

CIVIC PARTNER 2022 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

2022 City Investment

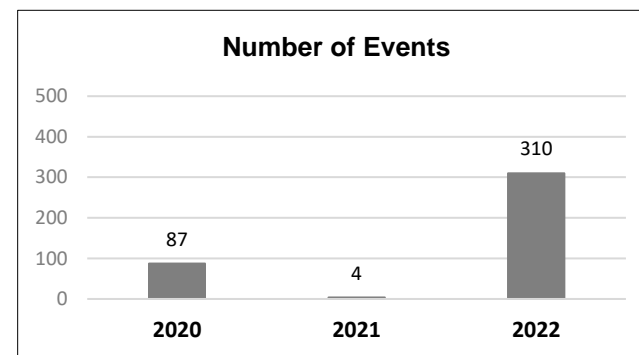
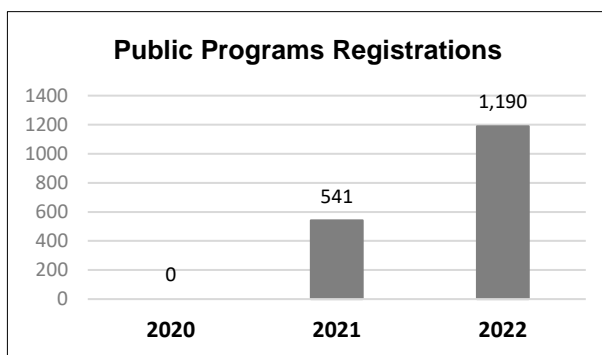
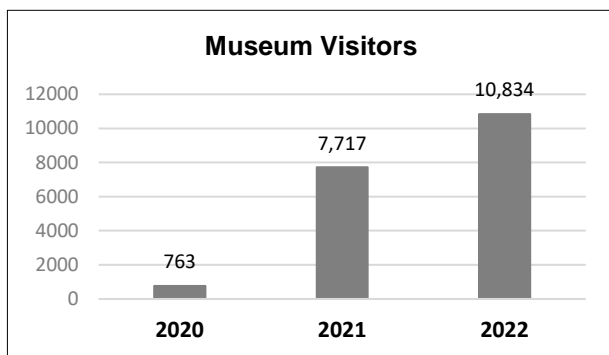
Operating Grant: \$1,168,871

Capital Grant: \$160,094

Emergency Resiliency Fund: \$44,588

City owned asset

2022 Results



The story behind the numbers

- The number of visitors to Fort Calgary increased drastically in 2022 following facility closures during the pandemic. By providing an experience to so many more people, Fort Calgary increased its impact on the community.
- Forty-three of the public programs in 2022 were Indigenous-led or co-led. Fort Calgary is offering a growing platform for marginalized communities to share their voices.
- Events began to return in 2022 following the lifting of restrictions and the 310 events in 2022 resulted in \$314,063 in revenue.

Addressing climate change

In 2022, Canadian Cultural Spaces Funding was awarded to Fort Calgary, of which approximately \$50,000 is being used for site landscaping. The project will reduce erosion and flooding and generally improve the site's health and ability to withstand extreme weather. Standard composting and recycling programs are in place at the facility.

Advancing equity, diversity and inclusion; and racial equity

Offered 29 week-long summer camp spots free to families in need through Kids Up Front and the Ukrainian Canadian Congress Evacuee Committee in 2022. Offered free admission as part of The City's Fair Entry program, and free admission and venue rentals to members of Indigenous communities.



FORT CALGARY PRESERVATION SOCIETY
Civic Partner 2022 Annual Report

Civic Partner Name: Fort Calgary Preservation Society

Legal Structure: Society

Manage/operate a City-owned asset: yes

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

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.

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)?

A City of Safe and Inspiring Neighbourhoods

Through walking tours, workshops and land-based learning, Fort Calgary brought Calgarians downtown to gather and connect with each other and learn the truthful histories about the place we now call Calgary. In 2022, these events were often offered in partnership with other organizations in the community. In 2022, 1,190 people registered for 68 public programs at Fort Calgary. Examples include Fireside Stories at Fort Calgary (Chinook Blast), True Crime Walking Tours, Walk for Reconciliation, Orange Shirt Day Walking Tour, Woman's History Walking Tours and Medicine Bag Making Workshops.

Fort Calgary also brought visitors and vibrancy to the downtown through large community events like Calgary Pride 2022, Dîner en Blanc and Country Thunder. Hosting these major events contributes to raising Calgary's profile as a tourism destination and an Eventful City.

A Healthy and Green City

Through summer camps and school programs, Fort Calgary helped connect kids to their city, themselves, and each other, all while contributing to their health through indoor and outdoor physical activity. During their visits to Fort Calgary, children also learn about the importance of nature and ways to be stewards of the land.

Additionally, Fort Calgary continued its partnership with CMLC and Foothills Nordic in 2022, supporting the setting of an XC ski loop on site, encouraging accessible outdoor recreation and activity.

A Prosperous City

Through reasonable admission and program rates, Fort Calgary ensures affordability and access for community members engaging with history. Fort Calgary also offered 29 subsidized camps to families in need, including Ukrainian refugees.

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).

	Visitor Services	2020 results	2021 results	2022 results	How does this measure reflect your organization’s impact?
How much did you do?	Number of visitors to the museum	763	In person: 1,554 Digital: 6,163	In person: 10,834	Compared to pandemic years when the museum was closed for many months, the number of visitors to Fort Calgary increased drastically in 2022. By providing an experience to so many more people, Fort Calgary increased its impact on the community.
How well did you do it?	Survey responses about the museum experience (5 respondents)	No data	No data	5/5 enjoyed their visit 5/5 learned something new 5/5 would recommend others visit	Fort Calgary is helping Calgarians and international visitors gain understanding about our past while providing a welcoming and enjoyable experience.
How are Calgarians better off?	Survey responses about the museum experience (5 respondents)	No data	No data	5/5 enjoyed their visit 5/5 learned something new 5/5 would recommend others visit	By gaining truthful knowledge and understanding of history, locals and visitors will gain a broader perspective on Canadian culture.

	Public programs	2020 results	2021 results	2022 results	How does this measure reflect your organization's impact?
How much did you do?	Number of people registered for number of public programs	0	541 people registered for 16 public programs	1,190 people registered for 67 public program sessions	By offering so many more public programs (43 of them indigenous-led or co-led), Fort Calgary is offering a growing platform for marginalized communities to share their voices.
How well did you do it?	Survey responses on the overall program experience	No data	No data	101/105 respondents rated the experience positively	By providing positive experiences, Fort Calgary is strengthening its place as a tourist destination and attracting repeat local attendees.
How are Calgarians better off?	Survey responses rating how much attendees learned	No data	No data	60/65 respondents reported learning something new	As more attendees go away having learned something, Fort Calgary is helping the Calgary community become more inclusive and open to diverse perspectives.

	Education (school programs (G1-6))	2020 results	2021 results	2022 results	How does this measure reflect your organization's impact?
How much did you do?	Revenue earned through school programs	0	0	\$29,715	This revenue represents up to 4,000 students who attended school programs during Fort Calgary's first semester back since the pandemic.
How well did you do it?	Percentage of survey respondents who agreed or strongly agreed that their program connected well to curriculum objectives	No data	No data	87%	Our promise is to connect school program content to curriculum so that the field trip experience provides value to students and educators.
How are Calgarians better off?	Percentage of survey respondents who agreed or strongly agreed that their program connected well to curriculum objectives	No data	No data	87%	Through school programs, Fort Calgary is supporting K-6 education in Calgary, particularly school board requirements to offer education about truth and reconciliation.

	Summer Camps	2020 results	2021 results	2022 results	How does this measure reflect your organization's impact?
How much did you do?	Revenue earned through summer camps	0	0	\$55,686	This revenue represents 204 one-week registrations.
How well did you do it?	Percentage of survey respondents who agreed or strongly agreed that: 1. The camp was well run 2. The camper enjoyed their experience	No data	No data	1. 96% 2. 96%	Our success is measured by the camper and parent experiences we provide. If the parents are happy and the campers had a positive time, we consider it a job well done.
How are Calgarians better off?	Percentage of survey respondents who agreed or strongly agreed that: 1. The camp was well run 2. The camper enjoyed their experience	No data	No data	1. 96% 2. 96%	A quality camp at a reasonable price in the inner city helps parents manage the stress of juggling work and childcare. Additionally, happy campers will take away lessons to be stewards of the land and open to broad perspectives about the history of this place.

	Accessibility	2020 results	2021 results	2022 results	How does this measure reflect your organization's impact?
How much did you do?	Equal Access totals (admission):	\$217	\$490	\$830	This value represents the number of people admitted at no charge through the Equal Access Program.
How well did you do it?	Number of people admitted for free through Equal Access Program	22	49	83	Fort Calgary is improving the job it does of informing the public that we offer the Equal Access Program.
How are Calgarians better off?	Number of people admitted for free through Equal Access Program	22	49	83	As this number rises, Fort Calgary is increasing the number of people who have visited to enrich their understanding of history and gather with their community, despite their ability to pay admission.

	Venue Rentals	2020 results	2021 results	2022 results	How does this measure reflect your organization's impact?
How much did you do?	Number of events using Fort Calgary facilities	87	4	310	These 310 events represent \$314,063 in revenue.
How well did you do it?	Event success and community response	No data	No data	No data	Fort Calgary will seek to collect client feedback after events and community feedback after major events in the future.
How are Calgarians better off?	1. Number of large-scale outdoor events 2. Number of indoor events	1. 0 2. 87	1. 0 2. 4	1. 4 2. 306	1. Calgarians benefit from increased community events and a revitalized downtown. Large-scale events like Diner En Blanc, Calgary Pride Festival, Country Thunder and the Walk for Reconciliation activate the Fort Calgary grounds, bringing vitality to the area and revenue to local businesses. 2. Smaller venue rentals represent an opportunity provided for groups to reflect or celebrate meaningfully.

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.

Fort Calgary is focused on increasing revenues and community impact year over year, leaving off from the last pre-pandemic year in 2019. Benchmarks were set according to revenue generation in 2019, to ensure continued growth from a long-term perspective, rather than from a recovery perspective. These benchmarks measure performance in the following revenue areas: venue rentals, school programs, summer camps, public programs, grant acquisitions and admissions. In 2022, Fort Calgary set goals to return to/reach pre-pandemic performance.

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

	2019	2022
Venue rentals	\$231,242	\$314,063
School programs	\$72,270	\$29,715

Summer camps	No camps in 2019	\$55,686 (Goal: \$37,800)
Public programs	\$18,326	\$10,484
Grant acquisitions	\$1,209,433	\$1,522,416
Admission	\$212,943	\$80,273

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?

In 2022, Fort Calgary offered 29 week-long summer camp spots free to families in need through Kids Up Front and the Ukrainian Canadian Congress Evacuee Committee.

Fort Calgary offered 142 people free admission as part of the City’s Fair Entry program. Fort Calgary offers free admission and free venue rentals to members of Indigenous communities. In 2022, 83 Indigenous people visited the museum at no charge.

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](#)?

Fort Calgary embodies the “nothing about us without us” approach to programming and facilitated 43 sessions of Indigenous-led or co-led programs, for which 540 people registered. Many of these programs were attended largely by settlers and offered next steps on attendees’ paths towards reconciliation. Program examples include the Walk for Reconciliation, Journeys to Reconciliation Courses, Fireside Drumming, Make your Own Medicine Bag, Learn to Finger Weave, and Introduction to Indigenous Interaction.

Fort Calgary staff attended Intergenerational Trauma Training about Indigenous history and contemporary Indigenous interactions.

To ensure Fort Calgary plays a beneficial and impactful role in reconciliation by teaching youth about the truth of our past, specialized training about Indigenous histories and contemporary interactions was implemented for staff leading education in school programs. School program content was also reviewed and updated by members of the Fort Calgary Indigenous Advisory Council.

Fort Calgary ran a special program for Orange Shirt Day, which aligned with practices outlined in the Canadian Museum Association’s recent “Moved to Action” report on how museums should activate The United Nations Declaration of Indigenous Peoples (UNDRIP). The report outlines how settlers working in museums “can assist in dismantling the parts of museums that continue to perpetuate colonial harm” (p. 2). The report outlines how implementing UNDRIP is something to which all staff, not only Indigenous staff, can contribute. Thanks to encouragement from Colouring it Forward, an Indigenous-led organization, Fort Calgary understood that it was important to engage with the community on September 30 with settler-created content. The tour was also developed with the concept of “brave spaces” (p.92), which has helped our organization internally and was utilized during the tour itself to encourage engagement with histories and ideas discussed on the tour that can be uncomfortable or challenging.

RESOURCES

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

2%	Advertising and promotion
.5%	Programs or services
.5%	Office supplies and expenses
20%	Professional and consulting fees
58%	Staff compensation, development and training
0%	Fund development
2%	Purchased supplies and assets
16%	Facility maintenance
1%	Evaluation or Research
0%	<i>Other, please name:</i>

8. Did volunteers support your operations in 2022?

How many volunteers?	16
Estimated total hours provided by volunteers:	860

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

Fort Calgary's 2022 Orange Shirt Day Walking Tour received honorary mention for the Canadian Museum Association Award of Outstanding Achievement in the Exhibition category.

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?

N/A

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

Asset: Fort Calgary

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)
HVAC, plumbing, repairs and replacements	23,688	HVAC – increase the system's lifespans, reduce utility bills, improve indoor quality, runs efficiently
Site repairs	23,121	Ensures the safety and comfort of anyone, welcoming place for visitors and staff
Annual testing fire protection system	6,377	Ensure everything is operating correctly to reduce the chance of property damage.
Interpretive Centre roof replacement	103,495	Protect the interior assets (collections) of the building from any damage caused by weather conditions (leaks), greater energy efficiency.