

CONFLUENCE HISTORIC SITE & PARKLAND SOCIETY, THE (THE CONFLUENCE)

Vision: We envision a land where every story belongs and every person can connect.

Mission: Recognize the truths of our past and make sense of our collective identity.

Line of Service: *Economic Development and Tourism* *Registered Charity*

2024 City Investment

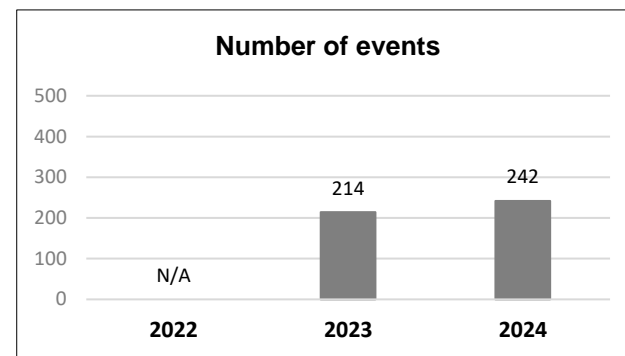
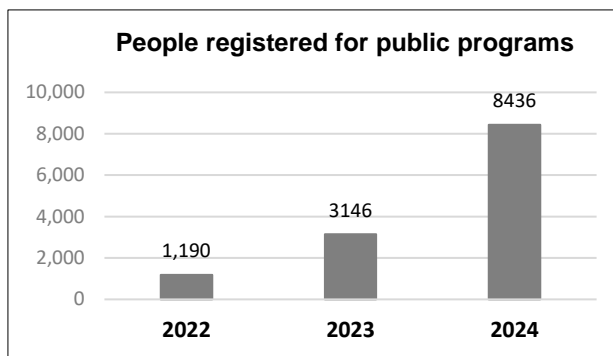
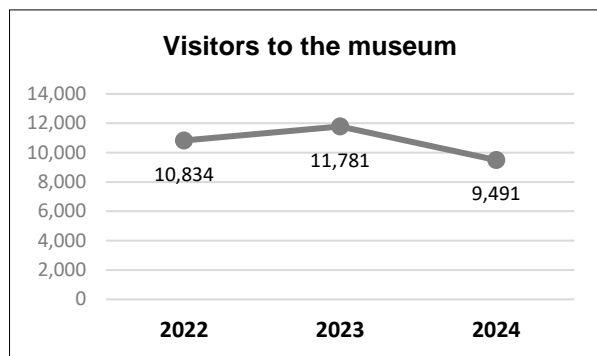
Operating Grant: \$1,259,381

Capital Grant: \$490,712

Capital Grant (Phased Development Plan Project): \$833,968

City owned asset

2024 Results



The story behind the numbers

- Construction activity resulted in a dip in attendance but growth in registrations for public programs demonstrated the effectiveness of new program offerings introduced under the 2023-26 Strategic Plan.
- New programming directed at youth and Indigenous communities paired with the activation of programs and spaces in winter through Chinook Blast, Skijordue, ice rink and Francophone winter festival supported the sites attraction as a year-round destination.
- The Reciprocity Program offers free venue space for Indigenous-led events in appreciation for their knowledge and expertise, supporting initiatives developed by an array of groups including the Hollow Bone Healing Lodge and the Urban Society for Aboriginal Youth.

Benchmarks

Transition of infrastructure and programming is underway to align with The Confluence's renewed vision and mission. As a part of continuous improvement, performance on visitor admissions, program attendance and venue revenues will guide the delivery of engaging programming and inclusive experiences for visitors.

Looking ahead: 2025 highlights

- 2025 marks 150 years since the establishment of Fort Calgary. *Reflecting on the Legacy of Fort Calgary* is a 14-day event series featuring a symposium, art installations and exhibits, a stage play and a tipi gathering.
- The opening of the Ceremonial and Programming room and Phase 1 of the Cultural Centre Transformation Opening is set for Q2 2025.



CONFLUENCE HISTORIC SITE & PARKLAND SOCIETY, THE 2024 Civic Partner Annual Report

Civic Partner Name: The Confluence Historic Site & Parkland Society (The Confluence)

Legal Structure: Independent External organization (Societies Act)

Manage/operate a City-owned asset: Yes

Vision: We envision a land where every story belongs and every person can connect.

Mission: Recognize the truths of our past and make sense of our collective identity.

1. What 3-5 key results did your organization achieve in 2024 that contributed to:

- a) One or more [Council Strategic Directions](#)- economic resilience, social resilience, climate resilience?

Economic Resilience

The total earned revenue for The Confluence | l'táámito'táaattsiyio'pi' has increased from \$968,037 in 2023, to \$1,460,000 in 2024, which is a 50% increase. The only limitations to our growth were due to space constraints and our capacity to hire additional staff to meet demand for venue rentals and programs.

Our organization continues to rebuild our fundraising efforts. In 2024, we received \$258,000 more in grant funding than in 2023 and had five more successful grant applications. We also received \$353,685 in donations, which is \$251,277 more than in 2023. 2024 marked our first year running 50/50 raffles at various events throughout the year, and we raised \$14,000 in funding, which contributed to our overall operations.

Social Resilience

Our organization's strategic plan is deeply rooted in advancing truth, reconciliation and inclusion. Moving forward, we will continue to attract Indigenous talent and create platforms for Indigenous storytellers through programming, new exhibits, and The Confluence Reciprocity Program. We have continued to increase our honoraria budget for cultural preservation and protocols — this budget has increased annually from \$22,250 (2023) to \$46,336 (2024) to \$51,200 (2025).

Other partnerships The Confluence | l'táámito'táaattsiyio'pi was proud to secure in 2024 which contributed to Social Resilience included the first ever partnership agreement signed between The Calgary Stampede and l'táámito'táaattsiyio'pi to support the Stampede Parade, which helps to strengthen a long-standing relationship between two important civic legacy organizations.

Climate Resilience

One of the strategic priorities of The Confluence | l'táámito'táaattsiyio'pi is Land. To support healthy and sustainable outdoor parkland, our organization invested \$430,000 in caring for the land. This investment included installing pathways, roadways and a stage pad, which reduce watering areas and protect the land from erosion. We also installed rain collection tanks on site to preserve rainwater for watering the community garden and plants around the site.

- b) Your own organization's strategy?

The following subheadings are four of the strategic priorities outlined in our strategic plan:

Land

As found through our public engagement; *Land* was identified as one of the most significant attributes of this site. We invested \$636,000 in maintaining and improving outdoor and indoor building infrastructure, and \$29,420 was specifically invested in improving emergency and safety infrastructure.

Truth

Measuring *Truth* is a complicated and complex journey. However, our strategic plan has been our road map to focusing on what is most important and achievable to the community under the umbrella of *Truth*. In 2024, we successfully rebranded and launched our 2023-26 Strategic Plan so that we can tell more truthful stories. One of the biggest accomplishments in this area has been the launch of our capital projects: the Barracks Room Renovation, The Cultural Centre Transformation, and the Site Concept Plan. These major projects will help reestablish our spaces with programs and content that align with stories that have been told from Indigenous communities about this site for time immemorial.

We are very proud to have been given a Blackfoot name, **I'táámito'táaattsiiyio'pi**, by Elder Leonard Bastien Weasel Traveller. We hosted over 100 friends, family and city partners to join us for the naming ceremony. Following the ceremony, a public presentation was held in the theatre where Blackfoot artist Winston Wadsworth painted a Winter Count with symbols provided by three Blackfoot Elders. The Winter Count will be included as part of Kípaítápiiyssinnooni (the new Blackfoot Gallery).

Community

We have made significant strides under the *Community* priority. In 2023, we reinstalled the community garden, which has grown significantly. In 2024, we partnered with The Alex Community Food Centre and donated 300 pounds of produce to their food program.

To bolster our site as a year-round destination, we were excited to receive Downtown Revitalization funding to purchase and install an ice rink in 2024. Throughout the season we saw many new community members utilize the ice rink, which created a new way for visitors to come together on the parkland.

As a downtown destination we continue to experience many safety challenges. With the help of the new Civic Partner Safety Grant, we were able to create a unique partnership with Alpha House to address the rise in encampments. Through this partnership we have created a safer environment through an empathetic and education-based approach.

For many reasons, our organization has experienced a drop in volunteer participation over the past six years. However, in 2023 and 2024 we made concerted efforts to rejuvenate our volunteer program, which is highlighted in our strategic plan under *Community*. We are proud to report that we onboarded 115 volunteers in 2024. Our Youth Program volunteers saw the most hours contributed at 961.

Responsibility

Under *Responsibility*, we are still developing many ways to meet our Actions as outlined in the Strategic Plan. In 2024, we hired a Fund Development Coordinator to kickstart our fundraising goals and rebuild our donor base. Our team has had great success in areas like executing the Strategic Plan from all levels of the organization. For example, 80% of employees strongly agree or agree that they feel connected to the mission

and vision of The Confluence | l'táámito'táaattsiio'pi. This measure was taken just five months after the launch of our new strategic plan.

2. Performance measures help demonstrate the return on The City's investment in a partner's operations and support continuous improvement. What performance measures reflect your organization's impact in 2024?

		2022 Results	2023 Results	2024 Results	How does this measure reflect your organization's impact?
How much did you do?	Number of visitors to the museum/cultural centre	10,834	11,781	9,491	Our visitor attendance saw a dip as we started construction in the last quarter of the year, however our overall programming numbers, volunteer numbers and events continue to increase. Our Creative Experience team has worked hard to develop relevant programming that embodies our strategic plan and feedback gathered through public engagement. This has contributed to an overall increase in our public programming. These numbers help highlight how we've attracted people to our organization in a variety of ways.
	Increase in public programs attendance	1,190 (+120%)	3,671 (+208%)	8,436 (+130%)	
	Revenue earned through Youth Learning (school programs and summer camps)	\$71,797	\$223,677	\$244,393	
	Number of volunteers	16	76	138	
	Number of outdoor activations, including large scale events (of over 1000 people)	NA	14	16	
	Number of venue rentals	NA	214	242	
How well did you do it?	Percent of survey respondents who say they would visit the cultural centre again	100%	No Data	97%	These numbers highlight that we are on a path where people feel engaged and gain something from their visit to the site. Our promise is to connect school program content to curriculum to provide field trip experiences that provide value to students and educators.
	Percentage of survey respondents who rated the overall school program experience positively	96%	97%	94%	

	Summer Camps at The Confluence are well run (agreed or strongly agreed)	96%	100%	100%	
	The camper enjoyed their experience	87%	88%	100%	
	School programs connected well to curriculum objectives (Agreed or Strongly Agreed)	87%	88%	94%	
How are Calgarians Better Off?	Growth Rate (earned revenue)	\$495,232 (+155%)	\$968,037 (+95%)	\$1,460,000 (+50%)	Our growth rate is an indicator of our continuous improvement to the site to make it increasingly vibrant and safe. We have leveraged the funding invested from The City of Calgary to bring the site to life and attract visitors both locally and beyond. Calgarians benefit as they gain another downtown destination where everyone is welcome. This indicator also helps to show how our organization can contribute to our local economy and community well-being, through job creation and volunteer participation. Additionally, we are dedicated to encouraging locals and visitors to learn more about the complex history of the site. This provides a sense of connection and identity which we heard in community engagement as an important goal for our organization.
	Percentage of survey respondents that rated their public program experience as good or better	97%	97%	97%	

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?

Although The Confluence | I'táámito'táaattsiyio'pi has had many positive experiences over 2024, one program we were very proud to host was a collaboration with CBE's Indigenous students from three junior high and high schools in the community of Forest Lawn. Sixty students participated in a full day of traditional teachings on the land, both inside the Cultural Centre and outside where they learned how to raise a Blackfoot lodge. The teachings were led by Blackfoot Elder Minipoka Peter Weasel Moccasin, The Confluence Indigenous Relations Manager Paula Smith, and Blackfoot Program Facilitator Garret Smith.

Feedback received from teachers and students was overwhelmingly positive and we are exploring ways of expanding on this exciting collaboration. The students will be returning four times in 2025.

As a Civic Partner, we understand the importance of our connection to major strategies like the Eventful City Strategy, the Winter City Strategy and the development of the Culture + Entertainment District. As a direct link to these important City initiatives, in 2024 we hired O2 Planning and Design to lead us through a Site Concept Plan, so that we can fully understand and embark on the potential of the site.

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

a) Examples of benchmarks:

At The Confluence | l'táámito'táaattsiyio'pi, we believe that to create meaningful engagement and connection, we must create a culture within the organization where employees are valued and feel a sense of connection and understanding to our direction forward. Our organization is striving to be an employer of choice within our city. Our Board has identified that this is essential to our success as an organization and so we have embedded employee satisfaction within our strategic plan: *"Build a functional team that allows employees to feel safe, valued and empowered. We will also ensure staff members understand their role in the overall strategic vision, mission and values."* (page 19).

To measure how we're doing in the area of employee satisfaction, in 2024 we released an employee survey, which was the first of its kind in four years. The survey was created and distributed by a third-party HR consultant who then presented the results to the staff.

The complex history and previous operations of The Confluence | l'táámito'táaattsiyio'pi has contributed to sometimes strained relationships with Indigenous community members. To rebuild these relationships in a positive way, and to reduce barriers to accessing The Confluence | l'táámito'táaattsiyio'pi, our organization created The Confluence Reciprocity Program. This program provides free venue space for Indigenous-led events as one expression of gratitude for the Indigenous community members who share their time, knowledge, expertise, and stories to create meaningful exhibits and programs at The Confluence | l'táámito'táaattsiyio'pi. In 2024, The Confluence Reciprocity Program supported Indigenous-led events for Hollow Bone Healing Lodge, International Indigenous Fashion Week, the Otipemisiwak Métis Government, Siksika Family Services, G4 Stoney Nakoda Tsuut'ina Tribal Council, Métis Artist Carmen Miller, and the Urban Society for Aboriginal Youth.

We are currently transitioning our infrastructure and programming to align with our vision and mission. As a part of our continuous improvement, we are tracking visitor admissions, program attendance and venue revenues. One of our biggest challenges continues to be constraints due to space and facility amenities. For example, although demand for school programs has grown year over year, we are unable to accommodate more than three classes per day. Additionally, although we work closely with many third-party vendors, we are challenged to meet event and venue rental demands as we do not have a kitchen. Despite these growing pains and the dramatic changes our site has undergone in 2024, The Confluence | l'táámito'táaattsiyio'pi continues to be a place people want to visit.

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

Benchmark	2024 Goal	2024 Actual
Overall Employee Satisfaction	<i>To create survey</i>	90% of employees strongly agree or agree that they enjoy coming to The Confluence I'táámito'táaattsiyio'pi for work everyday
Dollars used by the Reciprocity Program	<i>To formalize program</i>	\$20,335
Revenue generated by visitor admissions	\$90,000	\$97,723
Revenue generated by school programs	\$148,500	\$150,191
Revenue generated by venue rentals	\$484,400	\$981,764

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

This information, along with a number of other key performance indicators we track, is communicated regularly to staff and Board members in support of continuous improvement. In 2024 we created a KPI report, with contributions from across the organization which was then circulated to the staff and Board. As part of our continuous improvement practices, we have begun to collect and review these metrics quarterly to ensure we are meeting the strategic priorities laid out in our strategic plan.

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

Strategic priorities like *Inclusion*, *Truth* and *Community* were identified by community through engagement, and these priorities are at the core of everything we do at The Confluence | I'táámito'táaattsiyio'pi. To ensure we are meeting this challenge, we have set very intentional goals to meet these priorities. The following activities highlight our achievements in supporting equity, diversity, inclusion and racial equity:

- Hosted our first Queer Prom which sold out to 255 guests
- Walked in the Calgary Pride Parade for the first time
- Partnered with Skipping Stone's Queer Classroom to provide free space for the program to run
- From across our organization, staff attended more than 200 meetings and gatherings with Indigenous consultants, elders and community organizations in 2024. These included members of the Kainai, Piikani, Siksika, Tsuut'ina, Stoney Nakoda, and Métis nations, as well as urban Indigenous folks. It is expected of The Confluence | I'táámito'táaattsiyio'pi team's shared responsibility to care for the relationships with Indigenous relatives, collaborators, community and friends on behalf of the organization.
- The Confluence | I'táámito'táaattsiyio'pi team spent the day with local Chinese community advocate and historian Alice Lam to tour Chinatown, deepening our understanding of the Chinese-Calgarian culture, and creating community connections
- Partnered with the Social Justice Film Festival to become the official, long-term venue for the annual Calgary Justice Film Festival
- Created the new youth program *Lady Legacies*, which teaches youth about important women in history — 321 youth took the program in 2024. In 2024, The Confluence | I'táámito'táaattsiyio'pi contracted and commissioned more than 50 Blackfoot artists, elders, storytellers, language experts and knowledge keepers to contribute to the creation of Kípaítápiyssinnooni, the new Blackfoot exhibit opening in spring 2025
- Gave 542 free admissions to the Cultural Centre across Indigenous, Fee Assistance, and Canoo categories

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](#))

- Hosted the 15th Annual Walk for Reconciliation, which welcomed more than 500 participants to acknowledge the atrocities caused by residential schools (TRC 83)
- In 2024, the organization changed its name to l'táámito'táaattsiyio'pi or The Confluence Historic Site and Parkland, to bring the emphasis of the site to the land and Indigenous histories (TRC 70.i & .ii)
- Partnered with Calgary Board of Education to build opportunities for Indigenous youth to reconnect with Elders and Indigenous ways of knowing (TRC 69.ii)
- Partnered with Métis Nation and the Nickel Gallery to remove barriers to access the Louis Riel letters, including ways to touch and engage directly with the letters. A traditional opening ceremony was performed to commemorate the event (TRC 69.i)
- Began the construction of new exhibits reflecting the true history of the site told from the Indigenous perspectives of the signatories of Treaty 7 territory and Metis Nation (TRC 82 & 83)
- Signed a memorandum of understanding with the Aboriginal Friendship Centre of Calgary to create a ceremonial and programming space for Indigenous led organizations and people to practice at no cost. Began construction in late 2024 (TRC 21 & 45)
- Began to develop parallel ways throughout the organization, honouring traditional ways of knowing. This included the first *Kahnohtsiis* ("Big Smoke" overnight pipe ceremony) to mark our year of change (48.ii)
- We started a Blackfoot Women's Circle to support the creation of Kípaítápiiyssinnooni (the new Blackfoot exhibit) (TRC 83 & 45)
- Partnered with 23 Indigenous-led organizations to action a variety of programs, discussions and activities (TRC 45)
- Ran 33 Indigenous-led programs, which were attended by 747 people (TRC 69.i)

RESOURCES

7. Please estimate how The City's operating funding was allocated in 2024.

5%	Advertising and promotion
2%	Programs or services
4%	Office supplies and expenses
12%	Professional and consulting fees
54%	Staff compensation, development and training
0%	Fund development
2%	Purchased supplies and assets
21%	Facility maintenance
0%	Evaluation or Research
0%	Other, please name:

8. Did volunteers support your operations in 2024? (including board and committee members)

How many volunteers?	138
Estimated total hours provided by volunteers:	2200

9. Did your organization receive any awards or recognition in 2024, or have any client or participant feedback that you want to highlight?

In 2024 we received the Leadership Award in Sustainability from the Alberta Museums Association for our rebrand, the new Strategic Plan and for building reciprocal relationships with communities. Our organization was also asked to present at the Canadian Museums Association national conference to discuss the temporary exhibit Culture and Kin, and the Annual Meeting for the Western Museums Association, to present on our approach to decolonizing of The Confluence | l'táámito'táaattsiyio'pi.

10. How did your organization address climate change in 2024, 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?

The Confluence | I'táámito'táaattsiyio'pi hosts several site clean-ups throughout the year. We are also upgrading heating and cooling systems to be more energy efficient. Details to come in 2025.

11. Are there any projects, initiatives or plans for 2025 that you want to briefly highlight?

- Opening of the Ceremonial and Programming Room, late Spring 2025
- Phase 1 of the Cultural Centre Transformation Opening, Spring 2025
- Completion of the Site Concept Plan
- Activating the site in the winter months, which includes Chinook Blast, Skijordue, ice rink, and Francophone winter festival
- 150 Years Later: Reflecting on the Legacy of Fort Calgary, a 14-day event series featuring a symposium, art installations and exhibits, a stage play and a tipi gathering on the site.
- South Asian festival, Bluesfest and other new and exciting spring and summer events
- New tours and programming to align with new exhibits and strategic direction

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

12. CAPITAL PROJECTS AND ASSET MANAGEMENT

Asset: The Confluence Historic Site and Parkland buildings and land

a) How did you use The City's capital funding in 2024?

Project	City Funding (2024)	Benefit (service improvement, efficiency, improved condition)
Barracks Outdoor Deck	\$58,074	Replace the entire deck off of the Lower Barracks due to rotten joists and sagging, rotten boards
Fire Wall in Kitchen Area	\$12,414	Wall must be reinstalled, or ceiling closed off to allow sprinklers to work properly in event of fire - per CFD
Floors (upper and lower barracks)	\$16,095	Repair all gaps in current flooring as it is a tripping hazard and collects dirt and food scraps creating unsanitary conditions. Back-office flooring; lunchroom flooring
Paint Interior	\$17,678	Paint upper/lower barracks, Learning Centre, programs team offices and lunchroom shipping wall
Paint Exterior	\$28,354	Paint barracks and interpretive centre
Parking Lot line painting	\$1,260	Paint line for parking stalls as lines have faded over the years and parking stalls are not visibly defined
Floors (Learning Centre)	\$13,350	Resurface concrete floors for school programs and summer camps. Slip proof flooring for safety
Land improvement	\$284,174	Gravel road; stage pad; sodded area; slit seeding; pathway
HVAC safety review and inspection	\$979	Repairs on existing HVAC system throughout the year

Interpretive centre windows	\$6,619	Need window replacement as windows in program offices are old and drafty
Deane House Repairs	\$5,315	Misc. Deane House Repairs
Marking Light Repair	\$8,757	Lighting in the Marking (the artist keeps inquiring – which is attached to her artist moral rights)
Confluence Room Floor Refinishing and Staining	\$4,928	Confluence Room floor refinishing to prevent splinters as events like Toddler Time take place in this room
Thickets Thinned	\$3,750	Encampments are located here. The thickets are a hotspot and for safety reasons (particularly for CPS and Alpha House) we need to keep them thinned to increase visibility and reduce entrenched encampments.
Other Building Repairs	\$23,240	Accessible doors at the front entrance.
Accessible front doors	\$5,727	Upgrade doors to automatic and ensure they are up to accessibility code for the City.