

CIVIC PARTNER 2018 ANNUAL REPORT SNAPSHOT- HERITAGE PARK SOCIETY

HERITAGE PARK SOCIETY

Mission: Connecting people with the settlement of Western Canada and preserving our culture and heritage*.

Vision: To be recognized as Canada's leading living history museum*. (*Revised in 2018)

Registered Charity

One Calgary Line of Service: Economic Development and Tourism

2018 City Investment

Operating Grant:\$3,113,787

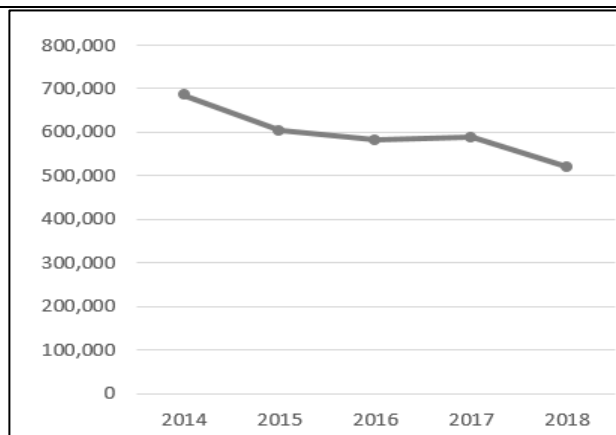
One time funding: \$600,000

Capital Grant: \$2,091,572

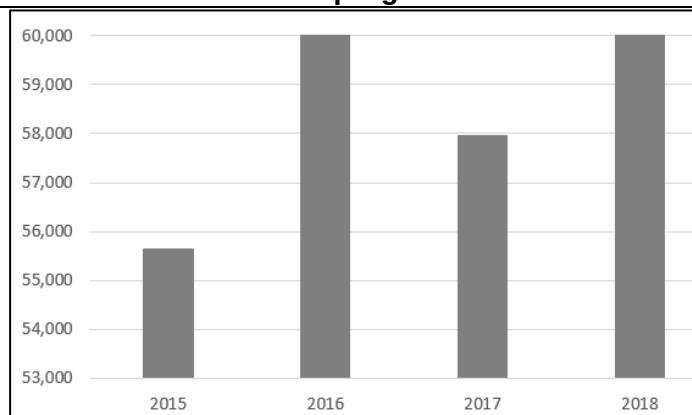
City owned asset? Yes

2018 Results:

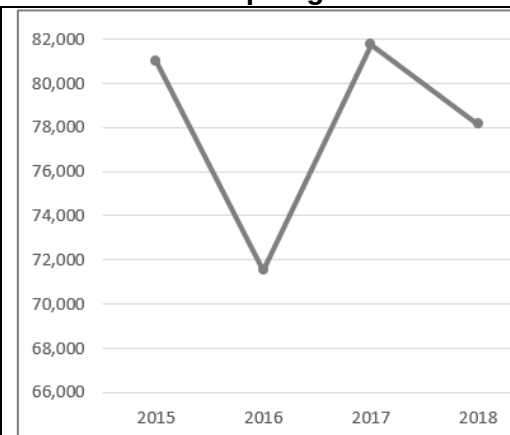
Total attendance



Education program attendees



Banquet guests



The story behind the numbers

- Attendance was reduced 18 per cent at the gate in 2018, and annual passholder attendance was down 26 per cent following the dry docking of the SS Moyie paddlewheeler.
- Education continues to be a core mandate and Heritage Park continues to find new ways to maximize educational offerings each year.
- Banquet revenue continues to represent 25 per cent of all revenues.

Strategic alignment

- Heritage Park contributes to *Calgary in the New Economy: An economic strategy for Calgary* by fostering a strong sense of place, contributing to the cultural community, generating tourism revenue, and by being a significant local employer.
- Fee assistant entry rates support low income Calgarians and align with the *Enough for All* poverty reduction strategy.
- Cultural and arts programming and events, and restoration of historical artifacts contributes to the *Cultural Plan for Calgary* and the *Recreation Master Plan*.
- The Bissett Wetlands contribute to The City's *Open Spaces Plan*.
- Preservation of a 65,000 piece artifact collection supports *Calgary's Heritage Strategy*.



Heritage Park Society Civic Partner 2018 Annual Report

Organizational Structure: Independent External Organization

Fiscal Year End: December 31, 2018

Related Subsidiaries or Foundation: Heritage Park Foundation

City 2018 Operating Grant: \$3,113,787

Additional One time funding: \$600,000

City 2018 Capital Grant: \$2,091,572

1. Current Vision, Mission and Mandate:

Mission Statement: Connecting People with the Settlement of Western Canada and Preserving our Culture and Heritage*

Vision: To be recognized as Canada's leading living history museum.* (*Revised in 2018)

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?

(A Prosperous City, A City of Inspiring Neighbourhoods, or A Healthy and Green City)

The Park protects heritage assets. We completed restoration of a historically significant Canadian cultural artifact, Colonist Car #1202, and cut a ribbon on the exhibit during our annual Railway Days event in September.

Phase 1 of the Natural Resources Area project is successfully underway. With funding support from corporate and private donors, the City, and the Government of Alberta, we are restoring and preserving several exhibits and heritage assets including the park warden's cabin, the Dingman oil well and storage tank, narrow gauge railway, the mine tunnel and miner's office/cabin. We are rebuilding the water wheel, and revitalizing the Indigenous nature trail.

We undertook many energy-efficiency initiatives, including converting incandescent and fluorescent lighting to LED in the goat shed, railway car shop, railway roundhouse, and remaining parking lots. We replaced old furnaces and installed wifi thermostats to allow remote temperature control.

The Park grows heirloom vegetables in our own gardens and has an herb greenhouse. The produce is harvested and used in our menu offerings at the Selkirk Grille, and some is pickled for the winter field-to-fork programs and dinners.

Co-op Seniors' Day celebrates and acknowledges our city's elder residents and provides cost-effective and engaging activities accessible to seniors. In addition, we continued to offer fee-assisted entry rates, allowing more than 6,300 low-income Calgarians to enjoy all that the Park has to offer.

The Park is doing its part to save the honeybee. Our three hives are home to almost 200,000 bees at peak season. We hold workshops throughout the summer to educate guests about beekeeping, and about the critical relationship bees have with us and our environment. Other workshops teach how to use beeswax to make your own skin care products. We have a longstanding partnership with Apiaries & Bees for Communities through the Bees4Communities Program

Our recycling and composting programs kept 100 tonnes of waste out of City landfills.

We brought green spaces to life throughout the Park. The summer saw almost 5,000 people take in free concerts in Heritage Town Square. Our lecture series, "Speaking of the Past," saw large crowds of guests learning about topics of historical and cultural significance delivered by subject experts both from within Heritage Park and externally. Visitors to the First Nations' Encampment inside the village were treated to demonstrations of Plains First Nation traditional "ways of making" stone tools and fire. Guests learned the crafts, lifestyles, and culture of the Métis, and even learned how set up a traditional Blackfoot tipi. Demonstrations of dancing and drumming were a key cultural component of our programming in the

encampment in 2018. We had cowboy comedy, potato sack, egg-in-spoon, and three-legged races. Our rodeo grounds presented mini-chuckwagon races. And our theatrical troupe entertained and educated guests with a variety of street theatre based on actual historical events.

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

Minimum Wage and changes to labour law – The final increase to the minimum wage took effect October 1, 2018. As a result, our wage bill was \$1M more in 2018 than it was just 3 years earlier. The largest impact of this will be felt in 2019 when that jumps to a \$1.7M per year increase. Had the Park not implemented strict mitigating controls starting in 2016, the impact of these cost increases would have been double. We continue to implement these measures (including restructuring our paycodes, leaving vacant positions open, and eliminating some positions altogether to name a few and a reduction in seasonal hiring) in order to alleviate as much of these costs as possible.

Dry-docking of the S.S. Moyie – Due to flood mitigation work performed by the City on the Glenmore Dam, the S.S. Moyie paddlewheeler was dry-docked for the 2018 summer season. This is the first extended period since it set sail in 1965 that the Moyie has been unavailable. The result was a sharp decline in attendance (22% down for the summer season) and a year-over-year reduction in gross revenue of \$1.2M. Heritage Park's history has been littered with road construction, economic downturns, and competing attractions. No instance in the past has had as significant an impact on attendance as the loss of the Moyie. 46% of visitors through the gate ride the boat. It is used as a catering venue for weddings and other celebrations, and for ticketed events such as the Captain's Cruises. There was nothing we could do to adjust to a loss of that magnitude.

BRT construction – Continued road construction related to the BRT created barriers to entry for guests. The Park kept in close contact with City representatives in transportation to ensure that access to the Park was not fully impeded, especially on our busiest event weekends, although frequent miscommunications resulted in severely restricted ingress and egress on occasion throughout 2018.

Economy – 2018 saw reduced corporate sponsorship and banquet sales, lower donor support for operations, and a downturn in consumer spend (retail basket, banquet spend per guest). The trend in banquets is smaller events, and fewer host bars which has a negative impact on overall revenues.

Carbon tax – This levy increased operating costs by \$60K. This does not include additional costs added via increases in vendor and contractor pricing. We have taken many steps to reduce our carbon footprint, including energy-efficiency measures where no additional levies are imposed.

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
<u>Calgary in the new economy: an updated economic strategy for Calgary</u>	PLACE – Heritage Park fosters a strong sense of place, and contributes to the rich cultural community of Calgary. In 2018, contributing results include hosting Seniors' Day, bringing green spaces to life, and sharing stories, crafts, and culture of First Nations. ECONOMY – Heritage Park is an excellent example of how celebrating heritage can also serve as a significant tourism revenue generator for the City of Calgary. EMPLOYMENT – Heritage Park remains a significant employer in Calgary, with a full time staff of 116 and seasonal hiring of more than 600, we provide meaningful employment to Calgarians and are often the first place of work for youth getting into the workforce.
<u>Cultural Plan for Calgary</u>	Cultural sector/creative industries – Our free summer concert series, Music in the Plaza, along with other music events held at the Park supports local artists, plus our Speaking of the Past lecture series support the community by

	providing access to cultural events to all citizens. Heritage – The Park builds public awareness and understanding of built heritage through restoration of historical artifacts. In 2018 we embarked on the Natural Resources Project. See Capital section below for additional restoration initiatives. We celebrated Indigenous heritage through our partnership with First Nations, demonstrating traditional “ways of making” along with drumming and dancing. Guests got hands-on with crafts and setting up a Blackfoot Tipi. We shared Calgary’s and Western Canada’s intangible heritage with our guests with immersive displays and interactive story-telling.
<u>Enough for All Poverty Reduction Strategy</u>	Fee-assisted entry rates (75% reduction over regular admission) allowed more than 6,300 low-income Calgarians access to the Park.
<u>Sport for Life Policy</u>	n/a
<u>Foundations for Hope: Calgary’s Corporate Affordable Housing Strategy</u>	n/a
<u>Open Spaces Plan</u> (Calgary Parks’)	Special Attractions – Heritage Park’s engineered stormwater Bissett Wetlands is open space available to the community, and host to popular curriculum-based school programs at the Park.
<u>Recreation Master Plan</u>	Vibrant Calgary, cultural literacy, creative literacy • Music in the Plaza, free concert series • Speaking of the Past, free lecture series • Heritage Workshops (beer brewing, beekeeping, canning, cooking, preserve making, fibre spinning) • Children’s day and overnight camps where participants are immersed in history, and even historical science.
<u>Calgary Heritage Strategy</u>	We maintain and preserve a 65,000-piece artifact collection specific to Western Canadian culture, including the recent preservation of the historically significant Colonist Car #1202. We protect heritage buildings. We conduct constant research to deepen our understanding of historically significant events to enable delivery of authentic programming.

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](#)?

Living a Creative Life – The Park supports this strategy. We incorporate arts and culture into our programming by presenting concerts and by giving the public access to Indigenous artisan demonstrations and marketplaces. Creativity at the Park spans quiltmaking to music, culinary to fibre arts, including instruction on an old-fashioned spinning wheel.

Destination strategy – Heritage Park contributed to development of the City and provincial destination strategies and are a key stakeholder. We partner with Tourism Calgary and Travel Alberta and fully support their strategies as they provides long-term benefits to the park related to tourism and economic development. In 2018, Heritage Park was bestowed one of the first Ultimate Host City Designations under this strategy. We maintain our prestigious designation as a federal Signature Experience, one of only two in the City.

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.

%	Advertising and promotion
%	Programs or services
%	Office supplies and expenses
%	Professional and consulting fees
100%	Staff compensation, development and training
%	Fund development
%	Purchased supplies
%	Facility maintenance
%	<i>Other, please name:</i>

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

How many volunteers?	1,898
Estimated total hours provided by volunteers:	73,692

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

The Park leverages its status as a charity to secure operating gifts-in-kind. In 2018, these donations offset more than \$42K in cash expenses, added \$25K worth of assets and artifacts to our collection, and brought in cash sales of \$82K in the heirloom antique stores.

The Park enlisted the critical assistance of 1,898 volunteers who collectively donated 73,692 hours (the equivalent of 40 person-years). These represent working hours that the Park would otherwise not be able to afford. While attendance through the gate suffered from the absence of the Moyie, our volunteer numbers increased, and total time volunteered went up 3%.

The Park combines a strong financial position, registered charity status, and partnership with the City to secure corporate event sponsorships, naming opportunities for buildings and other assets, in-kind contributions for goods and services, and grants from Foundations and other levels of government. While corporate sponsorship is waning significantly due to the economy and operating donations suffered, private donations were strong for the Natural Resources capital campaign.

Of note in 2018, we received \$159K in corporate and private gifts to benefit education programs (down \$33K from prior year), \$147K in sponsorships for special and fundraising events, and \$257K to offset general operations (down \$295K from prior year).

We maximized a Government of Alberta HR grant for summer employment, bringing in \$76K to offset rising employment costs.

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	2018 results	What story does this measure tell about your work?
How much did you do?	Total Attendance	582,182	588,220	520,600	The Park predicted that attendance would drop significantly in 2018 due to the dry-docking of the Moyie due to the City's flood mitigation work on the Glenmore Dam. Our estimate of 14% loss of gate and annual pass attendance was low, as actual losses were 18% and 26% in those categories.

					This underscored what we already know – that the historical replica paddle wheel boat is a favourite with our visitors. Total attendance was buoyed by school groups and Christmas programming.
	Number of banquet guests	71,529	81,772	78,144	This business stream represents 25% of our gross revenues, and contributes to our preservation and restoration mandate.
	Education program attendees	64,863	57,946	60,153	The Park maintains education as one of its core mandates and finds new ways to maximize our offerings each year
How well did you do it?	Increase in annual operating donations and sponsorships	2%	15%	-19%	Several corporate sponsors chose not to renew in 2018 due to continued economic challenges.
How are Calgarians better off?	% of all Calgary school children that attended education programs	38%	33%	33%	Our school programs range from ECS to grade 12, with a focus on the middle grades. Every year, our education offerings expand, bringing the history of Western Canada to life for more and more school children. This speaks directly to our mission.
	Increase in fee-assisted admissions	10%	48%	-19%	The Park is proud to take part in the City's fee assistance program, offering a 75% discount against regular day gate prices to Calgarians in need. This program ensures that all Calgarians have the ability to enjoy all that the Park has to offer. The reduction in fee assisted admissions is reflective of the overall 18% reduction in paid day gate.

10. CAPITAL AND ASSET MANAGEMENT (for applicable partners)

Asset: *Heritage Park*

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

Our main focus in 2018 was phase 1 of the Natural Resource Area project. In addition, we worked on the following lifecycle/maintenance projects:

- Colonist Car restoration – completed the work and cut a ribbon on the finished exhibit
- S.S. Moyie – since the boat was dry-docked for the summer due to the City's flood mitigation work on the Glenmore Reservoir, we completed many projects on the Moyie that were planned to be undertaken over the next three years, including:
 - Steelwork on the hull repaired, sandblasted, and painted
 - Existing electrical system updated and new marine lights installed

- Exterior repainted
- New carpet installed in saloon, new anti slip rubber flooring installed in crew areas
- New hardwood handrail fabricated and stained
- Lifejacket boxes, guest seating, repaired and painted
- New brass hardware installed on doors
- Decks repainted
- Shop Front rebuilds – painted, replaced windows, replaced awnings, insulated, and fixed facades on the shops along Front Street (work continues into 2019)
- Fire system – replaced end-of-life devices to ensure protection of buildings and assets
- Grain elevator – remediated groundwater seepage and repaired water-damaged grain bins
- Train engine 2024 – painted and relettered
- Annual lifecycle maintenance of railway bridges, train and streetcar tracks
- Dangler Swings – 5-year lifecycle as mandated by AEDARSA
- The Big H – repaired and refurbished this iconic landmark
- Technology infrastructure – replaced critical end-of-life equipment (servers and firewall)

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

The main source of capital funding came from the City's CPRiP grant. We secured matching funds from a Government of Alberta grant for the Natural Resources Area project, as well as private and corporate contributions totaling \$619K. In addition, restoration of the Big H was accomplished through donated services and an online fundraising campaign started in 2016. Any shortage in external capital funds was made up with internally restricted funds that resulted from the prior year's operating surplus.