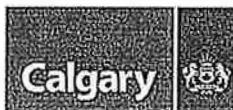


One Calgary Civic Partner Presentation

*Heritage Park Society
Economic Development and Tourism*

V04 1



Meeting the Needs of Calgarians



"I've been coming to Heritage Park for six decades. It's a great interpretation of Alberta's recent history and includes rides and fun attractions to help resolve any 'history is boring' comments from the back seat. This is one of Calgary's 'Crown Jewels' for tourist attractions, but you can tell the park is stressed for funding -- especially since the energy boom has packed up and left town. Don't let this discourage you from coming, but for Albertans and Calgarians, spread the word that Heritage Park needs to be maintained if we want this great resource to continue."

♦

"Heritage Park is the best I have experienced. I particularly took interest in the detail about each building and its history and information about its contents provided by the staff. This was well worth the visit."

♦

"Absolutely outstanding! An amazing experience, overall, and a very good quality learning experience. The staff was extremely friendly and willing to answer all our questions and gave interesting answers as well going into a good degree of historical knowledge. The authenticity of the area and costumes are extremely good. We loved this place and would recommend it to anyone."

♦

"My grade 4 class had the pleasure to be taken on a mini tour of the Gasoline Alley basement level. All my students were highly engaged (a rarity) and when reflecting on the trip, they said it was one of their favorite parts."

♦

"I must say that Heritage Park's 'Made for Survival' was my favourite Historic Calgary Week presentation. Our First Nations interpreters were wonderful, very open and warm in their presentation and extremely patient when answering some very 'First World' questions."

♦

"This is a beautiful park with a lot going on that will teach and entertain you. Leave plenty of time to see this place."

♦

"Great place to bring the family. Wonderful time looking back in history and enjoying the outdoors while being in the city!"

Trends and Research

CHALLENGES

Financial impacts of government policy and projects, and economic downturn

Flood Mitigation work on Glenmore Reservoir

S.S. Moyle unable to sail:

Total anticipated impact on net revenues	(643,570)
--	-----------

Unauthorized access to the Park via the exposed shoreline:

Estimate of financial impact	(20,000)
------------------------------	----------

Minimum Wage

2018 impact on wages	(442,650)
----------------------	-----------

2019 on, annual additional base cost, seasonal and part-time wages	(676,460)
--	-----------

Carbon Tax

2018 and on (assuming levies are not increased)	(51,583)
---	----------

Lost corporate sponsorships due to economic conditions

Total lost sponsorships in 2018 (will impact 2019 also)	(203,000)
---	-----------

TOTAL impact on 2018 net results	(1,360,803)
---	--------------------

TRENDS

- lower spend per banquet guest, lower number of guests
- Continued high US/CAD exchange rate
- Government legislated changes and initiatives that negatively impact our sustainability

OPPORTUNITIES

- Natural Resources Area restoration and interpretive centre
- Growth in international visitorship

Alignment with Citizen Priorities & Council Directives

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.

Strategic direction is to maintain our fiscal position. This has become increasingly difficult to do in light of external influences that have negatively impacted our ability to operate and generate revenue. Although Heritage Park continues to do more with less, this is not a sustainable practice in the longer term.

Priorities 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

What we will continue to do:

- Cost mitigation strategies will continue to be enacted, but we are at the limit of how many hours of staff time we can cut without cutting actual programs or further reducing Park operating hours or causing increased risk to assets and safety
- Maintain our heritage assets assuming funds are available

What we will do more of:

- Cut costs as much as possible while still completing critical lifecycle maintenance
- Higher focus on fundraising and recouping lost corporate sponsorships
- Increase partnerships to enhance marketing efforts

What we will do less of:

- Any programs or events that do not contribute to the bottom line

Results and Measuring Performance

How we'll measure success:

- Did attendance increase?
- Did we receive more positive than negative comments?
- How many school children did we reach?
- Did our bottom line increase?
- Did we secure new corporate sponsors?

2019-2022 Operating Budget

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)

2019-2022 Capital Budget

Capital ('000s)	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)