



One Calgary 2019-2022 Business Plan & Budget Summary
Heritage Park Society
(Board Approved)

One Calgary Line of Service: Economic Development and Tourism

Mission: Connecting people with the settlement of Western Canada.

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

- Complete Natural Resources area restoration and construction
- Develop and roll out new education programs around the natural resources story
- Expand annual pass holder base and drive gate attendance
- Rebuild banquet and catering sales to pre-recession levels

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

Council Priority	Business Plan
A Prosperous City	Build our competitive position and reputation as a world-class attraction in the local, national, and international communities. Heritage Park maintains a focus on arts, culture and economic diversification. We continue to enhance education programs and immersive experiences including our Once Upon a Christmas program. Gasoline Alley and Heritage Plaza are open year round and act as a hub for winter activity
A City of Safe and Inspiring Neighbourhoods	Safeguard our collection of heritage assets and continue to enhance our reputation as an accredited museum.
A Healthy and Green City	minimize carbon footprint through reduced energy usage, recycling or composting all disposables (effectively doing away with garbage), replacing old technologies with energy efficient versions as items are replaced.

A Well-run City

Be a fiscally responsible member of the Calgary community.
Be a responsible employer, providing a safe, inclusive, and engaging work environment for productive employees and volunteers.

In addition, Heritage Park maintains strong indigenous programming that is immersive and inclusive. A partnership established with the Treaty 7 Nations in 2007 has enabled the Park to develop and deliver, authentic, culturally sensitive programming to our audience. Indigenous staff are involved with the research, development and delivery from a leadership and engagement perspective.

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

The Park does not specifically allocate the City operating grant to cost categories. The grant offsets costs of salaries & wages, administration, school programs, and facility costs (utilities etc).

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)

Did attendance increase?

Did we receive more positive than negative comments?

How many school children did we reach?

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

We will enlist the assistance of volunteers, drawing on our base of almost 2000 individuals who collectively donate approximately 40 person-years of time annually. We will continue to leverage our status as a registered charity and our ability to provide tax receipts to maximize personal donations and gifts-in-kind where possible. We will use our accredited museum status and our strong history of fiscal responsibility to access grants and sponsorships. If we end any year with a surplus, those funds will be used as matching against the City's capital grants to ensure we are able to maintain our historic structures.

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

Operations ('000s)	2019	2020	2021	2022
City of Calgary proposed operating grants	3,114	3,114	3,114	3,114
Other operating grants	322	328	335	342
Earned revenue from operations	15,554	15,908	16,436	16,765
Donations & fundraising revenue	1,850	1,914	728	743
Operating expenses	21,229	21,768	21,067	21,488
Net of revenue and expenses	(389)	(504)	(454)	(524)
Opening operating reserves	1,096	707	203	(251)
Ending operating reserves	707	203	(251)	(775)
Capital (000's)	2019	2020	2021	2022
Opening capital reserves	2,445	512	(1,046)	(2,333)
Requested City of Calgary lifecycle grants	2,335	1,143	1,332	945
Other City of Calgary capital grants	0	0	0	0
Other capital revenues	2,066	2,287	45	45
Capital expenditures	6,334	4,988	2,663	1,890
Ending capital reserves	512	(1,046)	(2,333)	(3,233)

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.

Key financial risks include increasing base costs outside our control (minimum wage hikes and carbon levy). These will increase our 2019 expenses more than \$720K higher than in 2018, and cumulatively more than \$1.8M since 2015. This increase will continue in 2020 to 2022, plus any potential cost of living or merit increases for staff at the minimum wage level. This risk is exacerbated by the potential for no inflationary increases in our operating grant, or worse, annual deductions. With increasing costs and static or reduced grants (and little opportunity to increase prices due to price resistance at the gate), our only option will be to cut programs and offerings. In doing this, we risk customer dissatisfaction and loss of attendance, which increases our risk of deficits further.