

1. **Organization Name: Heritage Park Society**
2. **Fiscal Year: January 1- December 31**
3. **Latest Annual Report available and web address: 2014 / [www.HeritagePark.ca](http://www.HeritagePark.ca)**

## **GOVERNANCE**

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

**Mission Statement:**

Connecting people with the settlement of Western Canada

**Vision:**

Preserve and share our Western Canadian heritage.

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

**HERITAGE PARK SOCIETY BOARD OF DIRECTORS**

- Minimum of seven (7) individuals
- One (1) year term, No Director shall be eligible to serve for more than six (6) consecutive terms, unless extended by the unanimous consent of the Board, to a maximum of eight (8) consecutive terms.
- Where a Director's position becomes vacant during a term, the Board of Directors may appoint an interim Director to the position until the next Annual General Meeting.
- Positions: Chair, Vice-Chair, Secretary-Treasurer, Director(s).

Gordon Anderson

Gordon K. Case, Chair

Michael McCreadie

Dave Rodych

Joseph Anderson, Vice-Chair

Royce Chwin

Lachlin McKinnon

David Sane, Secretary-Treasurer

Leontine Atkins

Alison Love (to June 2015)

Timothy Mitchell

**MANAGEMENT**

Alida Visbach, President & CEO

Rob Cook, Mgr Protection Services

Drago Krsmanovic, Mgr Human Resources

Jan Hansen, Executive Chef

Vacancy, Mgr Facilities & Maintenance

Lisa Campbell, Mgr Funding Development

Julie Copland-Stene, Mgr Marketing & Special Events

Julie Frayn, CFO

Jeff Hodgson, Mgr Food Services

Susan Reckseidler, Mgr Interpretation

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

- 1. Board Recruitment and Orientation** - The Board ensures its membership reflects appropriate representation of the broader community. Members are recruited according to specific expertise, resources and skills that contribute to the long-term strategies and ongoing operations of Heritage Park Historical Village (HPHV). New directors are provided with an orientation which includes a Board manual, and opportunities for discussion with senior management and other Directors. The orientation program is offered as soon as possible after the appointment of new Directors at HPHV's annual general meeting.
- 2. Succession Planning** - The Board ensures that its members have the knowledge and skills to help HPHV achieve its long-term goals. The Board engages in an ongoing process of development and succession-planning in order to offer opportunities for skill development, identify Directors for leadership positions, and provide for continuity on the Board.
- 3. Board Evaluation** - The Board is responsible for annually assessing its overall performance and that of its committees in order to continually improve its governance capabilities. The Board evaluation is designed to identify areas where Directors or management believe the Board could make a better collective contribution to overseeing the governing affairs of HPHV.
- 4. Management team succession planning** - Senior management identify capabilities for key areas and key positions. Where possible, interested employees are identified within the organization. Succession and knowledge transfer plans are developed including documenting responsibilities and processes for future reference. In addition, senior management remain involved in all key aspects of the organization so there isn't a silo of knowledge in any one key position.

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

The Park's overarching objective for 2014 was to improve overall attendance and revenues. Though our KPIs state an attendance increase of 3.6%, we budgeted for a 10% increase. In the end, total attendance was up 15% over 2013, thanks in part to the many new and exciting events celebrating our 50<sup>th</sup> anniversary. "Cars of the Big and Small Screen" improved first quarter attendance by 198%. The launch of the Famous 5 Centre of Canadian Women kicked off our season in June. We received very positive reviews on the building, the artifacts, the costumed interpreters, the programming and the talented singer who entertained guests throughout the year.

Canada Day broke our single-day attendance record, exceeding the prior record by 62%, with 14,159 people enjoying the festivities including a citizenship ceremony, music and cultural performances throughout the park, and culminating in two spectacular fireworks displays set to music. Music was front and centre on Heritage Day with an evening concert featuring Holly Cole. Later in August, the Park hosted its first-ever daytime rodeo at no extra charge to visitors.

In September, Powwow was once again highlighted, and we hosted the world premiere of "Making Treaty 7" – a spectacular dramatic performance with 20 First Nations actors and spoken word artists sharing their stories of past, present and future experiences as a First Nations people. The Park hosted The Association for Living History, Farm and Agricultural Museums (ALHFAM) conference, introduced a series of themed Sunday teas on the verandah of the Famous 5 Centre, and was the subject of a documentary titled "Our Living History," the story of the settlement of the West as told through Heritage Park. The film ran on CBC to an audience of more than 27,000 and was the highest-rated documentary for the year for CBC Alberta.

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

<b>Key Performance Indicators 2014</b>			
Indicator	Measured by	Target	Actual
<i>Total Attendance Increase</i>	% increase in # of visitors	3.6%	15%
<i>Banquet attendance</i>	# of banquet guests	90,854	95,687
<i>Increased spend per banquet guest</i>	% increase over prior year	4%	-2%
<i>Increase in global visitors</i>	% increase in global visitors	4%	78%
<i>Increase in international PR coverage</i>	% increase year over year	1%	229%
<i>Education Program Attendance</i>	# of attendees	51,597	51,378

**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.**  
(<http://www.calgary.ca/CA/cmo/Documents/TBL%20Framework.pdf>)

In 2014, Heritage Park experienced its highest attendance in its history. 685,238 guests, a 15% increase over the prior year, took in the enhanced events and celebrations of our 50<sup>th</sup> year. We employed 272 full-time equivalents, and provided meaningful employment opportunities for 779 people. We served 95,687 banquet guests, 23,423 Selkirk Grille restaurant guests, 5,354 Sunday breakfast buffet guests, and welcomed 6,582 guests taking part in group tours.

Volunteer opportunities were greater in 2014. The Park accepted the generous assistance of 2051 volunteers who donated 64,509 hours of their time – equivalent to more than 35 person years.

The Park offers varied and abundant educational opportunities to school children and adults alike. We welcomed 51,378 education guests including day camps, School Patrol Day, school programs, and adult education.

We honour our seniors with two significant annual events – Seniors' Follies luncheon series and CO-OP Seniors' Day. We also have a complimentary "Drive through the Park" program for senior's homes.

Our cultural programming (Noteworthy Nights; Festival of Quilts; Summer Concert Series; Captain's Cruises; Dominion Day and Heritage Day Celebrations; Railway Days; Ghouls' Night Out; Once Upon A Christmas; PowWow) was expanded in 2014. We added an evening celebration on Canada Day that included cultural performances representing Chilean, East Indian, Mexican, Ukrainian, and Blackfoot cultures. We brought music to the Park with performances throughout the season including the Spokeshaves and Sweet Adeline barbershop quartet. We introduced live theatre including a partnership with Rosebud Centre of the Arts to present an original, one-act play, *Nellie's Controversial Premier* in the Canmore Opera House, and the world premiere of *Making Treaty 7*. We hosted an evening concert featuring Holly Cole, Sarah Slean, and The Stellas. We brought Hollywood to Calgary with Cars of the Big and Small Screens, and with our Dinner and a Movie series in the Selkirk Grille. And we hosted our first daytime old-fashioned rodeo for all guests to enjoy at no extra cost.

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

Heritage Park raised \$5.6M in 2014 to support the special capital and operating requirements of our 50<sup>th</sup> anniversary. We met that goal thanks to granting agencies such as the City of Calgary, Province of Alberta (Tourism, Parks & Recreation, Aboriginal Relations and Human Services), Tourism Calgary, Travel Alberta, Calgary Hotels Association, plus corporate donors including Husky, Nexen, Shane Homes, along with other organizations such as Global Fest, Calgary Folk Fest, Rosebud Theatre of the Arts and individual donors/supporters. The funds raised went to the construction of our 50<sup>th</sup> anniversary capital project, the Famous 5 Centre of Canadian Women, and supported the activities, events, and enhanced marketing that resulted in 2014 being the Park's most successful year to date.

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

Thanks to the City's capital funding, augmented by fundraising and corporate sponsorship, the Park began or completed several projects including:

- 5 year rebuild of the Carousel and Dangler Swings
- Refurbishment of the River Forth Dining Car
- Replaced data and fire safety cabling from Midnapore Station to the Bakery
- Repaired and replaced pens and fences
- Began work to repair the rodeo grounds
- Tipi replacement
- Completed replacement of the hydraulic pumps in the S.S. Moyie
- Maintained railroad and streetcar tracks
- Construction of the Famous 5 Interpretive Centre
- Reconstruction of the Palisade Playground

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

The City's Capital Civic Partner Grant was leveraged against other grants (Province of Alberta CFEP \$100K, AGLC Casino proceeds \$74K, the Alberta Museums Association \$358) and corporate and individual contributions (\$157K) to support the Park's maintenance and lifecycle requirements. The Park also leveraged revenues from the Heritage Day concert (\$54K) for capital purposes.

Our 50th Anniversary project, the Famous 5 Centre of Canadian Women was fully funded by external parties, most notably: The Province of Alberta (CFEP Grant \$1M), The City of Calgary (\$300K), Shane Homes (\$500K), Newalta (\$350K), Talisman (whose \$250K contribution went to educational programming), numerous gifts-in-kind from contractors, in addition to significant private donations, including the lead sponsor, Peter McKeen.

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

Capital priorities include expanding the costume room to accommodate the current and future inventory of historically-accurate costumes and provide the necessary space to continue to create additional costumes for new staff and new programs. We will begin to restore the CP Rail Colonist Car, and design interpretive and education programs around this important Canadian artifact. We will refurbish the rodeo grounds and deliver one or more old-fashioned rodeos each summer season to be included with regular admission. The Park's Master Plan emphasizes experiential programming. We will plan, design, and deliver programming that provides customers with memorable experiences. We will expand and enhance way-finding signage. We will refurbish the kitchen and washrooms of the Gunn Barn to ensure safe and efficient preparation and delivery of food product for our day time operations and evening banquet business.

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

Capital budget changes include moving the restoration of the Colonist Car forward to 2015/16, to be completed in time for a ribbon cutting in 2017, Canada's 150<sup>th</sup> Anniversary. We have moved refurbishment of the natural resources area out to 2017/2018 to allow time to seek sponsors and donors.

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

The Park is already seeing a downturn in banquet business in 2015, as well as a reduction in our corporate sponsorship due to the local recession. Our operational budget for 2015 and 2016 is tight, as it is every year. Any reduction in our City operating grant would mean the Park runs the risk of its first deficit in 51 years of operations. We would have to seek areas to cut even more of our critical expenses, however the amounts budgeted for these items are already low given the anticipated attendance and revenues.

A reduction in capital grants would restrict our ability to complete necessary maintenance and upgrades. The infrastructure and buildings at the Park are aging. Original historic buildings require specialized contractors. Guest and employee safety may become a factor. Any exhibits that could not be maintained may need to be closed to the public, thus impacting guest enjoyment and potentially overall attendance. A lack of funds to upgrade our revenue-generating exhibits and buildings will further impact our ability to meet our operating budget.

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

In 2014, the Boards of Directors of Heritage Park sanctioned a new Master Plan that envisions growth of attendance to 1 million people by the year 2025. In order to accomplish this, a number of strategies were identified.

Based upon the research done by the Canadian Tourism Commission and adopted by Travel Alberta, the Park's new Master Plan focuses on creating "memorable experiences." The Park identified Infrastructure projects to deliver on these experiences, and to provide an appropriate setting. One such project not only serves this purpose, but fits into Canada's 150<sup>th</sup> Anniversary celebrations in 2017.

Heritage Park owns one of only two remaining Colonist Cars. These cars carried European, Eastern Canadian, and American settlers from the east to the west from late 1890s through to the 1930s. During this time, the Canadian west experienced the single largest immigration in its history. To this day it has not been matched.

The restoration and nationwide tour of the 2658 Colonist Car fits in perfectly with the federal government's criteria to seek projects to celebrate our nation's sesquicentennial in 2017. This project is national in scope and will engage Canadians from coast to coast. It will also ensure that Calgary is a major part of this celebration, as the car will cross the country and be presented to the public, free of charge. After the tour, it will make its permanent home in Calgary at Heritage Park.

We would like to partner with the Government of Canada, the City of Calgary and individual donors to make this project ready for introduction during the 150<sup>th</sup> year of Canada. The anticipated budget for this project is \$2 million. We have submitted an application for funding to Canadian Heritage, however, a financial partnership with the City of Calgary beyond the existing CPRiiP funding will help to secure federal grant funds. This will be a legacy for Calgary on a nationwide basis and will secure Calgary's position in the 150<sup>th</sup> celebrations. We see the city partnering with the Park to take this exhibit across the nation to a museum partner in each province

The second capital project identified in the Master Plan is the restoration of the Natural Resources Area. This existing group of exhibits (Dingman well, coal mine/tunnel, gold miners cabin and waterwheel, nature trail and trapper's cabin) has fallen into disrepair over the last 20 years, but tells a critically important story of how our western economy was built. This project fits into the larger provincial strategy of an Energy Literacy Project. Heritage Park is currently seeking support to conduct a study of this project to determine scope. It is our intention to build a year-round educational facility, enabling us to include this vital story in our educational programming. We believe that support from the City of Calgary will provide a significant return, not only by adding to our tourism inventory offerings, but in telling the story of energy and natural resource production in Alberta.