

## HERITAGE PARK SOCIETY

**Mission:** Discovering Our Past, Inspiring Our Future. Our guests experience the past and leave with a better understanding of today, which inspires new possibilities for tomorrow.

**Service Line:** *Economic Development and Tourism*

*Registered Charity*

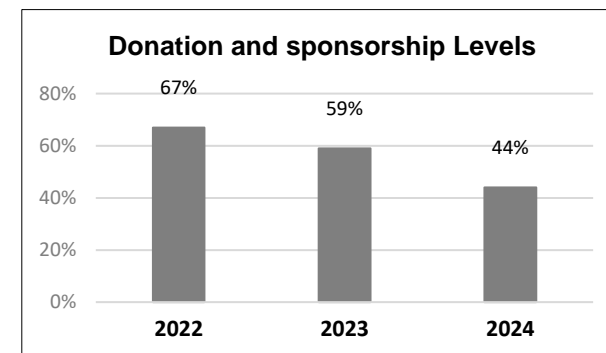
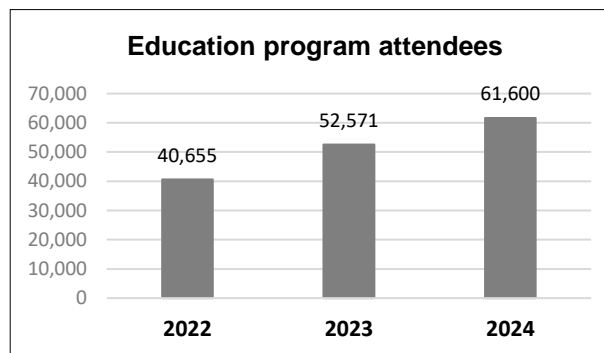
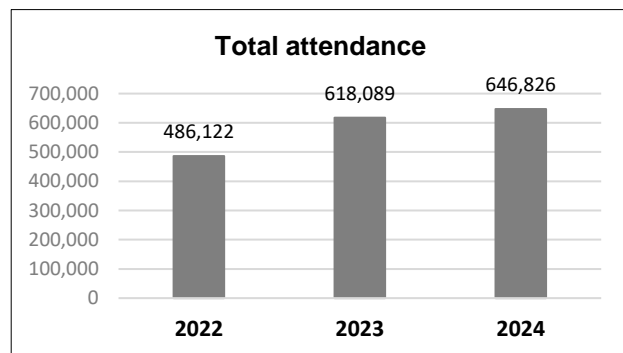
## 2024 City Investment

**Operating Grant:** \$5,511,087

**Capital Grant:** \$2,087,971

*City owned land/selected assets*

## 2024 Results



## The story behind the numbers

- Rotating exhibits including a History of the Bison exhibit from the Kauffman Museum with curated materials from the Head-Smashed-in-Buffalo-Jump interpretative centre reflect the innovative program capabilities, doubling regular attendance at the Gasoline Alley Museum.
- The education program welcomed 150 different schools across nine boards including students from kindergarten to Grade 7 to participate in programs aligned with the Alberta education curriculum.
- Heritage Park is grateful the community continues to visit the park on a year-round basis, supporting the Park and contributing to an increase in total attendance year after year.

## 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, promoting adaptability to marketing and programming strategies based on daily gate and membership sales data.

## Looking ahead: 2025 highlights

- Heritage Park is launching a Plaza Revitalization Plan to create a more vibrant, dynamic visitor space. This plan includes redesigning the layout and offerings within the Plaza, relocating and refreshing stores to better meet visitor interests and improve access.
- In 2025, Heritage Park will seek to secure funding to revitalize two cornerstone attractions—the Antique Midway and Celebration Field—key components of the Master Plan. These initiatives will further establish Heritage Park as a family-centric cultural hub.



## HERITAGE PARK SOCIETY 2024 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:** Discovering Our Past, Inspiring Our Future. Our guests experience the past and leave with a better understanding of today, which inspires new possibilities for tomorrow.

### 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?

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 allowed us to achieve the following relevant 2024 successes, among many:


- Leveraging support of Heritage Park Foundation and the City of Calgary, Heritage Park commenced early stage of Phase 1 of the Master Plan to get the Antique Midway and Celebration Field to shovel ready status. The completion of the detailed design and anticipated approval of the development permit is the first step to breaking ground on this exciting project. The Antique Midway with is estimated to increase visitors by 30,000 annually and enhanced infrastructure at Celebration Field will accommodate up to 7,000 festival goers drawing an estimated 60,000 additional visitors, which contribute both economic value and a vibrant community within the City of Calgary.
- 2024 was one of the most successful years we have ever had for Education program attendance, surpassing 60,000 for only the third time ever. This achievement further solidifies Heritage Park’s role as one of the largest non-school board educators in southern Alberta. During their visit, students experience the past and leave with a better understanding of today, which inspires new possibilities for tomorrow. We welcomed 150 different schools across 9 boards, and students from kindergarten to Grade 7, to participate in programs aligned with the Alberta curriculum. We added a new school program to focus on bison and the importance of the animal to plains Indigenous culture.
- Heritage Park is committed to fostering inclusivity and supporting the Calgary community. Heritage Park continues to serve as a community hub, responding to community need, we remain dedicated to making history accessible to all.
  - As part of our ongoing efforts, we are proud to align with the City of Calgary’s Fair Entry Program, which provides up to 75% off general admission for those who qualify. This initiative ensures that Heritage Park remains an open and accessible destination for all, regardless of income, allowing our diverse community to engage with and learn from the rich history we share. In 2024, the program saw success, with a total of 14,746 general admission passes being used through fee assistance

- a slight increase over 2023 and the highest attendance since the program's inception.
- Heritage Park continues to support youth and social programs. 1,660 passes were distributed to various outreach programs across Calgary and surrounding areas, offering even more young people and their families the opportunity to experience Heritage Park including Centre for Newcomers and the Kids Up Front programs, both of which bring communities together to support youth charities. Heritage Park also continues its partnership with organizations like the Foster Parent Support Program, further strengthening our community ties. Additionally, as part of our youth engagement efforts, 700 passes were provided to the Calgary Marathon, for youth who participated in the 60th anniversary of this iconic Calgary event.
- Heritage Park also proudly participates in the Institute for Canadian Citizenship's Cultural Access Pass (CANOO), offering free admission to Canadian newcomers enrolled in the CANOO program, supporting their integration into the community and providing them with a meaningful cultural experience.
- In response to the fires in Jasper last year, Heritage Park offered free admission to more than 250 displaced residents, providing a safe space for them to visit and find some relief. We used our earned, owned, and social media channels to spread the word, ensuring the community was aware of this support and could take advantage of the opportunity during a difficult time.
- With support and partnership of the Government of Alberta, we held the 2<sup>nd</sup> annual Alberta Day which is a free event available to the community. We set an **all-time single-day attendance record** on Alberta Day in 2024 of over 20,000 guests. 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.

**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.

- In 2024 Heritage Park updated the Mission, Vision, and Values through an extensive and inclusive process, engaging the Board, employees, and community stakeholders. This collaborative approach ensures that our goals align with the needs and aspirations of the communities we serve. Heritage Park is a trusted place where the stories of our Prairie past inspire our shared future. The updated vision, mission and values are the guiding lights for next leg of our journey — building on the strengths of the past 60 years to become the nation's premier destination for historical education about Canada's Prairie.
  - **Our Mission**  
"Discovering Our Past, Inspiring Our Future"
  - **Our Mission Story**  
Our guests experience the past and leave with a better understanding of today, which inspires new possibilities for tomorrow.
  - **Our Vision**  
"To Be Canada's Premier Family Destination Where History Comes Alive"
  - **Our Values**
    - Authenticity: We welcome guests with inspiring and immersive experiences grounded in a historical setting with authentic stories.

- Inclusivity: We create an atmosphere of inclusion, engagement, belonging, and fulfillment for employees and volunteers.
- Community: We recognize all contributors to our community as an integral part of our success.
- Integrity & Sustainability: We practice responsible stewardship by driving growth with innovation, transparency, and financial sustainability while embracing our historical assets and recognizing all contributors. 
- To celebrate our 60th anniversary, we launched the **Best. Membership. Ever.** campaign as a way to give back to Albertans and thank our community for their continued support. The response exceeded expectations, resulting in 21,413 memberships sold — a record-breaking year for membership sales. This success also drove record member attendance throughout the year. The package not only introduced new audiences to Heritage Park but also increased repeat visitation and strengthened word-of-mouth referrals, contributing to the Park's overall growth and visibility.
- Heritage Park marked its 60th Anniversary with a series of new and enhanced events designed to attract diverse audiences and increase visitation. These initiatives significantly contributed to **the Park's second-best attendance year ever, with 650,000 visitors.**
  - New events included drive-in movie nights, murder mystery dinner theatre, a Children's Festival – a new daytime special event, a Curiosities & Oddities tour, the Showdown at Heritage Park dinner show, and our 60th birthday celebration on July 1.
  - We expanded programming for National Indigenous Peoples Day and the National Day for Truth and Reconciliation and strengthened Ghouls' Night Out programming through a new partnership with Haunted Calgary.
- In 2024, Heritage Park implemented a promotional team during the operational season to expand its presence beyond the park and connect directly with the community. The team attended over 20 external events, including the Lilac Festival, Ismaili Community Stampede Breakfast, and Inglewood Sunfest, engaging with a diverse audience through an interactive booth setup. These off-site activations played a crucial role in promoting Heritage Park by increasing brand awareness, fostering meaningful connections, and showcasing upcoming events, membership benefits, and unique experiences. By meeting people where they are, the promotions team were able to reach over 1.3 million individuals from diverse backgrounds, reinforcing Heritage Park's commitment to inclusivity and community engagement.
- Heritage Park continues to shine as a volunteer hub with 800 individuals dedicating 48,051 hours to Heritage Park in 2024. Volunteers through external partners are foundational to our programs, particularly with youth volunteers.
- Heritage Park, with 140 full-time and over 650 seasonal and casual employees, is a major first-time employer for students in the city. The annual surveys are being expanded to peak season to gain insight. In 2024, this exceptional team was the recipient of two White Hat awards for exceptional service.

**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?**

	Performance Measure Name	2022 results	2023 results	2024 results	How does this measure reflect your organization's impact?
How much did you do?	Total Attendance	486,122	618,089	<b>646,826</b>	This was the 2nd best attendance in history.
	Total of event & banquet guests	61,953	69,508	<b>67,229</b>	
	Education program attendees	40,655	52,571	<b>61,600</b>	
How well did you do it?	Increase in annual operating donations and sponsorships	<b>67%</b>	<b>-8%</b>	<b>-15%</b>	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	75%	111%	<b>6%</b>	HP was able to support 14,746 fee-assisted attendees in 2024, the highest attendance since the program began.

**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?**

The initiatives outlined below demonstrate our commitment to enhancing guest experiences and expanding Heritage Park's visibility, both within the Park and beyond.

- As part of our ongoing commitment to improving user experience and safeguarding information, we enhanced our website in the past year. In addition to optimizing functionality and design, we conducted a thorough security audit and implemented additional safeguards to protect sensitive data. These improvements ensure that our website remains secure and user-friendly, providing visitors with a safe and seamless online experience. Additionally, we have seen consistent growth in both audience and engagement, supported by year-over-year increases across all key visitation and engagement metrics. Compared to 2023, users increased by 12%, sessions by 15%, and engaged sessions by 15%, indicating that the website has become a key destination for our audiences.
- Heritage Park and the Calgary Airport Authority launched a three-year partnership to showcase our Park with the millions of people who pass through YYC annually. Nestled at Door 4 in the Arrivals area, the display is a visual narrative that celebrates 60 years of the Heritage Park in the community, highlighting our Village townscape and Gasoline Alley Museum, with the 1916 Ford Model T and the 1918 Chevrolet 490 prominently featured.
- Heritage Park's wayfinding system has shown significant improvement. In 2023, 76% of survey respondents agreed that the signage made it easy to navigate the Park. This increased to 83% in 2024, marking a 7-point improvement. Analysis confirms that the new signage and map have enhanced navigation and may encourage guests to explore more

areas of the Park. We are committed to further refining the system to enhance the guest experience.

- Heritage Park's 2024 Calgary Stampede Parade entry reached nearly 1.5 million people locally and worldwide. We created a vibrant, immersive experience featuring historic automobiles, lively street performances, authentic period costumes, and engaging music. This entry captivated audiences, showcasing Heritage Park's unique ability to bring history to life.
- Heritage Park made substantial strides in the roadmap to modernization of technology. The implementation of the new Dynaway and Business Central ERP SAAS system, which replaced dated maintenance and financial systems. This allows the move to a paperless environment, new maintenance functionality for time management, scheduling and ticketing, and reduced risk as the organization by utilizing cloud-based applications.
- The first-ever applicant tracking and self-onboarding systems were launched successfully recruiting over 600 seasonal employees in 2024.
- In support of the City of Calgary's emergency response to the water main break and the resulting water usage restrictions, Heritage Park made the decision to suspend steam train operations, saving 1,900 liters of water per day. While this decision had an impact on the guest experience, both visitors and Heritage Park staff understood and appreciated the importance of supporting the city's emergency measures.
- Building on the success of the 2023 Accessible Train Car project, Heritage Park made significant strides in enhancing accessibility. In 2024, we were proud to announce the purchase of a new Accessible Bus, along with upgrades to our train platforms and boardwalks, further improving wheelchair access for all guests.
- We received \$160,000 in funding through the Canada Summer Jobs program, the largest amount in the past three years. This funding supported the hiring of 32 youth for various roles at Heritage Park.

**3. 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 and programming 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, comparing them to historic metrics, to guide goal setting and budgeting as we continue to enhance and expand our 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	Metrics	2024 Actual	2024 Target	2023 Actual	2022 Actual	R/Y/G Trend past 3 years
Sustain and Invest in our Mission	Achieve Fund 1 Budget Net Target	\$1,489,935	\$2,081,860	\$71,262	\$226,039	●
	Achieve Fund 2 Budget Target	-\$757,927	\$566,871	\$2,429,203	\$2,239,897	●
	Achieve Foundation (Fund 1, 2 & 3) Budget Target	-\$928,241	-\$4,343	-\$312,518	\$704,752	●
Keep our Team, Guests, Community and Assets Safe	Total Recordable Incident Frequency	2.5	4.0	4.2	9.7	●
	Achieve Second Year COR	78%	85%	84%	NA	●
Attract and Retain Passionate People	Attain Employee Engagement Survey Target	68%	76%	71%	60%	●
Ensure our Community Participates	Achieve Total Attendance Target	646,826	754,189	618,089	486,122	●
Engage Guests in our Mission	Attain Visitor Satisfaction Survey Target	95%	95%	94%	95%	●
Protect our Status as a Beloved Institution	Achieve Calgary Reputation Survey Target	61%	66%	60%	63%	●

**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 improved customer experience. 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. 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. Financial targets and comparisons inform daily, annual and long-term goals and support the financial resiliency of the organization. All these KPI's guide long-term initiatives, such as our ongoing master planning.

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

At Heritage Park, equity, diversity, and inclusion (EDI) are foundational to our mission and values. We are committed to creating a space where all individuals feel respected, represented, and welcomed — not just as visitors, but as participants in the stories we tell. In 2024, we deepened this commitment through a range of initiatives that prioritize accessibility, amplify historically underrepresented voices, and foster an inclusive culture within our organization and across our community partnerships.

- We prioritize the needs of historically underserved communities by integrating diverse voices into our storytelling and programming. We continue to strengthen community partnerships to guide this work.
- Interpretive signage has been updated to reflect the histories of Chinese, Black, Métis, and Indigenous communities. We also hosted inclusive exhibits, such as the Bison Exhibit — a traveling installation from the Kauffman Museum on behalf of the National Buffalo Foundation.
- In 2024, we launched *Culturally Speaking*, a free monthly speaker series aligned with significant cultural events such as Black History Month. This community-driven program provides a platform for diverse voices and builds meaningful relationships beyond the historical village.
- Our *Stories from the Park* podcast and vlog amplify perspectives from equity-deserving communities, helping to broaden our reach and representation beyond our physical site.
- The third annual *Women Making History Awards* luncheon celebrated the contributions of women who have made a significant impact in Alberta. Honourees such as former Lieutenant Governor Lois Mitchell exemplify the legacy and leadership of women in shaping our province.



- To increase access and affordability, we partner with the **City of Calgary's Fair Entry Program**, which provides low-income individuals and families with reduced admission to our programs and events.
- We also participate in the **Access 2 Program**, ensuring guests with disabilities and their support persons can experience the park together without added financial burden.
- In 2024, we established a **Black Heritage Committee** to ensure ongoing representation, input, and collaboration in programming, interpretation, and future initiatives.
- We also formalized the Terms of Reference for our **Indigenous Working Committee**, supporting authentic engagement with each nation's oral narratives and Indigenous ways of knowing.
- Our hiring practices were enhanced to reduce bias and broaden our applicant pool by partnering with community organizations that serve minority groups.
- At our annual career fair, 30% of attendees self-identified as members of equity-deserving communities, including people of colour, Indigenous peoples, and members of the 2SLGBTQ+ community.
- Our workforce — including board leadership — is now made up of more than 50% women, with up to 10% representation from other minority groups.
- All new staff now complete cultural sensitivity training during onboarding. Our Social Committee organizes cultural celebrations throughout the year, and we collect pre-event survey data to ensure inclusive food accommodations for all staff and volunteers.
- We participated in youth and Indigenous career fairs across Calgary to support inclusive talent development and outreach.
- We updated our Respect in the Workplace Plan to clarify complaint procedures, ensuring a transparent and accountable approach to addressing concerns.
- Mental Health First Aid training is now a core part of our leadership development program, reinforcing our commitment to psychological safety and mental wellbeing.

Our work toward equity, diversity, and inclusion is ongoing and evolving. We recognize that meaningful change requires consistent effort, active listening, and a willingness to grow. Through continued partnerships, intentional programming, and inclusive practices, Heritage Park is striving to build a future that reflects the diverse communities we serve — where everyone's history and voice have a place.

**5. 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](#))**

- In 2024, Heritage Park partnered with The Rotary Club of Calgary Heritage Park making a significant contribution to the First Nations Encampment Area Shelter project. The commitment of \$50K was designated for the expenditures associated with designed building and installing three shelters, seating and signage to support Indigenous storytelling at Heritage Park. The shelters will be available for programming in the 2025 season.
- In 2024, Heritage Park Historical Village made significant strides on the road to reconciliation, deepening our commitment to understanding and honoring Indigenous cultures. As part of our observance of Truth and Reconciliation Day on September 29, 2024, we proudly hosted an Accessible Round Dance. This unique event ensured full accessibility for participants with mobility challenges and served as a celebration of Indigenous culture while fostering community healing. The round dance reflected our dedication to inclusivity, cultural education, and reconciliation. Additionally, we held a flag-lowering ceremony to symbolize reflection, learning, and unity. The day included presentations by Indigenous youth, performances by Juno Award-winning Blackfoot Confederation drummers, and insightful talks from leaders such as Joe Starlight, who shared his perspective on the generational impact of residential schools.



Reconciliation sessions, hosted by Elders Reg and Rose Crowshoe in the Weedon Schoolhouse, offered meaningful opportunities for dialogue and understanding.

- Heritage Park also hired specific positions for Métis and First Nations (Treaty 7) peoples, reinforcing our commitment to diverse voices within the organization. Interpretive programming has focused on telling the stories of Albertan Métis and First Nations through both internal staff and external performers, bringing these important narratives to life.
  - To further strengthen our commitment to bringing these stories to our guests, we hired a fulltime permanent **Indigenous Programming Specialist** to oversee that program and provide direct support to the frontline interpreters
- In 2024, the Indigenous Working Committee also set its Terms of Reference and was formally established at the Park. This marks an important step toward better strategic and long-range planning of Indigenous engagement and educational initiatives, ensuring that we approach these efforts with a clear vision and meaningful impact.
- On June 21, 2024, we hosted National Indigenous Peoples Day with a series of special activities. Self-identified Métis and First Nations guests were provided free entry for the day, and we offered campfire talks in partnership with the University of Calgary, Indigenous performances in the Celebration Field and Encampment, and space for residential school survivors to share their stories with other members of their communities. This initiative reinforced our ongoing commitment to accessibility and inclusion.
- Additionally, the Bison Exhibit, which opened in 2024, provided a hands-on exploration of the rich history and cultural significance of bison. The exhibit highlighted Indigenous perspectives on the near-extinction of bison, the efforts to restore their populations, and the importance of initiatives like the Blackfoot Confederacy's Buffalo Treaty.
- In addition to these initiatives, our Senior Indigenous Engagement Advisor continues to play a key role in supporting and expanding programs for staff, volunteers, and guests, ensuring that Indigenous perspectives are integrated throughout Heritage Park.
- These activities reflect Heritage Park's ongoing commitment to fostering understanding, respect, and reconciliation with Indigenous communities, while ensuring that these conversations are inclusive, meaningful, and impactful.

## RESOURCES

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

%	Advertising and promotion
%	Programs or services
%	Office supplies and expenses
%	Professional and consulting fees
<b>100 %</b>	Staff compensation, development and training
%	Fund development
%	Purchased supplies and assets
%	Facility maintenance
%	Evaluation or Research
%	<i>Other, please name:</i>

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

How many volunteers?	<b>800</b>
Estimated total hours provided by volunteers:	<b>48,051</b>

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

- In 2024, Heritage Park successfully passed its COR (Certificate of Recognition) maintenance audit with a score of 78% — well above the 60% passing mark. This achievement reflects our continued commitment to fostering a strong culture of health and safety. A key strength once again was the unwavering support and involvement of the management team. We remain focused on continuously enhancing our safety practices to protect our employees, volunteers, guests, artifacts, and the environment.
- **Outstanding Security Performance Award (OSPAs)**  
In November 2024, Heritage Park's Security Coordinator received the **Outstanding Security Award at the 2024 Canada Outstanding Security Performance Awards (OSPAs)**. This prestigious national program celebrates excellence and achievement within the security industry across Canada.
- **Best of the Best Award – American Bus Association (ABA)**  
In 2024, Heritage Park was honoured with a **Best of the Best Award** in the Culture category by the American Bus Association (ABA). This award recognizes outstanding travel industry organizations that demonstrate excellence and innovation in serving the group travel market.
- **Google Reviews**  
Heritage Park continues to maintain a strong online presence with a 4.7-star rating from nearly 8,000 Google reviews and a 4.5/5 rating on TripAdvisor from over 3,200 reviews. We are currently ranked as the top attraction in Calgary on TripAdvisor, ahead of major competing attractions like the Calgary Zoo and Calgary Stampede. These strong ratings enhance our credibility, visibility, and influence visitor decision-making, contributing to increased visitation from both local audiences and tourists. We will continue to prioritize review generation to support ongoing growth.
- **Tourism Calgary White Hat Awards**  
In 2024, Heritage Park proudly had 27 staff members nominated for the Tourism Calgary White Hat Awards, representing 14 departments across the Park. Of these nominees, four advanced as finalists, with two ultimately winning the award in their respective category. These prestigious awards recognize excellence in Calgary's tourism and hospitality industry. The success of our nominees and winners reflects the exceptional calibre of our staff and their ongoing dedication to providing an outstanding guest experience at Heritage Park.

**9. How did your organization address climate change in 2024, 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.

- 2024 saw the installation of solar panels on our 1942 steam engine, which now power the lights and help reduce the load on the diesel generator.

- We kicked off a project to automate our sprinkler systems to reduce water usage. This smart system will monitor soil moisture levels and only water when necessary, ensuring efficient irrigation and minimizing waste.
- Within our lifecycle projects, we prioritize Energy Star-rated appliances in our Kitchen to enhance energy efficiency and reduce our overall carbon footprint; we actively replace plumbing fixtures with water-efficient, low-flow equipment to reduce overall consumption; for HVAC and electrical systems, we prioritize upgrades to more energy-efficient models; and we use LED lighting for electrical efficiency.
- Innovation Crossing: Our Innovation Crossing Interpretive Centre focuses on educating guests about Alberta's energy evolution, this year say a new display as a walk-through time and energy, showing changes 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 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.

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

**Briefly highlighted below are several initiatives for 2025.**

**Connecting the Dots: Family-Focused Revitalization**

- Heritage Park has transformed the 2,500-sq-ft “Arthur’s Hall” in Gasoline Alley into a dynamic, flexible space that showcases rotating “temporary” museum exhibits (three to nine months in length). For the winter of 2024/2025, for example, we are showcasing a History of the Bison exhibit from the Kauffman Museum with curated materials from the Head-Smashed-in-Buffalo-Jump interpretative centre. This new exhibit has doubled our usual attendance at Gasoline Alley Museum. Future temporary exhibits will be drawn from Heritage Park’s own collection (55,000 artifacts and 17,000 costumes!), collaborations with other Calgary and Prairie museums, as well as national or international exhibits. This initiative builds Gasoline Alley Museum as a year-round attraction.
- In 2025, we are looking to securing funding for the revitalizing two cornerstone attractions—Antique Midway and Celebration Field—key components of our Master Plan. These initiatives will further establish Heritage Park as a family-centric cultural hub, offering engaging ways to share the Prairie past and creating opportunities for community partners to highlight their own heritage stories. We plan to begin both projects in late 2025.
  - Antique Midway: The restored and expanded Midway will introduce new rides, games, and food options, attracting an additional 30,000 visitors annually while boosting Village attendance and memberships.

- Celebration Field: With upgraded infrastructure, expanded food outlets, and a new amphitheater, the renovated Celebration Field will accommodate up to 7,000 festival-goers, drawing an estimated 60,000 additional visitors each year.
- Heritage Park is also pursuing the acquisition of a new diesel-electric locomotive to enhance visitor experiences and establish the Park as a year-round tourism destination. We have received Travel Alberta Product Development Funding Initiative to support this project. The new locomotive will enable us to extend operations into the off-season, with themed experiences like a Holiday Christmas Train or Thanksgiving Express. These events will build on the success of our existing branded programming, such as the popular Day Out with Thomas experience. Our dedicated team is ensuring this initiative aligns with Heritage Park's strategic goals, focusing on staff safety, operational efficiency, and infrastructure sustainability. This project will strengthen the local tourism economy and provide families and visitors with year-round experiences.
- Additionally, Heritage Park is launching a Plaza Revitalization Plan to create a more vibrant, dynamic visitor space. This plan includes redesigning the layout and offerings within the Plaza, relocating and refreshing stores to better meet visitor interests and improve flow. The introduction of new restaurant and retail concepts and optimization of existing spaces will generate excitement, making the Plaza a bustling hub that enhances the overall guest experience and supports the long-term sustainability of the Park.
- As part of our IT modernization roadmap, Phase 2 of the ERP SAAS system enhancements will focus on Point of Sale, Inventory, and Food Systems to improve operational efficiency and visitor satisfaction.
- We have added 3 EV trucks to our fleet of vehicles supporting our commitment to environmental sustainability.

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

**11. CAPITAL PROJECTS AND ASSET MANAGEMENT**

**Asset:** Heritage Park.

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

<b>Project</b>	<b>City Funding (2024)</b>	<b>Benefit (service improvement, efficiency, improved condition)</b>
The lifecycle includes: rolling stock, rail lines, collection assets, building, infrastructure, kitchen, IT, Equipment/Furniture	<b>611,227</b>	Heritage Park completes ongoing maintenance activities to maintain safety and preserve assets at the facility. In 2024, non routine repairs were completed, throughout the park, to fix assets to ensure the Park is operational and safe for guests. Major repair categories include the midway, #62 & #63 Morrissey railcars, fleet vehicles, grounds equipment, fencing, flooring, electrical repairs, building envelope, boardwalks, paint and wallpaper.
Midway Expansion – Shovel Ready	<b>380,807</b>	This strategic investment in planning and design of the Master Plan that is first critical step to enhance operations/facilities for future grow and improved condition and service improvement.

Maintenance & Financial System implementation & equipment	<b>237,067</b>	To create efficiency and service improvement implemented Dynaway and Business Central integrated ERP system with Purchasing/Fixed Asset/Reporting/Payments and GL.
Train car, boogies and Track rebuilds	<b>155,559</b>	Improved condition of passenger cars for the train which enhances service and improves condition
Vehicle lifecycle	<b>110,128</b>	Service improvement, efficiency and improved condition were all achieved with the purchase of a 2023 Commercial Bus allowing us to retire the 2013 diesel bus. This upgraded bus provides enhanced accessibility for the park guests.
Gunn's Barn Exterior	<b>67,669</b>	Improvements were made to enhance safety and accessibility.
18 projects	<b>525,443</b>	Improved the condition of fencing, antique Midway rides, sprinkler systems, equipment, buildings, and walkways—essential maintenance for preserving the historical integrity of our aging Park.
Total 2024 Capital Expenditures	<b>2,087,900</b>	City CPIG funding for Capital and Lifecycle projects was \$2,087,900