

1. **Organization Name: FORT CALGARY PRESERVATION SOCIETY**
2. **Fiscal Year: January 1- December 31**
3. **Latest Annual Report available 2014 and web address:**
http://www.fortcalgary.com/makehistory/pdf/FC_Annual_Report_2014.PDF

GOVERNANCE

4. **Current Vision, Mission & Mandate (include any proposed changes).**

For thousands of years, people have met at the confluence of two vital rivers to imagine and realize their futures. Together we have built a city of energy, born of a powerful convergence of people, ideas and place. Fort Calgary exists to tell that story.

Fort Calgary is a national, provincial and municipal historic site that marks the original location of the 1875 NWMP fort built at the confluence of the Bow and Elbow rivers. It preserves, protects, enhances and promotes the significance of this site - it is the birthplace of the city of Calgary and played a significant role in the evolution of the RCMP.

Fort Calgary is committed to creating a place where geography and history intersect with people to reinforce its historical roots as the centre of the community.

5. **Identify Board and senior management positions, incumbents and vacancies.**

Board of Directors:

Chairman: Cecilia Gossen, **Vice-Chairman:** Grant Borbridge, **Treasurer:** James Elliott, **Secretary:** John Ayer IV, **Past-Chairman:** Jack Marshall, **Directors:** Derk Doornbos, Steven MacNeil, Tom Martin, Doug Mills, Doug Strauss, Robin Greschner, Terry Lockhart, **Honourary Directors:** Vic Kroeger, Wilf Gobert
City of Calgary Staff: Sara-Jane Gruetzner, President & CEO

Fort Calgary Preservation Society Staff :

Comptroller: Joy Colley, **Facilities & Site Operations Manager:** Tim van Wijk, **Special Events and Visitor Experiences Manager:** Troy Patenaude, **Food & Beverage Manager:** John Paul Potters, **Education Program Manager:** Katie Novak and **Volunteer and Collections Management:** Dianne Precosky

6. **Discuss succession planning for Board and senior management.**

Board Succession Planning:

The Board Nominating Committee manages Board Succession planning. New Board members are recruited throughout the year and the Board recommends new Directors for approval by the members at the annual AGM.

The Board Human Resources Committee is responsible for the President & CEO succession planning. All other succession planning is done by the President & CEO.

2014 YEAR IN REVIEW**7. Summarize 2014 accomplishments (based on established goals or objectives).**

To create a home for all Calgarians – Increased partnerships, increased the visitation, expanded clients group, developed new programs, especially to new Canadians and new Calgarians, expanded our role in East Village and raised the profile and understanding of the significance of the history of the site. Continued Phase One of the MAKE HISTORY project - Deane House, Hunt House, Metis cabin and associated park and garden space.

To create an environment where natural landscapes, built environments and human experiences offer visitors a respite from everyday life – Fulfilled our stewardship role and obligations, received the Robert R. Janes Award for social responsibility from the Alberta Museums Association for the Suncor Energy Foundation Community Garden project, focused on the enhancement of the site: Deane House garden, prairie garden, continued involvement with CMLC on the development of the RiverWalk, Elbow River pedestrian bridge and 6th St. S.E. edges and the Sentinels.

To achieve Cultural, Financial and Environmental balance while respecting Fort Calgary's values – Successfully maintained the balance although challenged by the diversion of funds into matching lifecycle funding, continued the MAKE HISTORY Capital Campaign fundraising.

To highlight the past (1875-1914), present and future of Calgary – Broke ground on Phase Two of the Make History project – 1875 Fort Interpretive Exhibit, prioritized an increased understanding of the aboriginal story on this site, developed two new NWMP school programs and continued reorganization and cataloguing of the artifacts.

To play a role in the promotion of Fort Calgary as a player in the discussion and debate of current issues – facilitated/ hosted numerous, public, private and non-profit sector functions focused on shaping the past, present and future of Fort Calgary.

8. Provide performance measures (targets and actual) used in 2014. Include any challenges in meeting targets.

Meeting Budget Targets– 2014 was the first year that Fort Calgary was required to match The City’s lifecycle maintenance funding. It was a challenge to meet this requirement and meant that operating funds had to be directed from public special events, school programming and marketing to meet these requirements. The 2014 budget was projected to be balanced and, despite a successful year, resulted in a \$26,085.47 deficit. Finding matching fund is extremely difficult for a small organization and has serious impacts on our cash flow.

Visitation – The number of visitors increased from 467,953 in 2013 to 492,533 in 2014 – included in the total are special event visitors, park users, school programs users, Interpretive Centre admissions, private events and food & beverage clients.

Volunteers – The number increased from 203 to 245.

Evaluation Surveys and comments – Every school that attends one of our programs completes an evaluation and we have a visitor guest book which is monitored for feedback.

Awareness – Raising the profile of the Fort and the significance that it played in the evolution of Calgary has been a priority for the last 10 years – our special events, such as Canada Day, and our facilities combined with the revitalization of East Village, all continue to build that success.

9. Describe how your organization’s 2014 activities contributed to the economy and culture of Calgary, Calgary’s environment and the well-being of Calgarians.

Fort Calgary National Historic Site is located in East Village and plays a major role in the economic, cultural and environmental success of the neighbourhood. The site’s evolution as a major community gathering space is and will continue to be a local, regional, provincial, national and international draw.

Economic

Fort Calgary is one of the city’s premier tourism destinations and cultural attractions - drawing local to international visitors. Some of Fort Calgary’s special events attract people from every neighbourhood in Calgary. All of Fort Calgary’s MAKE HISTORY improvements contribute to the overall marketability, vitality and liveability of East Village.

Culture

Fort Calgary is the place where the city’s culture began – everything that happens here, be it special and private events, museum activities and programs, passive park activities and MAKE HISTORY improvements, all contribute to the growing understanding of Calgary’s culture.

Environmental

The Fort Calgary National Historic Site Master Plan is focused on the preservation of and understanding of the origins of the city – two rivers and the prairie landscape. All improvements and operational decisions put this cultural landscape first and foremost in the decision making: RiverWalk, MAKE HISTORY Phase One, etc.

10. Indicate what resources were leveraged to support operational activities, providing examples.

Fort Calgary leveraged resources in 2014 in the following ways:

Volunteers - 245 volunteers were actively involved at Fort Calgary in 2014 – an increase of 18% from 2013.

Sponsorships – Fort Calgary has numerous long-term sponsorships, i.e. Enbridge Inc. sponsors the Volunteer Program and the Suncor Energy Foundation sponsors the Community Garden program.

Partnerships – Fort Calgary has numerous community partnerships that increase the ability to offer community and school programming: CMLC, Calgary Public Library, National Music Centre, RCMP Veterans Association.

Grants – Fort Calgary applies for numerous grants throughout the year. Most of them are capital, however, in 2014, Fort Calgary received a Canada Day grant from Heritage Canada and professional development grants from Museums Alberta.

Casino – the RCMP Veterans held a Casino for Fort Calgary in 2014.

11. Provide an overview of your organization's capital development for 2014, including specific lifecycle/maintenance projects.**Capital Development:**

Fort Calgary is in the process of completing their MAKE HISTORY project. Combined with the work that CMLC has completed on the site, i.e. the Sentinels, the 6th St. S.E., the RiverWalk and the Elbow River bridge, the MAKE HISTORY project will complete the approved Master Plan for Fort Calgary. The plan is focused on protecting and promoting the National Historic Site.

The MAKE HISTORY project includes three phases.

In 2014, the focus of Fort Calgary's capital development was on Phase One (East side of the Elbow River) Phase One includes the rehabilitation of the Deane House (the only remaining NWMP building in Calgary), restoration of the Hunt House (Calgary's oldest building in its original location), the rehabilitation of a Metis cabin to its original site and new garden and park space. This project also included the incorporation of a floodwall.

Phase Two includes the development of an Interpretive Exhibit on the original 1875 Fort site. This project began in 2014. It is being built off-site and the installation will begin after Stampede 2015. The completion date is the fall of 2015.

Lifecycle Maintenance:

Interpretive Centre roof repairs; HVAC and Plumbing Repairs – i.e. chiller repairs, kitchen make up air diffusers and pulley size adjustments, staff washroom water tank repair; Exhibits; Audio – Visual; Site; Electrical - Repairs and Replacements -i.e. switch replacements to accommodate compact fluorescent and LED bulbs, boiler room hot water tank and valve replacement; Banquet and Kitchen repairs and replacements; Miscellaneous repairs and replacements.

12. Indicate what funding was leveraged to support capital activities in 2014.

Fort Calgary leveraged self-generated revenues to match The City's lifecycle funding.

Fort Calgary will not receive any capital funding until the MAKE HISTORY project is 90% complete. However, being able to tell funders and donors that funding is committed from The City is important for leveraging other support. The City's committed capital funding was leveraged to support other capital funding related to the MAKE HISTORY project. Fort Calgary received funds from the Federal Government, the Alberta Government, the Alberta Historical Resources Foundation, corporations and individual donors.

LOOKING FORWARD**13. Based on your business plans for 2015-2018, what are your priorities and deliverables for 2015-2016?**

Fort Calgary's priorities for the next three years are focused on completing the MAKE HISTORY project.

Phase One – the Deane House, Hunt House , Metis cabin and associated park development will be complete in 2015.

Phase Two – the 1875 Fort Interpretive Exhibit will be completed in 2015.

Phase Three – the Interpretive Centre expansion will commence in 2015 and will be 80% complete in 2016. The fundraising and exhibits will be completed in 2017.

The MAKE HISTORY Capital Campaign is nearing completion and will likely be completed in 2016.

14. Identify any changes to plans and/or budget projections for 2015-2018.**Operating**

There are no changes anticipated to the 2015-2018 operating budgets. In the event that the projected revenues are not realized there will be a resulting decrease in the operating budget.

Capital

The scale of the proposed Interpretive Centre expansion budget was reduced to meet the funds currently available. Phase One and Phase Two of MAKE HISTORY project are fully funded.

In the event that Fort Calgary does not generate enough revenue to match the lifecycle funding, these projects will not proceed.

15. What would be the operational impact should there be a reduction in your grant(s) from The City?

This is difficult to answer without knowing the scale of the reduction. However, to match the lifecycle funds cuts were already made to front line services, public programs, the education program and marketing. Cuts cannot be made to fix cost such as utilities, contract services, etc.

Any further cuts would likely result in layoffs or elimination of program such as Canada Day.

16. Identify any specific opportunities/projects that would directly stimulate the Calgary economy if supported by a strategic investment by The City.

Capital Investment in the MAKE HISTORY project will directly improve the local economy. For every capital dollar invested there is a direct and proportional formula related to economic stimulus. i.e. The 1875 Fort Interpretive Exhibit would be a great project to invest in.

“City of Calgary invests in city’s birthplace!”

The 150th anniversary of Confederation offers some real opportunities for public events. Funding in 2015 for the planning would be ideal.