

CIVIC PARTNER 2022 ANNUAL REPORT SNAPSHOT- HERITAGE PARK SOCIETY

HERITAGE PARK SOCIETY

Mission: Connecting people with the Settlement of Western Canada and preserving 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*

2022 City Investment

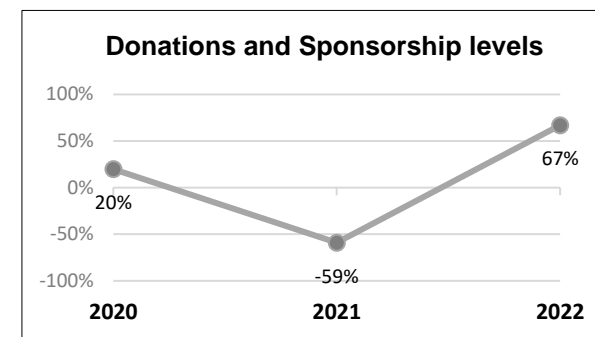
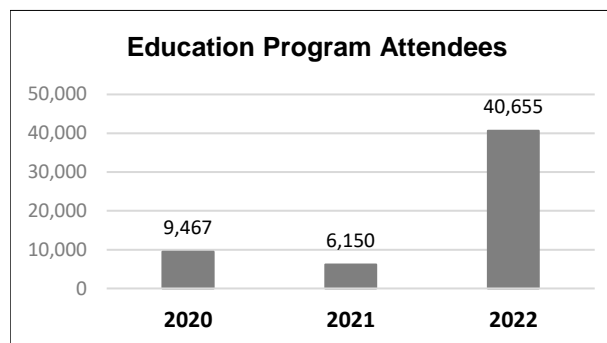
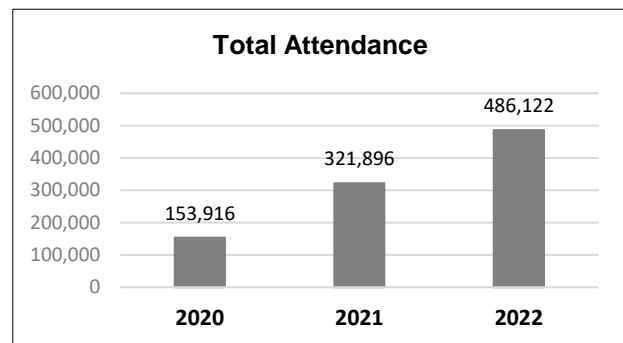
Operating Grant:\$3,869,787

Capital Grant: \$1,226,832

Dock Replacement Project: \$2,653,203

City owned land/selected assets

2022 Results



The story behind the numbers

- Despite the closure of Gasoline Alley in Q1 2022, attendance rebounded and daily visitor satisfaction ratings reached 80 per cent.
- Post-COVID, the education program resumed full operation in 2022 and with lead times for school bookings, the program had strong results.
- Operating donations rebounded to \$2.6 million thanks to the generosity of Calgarians.

Addressing climate change

Opened a new educational building, Innovation Crossing, to showcase the use of renewable resources today and into the future. The facility incorporates sustainable technologies that function as live exhibits that demonstrate renewable energy in action. Continued facility conversion to LED lighting, implemented lower temperatures in unoccupied buildings, and replaced furnaces to improve energy efficiency.

Advancing equity, diversity and inclusion; and racial equity

Prioritized implementation of an inclusion, diversity, equity and accessibility policy and strategy. Focused on removing barriers for staff, volunteers and visitors through initiatives including hiring an Indigenous Engagement Advisor. Marked Truth and Reconciliation Day with an event for all staff (the Park was closed) that welcomed an Indigenous Elder, pow wow singer and dancers. Started building an Accessible Railcar for operation in 2023.



HERITAGE PARK SOCIETY
Civic Partner 2022 Annual Report

Civic Partner Name: Heritage Park Society

Legal Structure: Independent External Organization

Manage/operate a City-owned asset: Both City owned and Society owned assets

1. What is your organization's guiding mission or 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.

2. What top 3-5 key results did your organization achieve in 2022 that contributed to one or more of key City strategies or plans or Citizen Priorities (a prosperous city, a city of safe and inspiring neighbourhoods, a city that moves, a healthy and green city)?
Social Resilience

Heritage Park fosters a strong sense of place, and contributes to the rich cultural community of Calgary. We re-opened Gasoline Alley on May 1, 2022 and the park to full operation on May 21, 2022. We also returned to deliver new and traditional and cherished special events to Calgarians including Carnivale, Ghoul's Night Out and Once upon a Christmas. *Despite closures from January to April 2022, the attendance rebounded to 486,122 and the daily visitor satisfaction was at a high of 80%.*

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 of historically significant events to enable delivery of authentic and well rounded programming that resonates with today's times. *2022 saw the opening of the new Vintage Vets exhibit which focused on historic veterinary practices. Indigenous cultural programming throughout the summer and the performances on National Indigenous People's day of New Blood A story of Reconciliation performances were well attended by the community and school groups. On National day for Truth and Reconciliation day staff were brought together with elders in a shared learning environment. Historic wagon rides returned to Once Upon a Christmas.*

Economic

A new retail concept was introduced late Spring 2022. Forged Alberta shines a light on Alberta businesses by exclusively carrying products that are locally-made and designed in Alberta. This store is an exciting addition to the Haskayne Mercantile Block and allows guests to discover new and unique products not found in big box, national stores, while knowing they're supporting local businesses; it also provides a platform for local artisans to connect with their local community.

Heritage Park remains a significant employer in Calgary, with a full-time staff of 130 and seasonal hiring of more than 400 staff, we provide meaningful employment to Calgarians and are often the first

place of work for youth getting into the workforce. In 2022, we engaged 833 volunteers who contributed almost 43,000 hours, the experience of which is part of building a great city.

Climate

Innovation Crossing was opened to the public with programming showcasing how renewable resources are being used today and into the future.

In partnership with a local company, we have undertaken a project to install over 300 solar panels on the roundhouse and carshop and Innovation Crossing building, adding 152MW of electricity per year – or 6.5% of the total energy used at the park annually.

3. Performance measures help demonstrate the return on The City’s investment in a partner’s operations. Please identify performance measures that reflect your organization’s impact in 2022 (how much you did, how well you did it, and how the people you serve are better off).

	Performance Measure Name	2020 results	2021 results	2022 results	How does this measure reflect your organization’s impact?
How much did you do?	Total Attendance	153,916	321,896	486,122	Despite Gasoline Alley closure from Jan to April. Attendance rebounded and we achieved daily visitor satisfaction ratings of 80%.
	Total of banquet guests	10,185	14,437	61,953	Events were deferred during COVID which supported a strong return of banquet quests from May to December 2022.
	Education program attendees	9,467	6,150	40,655	Post covid, the Education program resumed full operation in 2022 and with lead times for school bookings the program had strong results.
How well did you do it?	Increase in annual operating donations and sponsorships	20%	-59%	67%	Operating donations rebounded thanks to the generous donations of Calgarians. We were able to fundraise \$2.6 Million in operating donations.
How are Calgarians better off?	Increase in fee-assisted admissions	-80%	193%	77%	The park is proud to offer fee assisted admissions, offering a 75% discount against regular day gate prices to low income Calgarians; those part of the Calgary’s Fair access program. 2022 saw an increase. 51% of Calgarians believe that Heritage Park is one of

					the top-two attractions most important to Calgary. 63% of Calgarians respond that HP is one of Calgarians most valuable organizations.
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4. What are examples of benchmarks your organization uses to evaluate and improve performance and operations, and increase your organization’s impact?

a) Please provide examples of benchmarks, and how this information is being used to support continuous improvement.

We utilize daily satisfaction surveys during the year including events, that measures customer experience and feedback. We conduct an annual reputation study and track daily gate and membership sales and adjust marketing as needed.

We conduct annual employee engagement surveys which includes comparisons to Canadian and Global scores.

We utilized 2016 to 2019 average metrics to compare to operations to pre-covid metrics and use this for setting goals and budgets as we return to regular operations.

b) Please indicate your current and targeted performance in comparison to these benchmarks

Performance Category	2022 Actual	2022 Target	2016 - 2019 Average
Employee Engagement	42%	50%	N/A
Health & Safety	Successfully exceeded level 5 and successfully completed level 6	100% of Level 5	N/A
Total Attendance	486,122	522,068	559,867
Total Funds Raised	\$ 4,689,509	\$2,400,000	\$ 2,399,297
Visitor Satisfaction	80%	58%	N/A
Reputational Score	63%	62%	N/A
Operating Surplus (Deficit)	346,505	\$300,000	\$ 599,319

5. What key results or progress was achieved in 2022 that reflected your organization’s changes to strategies, programs or services to better address equity, diversity or inclusion, or support racial equity?

We have a Harassment & Workplace Violence policy with training to staff and volunteers. On September 30th, Truth and Reconciliation day (a federal statutory holiday), we held an event for all staff where we closed operations, welcomed an Indigenous elder, pow wow singer and dancers to provide cultural awareness and knowledge. We hired an Indigenous Engagement Advisor to continue to support and expand programs to our staff, volunteers and guests. The People & Culture team continues to build many new policies and we have prioritized our IDEA:

Inclusion Diversity Equity Accessibility policy and strategy in 2022. Heritage Park is focused on closing gaps and removing barriers, not only for our staff and volunteers, but our guests as well. We remain focused on creating a truly inclusive and welcoming environment for all.

With support from Federal government and donations, in 2022 we commenced building an Accessible Railcar and will complete the project for operation in the 2023 season.

The replacement of the Moyie summer dock commenced to enhance guest experience and accessibility to an iconic Calgary attraction.

We continue to adjust marketing practices to better reflect the diversity of our city through images and marketing channels.

6. What steps did your organization take in 2022 to advance any respective calls to action in the Truth and Reconciliation Commission of Canada: Calls to Action report or The City’s White Goose Flying Report?

Friday September 30, 2022 is the National Day for Truth and Reconciliation. At Heritage Park we are committed to our Indigenous relationships and marked the day with a special internal staff event in Gasoline Alley. All staff are encouraged to attend and commemorate this special day. We welcomed an Indigenous elder from our community, Pow wow singer and dancers. There was a reading from the book “The Song Within My Heart,” by David Bouchard. We commissioned a specially designed t-Shirt for staff attending the event. The t-shirt shares the artwork of the late Allen Sapp, an artist who survived the ordeal of the residential school system.

Heritage Park offered Indigenous cultural programming throughout the summer and the performances on National Indigenous People’s day of New Blood A story of Reconciliation performances which were well attended by the community and school groups.

We acknowledge the lands of which the Park sits at the opening of the Park, donor and fundraising events, website and communication materials.

RESOURCES

7. Please outlined how The City’s operating funding was allocated in 2022.

%	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
%	<i>Other, please name:</i>

8. Did volunteers support your operations in 2022?

How many volunteers?	833
Estimated total hours provided by volunteers:	48,040

9. Did your organization receive any awards or recognition in 2022 that you want to highlight?

Consulting Engineers of Alberta awarded 2 Awards to RJC Engineers for our Innovation Crossing Building for Building Engineering – Institutional Design and Sustainable Design.

10. What changes did your organization implement in 2022 to address climate change, for example, operational or program changes that reduced greenhouse gas emissions (GHG), air/water pollution, or waste that aligned with The City’s Climate Change Program including Council’s Climate Emergency Declaration?

Innovation Crossing is a new educational building located in Calgary’s Heritage Park that provides programming showcasing how renewable resources are being used today and into the future. The facility is ultra-efficient, incorporating numerous sustainable technologies that also function as exhibits to show renewable energy in action. This single-storey building is composed of a main exhibition hall with back-of-house service areas and a south facing exterior patio.

We continued our conversion to LED lighting to reduce electrical consumption and therefore our GHG impact. We have implemented the lowering setback of unoccupied building temperatures to reduce energy consumption and replace furnaces to improve energy efficiency.

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

Asset: *Heritage Park*

a) What are 3-5 capital projects undertaken in 2022 that were funded by The City?

Project	City Funding (2022)	Benefit (service improvement, efficiency, improved condition)
Moyie Dock Replacement	\$2,488,603	Improved accessibility to the Moyie for mobility challenged. Improved Guest experience.
Prospect Ridge Ramp	\$132,268	Improved accessibility to Natural Resource Area for mobility challenged. Better flow for guests.
Installation of Park-wide WIFI, Servers POS Infrastructure	\$238,750	Improved Guest Experience allowing use of technology for wayfinding and POS System reliability