



One Calgary 2019-2022 Business Plan & Budget Summary
Fort Calgary Preservation Society
(Board Approved)

One Calgary Line of Service: Economic Development and Tourism

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

1. What are your organization's priorities and actions for 2019-2022?

Fort Calgary completed a strategic planning process in 2018 with the finalized Plan to be endorsed by the Board of Directors September 18, 2018. The process of strategic direction setting for Fort Calgary began by defining the challenges facing the organization. A leadership change in 2017 set the stage for a full review of mandate, organizational structure, and programming. The first phase involved completing a strategic analysis examining the various internal and external forces that may impact the organization.

The second phase of the strategic planning process involved setting the strategic direction for Fort Calgary by determining how the organization needs to respond in light of the various strengths, weaknesses, opportunities, and threats defined in phase one. During this phase of work, Fort Calgary's Board of Directors, supported by Fort Calgary staff, developed a set of key priorities for the organization. Key priorities and actions for 2019-2022 are as follows:

1. Enhance profile, marketability, and status as a prime City of Calgary attraction and cultural/historical resource.
 - Focus on integration of all elements of programming and service around a cohesive brand
 - Enhance interpretive and Visitor Services' scope with emphasis on continued evolution
 - Deliver Special Events that are relevant and innovative, enhance brand positioning, and are aligned with organizational mission and mandate
 - Incorporate rotating, visiting, and topical exhibits on a planned and continual basis
 - Conduct a formal market assessment regarding tourism trends
2. Create a venue that represents the birth story of the City of Calgary in a manner worthy of sharing with the global community of visitors, local and beyond.
 - Create, expand, and strengthen partnerships with diverse stakeholder groups and community representatives, and invite them to co-create the story being told
 - Optimize access and range of mediums for engagement
 - Increase diversity of client base
 - Enhance participation in community initiatives and networks
 - Increase functionality and optimize use of the facility
3. Deliver and experiential learning forum that offers an innovative and inclusive representation of intercultural relations in Southern Alberta.
 - Revitalize and modernize exhibits, curriculum, and messaging
 - Enhance and augment education programs

- Increase market reach for education programs and learning opportunities
- Develop training/internship opportunities for students
- Utilize technology to maximize reach and accessibility

4. Ensure longevity and sustainability of Fort Calgary.

- Establish ongoing life cycle maintenance plan
- Support growth of Volunteer Resources as a central contribution to Fort Calgary operations
- Increase revenue streams to support organizational growth
- Develop a comprehensive plan for the national historic site
- Sustain and preserve status as a recognized Museum and historic site

2. Outline how your priorities align with the Citizen Priorities for 2019-2022 and Council Directives (see attached summary)

A City of Safe and Inspiring Neighbourhoods – Cherishing and protecting our heritage will enrich the sense of place in our communities.

- Museum Redesign Capital Project
- Learning Centre Program Enhancement
- Respecting community context by responding to the community's past heritage and cultural contexts

A Healthy and Green City – continue to make parks and green spaces a priority and proactively seek to increase green space in neighbourhoods

- Site Improvements and Pop up Activations
- Special Events
- Green space respite amidst high density master plans and developments
- Working in the existing fabric of the community and providing diverse outdoor recreational options

A Well-Run City – in concert with TRC recommendations develop a strong, positive, and enduring relationship with Treaty 7 Nations, MNA Region 3 and all urban Indigenous Canadians.

- Curatorial Partnership – Indigenous Advisory Council
- Corrections Canada Pilot Initiative
- Hub for Legacy Education
- Formal Indigenous Relations portfolio established and actively partnered with Treaty 7 Nations, Metis Nation of Alberta, Region 3, City of Calgary Indigenous Strategies Office, Calgary Foundation, Urban Society of Aboriginal Youth. Aboriginal Friendship Centre.
- Creation of ethical space to advance understanding of Indigenous history and experience through authentic, experiential programming and exhibits, and hosting ceremonial activity
- Formal adoption of a reconciliation mandate

3. Which of your programs and services are funded by The City's operating grant?

The City of Calgary's operating grant supports the following:

Salaries associated with Volunteer Resources, Collections, Communications, Education and Administration.

Life cycle maintenance (partial)

Building operations

4. Identify 3-5 performance measures that you will use to evaluate your organization's performance from 2019-2022. Provide measures in the RBA format of How much you will do, How well you will do it, and Is anyone better off. (See attached sample)

How much you will do	How well you will do it	Impact
Number and diversity of audience visits to Fort Calgary will increase by 30% post Museum Redesign Project (2020-2022)	<p>optimization of facility space</p> <p>fully updated standing exhibits</p> <p>quarterly rotating visiting exhibits</p> <p>program of Special Events spans calendar year</p>	<p>Visitors and guests will experience an upgraded and inclusive portrayal of Calgary's history with specific emphasis on Indigenous history and experience.</p> <p>Regular incorporation of visiting exhibits will offer opportunities for emerging artists and exhibitors to find a host site for innovative content.</p>
Number and diversity of partnerships expands to include two additional relationships/year	<p>Formal programming partnerships and collaborations with the following are targeted for 2019-2022:</p> <p>CMLC</p> <p>Indigenous Gathering Place Committee</p> <p>Making Treaty 7</p> <p>Aboriginal Friendship Centre</p> <p>Corrections Canada</p> <p>Treaty 7 Band Schools</p> <p>Tourism Calgary</p> <p>MRU</p> <p>Calgary Stampede Board</p> <p>Calgary Horticultural Society</p> <p>54 North Productions</p>	<p>An externally focused mandate emphasizing diverse partnerships that expand programming and activate the National Historic Site will support Fort Calgary to be a primary community hub and learning/cultural resource</p>
Number of annual public events is increased by 35% by 2022	<p>Fort Calgary will strategically expand public events in the Museum and Barracks Food and Beverage Services that align with evidence-based analysis of local community and downtown core trends in consumer demand</p>	<p>An expanded offering of recreation, education and entertainment will contribute to an enriched arts and culture landscape in East Village</p>

5. Identify how you will leverage resources from 2019-2022. Please provide specific examples.

Fort Calgary will focus on a number of primary strategies related to leveraging resources from 2019-2022:

- Expanded partnership with third party operator of an upscale destination gift shop focused on Indigenous artisans and western inventory to increase revenue
- Expanded activation of site through design and development to draw visitors and enhance revenue generating activity (pathways, outdoor exhibits, public gathering space)
- Addition of a Museum bistro with patio as part of the Museum Redesign Project to operate year-round and increase revenue generation
- Enhance hosting of third party and Fort Calgary special events that align with community priorities and interests – especially capitalizing on closure of Eau Claire Market to attract competitive/Fun Runs displaced by construction
- Inclusion of Gallery of Nations curated by Treaty 7 and MNA, Region 3 and provision of ceremonial space that opens avenues of additional Federal funding grants
- Regular schedule of annual public programming and education opportunities strategically developed and marketed to target audiences
- Redesign Theatre to accommodate more diverse musical events and theatrical performance
- Expanded catering and events offerings targeted to community demographics (wine tastings, Harvest Dinner, Picnic Baskets)
- Align with Calgary Foundation funding opportunities through further establishing Fort Calgary's role as a hub for Legacy and De-Colonization education

6. Provide your board approved budget projections covering 2019-2022:

Operations (000's)	2019	2020	2021	2022
City of Calgary proposed operating grants	1,147,200	1,147,200	1,147,200	1,147,200
Other operating grants	30,000	0	31,000	31,500
Earned revenue from operations	1,213,500	368,400	1,304,500	1,320,900
Donations & fundraising revenue	0	0	0	0
Operating expenses	<2,382,940>	<1,550,600>	<2,469,300>	<2,477,700>
Net of revenue and expenses	7,560	<35,000>	13,200	21,900
Opening operating reserves	239,352	239,352	239,352	239,352
Ending operating reserves	239,352	239,352	239,352	239,352
Capital (000's)	2019	2020	2021	2022
Opening capital reserves	0	0	0	0
Requested City of Calgary lifecycle grants	100,000	60,000	100,000	100,000
Other City of Calgary capital grants	0	0	0	0
Other capital revenues	0	0	0	0
Capital expenditures	100,000	60,000	100,000	100,000
Ending capital reserves	0	0	0	0

7. What are the key financial risks or challenges related to your organization's budget projections for 2019-2022? Provide specific examples and the year in which challenges are anticipated.

As Fort Calgary advances toward construction phase of our Museum Redesign Project the organization is strategizing to address risks associated with the required period of closure the project will require. It is

anticipated that construction will take 12 months, with full closure of the Museum required for a minimum of eight months. Final construction schedule will not be available until end of 2018, so closure dates and plans to mitigate risk are tentative at this stage. Challenges anticipated include:

Loss of Museum admission and gift shop revenue September 2019-September 2020

Mitigation Strategy: Mobile exhibits, enhanced special events utilizing outdoor site, maintain and expand Barracks operations with full catering and events services, expand Artisan's Fair to twice annually

Disruption to Learning Centre Programming and associated revenue September 2019-2020

Mitigation Strategy: Establish portable Learning Centre on site to facilitate continued school visits, develop three additional travelling Museum Kits for use in schools, expand Field Trips in the Classroom focused in FNMI curriculum, add secondary school programs to expand reach, develop online teacher's forum offering virtual gallery tours