

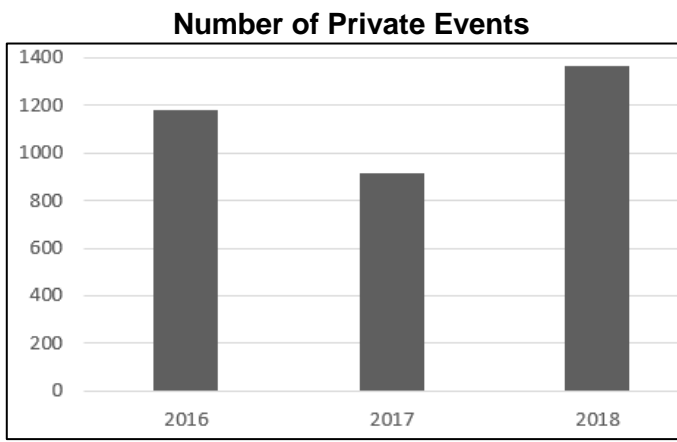
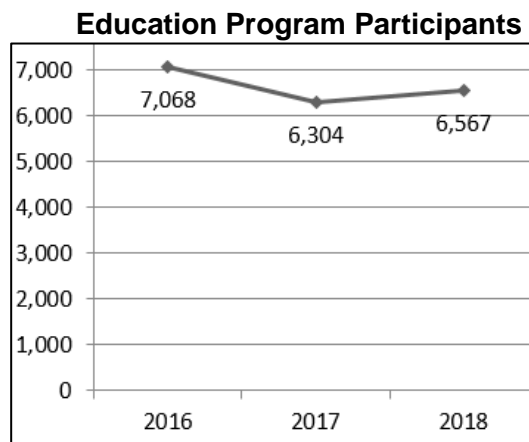
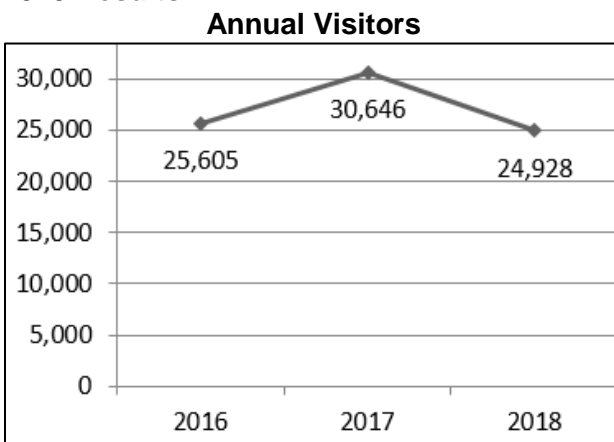
CIVIC PARTNER 2018 ANNUAL REPORT SNAPSHOT- FORT CALGARY PRESERVATION SOCIETY

CPS2019-0538 Civic Partners Annual Report Attachment 13
ISC: UNRESTRICTED

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
One Calgary Line of Service: Economic Development and Tourism

2018 City Investment
 Operating Grant:\$ 1,222,210
 Capital Grant: \$330,042
 City owned asset? Yes

2018 Results:



The story behind the numbers

- The number of annual visitors declined, but Fort Calgary continued to be a valued destination and civic attraction.
- 2018 was a sold out year for student programs. Programs and resource kits are offered for students from kindergarten to grade 7.
- Fort Calgary is a unique event venue with heritage character and regional history and private events business is growing even during the downturn and competitive environment.

Strategic alignment

- Under *Calgary in the New Economy: An economic strategy for Calgary*, Fort Calgary contributes to Place, by adding to the exceptional cultural fabric of the Calgary region.
- As a heritage and cultural organization, Fort Calgary aligns with the *Cultural Plan for Calgary*, with a focus in 2018 on diversity and Calgary's built, natural, and Indigenous heritage. The focus on indigeneous people supports the *Enough for All* poverty reduction strategy
- The location's 40+ acres of riverfront land contributes to Calgary's downtown green spaces, and promotes land based learning and supp Calgary's *Open Spaces Plan*.
- The protection, management, and preservation of the historical site aligns with *Calgary's Heritage Strategy*.

CPS2019-0538
ATTACHMENT 13



Organizational Structure: Independent External Organization

Fiscal Year End: December 31, 2018

Related Subsidiaries or Foundation: None

City 2018 Operating Grant: \$1,222,210

City 2018 Capital Grant: \$330,042

1. Current Vision, Mission and Mandate:

The confluence of the Bow and Elbow Rivers has been a historical and cultural gathering place from the first Indigenous people thousands of years ago to the arrival of the North-West Mounted Police in 1875. From its origins as Mohkinsstis (Blackfoot), Wîchîspa (Stoney), and Guts'ists'i (Tsuut'ina), to its more recent history as a national, provincial and municipal historic site, Fort Calgary has a complex story to tell.

Fort Calgary is operated by the Fort Calgary Preservation Society. Fort Calgary preserves, protects, enhances and promotes the significance of the site for the benefit of the citizens and visitors to the city of Calgary. It is the birthplace of the city of Calgary and played a significant role in the evolution of Canada's world renowned RCMP.

Our Mission is to create a place where people and history intersect.

2. What **key results** did your organization achieve in 2018 that contributed to one or more of the [Council Priorities in Action Plan 2015-2018](#) and created public value?

- **PROSPEROUS CITY:** Fort Calgary is proud to be part of what makes Calgary attractive for newcomers, new businesses and tourists. Despite the economy and increasing competition for attractions and museums in Calgary, Fort Calgary held its own, sustaining its visitor numbers, comprised of 60% Calgarians and 40% visitors to the city. While visitor numbers held steady, Equal Access Program discounts increased in 2018, likely as a reflection of the economy. We're proud that, even in difficult times, visitors still choose Fort Calgary as a place to learn and have fun. (P12)
- Once again, Fort Calgary was a SOLD OUT site for school field trips, hosting 6,500 students in 2018 in programs directly tied to the school curriculum. That included 2,000 students that learned how to build a mini log cabin as part of our "Building Calgary" program. We endeavour to keep these programs affordable, and provided 625 students with programs and bussing through our Equal Access Initiative. (P11)
- Fort Calgary was invited to deliver 14 presentations to businesses and community groups related to contemporary Indigenous relations. This is a growing area of focus for the Fort and reflects the desire among people and workplaces to act on the recommendations of the Truth and Reconciliation Commission. (P9)
- **INSPIRING NEIGHBOURHOODS:** Fort Calgary is at the crossroads of historic neighbourhoods (Inglewood, Ramsay), newly-established communities (East Village) and areas in transition (Victoria Park). We have worked closely with the City on the redevelopment of Fort Calgary since 2006, ensuring it is closely tied to the Rivers District Masterplan to revitalize the area. (N5)
- As a historical preservation society, Fort Calgary was pleased to see the Métis Cabin return to the site. The return of this culturally-significant building was made possible via the generous donation by a prominent Calgarian, who also recognized the importance of this asset. The cabin was reinstalled, and in 2019, will be the site of the pilot-testing of new school programs related to this aspect of our heritage. (N10)
- Sites like the Fort are gathering places and platforms for conversation for these neighbours and the broader community. In 2018, we experimented with new programs designed to provide the kinds of

experiences our neighbours were seeking: our Black & White Movie Nights, Concert Series and Murder Mystery dinners have proven popular, including one sold out concert night. (N9)

- As a gathering place we think wholistically about the 40 acre site, aiming to engage in events that will attract our neighbours and provide unique experiences for Calgarians. We hosted eight large outdoor events in 2018 including Beakerhead and Brewery & the Beast, and catered events for 56,000 people serving 59,000 scones (many people had two!). (N4)

3. What challenges affected your operations in 2018 and how did you adjust?

TRANSITION IN EXECUTIVE-LEVEL LEADERSHIP: Linda McLean exited her role as President & CEO mid-year, and Alison Pidskalny joined the team in December 2018. In the interim, two acting co-CEO’s were appointed who were familiar with the operation and the team. These two people have since transitioned into new cross-functional roles as Vice President, Visitor Experience and Vice President, Business Operations.

LOSS OF OUTDOOR CONCERTS: With the Rotary’s annual outdoor concert cancelled for 2018, our annual revenue decreased significantly. While we did not have the capacity to resolve this financial gap, we did create a new series of public programming that helped to fill the gap in program offerings hosted on-site, including the Make History Concert Series and Black & White Movie Nights.

DECREASE IN VOLUNTEER LABOR: There was a slight decrease in volunteer hours due to the older demographic of our volunteers (e.g. physical limitations, illness, and retiring from volunteer services), as well as a continuing trend towards episodic volunteering.

DECREASE IN ADMISSION REVENUE: Fort Calgary experienced a slight decrease in revenue admission compared to our annual average (not including Canada 150). To achieve a balanced budget, we focused on lowering event expenses for Canada Day and strategized for a stronger admission year in 2019.

4. Briefly describe how your key results in 2018 contributed to the following Council approved strategies (as applicable. Please note if you steward the strategy)

Strategy	Key Results
Calgary in the new economy: an updated economic strategy for Calgary	<p>Of the four pillars of this strategy, Fort Calgary ties most closely to “Place: Canada’s most liveable city” by adding to the exceptional cultural fabric of this region. Developing programs that attract visitors from Calgary and abroad is central to our strategy. We also prioritize programs that provoke conversation and new understandings about our history.</p> <p>How we go about doing that connects closely to the overall Strategic Framework of this document. We:</p> <ul style="list-style-type: none"> • Prioritize a safe, inclusive, and respectful site; • Believe in education and collaboration, and proactively engage advisors to inform our content and strategies; and • Build community spirit through a strong volunteer program and increased focus on community connections.
Cultural Plan for Calgary	<p>As a heritage and cultural organization, Fort Calgary ties into most of the Cultural Plan for Calgary, however for the purpose of this year’s report, we wish to highlight our work in two areas: [1] MAXIMIZE CALGARY’S DIVERSITY ADVANTAGE and [2]</p>



	<p>CONSERVE AND CELEBRATE CALGARY’S BUILT, NATURAL AND INDIGENOUS HERITAGE.</p> <p>MAXIMIZE CALGARY’S DIVERSITY ADVANTAGE: Diversity is a priority for Fort Calgary, from the composition of our Board and staff, to the principles that guide our work, including our Equal Access Program intended to alleviate barriers to access and our participation in the Cultural Access Pass. The Board has proactively invited the participation and inclusion of members to better represent the diversity of our community. Women continue to step-up, representing 5/13 of Board positions in 2018, including 3/5 of executive positions. The Fort also has a high proportion of women in leadership positions, proactively considers diversity in our hiring practices and benefits from strong Cultural Access Pass visitation.</p> <p>CONSERVE AND CELEBRATE CALGARY’S BUILT, NATURAL AND INDIGENOUS HERITAGE: Our site at the confluence of the Bow and Elbow Rivers has been an important gathering place for centuries. Honouring this complete story, and sharing this narrative with our visitors, is central to the New Museum Project, anticipated completion Q1 2022.</p> <p>The Fort is committed to the call to action in the Final Report of the Truth & Reconciliation Commission of Canada (2015), “Museums and archives as sites of public memory and national history have a key role to play in reconciliation.” We also believe we have a role to play in sharing truths, in particular, the truths of this site.</p> <p>Fort Calgary is taking this effort seriously, and have been working for some time with the RCMP Veterans Association and an Advisory Committee of representatives from each of the Treaty 7 Nations and the Métis Nation of Alberta, Region 3. We’ve also taken the courageous steps toward “curatorial autonomy”, providing the RCMP and Indigenous Advisors with the autonomy to determine what stories will be shared, in their voice.</p>
<p><u>Enough for All Poverty Reduction Strategy</u></p>	<ul style="list-style-type: none"> • Fort Calgary supports Enough for All’s goal that all Indigenous people are equal participants in Calgary’s prosperous future, and has engaged representatives from each of the Treaty 7 Nations and the Métis Nation of Alberta, Region 3, as Indigenous Advisors. • Our Cultural Development team and New Museum Project mission support the United Nations Declaration of Rights of Indigenous Peoples by reducing the barriers between the platform (e.g. our museum) and the storytellers (e.g. our Indigenous Advisors) by promising curatorial autonomy. • Fort Calgary supports the concept of reconciliation at the heart of dialogues, planning, and public awareness. We support these initiatives through our educational programming, partnerships (including the annual Walk for Reconciliation), and Cultural Development initiatives.
<p><u>Sport for Life Policy</u></p>	<p>(not applicable)</p>
<p><u>Foundations for Hope: Calgary’s Corporate Affordable Housing Strategy</u></p>	<p>(not applicable)</p>
<p><u>Open Spaces Plan (Calgary Parks’)</u></p>	<ul style="list-style-type: none"> • With 40+ acres of breathtaking river-front land, Fort Calgary helps Calgarians recognize that urban green spaces are precious and valuable contributors to the cultural fabric of Calgary.

	<ul style="list-style-type: none"> Land-based learning is an integral part of Fort Calgary’s educational offerings, which supports an enhanced sense of environmental stewardship in participants.
<u>Recreation Master Plan</u>	(not applicable)
<u>Calgary Heritage Strategy</u>	<ul style="list-style-type: none"> By definition, the Fort Calgary Preservation Society protects, manages, and preserves the historical importance of this site. Fort Calgary’s efforts support the Calgary Heritage Strategy by contributing to Calgary’s prosperity and quality of life – especially by offering historical resources to new Canadians through the Cultural Access Pass. In 2018, Fort Calgary was pleased to see the Métis Cabin return to the site, with the support of a generous donor.

5. Do you support any Civic Partner approved strategies? For example, Calgary Arts Development Authority’s [Living a Creative Life](#), or Tourism Calgary’s [Destination Strategy](#)?

Fort Calgary supports Tourism Calgary’s **Destination Strategy** by being a member of both Tourism Calgary Partnership Program and Calgary Attractions Consortium. In addition, we actively pursue activities outlined within the Destination Strategy, including developing and hosting events that enhance the cultural offerings of Calgary. Additionally, we support Tourism Calgary to create and articulate Calgary’s unique personality by participating in brand workshops and offering insight and opportunities.

6. Please estimate how The City’s operating funding was allocated in 2018. Mark all areas that apply by approximate percentage. For example, 45% allocated to staffing costs, 10% to evaluation or research, etc.

5 %	Advertising and promotion
0 %	Programs or services
1 %	Office supplies and expenses
7 %	Professional and consulting fees
58 %	Staff compensation, development and training
0 %	Fund development
0 %	Purchased supplies and assets
29 %	Facility maintenance
0 %	Evaluation or Research
0 %	<i>Other, please name:</i>

7. Did volunteers support your operations in 2018? If yes:

How many volunteers?	185 active volunteers
Estimated total hours provided by volunteers:	2,063 hours provided by volunteers

8. What resources did your organization leverage to support operations in 2018?

- PARK PLUS:** Established a paid parking system to create a new revenue stream.
- STEP PROGRAM:** Enabled us to hire a summer student to help with site maintenance due to subsidized payroll costs.
- YOUNG CANADA WORKS and SUMMER CANADA JOBS:** Enabled us to hire three summer students (with subsidized payroll costs) in the areas of Collections, Visitor Services, and Public Programming.

- **CULTURAL ACCESS PASS:** As a program partner and provider of the passes, Fort Calgary was able to better support new Canadians and engage with a key demographic in our community.
- **FEE ASSISTANCE PROGRAM:** Allowed us to provide subsidized admission for low-income Calgarians.
- **CALGARY FOUNDATION GRANT:** This grant allowed us to invest in creating a new position and department at Fort Calgary in order to begin a dedicated and committed journey towards truth and reconciliation. Dr. Troy Patenaude PhD accepted the role as Director of Cultural Development in 2018.
- **INDIGENOUS KNOWLEDGE RESOURCES:**
 - Fort Calgary engaged representatives from each of the Treaty 7 Nations and the Métis Nation of Alberta Region 3 as Indigenous Advisors to the New Museum Project, and our Cultural Development Strategy.
 - Fort Calgary’s Cultural Development included the design and delivery of a series of new training workshops/presentations on contemporary Indigenous relations, Métis history, and truth and reconciliation. This work was undertaken with significant support by many knowledgeable people in the fields of Blackfoot history, Indigenous studies, and Canadian cultural studies. This content was originally delivered as internal staff training modules, and evolved into 14 presentations delivered to businesses and community groups in 2018.
- **VOLUNTEER RESOURCES:** Volunteers dedicated a remarkable 2,063 hours of support in the areas of: school programs; exhibit maintenance; artifact reproductions; artifact cataloguing; library and archival support; event support; community engagement; and storytelling.
- **IN-KIND EVENT SUPPORT:** Meaningful partnerships with local businesses enabled us to enhance the visitor experience and showcase amazing Calgarian entrepreneurs, including: Steinway Piano Gallery Calgary; Village Brewery; Rithet Coffee Company; Mountain View Printing and Graphics Ltd.

9. Using the chart below, please report your 2018 performance measures that demonstrate: 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	2016 results	2017 results (Canada 150)	2018 results	What story does this measure tell about your work?
How much did you do?				
VISITOR SERVICES: Operate a successful Museum and Civic Attraction	25,605 Annual Visitors	30,646 Annual Visitors	24,928 Annual Visitors	Fort Calgary is maintaining our position as a valued destination and civic attraction. The New Museum Project is our opportunity to add to our Content Strategy with stories that represent a fuller history of the site.
VISITOR SERVICES: Be a relevant and meaningful attraction for Calgarians	14,276 Calgarians visiting annually	16,746 Calgarians visiting annually	13,999 Calgarians visiting annually	
ACCESSIBILITY: Provide accessible admission via Equal Access Program	\$13,000 Annual Total of Equal Access Pass Discounts	\$17,500 Annual Total of Equal Access Pass Discounts	\$20,500 Annual Total of Equal Access Pass Discounts	The increase in Equal Access discounts is likely due to the ongoing economic downturn in Alberta.
EDUCATION: Offer exceptional educational programs and resource kits to	7,068 Students Annually	6,304 Students Annually	6,567 Students Annually	We had another “SOLD OUT” year, which tells us that the offering provides authentic value, and could

grades K-7				grow should the organization be able to offer more spaces.
FOOD & BEVERAGE: Provide excellent guest care, inspired catering, and an authentic experience to all venue clients	1,180 Private events hosted at Fort Calgary	913 Private events hosted at Fort Calgary	1,362 Private events hosted at Fort Calgary	Fort Calgary is becoming known as a unique venue with heritage character and a regional history, and business is growing even during the downturn and competitive environment.
CULTURAL DEVELOPMENT: Provide exceptional programs that tell the story of our Indigenous roots	N/A	N/A	1+ monthly presentations to businesses and community groups	Fort Calgary is starting to become known as a resource for contemporary Indigenous learning
How well did you do it?				
VISITOR SERVICES	<p><i>"A great historical journey!" - Fort Calgary's Guest Book (2018)</i></p> <p><i>"A very educational [visit] about the start of Calgary. A must see for those who love history." - Facebook Review from Jim W. (March 2019)</i></p>			Fort Calgary is a valued destination and Civic Partner, and there continues to be a need for museums and historical programming in Calgary.
ACCESSIBILITY	<i>"The [education] programming is engaging and informational at an appropriate level for grade 1-2's. The hands-on nature and smaller facility make it comfortable for those who may have special needs." – Teacher (2018)</i>			Barriers to access are wide-ranging and Fort Calgary must continue to identify, learn about and work to address these barriers.
EDUCATION	<p><i>"Such amazing hands-on learning experiences with huge connections to our social studies curriculum!" – Teacher (2018)</i></p> <p><i>"I love the local story that the students are very fascinated with. The costumes and hands-on part of the Mountie CSI is one of the best and affordable trips around. I highly recommend this trip." - Teacher (2018)</i></p>			Fort Calgary's SOLD OUT school programs continue to be extremely popular and provide meaningful access to the regional history. Curriculum alignment continues to be of crucial importance to teachers.
CULTURAL DEVELOPMENT	<p><i>"I wanted to say thank you for your presentation [last night]. I left with so much energy and new knowledge." - Participant in a Contemporary Indigenous Relations workshop (December 2018)</i></p> <p><i>"A tribute to reconciliation!" – Fort Calgary's Guest Book (2018)</i></p> <p><i>"I think you need to have more programs to bring awareness and fix misconceptions people have about Native culture." – Participant of the 9th Annual Walk for Reconciliation (June 21, 2018)</i></p>			There is a growing interest from the public to better contemporary Indigenous relations, and the role they can play in supporting it.
FOOD & BEVERAGE	<i>"We had a great event at Fort Calgary and I cannot say enough about the amazing staff who assisted us." – Venue Client (2018)</i>			Fort Calgary's Food & Beverage team offers a unique venue and exemplary



	<p><i>“The event went great! Food was great, service was great!” – Venue Client (2018)</i></p> <p><i>“We were so impressed with Fort Calgary! Thank you for taking care of us so well.” – Venue Client (2018)</i></p>	<p>client care, and it continues to be well-reviewed despite the economy and growing competition for events.</p>
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<p>How are Calgarians better off?</p>	
<ul style="list-style-type: none"> • Visitors are better off, with a deeper understanding of the origins and more recent heritage of the city. “A beautiful piece of local history. The facility is well kept and nicely organized. Everyone should visit to understand more of our heritage.” -Visitor review • Students are better off, with an informal learning environment that brings them to history and history to them. “It [Fort Calgary] is an important piece of our community that ties us to the past and is a tangible part of history that the students can experience even in a small way.”-Teacher • Clients are better off, having been attending effective meetings and fun events in an authentic Ultimate Host City way. “You’re so awesome and so is Fort Calgary! You couldn’t have been more accommodating and will shout loud to anyone looking to book a place for an event that you guys are the best place to do so in YYC.” -Facility rental client • Volunteers are better off, with a sense of pride and purpose. “In order for our systems, societies and communities to change how we live, work and think, we need to be at this level of leadership within these spaces.” -Indigenous advocate encouraging others to consider joining our volunteer Board 	

10. CAPITAL AND ASSET MANAGEMENT (for applicable partners)

Asset: Fort Calgary National Historic Site

a) Provide a summary of your organization’s 2018 capital development, including specific lifecycle/maintenance projects.

Lighting upgrades, flooring replacement, landscape upgrades, exterior staining, kitchen equipment replacement, parking lot repaint, kitchen cabinet replacement upgrades, monitored fire panel, and learning center painting.

b) What funding did your organization leverage to support capital activities in 2018?

In 2018 capital funding from the City of Calgary was matched largely out of our capital fund.