

## Civic Partner Annual Report 2015- Fort Calgary Preservation Society

1. **Organization Name: FORT CALGARY PRESERVATION SOCIETY**
2. **Fiscal Year: 2015**
3. **Latest Annual Report available and web address: 2015 Fiscal Year [www.fortcalgary.com](http://www.fortcalgary.com)**
4. **Current Vision, Mission and Mandate.**

For thousands of years, people have met at the confluence of the Elbow and Bow Rivers to imagine and realize their futures. Known as Moh'kinsstis to the Blackfoot, 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 a national, provincial and municipal historic site that marks the original location of the 1875 North West Mounted Police (NWMP) fort built at this confluence. Fort Calgary preserves, protects, enhances and promotes the significance of the site – it is the birthplace of the city of Calgary and played a significant role in the evolution of Canada's world renowned RCMP.

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

## GOVERNANCE

5. **Identify any Board or senior management positions that will be vacant in 2016. Describe succession plans that are in place.**

### Board of Directors

**Chairman:** Cecilia Gossen, **Vice-Chairman:** Doug Mills, **Treasurer:** Terry Lockhart, **Secretary:** John Ayer, **Past-Chairman:** Jack Marshall **Directors:** Derk Doornbos, Steven MacNeil, Tom Martin, Robin Greschner, Terry Lockhart, RCMP Superintendent Tony Hamori and James Pollack.  
**Honourary Directors:** Vic Kroeger, Wilf Gobert, James Elliot and Grant Borbridge.

**City of Calgary Staff:** Sara-Jane Gruetzner, President & CEO

### **Fort Calgary Preservation Society Staff:**

**Comptroller:** Joy Colley, **Facilities & Operations Manager:** Tim van Wijk, **Special Events & Visitor Experiences Manager:** Troy Patenaude, **Food & Beverage Manager:** John Paul Potters, **Education Program Manager:** Katie Novak, **Volunteer and Collections Manager:** Dianne Precosky.

### Succession Plans – Board

New Board members are recruited throughout the year by the Nominating Committee. The Board makes recommendations for approval by the members at the annual AGM.

The Human Resources Committee is responsible for President & CEO Succession Planning.

### Succession Plans – Staff

The President & CEO is responsible for the Fort Calgary Preservation Society staff succession planning.

**6. Describe any structural changes to your organization's governance model in the past year.**

The Board formalized the structure of the Human Resources Committee to address President & CEO performance reviews and succession.

**7. Summarize any activities in 2015 that increased your Board's knowledge and awareness about industry trends, impact of changing economic conditions, risks faced by the organization, or other information needed to make informed decisions.**

Fort Calgary's Board members represent a variety of professions i.e. lawyers, accountants, artists, RCMP members, business leaders and teachers. All of these professions have on-going professional development and continuing education requirements.

The Board members also have a wide range of experience on and working for non-profit and corporate boards.

A Board retreat was held November 7, 2015 to discuss upcoming issues, budgets and associated strategies.

**RISK MANAGEMENT**

**8. Describe the processes and structures your organization uses to identify and manage operational and strategic risks.**

Fort Calgary has identified two risks which are managed diligently: Financial and Facility lifecycle risks.

**Financial**

**Annual Budget**

Fort Calgary's annual budget is developed on the previous year's actuals. The budget is developed in November and approved once the December financial statements are finalized. This allows us to adapt to fluctuating revenues.

Revenue streams are monitored regularly to make sure that budgeted revenues are being met. If they aren't, adjustments are made immediately.

The Board of Directors has a Finance Committee that reviews the income statement every month. They also meet every quarter to review the quarterly income statement and investment reports. The CEO reviews the revenue stream on a weekly basis.

**Lifecycle**

Lifecycle and code issues are monitored regularly by the Facilities and Site Operations Manager.

**9. What are your organization's top 3-5 strategic risks? For example, financial, governance, business risks, liability, talent management, reputation, or risks related to economic conditions.**

**Financial**

Fort Calgary makes a significant amount of revenue from its concerts. These revenues are used to meet the

City of Calgary's lifecycle funding requirements. The unexplained cancellation of Chasing Summer by the City had a big impact on Fort Calgary's ability to maintain the facility in a planned and safe manner, and to offer high quality public programming.

#### **Governance**

Fort Calgary adheres to the City of Calgary's Special Event policy. However, the lack of clarity surrounding how events are approved is a concern.

#### **Business Risks/Economic Conditions**

The current economy in Calgary is creating some degree of operational uncertainty. While we are monitoring the revenue and expenditure streams closely – it is the unknown that is hard to plan for.

#### **Building Code Issues**

Fort Calgary's Interpretive Centre does not meet the current building codes. There are also known lifecycle issues that could impact public safety and building conditions. i.e. a failing roof.

#### **Unknown**

Unknown factors that impact risk are external decisions that impact Fort Calgary's ability to generate revenue: Acts of God, financial uncertainty, unknown lifecycle issues.

### **2015 YEAR IN REVIEW**

#### **10. What accomplishments in 2015 contributed to Action Plan's goals of building a prosperous economy, inspiring neighbourhoods, and a healthy and green city?**

Fort Calgary National Historic Site is located in East Village and plays a major role in the economic, cultural and environmental success of the neighborhood. As East Village grows, Fort Calgary will evolve as a major community resource being used for a variety of purposes: special events, community celebrations – i.e. Canada Day, passive recreation. It will continue to celebrate Calgary's history attracting local, provincial, national and international visitors.

#### **1. Prosperous City**

##### **1.1 Economic**

Fort Calgary is also part of Calgary's tourism infrastructure. The Interpretive Centre and special events draw visitors from around the world, Canada and across Calgary. All of Fort Calgary's recent improvements add to the overall marketability, vitality and livability of East Village.

Fort Calgary employs 47 FTE's annually. 210 volunteers participated at Fort Calgary. Many of our volunteers find employment as a result of the skills acquired at Fort Calgary.

##### **1.2 Culture**

The confluence of the Bow and Elbow Rivers is an important place. Known as Moh'kinsstis in the Blackfoot culture, it is the place where Napi created life. The confluence is also the place where the NWMP built Fort Calgary in 1875 – the birthplace of the city. This sense of place and understanding of our cultures converging is the beginning of our story as a city.

An understanding of Fort Calgary is essential to understanding our city. Fort Calgary is particularly popular with new Calgarians and new Canadians.

Fort Calgary's new Interpretive Centre and exhibits will explore Calgarian's history with the aboriginal community and build an understanding about the past, present and future of our relationship with the aboriginal community.

### **1.3 Partnerships**

Fort Calgary partners with numerous organizations throughout the year. Our partners contribute to all our community special events and programs. Fort Calgary's strongest partnership is with the RCMP Veterans who participate in almost every aspect of Fort Calgary including fundraising and serving on the Board.

## **2. Inspiring Neighbourhoods**

### **2.1 Flood proofing**

The Deane House, Hunt House and surrounding park are in Inglewood. In association with Water Resources, a dyke was built on the top of the Elbow River riverbank between the 9<sup>th</sup> Ave. S.E. Bridge and the Elbow River Traverse. Riverbank stabilization was also completed to mitigate damage done in the 2013 flood. This will complete the flood proofing of Inglewood.

### **2.2 Great Public Spaces**

Fort Calgary is one of Calgary's major regional parks. It is not fenced and is accessible to everyone. The recently completed George C. King Bridge across the Bow River and the Elbow River Traverse connect Fort Calgary to the surrounding communities. The bridges, combined with the RiverWalk, foster the use of Fort Calgary as a public park, building community connections and urban vitality. There is no charge to use the park.

Fort Calgary offers several free community events throughout the year, i.e. – Winterfest, Mountie Day, Canada Day, Heritage Day and Culture Days.

Fort Calgary does not use herbicides or pesticides anywhere on the site. All organic waste is composted on site. Native species are used on site to encourage natural habitat that attracts wildlife and ultimately manages pests.

### **2.3 Heritage Protection**

The Deane House, the only remaining NWMP building in Calgary, was restored. The Hunt House, a Hudson's Bay Company (HBC) building and Calgary's oldest building in its original location, was rehabilitated. The two houses tell the story of the NWMP in Calgary and the HBC in Calgary.

## **3. A Well Run City**

### **3.1 Leveraging**

Fort Calgary uses every opportunity to leverage resources with donations, sponsorships and volunteer labour.

### **3.2 Asset Management**

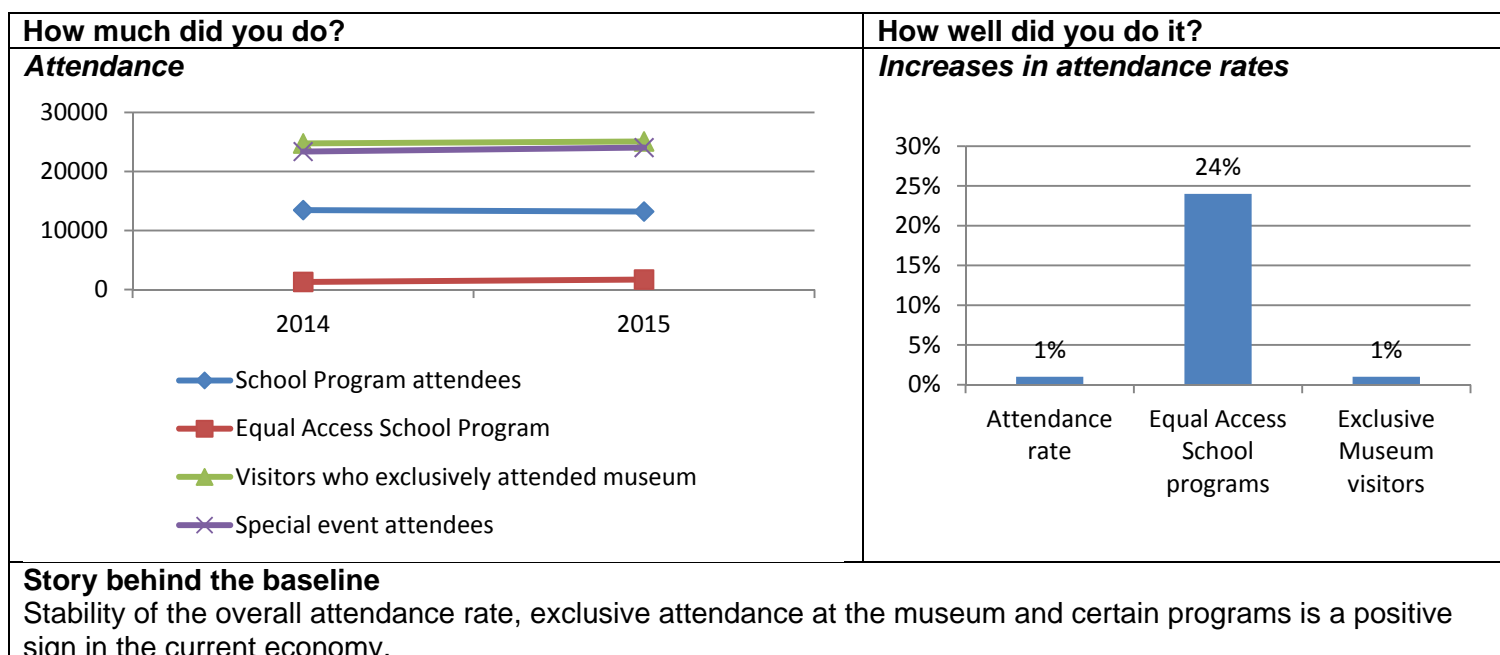
Fort Calgary took the NAMS.PLUS course. – The City of Calgary asset management program.

### **3.3 Capital Leveraging**

Fort Calgary leverages City of Calgary capital funding with federal, provincial, corporate and private funding.

11. Using your organization's existing performance measurement data, please provide selected 2015 performance measures that describe how much you did, how well you did it, and how Calgarians are better off. If needed, provide a brief description why these measures are meaningful.

### Performance measure highlights



### Detailed performance measures

	Performance Measure	2014 results	2015 results	What story does this measure tell about your work? Why is it meaningful?
How much did you do?	Total estimated attendance for School Programs, Special Events ( private and public) Admissions, Food & Beverage, Site, RiverWalk	492,533	496,563	The number of people using Fort Calgary continues to increase. As East Village intensifies there are more visitors to Fort Calgary.
	Community special event attendees Winterfest, Canada Day, Heritage Day ie. FREE  * Fort Calgary is not fenced – so it is difficult to get accurate numbers on attendance at free community events.	23,376	24,046	Attendance at these events is stable, reflecting a community need to celebrate.  Attendance is complimentary, attracting families from every neighbourhood in Calgary.
	Number of School Program Attendees	13,457	13,210	There was a slight decrease in the number of program attendees due to smaller class sizes;

				<p>Private and Public School Boards overlapped Spring Break – therefore there was a full week without programs; difficulty booking on Fridays because a lot of schools went to an early dismissal schedule.</p> <p>Fort Calgary's school programs continue to be very popular and important. It is important to understand the history of the place that you live in. It creates a sense of belonging.</p>
	Number of Equal Access School Programs	1,288	1,690	The demand for Equal Access programs rose in 2015. It is difficult to know why the demand grew but it could be a direct result of the economy. Schools eligible for Fee Assistance are pre-qualified by the School Board.
	Pounds of fresh produce	1,786	923	<p>Fort Calgary was the centre of the community and continues its historic role of helping people in need.</p> <p>The garden hires the hard-to-employ who are developing job skills. The volunteers who work in the garden are also developing gardening skills. The fresh produce is distributed to local agencies that provide weekly food hampers and to youth programs that build healthy culinary skills.</p> <p>The amount of vegetables decreased in 2015 as a result of two significant hail events; the transition from root vegetables to more leafy vegetables and herbs, as a result of client demand.</p>
	Number of visitors who exclusively visited the museum.	24,750	25,088	In a difficult year, there was a minor increase in visitation. All of the special event visitors, private and public, have access to the museum. Fort Calgary continues to be part of the Tourism Infrastructure.
	Volunteer hours	4,994	3,871	<p>There was a significant decrease in volunteer hours for several reasons. There was no Casino in 2014 which generates over 300 hours of volunteer time; many of Fort Calgary's volunteers are aging and are often ill and unable to perform their duties; and a continuing trend to episodic vs regular shifts.</p> <p>Fort Calgary offers high quality volunteer experiences in a variety of areas: gardening, carpentry, sewing, cleaning, site maintenance,</p>

				special events, hosts and tour guides.  Many Calgarians have volunteered here for over 20 years. The RCMP Veterans are Fort Calgary's largest volunteer group – they have been volunteering in Calgary since 1886!
<b>How well did you do it?</b>	Change in attendance rates		+1%	Stability in current economic conditions is a positive sign.
	Change in Equal Access School Programs		+24%	Difficult to attribute this increase as there are a number of factors involved
	Change in visitors who exclusively visited the museum	--	+1%	Stability in current economic conditions is a positive sign.
<b>How are Calgarians better off?</b>	<ul style="list-style-type: none"> <li>Fort Calgary attracts Calgarians and tourists from around the world. It continues to be part of Calgary's Tourism Infrastructure and contributes to the local economy.</li> <li>The museum continues to attract visitors who want to learn about Calgary's history and it connects Calgarians to their history in a variety of ways.</li> <li>Volunteers are better off because they have a sense of pride and purpose and Calgarians reap the benefits that volunteers add</li> <li>Fort Calgary's community events fill a community need to celebrate together and learn about their city's history.</li> </ul>			

## **CAPITAL REPORTING**

### **12. Provide a summary of your organization's 2015 capital development, including specific lifecycle/maintenance projects.**

#### **Capital Projects**

##### **MAKE History**

Fort Calgary completed **Phase One** and **Phase Two** of its **MAKE History** program.

**Phase One** included the Deane House restoration, the Hunt House rehabilitation and associated park and site development. A plaza on the east end of the Elbow River Traverse that includes a statue "*Mountie on Horseback*" was also completed.

**Phase Two** included an interpretive exhibit that outlines the 1875 Fort palisades in red light and carved verticals at the gates and corners of the Fort. The exhibit is symbolic of the community and the NWMP coming together on this site. It is a place for everyone and excludes no one.

A garage to store equipment and wagons was also constructed.

#### **Lifecycle Maintenance**

- Plumbing repairs
- HVAC repairs
- Electrical repairs and replacements
- Audio-Visual repairs and replacements
- Banquet and Kitchen repairs and replacements



- Site maintenance – various
- Miscellaneous repairs and replacements

### 13. What funding was leveraged to support capital activities in 2015?

- Government of Canada: Canada- Alberta Provincial-Territorial Base Fund
- Government of Canada: Canada Cultural Spaces Fund
- Alberta Government: Major Community Facilities Program
- Alberta Historical Resources Foundation
- Corporate Donations
- Individual Donations
- Self-Generated Revenues

## **FINANCES**

### 14. What resources were leveraged to support operational activities in 2015?

- Self-Generated funds – admissions, program fees, gift shop, food & beverage activities, site rentals
- Volunteer labour
- Operating donations
- Grants – Summer Temporary Employment Program (STEP), Canada Summer Jobs, Young Canada Works Grant, Celebrate Canada Grant, Canada-Alberta Job Grant, Alberta Culture Days Grant, Alberta Foundation of Arts Operational Grant and Alberta Museums Association Operational Staffing Grant
- Awards – Alberta Museums Association's R.R. Janes Awards for Social Responsibility
- Sponsorships
- Free workshops and tutorials

### 15. Do you anticipate any changes to plans and/or budget projections for 2016-2018?

#### **Operating**

There are no changes anticipated to the 2016-2018 budgets. Due to the uncertainty of the economy, it is difficult to anticipate what might happen. In the event that projected revenues are not realized there will be a resultant decrease in the operating budget. The focus is on the 2016 budget and year.

#### **Capital**

None of Fort Calgary's capital projects will proceed unless funding is in place.

It is impossible to fundraise for the lifecycle maintenance projects. If Fort Calgary does not self-generate enough revenue to match the lifecycle funds these projects will not proceed.

### 16. What would be the operational impact if your grant(s) from The City were reduced?

It is difficult to answer this question without knowing the scale of the reduction. Cuts have already been made to frontline services, public programs and the education program to find the matching funding needed for lifecycle maintenance. The Marketing position was eliminated in 2015 to meet these lifecycle funding obligations.

The response would be to decrease service levels i.e. closures, reduced programming and cancellation of special events.



**17. Please describe the impact, if any, of the economic downturn on your organization's operations or revenues.**

Fort Calgary did not experience significant impacts as a result of the economic downturn in 2015. Any impacts were minor and adjustments were made to accommodate these changes.

**LOOKING FORWARD**

**18. Based on your business plans for 2015-2018, what are your priorities and deliverables for 2016-2017?**

**Operating**

The priority is to deliver a balanced budget.

**Capital**

The priority and primary deliverable is the completion of Phase Three of the **MAKE History**. Phase Three consists of a renovation and expansion of the existing Interpretive Centre that reflects Fort Calgary's new Interpretive Plan and responds to the demand for expanded services. The critical lifecycle issues will also be addressed i.e. building code issues and the failing roof assuming matching funds are available.

**19. Are there any additional projects or initiatives in 2016-17 that may require further discussion or decisions by Council?**

The proposed Inglewood Sanitary Trunk is of great concern to Fort Calgary. One of the options will potentially be extremely disruptive to the operation of the Deane House. Fort Calgary recently completed the Deane House restoration and is working with a tenant on the lease hold improvements. A discussion on the resulting impacts to our brand and Fort Calgary operating revenues losses would be appreciated.

The 9<sup>th</sup> Ave. SE Bridge replacement will potentially have a significant impact on accessibility to the Deane House and Fort Calgary which will likely have a significant impact on the ability to generate revenue. A discussion on the resulting impact to our brand for both the Deane House and Fort Calgary and associated operating revenue losses would be appreciated.

Fort Calgary is in the study area for the Downtown Calgary Transmission Reinforcement project. A routing through Fort Calgary will have a significant impact on our brand. Support from the City of Calgary and ENMAX would be appreciated.

**20. Identify any specific opportunities/projects that would directly stimulate the Calgary economy if supported by a strategic investment by The City.**

Phase Three of the **MAKE History** project will be shovel ready by July 2016. Construction will stimulate the local economy creating jobs in the design (architectural, engineering and exhibit) and construction industries.