

HERITAGE PARK SOCIETY

Mission: Connecting people with the Settlement of Western Canada and preserving culture and heritage.

One Calgary Line of Service: Economic Development and Tourism

Registered Charity

2023 City Investment

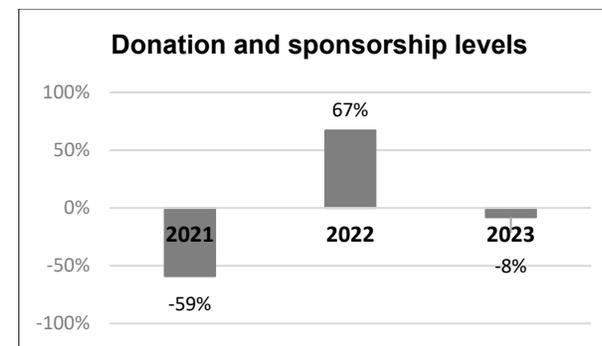
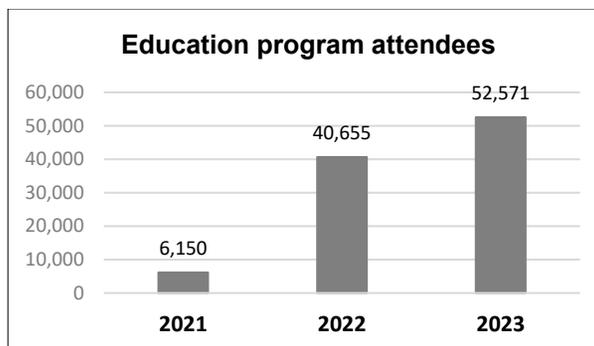
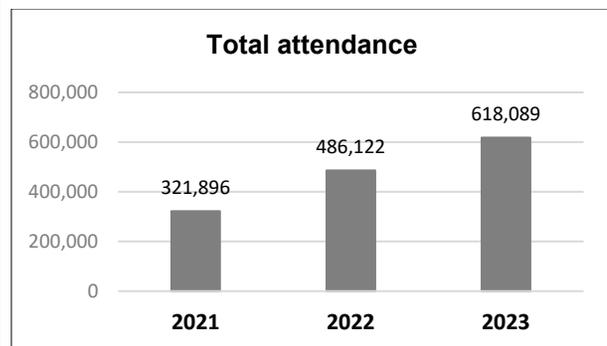
Operating Grant: \$4,831,357

Capital Grant: \$3,129,396

Capital Grant (Dock Replacement): \$599,248

City owned land/selected assets

2023 Results



The story behind the numbers

- In 2024, programming focused on telling the stories of Alberta's Metis and First Nations by both internal staff and external performers along with Chinese performers and Black Community signage.
- Education programs are returning to normal pre-COVID levels. June 2023 saw 20,405 attendees in the education program and return of School Patrol Day.
- Heritage Park is grateful the community continues to financially support the Park.

Benchmarks

- Heritage Park uses a variety of performance measures to support continuous improvement including measures related to employee engagement, health and safety, attendance, fundraising, visitor satisfaction, reputational score, and operating surplus or deficit.
- An annual Brand Pulse survey helps refine messaging and market position, leading to changes that enhance customer satisfaction and guides long term initiatives including master planning.

Looking ahead: 2024 highlights

- 2024 is Heritage Park's 60th anniversary and the theme is the *Best. Year. Ever.* The anniversary is marked by a new exhibit in Gasoline Alley- *That Special Place We Call Heritage Park: 60 Years of Community.* The anniversary will be celebrated throughout the Park in 2024.
- Cultural programming will continue to expand in 2024 with a focus on Chinese and Black heritage.



HERITAGE PARK SOCIETY 2023 Civic Partner Annual Report

Civic Partner Name: Heritage Park Society

Legal Structure: Independent External organization (Societies Act)

Fiscal Year End: December 31

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

Mission Statement: Connecting People with the Settlement of Western Canada and Preserving our Culture and Heritage

1. What 3-5 key results did your organization achieve in 2023 that contributed to:

a) one or more Council Strategic Directions- economic resilience, social resilience, climate resilience?

As a community-focused, charitable organization – and one of Alberta’s most visited family and tourist destinations – Heritage Park is committed to bolstering the resiliency of Calgary. We are very proud that the support of the City of Calgary – enabling us to leverage other government, sponsor, and donor contributions – allowed us to achieve the following relevant 2023 successes, among many:

- With funding from The City of Calgary, the Wet Dock Replacement for SS Moyie was completed in May 2023. This was a \$3 million project that was a total replacement of the operating dock with a focus on minimizing the steepness of the boarding gangways. The single gangway has been replaced with two separate ramps with an intermediate platform. By making the slope to the boarding dock lower, increasing seating on the walkway, wider walkway, and grab has significantly increased guest comfort and safety in boarding and exiting the Moyie.
- With federal funding through the Canada Community Revitalization Fund, we completed The Nightingale, an accessible train car that was built by a Heritage Park internal team. Our newest piece of rolling stock, the Nightingale car rides in the first-class position at the rear of the train, providing both a low-rise fold-out staircase with full hand and guard rails and a full-powered wheelchair lift. The lift on the back of the Nightingale is powered by a solar panel, neatly laid against the top of the car! The project was initiated in 2021 and completed in 2023 followed by a grand opening in 2023. Expanding our rail travel experience to include accessibility for mobility-challenged guests, Heritage Park now welcomes everyone to enjoy another iconic attraction alongside their friends and family.
- In 2023, Heritage Park responded with action to the “We were here, too” refrain too-often heard from cultural groups whose heritage stories are often overlooked. In 2023, a partnership with Loughheed House and Calgary Chinese artists and community leaders allowed us to unveil the “We Were Here” Exhibit in Gasoline Alley Museum. This well-attended exhibit showcased the early years of Calgary’s Chinese community. To accompany this programming, the Wing Chong Laundry featured live interpretation for the first time, and our daily street theatre told the story of a Chinese immigrant and the discrimination she faced. Our podcast “Stories from the Park” also featured a two-part episode on Chinese History in Calgary and Southern Alberta.
- Heritage Park proudly aligns itself with the City of Calgary's commitment to inclusivity through the Fair Entry Program which offers 75 per cent off gate for those who qualify. As a community hub, Heritage Park recognizes its importance in being an open and accessible destination for

everyone, regardless of income, to ensure our diverse community can continue to engage and learn about history. Total Fee assistance general admission usage was 13,112, double the attendance of the prior year with 6,516 and the best attendance since the program's inception. In addition, Heritage Park reaches organizations like The Terry Fox Foundation to partner on a pass program. Five hundred passes were given to the Terry Fox Foundation in Calgary for youth who participated in the run in September and another 1,000 passes were provided to other youth programs in Calgary and surrounding areas. Heritage Park also participates in the Institute for Canadian Citizenship's Cultural Access Pass (CANOO), providing free admission to Canadian newcomers who are enrolled in the CANOO program.

b) Your own organization's strategy?

Heritage Park enjoyed a very strong year, with significant achievements in our safety program, employee engagement, single-day and overall attendance, inclusive storytelling, and guest satisfaction. These accomplishments give us momentum and confidence as we begin our 60th anniversary.

Calgary shines as a volunteer hub with 946 individuals dedicating 50,475 hours to Heritage Park in 2023, marking an 11 per cent increase year over year. Two volunteers, recognized with White Hat Award nominations, exemplify the Park's spirit of service and excellence. Volunteers through external partners are foundational to our programs, particularly with youth volunteers.

In 2022, the Society received \$500,000 in funding through the Government of Canada's Tourism Relief Fund for the Natural Resources Interpretive Center Programming. A further federal contribution of \$1.5 million through the Tourism Relief Fund was approved in 2023 for funding additional tourism programs. Leveraging the City's Capital and Lifecycle funding, donations, and internal resources, the project supported over \$3 million in initiatives including wayfinding signage and app, a new website, engineering for master planning, multi-cultural performances, Indigenous storytelling, diverse exhibits, wagon rides, and Innovation Crossing.

We set an **all-time single-day attendance record of 19,004** guests on Alberta Day in 2023. Thanks to support and partnership with the Government of Alberta, this event was free to the public. It was heartening to see the joy of so many families who otherwise would be unable to visit due to financial constraints. The event reminds us that Heritage Park is a cornerstone of our community.

2) Performance measures help demonstrate the return on The City's investment in a partner's operations, and support continuous improvement for Partners. What performance measures reflect your organization's impact in 2023?

	Performance Measure Name	2021 results	2022 results	2023 results	How does this measure reflect your organization's impact?
How much did you do?	Total Attendance	321,896	486,122	618,089	Programming focused on telling the stories of Albertan Metis and First Nations, by both internal staff and external performers along with Chinese performers and Black Community signage. Education programs are returning to normal levels (pre-Covid) June 2023
	Total of event & banquet guests	14,437	61,953	69,508	
		6,150			

	Education program attendees		40,655	52,571	saw 20,405 attendees in the program and return of School Patrol Day.
How well did you do it?	Increase in annual operating donations and sponsorships	-59%	67%	-8%	Heritage Park is grateful the community is committed to financially supporting the Park. Donors personally feel that they are supporting Calgarians by supporting the Park.
How are Calgarians better off?	Increase in fee-assisted admissions	193%	75%	111%	HP was able to support 13,743 fee-assisted attendees in 2023, the highest attendance since the program began.

3) Are there any additional stories or information you wanted to share beyond performance measures that demonstrate the impact of your organization’s programs or services? (New)

Buzzing with energy and excitement, Market Nights at Heritage Park serves as a platform for local artisans, vendors, and food purveyors to showcase their talents and offerings. Forged Alberta, the latest addition to the retail shops at Heritage Park embodies the essence of local craftsmanship and creativity with over 100 local artisans and makers from Alberta.

Our website was relaunched on April 1, 2023, with enhanced functionality and a user-centric design approach. Since the launch, we’ve experienced an uptake in user engagement and improved navigation. With a 7 per cent increase in user traffic compared to 2022, and a 37 per cent spike in sessions, our website has become a go-to destination for our audiences. Pageviews have increased by 35 per cent year over year, while the average time spent on the site has climbed by 31 per cent.

Heritage Park progressed its roadmap to modernization of technology with the replacement of POS and servers, 365, and a separate internet line for guests, which has served to provide seamless connectivity and guest wayfinding experience.

4) Does your organization use benchmarks to evaluate and improve performance and operations, and increase your organization’s impact?

a) Examples of benchmarks:

We conduct daily visitor satisfaction surveys, gathering feedback from guests and assessing their experience, including events. Additionally, we conduct an annual Brand Pulse survey and adjust marketing strategies based on daily gate and membership sales data.

Our dedication to excellence extends to employee engagement. We conduct annual employee engagement surveys, benchmarking our scores to Canadian and Global standards, ensuring we remain at the forefront of employee satisfaction.

We analyze operational metrics from 2016 to 2019, comparing them to pre-covid metrics, to guide goal setting and budgeting as we return to regular operations.

Safety is paramount. We adhere to COR safety standards for policy development and measurement to prioritize the well-being of our team and visitors.

b) What is your current and targeted performance in comparison to these benchmarks?

Performance Category	2023 Actual	2023 Goal	2016 - 2019 Average
Employee Engagement	71%	68%	N/A
Health & Safety	3 Pts COR Cert, 2 Pts Qtr Drill (3 of 4) 0 Pts HSE Scorecard	Three key actions completed	N/A
Total Attendance	618,089	609,915	559,867
Total Funds Raised	\$4,274,937	\$4,622,609	\$2,399,297
Visitor Satisfaction	73%	80%	N/A
Reputational Score	60%	65%	N/A
Operating Surplus (Deficit)	\$71,263	\$0	\$599,319

c) How is this information used to support continuous improvement?

These performance indicators drive continuous improvement across our organization. In operations, daily satisfaction and Brand Pulse surveys help identify strengths and areas for enhancement, informing adjustments to procedures and staffing levels. Comparing operational metrics over time enables us to spot trends and inefficiencies, leading to streamlined processes and an improved customer experience. Human resources benefit from annual employee engagement surveys, benchmarked against global standards, to address concerns and boost morale. By prioritizing employee satisfaction, we enhance retention and productivity. In marketing, analyzing daily sales data alongside satisfaction scores informs targeted campaigns, maximizing ROI. The annual Brand Pulse survey refines our brand messaging and market positioning. Leveraging these indicators fosters growth, enhances customer satisfaction, and sustains our competitive edge. This also guides long-term initiatives, such as our ongoing master planning.

5) How does your organization address equity, diversity or inclusion, or support racial equity?

Diversity in our storytelling is a primary objective at Heritage Park. In 2023, signage was updated across the Park to include more content with respect to Black Stories at Sheppard Station, Metis involvement at the Hudson’s Bay Fort, and throughout the Settlement to be more inclusive of all perspectives. Through our podcast “Stories from the Park,” we have been able to tell many “history adjacent” stories; Stories of people who aren’t visible through our traditional storytelling on the Park. We strive to have people see themselves represented as a mirror of our community, and work is being done to diversify our stories even more, to capture communities who have expanded their presence in Calgary in more recent times but have had representation here many years ago.

Heritage Park continues to expand its workforce with specific roles dedicated to showcasing diverse history. This includes recruiting character interpreters to portray Chinese immigrants in our street theatre, enriching our cultural narrative, and promoting diversity in our team.

Supported by the City of Calgary micro-grant, Music in the Plaza, our summer free community concert series, serves as a platform for celebrating diversity within the Park. By featuring a variety of musical genres and performers from different cultural backgrounds, it fosters inclusivity and appreciation for various traditions. This initiative not only enriches the Park experience for visitors but also provides opportunities for artists of diverse backgrounds to showcase their talents and

share their cultural heritage. Through music, the plaza becomes a vibrant space that embraces the richness of diversity and community.

6) How is your organization advancing Indigenous Truth and Reconciliation? (For example addressing specific calls to action in the Truth and Reconciliation Commission of Canada: Calls to Action report or The City’s White Goose Flying Report)

Truth and Reconciliation Day (September 30) has become a day of inclusion and education at Heritage Park. In 2023, we hosted “Survivors of Intergenerational Trauma,” stories from the children of survivors of the residential school system. Supported by event sponsors and donors, the day started with a flag ceremony and continued with the speaking event, a round dance, a reconciliation walking tour, and our guests including school children from Pikani Nation.

In 2023, an Indigenous Working Committee was also formed at the Park, for better strategic and long-range planning of Indigenous engagement and educational initiatives.

Our Senior Indigenous Engagement Advisor continues to support and expand programs for our staff, volunteers, and guests.

HP has hired specific positions for Metis and First Nations (Treaty 7) people. Interpretive Programming focused on telling the stories of Albertan Metis and First Nations, by both internal staff and external performers.

On June 21, 2023, self-identified Metis and First Nations guests were provided free entry for the day, campfire talks in partnership with the U of C, Indigenous performers in the Celebration Field and Encampment, and space for residential school survivors to share their stories to other members of their communities.

RESOURCES

7) Please estimate how The City’s operating funding was allocated in 2023.

%	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 2023? (including board and committee members)

How many volunteers?	946
Estimated total hours provided by volunteers:	50,475

9) Did your organization receive any awards or recognition in 2023, or have any client or participant feedback that you want to highlight?

A 3-year journey was capped in 2023, with Heritage Park achieving a Health and Safety Certificate of Recognition (COR). In its final audit, Heritage Park came away with a score of 84 per cent compliance, which is a remarkable score for the first attempt. One of the reasons the score was so high was the management team's strong commitment to a positive outcome.

In 2023, we proudly grabbed the title of Travelers' Choice, proving that we stand tall among the top 10 per cent of attractions across the globe on Tripadvisor. This exhilarating achievement wouldn't be possible without all the amazing guests who've visited the Park. The reviews, ratings, thoughts and memories they shared from their visits to Heritage Park have put us on the map and have ensured others have heard about the amazing experiences we offer.

10) How did your organization address climate change in 2023, for example, operational or program changes that reduced green house gas emissions (GHG), air/water pollution, or waste that aligned with The City's Climate Change Program including Council's Climate Emergency Declaration?

Heritage Park's continued commitment to minimizing our ecological footprint and working toward a sustainable future underpins all aspects of our operations. From taking a page out of our ancestors' handbooks when it comes to waste management to using modern 'green' technology to power the Park, it's all part of our journey to a sustainable future.

- Innovation Crossing: Our Innovation Crossing Interpretive Centre focuses on educating guests about Alberta's energy evolution, from historic practices to today's push for more sustainable ways to power homes and vehicles. This is not just with our programming and displays, but through the building itself, which uses solar power, biomass furnaces, and earth tubes.
- Our sustainable energy initiative, with 323 solar panels across various rooftops, the total system size is 128KW and produces 6.5 per cent of the park's electrical needs.
- Our in-house compost blend makes for healthier soil that better retains water and makes for the best-growing conditions for our plants. To preserve water, we do almost all of our watering before we open or after we close — the coolest parts of the day. In our gardens, we use ecological planting practices to boost plant growth. When the growing season is done, we collect seeds from the vegetables in our gardens, saving some to plant the next round of crops and selling a portion in our retail stores for others to buy and plant in gardens of their own.

11) Are there any projects, initiatives or plans for 2024 that you want to briefly highlight? (New

Heritage Park opened on July 1, 1964 – which means **2024 is our 60th anniversary!** We are planning for our **Best. Year. Ever.**

We have opened our newest exhibit in Gasoline Alley – "That Special Place We Call Heritage Park: 60 Years of Community," which celebrates the special relationship between the Park and Calgary. This exhibit reflects how Heritage Park has evolved over the years, in step with our community. In 1964, the population of Calgary was 310,000 and Heritage Park featured 20 buildings and a railroad track. Six decades later, Calgary is bursting with 1.4 million people, and Heritage Park...well, now we have 183 historic buildings, 55,000 artifacts, 17,000 costumes, electric streetcar, sternwheeler, antique midway,

farm, 12 hosting venues, 18 Village food and retail outlets, and a year-round Plaza operation that includes food and retail outlets and a 75,000-sq-ft museum!

For our special year, we're introducing an extravaganza of new features and events, such as 40 new food items across the Park, enhanced interactive exhibits, expanded street theatre, and special events like a Children's Festival, Marriage Vow Renewal Day, Hometown Days, Wild West Shows, Oktoberfest, and a world-record-setting Round Dance. Additionally, we're participating in the 2024 Calgary Stampede Parade and installing a promotional exhibit to welcome international guests at the Calgary Airport. It will be an incredible season for our community and tourists from around the world!

We will continue to expand our cultural programming in 2024. Expanded interpretation activities will focus on Chinese and Black heritage, such as enhancing the Club Café and Wing Chong Laundry, McKay Cabin, the HBC Fort, and the Wainwright Hotel.

THE FOLLOWING SECTION IS FOR CIVIC PARTNERS MANAGING CITY-OWNED ASSETS

12) CAPITAL PROJECTS AND ASSET MANAGEMENT

Asset: *Heritage Park*

a) How did you use The City's capital funding in 2023?

Project	City Funding (2023)	Benefit (service improvement, efficiency, improved condition)
The lifecycle includes: rolling stock, rail lines, collection assets, building, infrastructure, kitchen, IT, Equipment/Furniture	2,219,503	Improved condition on over 100 projects for lifecycle, maintenance, and replacement.
Moyie Dock Replacement	500,248	Improved Condition and Service Improvement and the final expenditure on the \$3 million project.
Upgrade of Cameras & security protection system & parking lot lighting	406,034	Service Improvement and improved safety.
Train trestle bridge repair	289,495	Improved condition to rebuild piles to support a wooden bridge.
Parkwide Wayfinding Signs in Historical Village	266,269	Service Improvement and is part of a \$464K project jointly supported by non-city grants.
Train car Bogies rebuilds	47,095	Improved Condition - The commencement of a multi-year project to rebuild the passenger railcar bogies.
Total 2023 Capital Funding	3,728,644	Total CPIG/MSP and Wet Dock Replacement Grant