

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

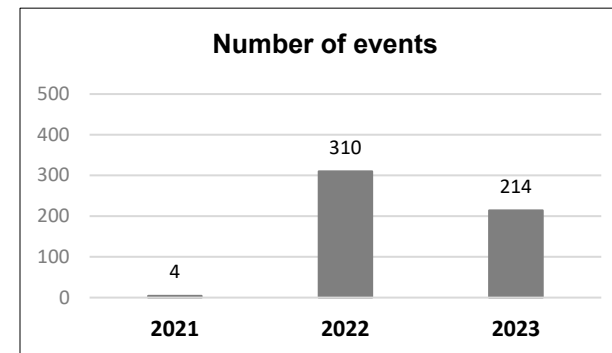
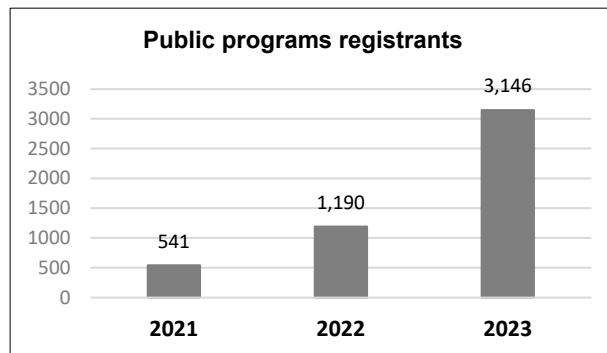
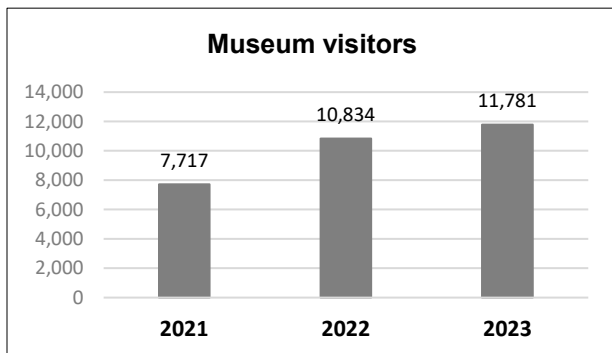
2023 City Investment

Operating Grant: \$1,215,621

Capital Grant: \$284,566

City owned asset

2023 Results



The story behind the numbers

- Visitor data for 2021 includes 1,554 in person visits and 6,163 digital visits due to COVID-19 restrictions. Despite the museum being closed to the public for four months in 2023 (January – May), Fort Calgary was able to surpass the number of visitors in 2022.
- By offering so many more public programs, many of them Indigenous-led, Fort Calgary is offering a growing platform for marginalized communities to share their voices.
- Fort Calgary continues to refine the venue rental number and improve success measurements. In 2023, venue and event rentals underwent major restructuring, which included the addition of a liquor license and catering capabilities.

Benchmarks

- Fort Calgary is focused on increasing revenues and community impact year over year, leaving off from the last pre-pandemic year in 2019.
- Benchmarks that are monitored and reported relate to venue rentals, school programs, summer camps, public programs, grant acquisitions and museum admissions. Moving into 2024 to 2027, Fort Calgary will realign metrics to reflect its new Strategic Plan outcomes.

Looking ahead: 2024 highlights

In 2024, Fort Calgary will release a new Strategic Plan and Master Plan request for proposals (RFP) for the site. A rebranding announcement is also planned for May 2024 and a Cultural Centre exhibit transformation.



**FORT CALGARY PRESERVATION SOCIETY
2023 Civic Partner Annual Report**

Civic Partner Name: Fort Calgary Preservation Society
Legal Structure: Independent External organization (Societies Act)
Fiscal Year End: December 31
Manage/operate a City-owned asset: Yes

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.

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?**

A City of Safe and Inspiring Neighbourhoods

Through walking tours 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 2023, these events were often offered in partnership with other organizations in the community. In 2023, 3146 people registered for 74 public programs at Fort Calgary. Examples include Fireside Stories (Chinook Blast), True Crime Walking Tours, the Walk for Reconciliation, the Orange Shirt Day Walking Tour, the first Queer History Walking Tour, the Women’s History Walking Tour, and Métis Beading.

Fort Calgary also brought visitors and vibrancy downtown through large events like July 1st activations, Roots/Routes: Riverfest YYC, Brewery and the Beast, and Country Thunder, which brought together community members from all over the city and beyond.

Fort Calgary connected with neighbouring agencies and partners like Calgary Municipal Land Corporation (CMLC), East Village Neighbourhood Association, Calgary Central Library, Inglewood BIA, Alpha House and the Calgary Police Service to address encampments and security incidents. These partnerships have helped leverage resources to improve safety in the area.

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 2023, supporting the setting of a cross-country ski loop on site, encouraging accessible outdoor recreation and activity.

On Earth Day, Fort Calgary reopened its garden, welcoming volunteers and community members to better understand food-growing practices and traditional Indigenous ceremonial plants. Fort Calgary also donated 600 lbs. of fresh vegetables to non-profit social agency Carya to help support their food programs.

A Prosperous City

In 2023, Fort Calgary showcased the work of 150 local artists for over six months in a monumental exhibition called “Flip the Script: Reimagining Fort Calgary” which filled both floors of Fort Calgary’s replica Barracks. This new initiative was presented in partnership with the local organization ART SPOT. Additionally, many artworks were sold to the public and Fort Calgary, which totaled an investment of over \$30,000 to the local arts community.

Fort Calgary received a grant from Calgary Parks Foundation, *Embrace the Outdoors*, for the creation and installation of outdoor exhibit *Innai’tsiyiyaawa* (Blackfoot for “They Made Treaty”) by Blackfoot visual artist Sikapinakii Low Horn. Low Horn’s exhibit, which is installed around Fort Calgary’s statue of Colonel James Macleod, puts Chief Crowfoot and the Blackfoot people at the centre of narratives about the lands at Fort Calgary, the signing of Treaty 7, and the stories we continue to make today.

Temporary exhibit *Culture and Kin*, curated by local arts leader Vicki Van Chau, focuses on the migration of the Chinese community to Calgary. In this exhibition, individual artists reclaim their own family histories through different art media and practices, providing a glimpse into the immigration of Chinese arts & culture that inspired multiple generations.

Through reasonable admission and program rates, Fort Calgary ensures affordability and access for community members engaging with history. Fort Calgary offered subsidized school programs (including transportation costs) to 9 schools and 270 students.

In 2023, Fort Calgary activated The Burnswest Theatre (located inside the Fort Calgary Cultural Centre) with a series of movies for the community called *Films at the Fort*, creating accessible movie-going opportunities for neighbouring residents. *Shot in Alberta* was the first movie series to play on the big screen as part of *Films at the Fort*. The series featured familiar favourites that were filmed here in Alberta, and offered a modern take on the western genre. Each screening included a brief talk from an expert on topics relating to the film. Film genres included Indigenous film, horror, family favourites and holiday classics.

b) Your own organization’s strategy?

2023 marked the last year for Fort Calgary’s three-year strategy. We delivered on our values and guiding principles which include community, reconciliation, integrity, sustainability, inclusiveness, and respect. We embraced these values through programming, education, Indigenous led initiatives and staff training. Most of these accomplishments are captured throughout this report.

To continue this great work and the path laid by the 2020 – 2023 strategy, Fort Calgary initiated a major engagement and consultation project, led by Stormy Lake Consulting. Through results we have understood expectations of Fort Calgary held by community, visitors and partners. This project guided the development of a new 2024 - 2027 strategic plan, identity and organizational outlook. Over 1,500 people were engaged throughout 2023.

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?	Number of visitors to the museum	In person: 1554 Digital: 6163	10,834	11,781	Despite the museum being closed to the public for four months (January – May), Fort Calgary was able to surpass the number of visitors in 2022.
How well did you do it?	Survey responses about the museum experience	No data	5/5 enjoyed their visit 5/5 learned something new 5/5 would recommend others visit	No data	Over 2023, Fort Calgary was reviewing its visitor experience survey practices. New metrics are being developed for 2024.
How are Calgarians better off?	Survey responses about the museum experience	No data	5/5 enjoyed their visit 5/5 learned something new 5/5 would recommend others visit	No data	Over 2023, Fort Calgary was reviewing its visitor experience survey practices. New metrics are being developed for 2024.

	Public programs	2021 results	2022 results	2023 results	How does this measure reflect your organization's impact?
How much did you do?	Number of people registered for number of public programs	541 people registered for 16 public programs	1,190 people registered for 67 public program sessions	3,146 people registered for 74 public program sessions	2023 saw \$28,730 in revenue. By offering so many more public programs (many of them Indigenous-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	101/105 respondents rated the experience positively	245/252 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	60/65 respondents reported learning something new	200/252 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))	2021 results	2022 results	2023 results	How does this measure reflect your organization's impact?
How much did you do?	Revenue earned through school programs	0	\$29,715	\$146,550	This revenue represents up to 10,000 students for the full school year.
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	87%	88%	Our promise is to connect school program content to curriculum to provide field trip experiences that provide 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	87%	88%	Through school programs, Fort Calgary is supporting K-6 education in Calgary, particularly Board requirements to offer education about truth and reconciliation.

	Summer Camps	2021 results	2022 results	2023 results	How does this measure reflect your organization's impact?
How much did you do?	Revenue earned through summer camps	0	\$55,686	\$81,902	This revenue represents 269 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	1. 96% 2. 96%	1. 100% 2. 100%	Fort Calgary's success is measured by the camper and parent experiences. If the parents are happy and the campers had a positive time, this is considered 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	1. 96% 2. 96%	1. 100% 2. 100%	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	2021 results	2022 results	2023 results	How does this measure reflect your organization's impact?
How much did you do?	1. Equal Access totals (admission): 2. Subsidized school programs (includes bus) 3. Subsidized Summer Campers	\$490	\$830	1. \$885 2. \$6280 3. \$1380	This value represents the amount Fort Calgary was able to provide.
How well did you do it?	Number of people: 1. Equal Access Program (admission)	49	83	1. 118 2. 270 3. 5	Fort Calgary is improving the job it does of informing the public about Equal Access Programs

	2. School Programs (number of children) 3. Summer Campers				and other equity program delivery opportunities.
How are Calgarians better off?	Number of people: 1. Equal Access Program (admission) 2. School Programs 3. Summer Campers	49	83	1. 118 2. 270 3. 5	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.

	Venues, Events and Outdoor Activations	2021 results	2022 results	2023 results	How does this measure reflect your organization's impact?
How much did you do?	Number of venue rentals	4	310	214	Fort Calgary continues to refine this number and improve success measurements. In 2023, venue and event rentals underwent major restructuring, which included the addition of a liquor license and catering capabilities.
How well did you do it?	Revenue generated	No data	\$314,063	\$536,920	Fort Calgary continues to build its revenue capabilities into the future in venue and park rentals.
How are Calgarians better off?	Number of outdoor activations, including large scale events (of over 1000 people)	No data	No data	35	Calgarians benefits from increased community events and a revitalized downtown. Large-scale events like reactivating our garden, Fireside chats for Chinook Blast, July 1 st Celebrations, staging of the Stampede Parade, Country Thunder and the Walk for Reconciliation activate the outdoor park spaces, to increase vibrancy and safety.

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?

Throughout 2023, Fort Calgary launched a massive engagement through a third-party consultant, Stormy Lake Consulting, to better understand the expectations of its visitors, partners and funders. Although engagement continued into 2024, the key findings of the formal engagement throughout 2023 included the importance of the land and a commitment to truthful stories. From this engagement, Fort Calgary began to build its Strategic Plan and examine its brand identity, which will be released early May 2024.

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

a) Examples of benchmarks:

Fort Calgary is focused on increasing revenues and community impact year over year, leaving off from the last pre-pandemic year in 2019.

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

	2019	2023
Venue rentals	\$231,242	\$536,930
School programs	\$72,270	\$146,550
Summer camps	No camps in 2019	\$81,902
Public programs	\$18,326	\$28,730
Grant acquisitions	\$1,209,433	\$1,309,100
Admission	\$212,943	\$81,020

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

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 2023, our goals were again to surpass the pre-pandemic revenues, despite being closed for four months due to the roof repair. Moving into 2024 to 2027, Fort Calgary will realign metrics to reflect its new Strategic Plan outcomes.

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

- In 2023, Fort Calgary offered 5 week-long summer camp spots free to families in need through Kids Up Front.
- Fort Calgary staff invested in a 12-month online training program, Of/By/For All – Change Network, for civic and cultural organizations to develop an intentional framework that will help Fort Calgary be more inclusive and equitable.

- Alpha House Society provided two training sessions about Engaging Vulnerable Persons to help Fort Calgary staff navigate the increase of encampments and vulnerable persons at Fort Calgary in a kind and humane way.
- Fort Calgary continues to invest in Indigenous knowledge sharing and understanding of Indigenous culture and history through regular meetings with an Indigenous Advisory Council. The Council has been in place for over eight years and consists of a member from each Treaty 7 Nation and the Métis Nation of Alberta.
- In September of 2023, Fort Calgary started the Blackfoot Women's Circle to support and guide exhibit development.
- Fort Calgary launched its first Queer History Tour in 2023 to create more ways of understanding often overlooked perspectives. This tour was developed and led by a person with lived experience.
- Fort Calgary offered free admission and programming to the public – July 1st, May 10th Reopening, Orange Shirt Day, Chinook Blast, Earth Day Garden Party, Harvest Garden Party,
- Fort Calgary offered 142 people free admission as part of the City's Fair Entry program. Fort Calgary offered subsidized field trips (including bus fees and school programs) to 270 students from 9 classes.
- Fort Calgary offers free admission and free venue rentals to members of Indigenous communities. In 2023, 134 Indigenous people visited the museum at no charge.
- Fort Calgary partnered with many Indigenous-led organizations and equity-seeking organizations to create low cost or no cost event support. Examples include events like the "Rez in the City" Fashion Show and Market by Authentically Indigenous, the 60's Scoop Healing Walk, and the Walk for Reconciliation. These events helped to remove barriers for Indigenous community to reenter Fort Calgary's spaces in a positive and healing way.

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](#))

- Fort Calgary has developed a school program curriculum alongside Indigenous advisors to create a more honest and representative story of the land and its history (TRC 63.i).
- Fort Calgary hired Star Crop Eared Wolf, from Kainai Nation, to reimagine the permanent exhibits in a way that reflects the true history of this land from an Indigenous perspective within the Cultural Centre (TRC 67 – 70).
- In 2023, Fort Calgary signed a partnership agreement with the City of Calgary's Indigenous Relations Office for the development of the permanent site for the Indian Residential School memorial. A public announcement was made on September 30, 2023 (TRC 69.iii and 82).
- On June 21, 2023, Fort Calgary partnered with Trellis Society and the Aboriginal Friendship Centre of Calgary to commemorate the 14th annual Walk for Reconciliation (TRC 83).
- In early 2023, Fort Calgary began actively advocating to the provincial and federal governments to amend the Statement of Significance and Historical Designation to include the representation of Indigenous peoples who have lived on this land from time immemorial (TRC 79.ii).
- Throughout 2023, staff engaged in many training opportunities through the University of Calgary. The University of Calgary was also a partner to deliver Indigenous specific programming to outside organizations. This included the Indigenous Relations Training program, and the Anti-Indigenous-Racism Program (TRC 92.3).

RESOURCES

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

2%	Advertising and promotion
13%	Programs or services
2%	Office supplies and expenses
12%	Professional and consulting fees
40%	Staff compensation, development and training
0%	Fund development
2%	Purchased supplies and assets
29%	Facility maintenance
0%	Evaluation or Research
0%	Other, please name:

8. Did volunteers support your operations in 2023? (including board and committee members)

How many volunteers?	76
Estimated total hours provided by volunteers:	1884

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

Media covered events and news at Fort Calgary more than 100 times in 2023. Coverage included:

- [Sixties Scoop survivors hold healing event at Fort Calgary | CTV News](#), October 15, 2023
- [City of Calgary partners with Fort Calgary to build residential school memorial | Global News](#), September 30, 2023
- [Indigenous designers showcase work at Fort Calgary fashion show | CTV News](#), September 21, 2023
- [Art exhibition at Fort Calgary attempts to capture area’s ‘fuller story’ | Calgary Herald](#), July 29, 2023
- [Fort Calgary adding historical, social context to western movies shot in the area | LiveWire](#), July 7, 2023
- [Hundreds walk for reconciliation in Calgary | CBC](#), June 21, 2023
- [Fort Calgary reopens after 4-month closure | Global News](#), May 10
- [Calgary historic site creates garden featuring Indigenous traditions | Global News](#), April 13
- [Indigenous perspectives added to Col. James Macleod statue at Fort Calgary | Calgary Herald](#), March 30, 2023
- [New Fort Calgary President has big aspirations for the local landmark | Calgary Herald](#), February 12, 2023

10. How did your organization address climate change in 2023, 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?

Fort Calgary supported several park clean-up events such as hosting volunteers from Telus, and an Earth Day volunteer site clean-up.

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

- Release of the 2024 – 2027 Strategic Plan on May 2, 2024
- Release of the Master Plan RFP early May, 2024
- Announcement of rebrand on May 2, 2024
- Announcement of the Cultural Centre exhibit transformation
- Partnership with the Aboriginal Friendship Centre of Calgary to operate an accessible ceremonial

and programming space for Indigenous people

THE FOLLOWING SECTION IS FOR CIVIC PARTNERS MANAGING CITY-OWNED ASSETS
12. CAPITAL PROJECTS AND ASSET MANAGEMENT

Asset: *Fort Calgary Building and Land*

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

Project	City Funding (2023)	Benefit (service improvement, efficiency, improved condition)
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Interior repairs (due to flood)	\$56,400	Repaired flood damage to the cultural center due to deteriorated roof. Significant repairs were needed to open the cultural center to the public
Roof replacement	\$155,242	Replaced deteriorated roof which caused flooding and severe damage to the interior
Land remediation	\$51,000	Welcoming outdoor place for visitors and staff
Build repairs	\$22,150	Ensures the safety and comfort of anyone, welcoming place for visitors and staff HVAC – increase the system’s lifespans, reduce utility bills, improve indoor quality, runs efficiently