

## CIVIC PARTNER 2017 ANNUAL REPORT SNAPSHOT- FORT CALGARY PRESERVATION SOCIETY

### FORT CALGARY PRESERVATION SOCIETY (FORT CALGARY)

**Mission:** To create a place where people and history intersect to rebuild Fort Calgary as the centre of Calgary.

*Registered Charity*

### 2017 City Investment

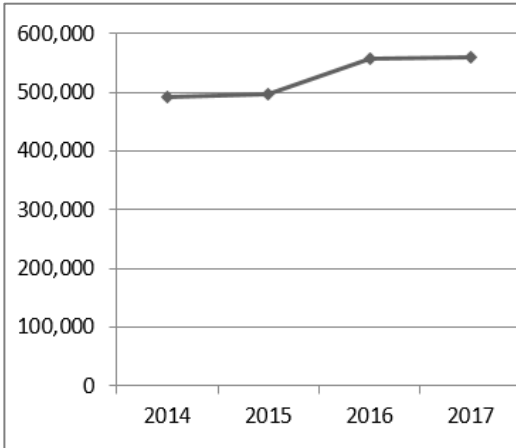
Operating Grant:\$1,106,443

Capital Grant: \$380,749

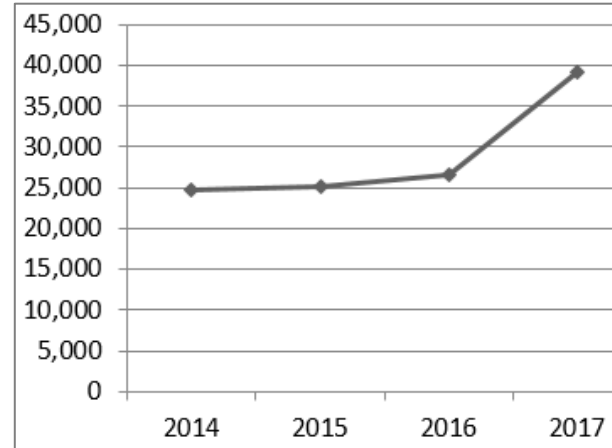
City owned asset? Yes

### How did they do in 2017?

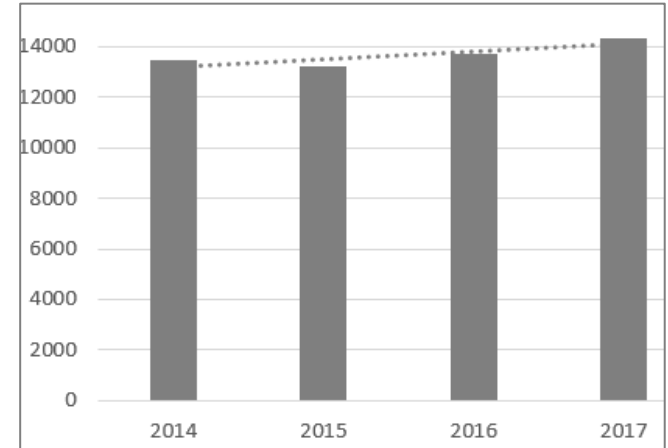
**Total attendance**



**Paid museum visitors**



**Museum education attendees**



### The story behind the numbers

- Total attendance includes school programs, museum events, special events, admissions, food and beverage, site, and Riverwalk.
- Densification of East Village and expansion of retail development in Inglewood and Ramsay, along with the improved safety conditions in the Riverwalk and St. Patrick's Island contributed to heavy use of the natural space at and surrounding Fort Calgary.
- Added two new interdisciplinary programs and a pilot program to meet curriculum needs for Junior and Senior High students. This attracted an additional 600+ students in the course of the calendar year, and expanded the age range of beneficiaries.

### Snapshot of 2018-19 priorities

- Design and stage a Reconciliation Speaker Series and advance partnerships with Treaty 7 Nations and MNA Region 3.
- Advance Museum Re-Design and Expansion Project with groundbreaking by beginning of 2019.
- Complete and release Strategic Plan 2018-2021 and launch a new brand.
- Work with The City of Calgary and CMLC to explore site upgrades, potential amenities, desire lines, future development.



## FORT CALGARY PRESERVATION SOCIETY (FORT CALGARY) Civic Partner 2017 Annual Report

**Organizational Structure:** Independent External Organization

**Fiscal Year End:** December 31, 2017

**Related Subsidiaries or Foundation:** None

**City 2017 Operating Grant:** \$1,106,443

**City 2017 Capital Grant:** \$380,749

### 1. Current Vision, Mission and Mandate:

For thousands of years, people have met at the confluence of the Elbow and Bow Rivers to imagine and realize their futures. Known as Moh'kinsstis to the Blackfoot, together we have built a city of energy, born of a powerful convergence of people, ideas and place. Fort Calgary exists to tell that story.

Fort Calgary is a national, provincial and municipal historic site that marks the original location of the 1875 North West Mounted Police (NWMP) fort built at this confluence. Fort Calgary preserves, protects, enhances and promotes the significance of the site – it is the birthplace of the city of Calgary and played a significant role in the evolution of Canada's world renowned RCMP.

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

### 2. What key results did your organization achieve in 2017 that contributed to one or more of the Council Priorities in Action Plan 2015-2018? *(A Prosperous City, A City of Inspiring Neighbourhoods, or A Healthy and Green City?)*

#### A Prosperous City

Fort Calgary is working actively to advance our commitment to respond to the Calls to Action, Truth and Reconciliation Commission Final Report. Our work supports the principles that articulate the vision for a prosperous city that cultivates diversity, energy, and inclusion on both economic and social fronts.

In 2017 we staged a ground breaking exhibition of the original Treaty 7 document (June to October) This was the first time the Treaty 7 document has left Ottawa since after it was signing at Blackfoot Crossing on 22 September 1877. This exhibition has since inspired other Numbered Treaty areas in Canada to stage similar exhibitions of their own and involved partnership between Fort Calgary, the Government of Canada, the Government of Alberta, and the Nations of Treaty 7.

In 2017 we partnered with Old Sun Community College to create our first Indigenous intern position

In 2017 we collaborated with various Blackfoot knowledge keepers to create our first cultural awareness training programs for CBE teachers and other organizations

In 2017 we partnered with the Commonwealth Association of Museums to stage an Indigenous Heritage Roundtable for their conference on "Museums and Nation Building"

In 2017 139 immigrant and refugee children and youth participated in a summer program at Fort Calgary through an initiative in partnership with the Calgary Local Immigrant Partnership. The purpose of our program was to ensure that each participant felt more connected to their city through exploration of the local history. They participated in various art and history based activities that brought them into our museum, garden, St. Patrick's Island, the Deane and Hunt House, and also engaged our summer students.

#### A City of Inspiring Neighbourhoods

Fort Calgary offers a key opportunity for residents of all surrounding communities to enjoy extensive natural space and participate in recreation and leisure at no cost on our 40 acre site. Owing to the density of East Village the green space represents a critical element that supports the needs of thousands of multi-family residential dwellers in the core.

Fort Calgary seeks opportunities to partner with a range of stakeholders to offer accessible public recreation opportunities. In 2017 this included Wanderlust, the East Village Neighbourhood Association Kite Festival, Walk for Reconciliation, Canada Day Pow Wow Showcase, Treaty Week Pipe Ceremony, and a formal Remembrance Day Ceremony. In addition, Fort Calgary hosts numerous pop up events coordinated by East Village and commenced a partnership with the Inglewood Night Market. Beakerhead installations and Beaker Night are hosted at Fort Calgary's public space.

#### **A Healthy and Green City**

Fort Calgary offers abundant natural space for outdoor recreation and leisure and is a key element in the RiverWalk system. Our Community Garden and surrounding property offer opportunity to re-establish native plant species and attract wildlife such as coyotes that are essential in balancing gopher and hare populations. In 2017 we transitioned on a comprehensive basis to utilizing composting to reduce waste. In addition, we have replaced all existing lighting with low energy, efficient products.

### **3. What challenges affected your operations in 2017? How did you transform your operations to respond and adapt?**

1. Fort Calgary has worked actively in 2017 to diversify funding sources and enhance revenue generation opportunities. This has involved adding a Marketing and Communications professional to our staff team, designing a new brand concept, elevating an existing role to focus broadly on engagement and resource development, and expanding our partnerships. Through attrition, Fort Calgary is re-assessing staff job descriptions to move towards a greater focus on resource development and sustainability activities. In 2017 Fort Calgary successfully secured additional funding through four (4) new funding sources.
2. Fort Calgary works with a conservative Human Resource strategy and utilizes, wherever possible, volunteer contributions and subsidized wage opportunities (student grants, interns, practicums) to supplement a small core staff of professionals. Remuneration is maintained at moderate industry standard and is balanced by non-monetary benefits and privileges focused on enhancing total compensation and work-life balance (eg. Scheduled Days off, flexible scheduling, free parking, access to organizational events at no cost, professional development).
3. In 2017, the organization underwent a major leadership transition with the retirement of the President and CEO. The Board of Directors worked with an Executive Search firm to recruit and retain a qualified successor. The process involved a planned transition and a period of overlap to ensure an informed handover of responsibilities and avoid any disruption in oversight, monitoring, reporting, and stewardship. All stakeholders were advised of the transition in advance and provided with appropriate introductions to support smooth transition.
4. Fort Calgary has made a commitment to sustainability as part of our three year strategic priorities. In 2017 this involved extensive consultation with key stakeholders and primary audiences to establish programmatic direction that will support ongoing relevance within our target market and enhance our ability to attract and retain guests and program participants.
5. Fort Calgary has been engaged in a long term capital improvement plan. In 2017, the organization fully re-assessed viability and relevance of our Museum Re-Design and Expansion Project, working with funders to secure necessary extensions for existing funding, with stakeholders to accurately assess needs, and pursue an adapted Project Plan which better reflects our commitment to deliver an authentic, relevant, and sustainable offering of programs and operations within a right-sized and upgraded facility.

6. Fort Calgary has undergone a process of analysis related to our major Events, in particular those which utilize our exterior site. This analysis has focused on developing criteria that support revenue generation, while also ensuring alignment with brand and community expectations.
7. Working with our Liaison at City of Calgary, Fort Calgary has worked to address Life Cycle needs based on priorities identified in the Asset Management Plan. A schedule of Life Cycle projects has been developed for 2018 which will address all key maintenance and replacement needs. The remainder of lower priority Life Cycle needs will be addressed fully through the Museum Re-Design and Expansion Project.

- 4. Using the chart below, please report your 2017 performance measures that demonstrate; where possible; how much you did, how well you did it, and how Calgarians are better off. Please identify through **BOLD** font, 1-2 measures that are most significant and could be presented in a chart.**

	Performance Measure	2015 results	2016 results	2017 results	What story does this measure tell about your work? Why is it meaningful?
How much did you do?	Total estimated attendance for School Programs, Museum Events, Special Events, Admissions, Food and Beverage, Site, Riverwalk	496,563	556,069	559,374	The Museum, Programs, Events, Venue Space and natural environment continue to attract a growing number of visitors. The ongoing densification of neighbouring East Village and expansion of retail development in Inglewood and Ramsay, along with the improved safety conditions in the Riverwalk and St. Patrick's Island contribute to heavy use of the natural space at and surrounding Fort Calgary. With this knowledge regarding the demand for recreational space we must give consideration to site development that will align with the standards, objectives, accessibility, and functionality needs of a growing demand for enjoyment of the 40 acre site.
	Public Special Events (No Cost, Public Holidays)	24,046	24,368	27,403	With the celebration of Canada 150 and the addition of more inclusive content to our planned programming and activities during Special Events, Fort Calgary attracted a record breaking number of

					<p>participants. The surveys completed with sample groups among attendees affirm the need to prioritize content and activities that support cultural learning and awareness especially related to Indigenous history, culture and experience in the Treaty 7 region. The inclusion of broader content relevant to current context and learning interests assisted in attracting new demographics of attendees – most notably urban Indigenous populations, barriered populations, and members of surrounding Nations.</p>
	<p>Museum Education Attendees (CBE, CCSD, Home School Associations, Charter Schools, Band Run Schools)</p>	13, 210	13,710	14,320	<p>Fort Calgary has devoted significant attention to advancing and enhancing our Museum Education programming. In 2017 we added two new interdisciplinary programs, along with a pilot program aimed at meeting the FNMI curriculum needs for Junior and Senior High students. This contributed to attracting an additional 600+ students in the course of the calendar year, and expanded the age range of beneficiaries</p>
	<p>Equal Access School Program Beneficiaries</p>	1,288	1,584	1,736	<p>The ripple impact of several years of recession in Alberta has contributed to continued growth in demand for Equal Access funding to reduce barriers to participation for Calgary students. In addition, the expansion of partnerships with Band run schools on Reserve has contributed to an increase in fund use. In many cases band run schools do not</p>

					have the same funding available for bussing and access costs for out trips and the distance from Reserve to Calgary also escalates costs. Indigenous children are overrepresented in CBE and CCSD schools situated in low income neighbourhoods where curriculum
	Reconciliation Education Pilot Initiatives (Adult Target Audience)	N/A	N/A	511	As a start point to expanding our education mandate and enhancing our role in the provision of experiential, land-based, and legacy education, Fort Calgary piloted a number of Adult Education events aimed at attracting a new demographic. This included a speaker series, Treaty Week event, and several focused tours with an emphasis on understanding Colonization and Reconciliation. Our work in the realm of adult education will be further expanded in 2018 with the addition of a subject matter specialist staff Director of Cultural Development.
	Garden Production	923 lbs	686 lbs	419 lbs	Fort Calgary has redirected strategic focus of our Community Garden Initiative with an enhanced focus on utilizing the space and product for Programming. We have developed a Blackfoot Ecology Tour and School Program content which emphasizes understanding of connection to the land, traditional plant use, and the nature of pre-contact/Euro settlement landscape. To that end we have reduced cultivation of produce and expanded

					cultivation of Indigenous plant species (sweetgrass, sage, wolf willow, tobacco etc.) for use in education and ceremony. Produce that is cultivated continues to be donated to local charities and the Alex Community Food Centre. This revision in Garden mandate assists us in creating stronger connection and activation between our stories, our programming and the physical site.
	Museum Visitors	25,088	26,598	39,073	Fort Calgary saw a tremendous increase in visitors in 2017. In part this was reflective of the profile that Canada 150 offered, the addition of two significant new exhibits (Treaty 7 and 20 Acts of Reconciliation), enhanced Indigenous content in programming, and new partnerships that brought in visiting exhibits and events that drew new guests (YWCA, IGP Committee, AFCC etc.)
	Volunteer Hours	3,871	3,380	4,708	Fort Calgary has worked actively to build upon our existing history of volunteerism and create new opportunities and diversify contributions. With an increased emphasis on Indigenous content, we have greatly increased volunteer participation by Knowledge Keepers, Elders and community representatives in staging events and activities as part of our Special Events, sharing knowledge through presentations and school programs, and participating in numerous stakeholder input sessions related to Museum

					Re-Design and Exhibit content development. We have also partnered with a number of on Reserve schools and educators to develop creative projects related to advancing reconciliation and this has led to big growth in volunteer hours to develop and execute on these projects. With an expanded mandate and facility on the horizon we will be focused on expanding volunteerism in number of hours, diversity of participants, and scope of opportunities.
How well did you do it?	Increase in Museum Education Participation	-1.8%	+3.8%	+4.3%	Expanded programs, expanded demographic to JR./Sr. High and focused development of FNMI curriculum offerings all enhanced attendance. In addition, active engagement of band run schools attracted new school groups. This number will continue to grow as we further expand Museum Education programming.
	Increase in Equal Access Beneficiaries	-23.7%	+23.8%	+8.8%	The utilization of the Equal Access Fund continues to grow as we engage more diverse school audiences, connect with Band run schools on surrounding Nations, and expand offerings to Jr./Sr. High. The ripple effect of several years of recession and disproportionate representation of target Indigenous populations in low income schools has also allowed us to make increased use of the Endowment fund to ensure no barriers.



	Visitor Attendance	+1.4%	+6%	+31.9%	New content, exhibits, programming, and activities that provided opportunities to engage with Indigenous history, culture and experience brought out new visitors. The Canada 150 profile also helped to boost attendance. A larger number of local guests visited the Museum in 2017, perhaps due to higher incidence of 'stay-cations' among Albertans impacted by recession. We also piloted a number of initiatives targeted to new demographics (picnics, speaker series, additional food services offerings, visiting exhibits)
How are Calgarians better off?	<p>In a time in which we, as a Nation, are seeking to come to terms with our colonial history and the Calls to Action related to reconciliation, Fort Calgary has filled a vital need in taking the first steps to provide Calgarians and global visitors diverse opportunities to engage directly with experiential learning related to Indigenous, knowledge, history, world views and experiences. Our fledgling efforts in 2017 to embrace a reconciliation mandate have opened doors to inclusion of new partners, visitors, and supporters. We have actively provided Calgarians with a forum and a venue to explore first hand the legacy of colonization and how it has shaped the present we live, and provided opportunities for visitors to engage directly with Indigenous Elders and Knowledge Keepers.</p> <p>We have opened new horizons and begun to redefine the role and responsibility of a Museum in our society. With the Treaty 7 Exhibit, we established a new conversation about the birth of the City and how that impact continues to ripple. With a shift in narrative we also allowed new volunteers, advisors and guests to enter into relationship, forging connections with each of the Treaty 7 Nations, MNA Region 3, the Aboriginal Friendship Centre of Calgary, Indigenous Gathering Place Committee, Walk with our Sisters, Old Sun Community College and more.</p> <p>With an evolving narrative, new presentations, and a leading approach to reconciliation, Fort Calgary has benefitted all Calgarians in enhancing our profile as a City and a society as we play host to visitors from around the world. Our ability to connect visitors with the evolving role of the RCMP also benefits our profile as a City and a Nation as visitors become acquainted with the unique national and international contributions and role of our national police force.</p> <p>Fort Calgary offers a premier event space that is accessible and affordable to a diverse range of customers. In 2017 we continued to provide outstanding venue and service to a</p>				

broad range of charitable organizations, playing host to everything from AGM's to Research Symposiums. We frequently partner with non-profits and charitable organizations to offer venue and service at a no or low cost level which strengthens our charitable sector and offers a forum for broad discourse.

**5. What resources were leveraged to support operational activities in 2017?**

Revenue Generation through:

Admissions

Program Fees

Gift Shop

Food and Beverage Services

Venue Rental

Special Events

Grants:

STEP –Summer Temporary Employment Program

Canada Summer Jobs

Young Canada Works

Alberta Museum Association

Alberta Gaming and Liquor

Calgary Foundation

First Calgary Financial

Canada Conservation Institute

Volunteers, Interns and Practicum Placements

Partnerships

**6. Please estimate how The City's operating funding was allocated in 2017. Mark all areas that apply by approximate percentage. For example, 45% allocated to staffing costs, 10% to evaluation or research, etc.**

<b>3%</b>	Advertising and promotion
<b>%</b>	Programs or services
<b>1%</b>	Office supplies and expenses
<b>10%</b>	Professional and consulting fees
<b>50%</b>	Staff compensation, development and training
<b>1%</b>	Fund development
<b>%</b>	Purchased supplies and assets
<b>%</b>	Facility maintenance
<b>35%</b>	Evaluation or Research
<b>%</b>	Other, please name:

**7. Did volunteers support your operations in 2017? If yes,**

<b>How many volunteers?</b>	<b>210</b>
<b>Estimated total hours provided by volunteers:</b>	<b>4708</b>

**8. What are your key priorities and deliverables for 2018-2019?**

- Complete and pilot two additional Museum Education Kits
- Continue to pilot Jr/Sr High Education Programs
- Design and stage a Reconciliation Speaker Series
- Advance progress on Museum Re-Design and Expansion Project (retain prime design, submit DP/BP, break ground by beginning of 2019)
- Increase and diversify funding sources for cultural development programming
- De-accession Museum collection that will not align with Exhibit content in the new design
- Host minimum two visiting Exhibits
- Complete and launch new brand and associated collateral (website, print, social, uniforms etc.)
- Complete and release Strategic Plan 2018-2021
- Advance partnerships with Treaty 7 Nations and MNA Region 3
- Advance partnerships with IGP Committee and Correctional Services Canada for innovative initiatives
- Develop criteria and brand alignment criteria for Event vetting and hosting (especially as relates to outdoor concerts)
- Advance partnership with City of Calgary and CMLC to explore site upgrades, potential amenities, desire lines, future development

**CAPITAL AND ASSET MANAGEMENT**

**Asset:** Fort Calgary

**9. Provide a summary of your organization's 2017 capital development, including specific lifecycle/maintenance projects.**

Implementation of recommendations emerging from the Asset Management Plan was a priority for planning in 2017. While the majority of lifecycle and upgrades will be undertaken in 2018, a complete review of outstanding maintenance and lifecycle projects required was determined in collaboration with our Civic Partners Liaison. Based on this process and successfully securing required funding Fort Calgary will have addressed all 0 and 1 category lifecycle requirements before end of 2018. In 2017 the following were completed:

Link corridor upgrades and glass repairs  
 Metis cabin restoration completed  
 Installation and unveiling of Marking Exhibit/Public Art  
 Emergency lighting and Exit signage installed/upgraded  
 Fire alarm monitoring system installed  
 HVAC platform upgrades to Deane House  
 Community Garden gopher proof fence install

**10. What funding was leveraged to support capital activities in 2017?**

Federal Grants: Western Economic Diversification  
 Canada Cultural Spaces  
 Provincial Grants: Major Community Facilities Enhancement Program  
 Private Foundations



Revenue from Events
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**NOT APPLICABLE--STRATEGY DELIVERY (for applicable partners)**

***11. What key results were achieved in 2017 for the Council-approved strategy you steward?***