786,334	1,786,334	1,786,334
Donations & fundraising revenue	Unknown	Unknown	Unknown	Unknown
Operating expenses	2,860,342	2,928,391	2,942,799	2,923,565
<b>Net of revenue and expenses</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Opening operating reserves	230,029	234,630	239,323	244,109
<b>Ending operating reserves</b>	<b>234,630</b>	<b>239,323</b>	<b>244,109</b>	<b>248,991</b>
<b>Capital (000's)</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>
Opening capital reserves	0	0	0	0
Requested City of Calgary lifecycle grants	125,000	137,500	150,000	162,500
Other City of Calgary capital grants	0	0	2,099,790	0
Other capital revenues	Unknown	Unknown	Unknown	Unknown
Capital expenditures	250,000	275,000	2,399,790	325,000k
<b>Ending capital reserves</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**10. Financial risks or challenges related to budget projections. Provide specific examples and year in which challenges are anticipated.**

Fort Calgary budgets very conservatively. Based on previous experiences, if the revenues/targets are not realized it puts incredible stress on the organization and could result in closings and layoffs. We try to avoid that. Instead we celebrate our success after it is achieved.

It is impossible to anticipate the impacts of all the challenges because the unknown ones are our biggest challenges and are dealt with by adjusting the budgeted expenditures. The biggest challenges are circumstances beyond our control. Previous challenges were: floods, decreased city funding, limited access as a result of construction in East Village, the price of oil (high oil prices make it difficult to recruit staff and volunteers); SARS, Mad Cow Disease, September 11<sup>th</sup> 2001 etc.

Fort Calgary's biggest financial challenge will be finding matching funds for lifecycle maintenance. The organization does not have the same capacity to generate revenue as some of the other larger civic partner organizations and does not have a capital reserve. Funding to match lifecycle maintenance will be at the expense of community programs and special events.

Fort Calgary's Make History project – Phase Three – Interpretive Centre expansion will result in closure. Because the start date is dependent on fund raising, the impact is hard to predict. It may be in this budget cycle if the fundraising is completed. Therefore, it is not prudent for Fort Calgary do a multi-year budget.

**2013 ANNUAL REPORTING**

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**11. Outline your key services and activities undertaken in 2013 and how they advanced priorities identified in Council's 2012- 2014 Fiscal Plan for Calgary.**
**Our Vision:**

Fort Calgary's location at the confluence of the Bow & Elbow Rivers is the place that Council references in its vision statement. Fort Calgary exists to teach and promote this vision.

**Investing in great communities and a vibrant urban fabric:**

Attracted visitors from around the world, provided meaningful work for 71 employees and contributed to the tourism infrastructure.

School programs – Fort Calgary delivered 12,900 school programs.

21,000 people attended Fort Calgary's public events, 48,000 attended one of Fort Calgary's private events, 38,000 visited the park and over 250,000 used the RiverWalk.

In conjunction with CMLC, Fort Calgary worked on capital development on the site and joint programming, improved the park space and public spaces on the site to foster citizen connections and urban vitality.

The rehabilitation of two of Calgary's most significant heritage resources, the Deane House and the Hunt House, began. Opened a new exhibit focussed on the history of Fort Calgary - the first exhibit to tell the whole story since the facility opened in the 1970's.

Continued park improvements and continued fundraising for additional park improvements, enhanced the natural prairie landscape. Fort Calgary encourages passive recreational use of the site for all kinds of recreational and athletic activities.

**Moving people and goods throughout the city efficiently and sustainably:**

Fort Calgary fostered the use of public infrastructure to access the site. Bus, bike, pedestrian for the public and the staff; in conjunction with CMLC, completed the RiverWalk through Fort Calgary and continued development of two bridges on the site.

**12. Identify how you measured the success of your services and activities in 2013. Please provide examples of these results.**

Financial success – we exceeded budget expectations.

School programs – completely subscribed in 2 weeks with an extensive waiting list.

Welcomed close to 30,000 museum visitors from 98 different countries - guest book comments were all favourable.

Teacher comments were all favourable.

Positive testimonials were collected from visitors, teachers, students, food & beverage guests, partners and donors.

Increased community awareness and demand for services.

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**13. Identify how you leveraged resources in 2013. Please provide examples.**

Retained and attracted over 203 volunteers who contributed 4,452 volunteer hours.

Retained long term sponsorships with Suncor Energy Foundation (community garden program and community dinners for the Homeless) and the Enbridge (volunteer program).

Retained a long-term sponsorship with Museums Alberta.

Partnered with CMLC to complete the Fort Calgary edges project.

Continued to successfully fundraise for the Make History capital project.

Secured additional funding for the Deane House and Hunt House rehabilitation.

A clean, well maintained facility provided the space to generate Food & Beverage revenue.

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