



HERITAGE PARK ANNUAL REPORT

2018



MESSAGE FROM THE PRESIDENT & CHIEF EXECUTIVE OFFICER OF HERITAGE PARK AND THE CHAIR OF THE HERITAGE PARK SOCIETY



“It was the best of times, it was the worst of times.” This quote from Charles Dickens’ *A Tale of Two Cities* befits 2018 at Heritage Park. We accomplished great things, but faced many challenges.

The worst of times? The ever-escalating cost of operations due to the minimum wage increase. Continued road construction outside our gates that created a barrier to entry for our guests. And the worst of the worst – flood mitigation work on the Glenmore Reservoir undertaken by the City resulted in the *Moyie* being dry-docked for the entire summer for the first time since it set sail in 1965.

The result was a 22% drop in summer attendance, and the first deficit in more than fifty years. Even with these challenges, the Park educated and entertained its guests and provided meaningful employment and volunteer opportunities to hundreds of Calgarians. We will continue efforts to control costs without sacrificing quality content as we adapt to new operating realities.

We held a joint board-management strategy session to explore ideas to attract and retain guests in the years ahead. We focused on ever-changing market expectations, education programming options, marketing opportunities, and the shifting demographics of our community. We are optimistic that continued adaptation and implementation will create winning results and foster relationships with guests who will become repeat visitors.

The best of times? School program attendance grew. Our marketing excellence was rewarded with an Alto Award for Journey of a Lifetime. We were bestowed one of the first Ultimate Host City Designations under Tourism Calgary’s new Destination Strategy. We completed restoration of the Colonist Car and cut a ribbon on the exhibit during Railway Days. We refurbished an iconic Calgary landmark – the Big H – and brought it back to its original glory. And we gave the *Moyie* a stem-to-stern overhaul in preparation for its relaunch in 2019.

We are proud that Heritage Park is one of Canada’s premier living history museums. Our mandate of preserving our Western Canadian culture and heritage is even more critical today as Alberta struggles with its identity within the country. We will tell the important story of our Natural Resources through restoration of existing exhibits and construction of a new interpretive centre. Fundraising for this \$10M project is more than 50% complete.

The loyalty of our donors and the unwavering support of the community is a dynamic unique to our Park. We are so grateful to our many partners and dedicated volunteers whose generosity allows us to grow programming, preserve our priceless artifact collection, and offer new exhibits for all guests to enjoy.

Thank you for allowing us to tell the tale of *How the West was Once*® and how the past continues to shape our future.

Alida Visbach
President & Chief Executive Officer
HERITAGE PARK SOCIETY

David Rodych
Chair
HERITAGE PARK SOCIETY

MESSAGE FROM THE CHAIR OF THE HERITAGE PARK FOUNDATION



2018 proved to be another challenging year for the Calgary economy. As a registered charity, it was inevitable that The Heritage Park Foundation encountered tremendous difficulties. But once again, thanks to the unwavering support of our donors, the Foundation raised \$446,000 from donations, grants, sponsorships, ticket sales, and event revenues. We also had a 23% increase in cash flow.

The Foundation's balanced portfolio saw a slight decline of 2.5% of its market value in 2018. Despite this, the value of the portfolio exceeded \$7.24 million at year's end. No small feat in the midst of these volatile capital markets.

I have been fortunate to serve on the Foundation Board for the past five years and witness firsthand the exceptional dedication and resilience of our management, staff, and volunteers, who collectively ensure the Foundation's success and safeguard its legacy. We are also fortunate to have a loyal group of donors, sponsors, and event attendees, many of whom have championed the organization for years. We thank you all for your continued support and we look forward to seeing you at our 2019 events!


A stylized, handwritten signature in black ink, appearing to read 'Bennett Wong'.

Bennett Wong
Chair
THE HERITAGE PARK FOUNDATION



2018 IN REVIEW



The background image shows a wooden building with a balcony and a sign that reads "HILL Carter PHONE". A person is standing on a wooden platform in front of the building. The building has a sign that reads "HILL Carter PHONE".

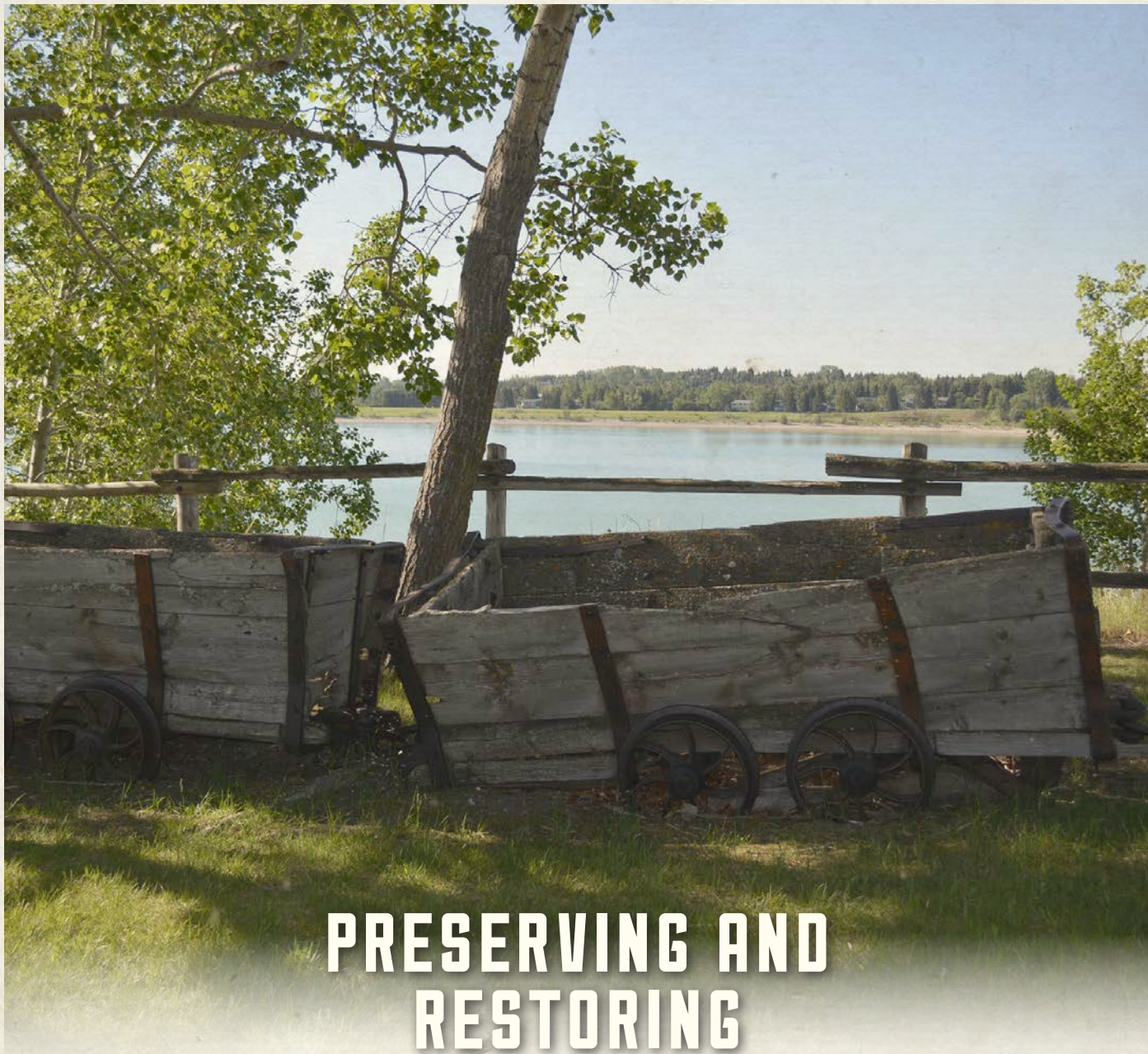
2018 was one for the record books. Unfortunately, it was a record low. The Park saw its first deficit in more than five decades. We know the S.S. Moyie is a critical piece of our historical storytelling, but now we know just how much it means to Calgarians. While the Moyie remained dry-docked for the summer for the first time since it set sail in 1965, summer attendance plummeted 22% and revenues took a historic hit. We have survived economic downturns, competing attractions, even major construction within our own gate. The loss related to the Moyie was even bigger than we imagined it would be.

Adding to the lost attendance and revenue, the last two escalations in the minimum wage increased our wage expense [the largest single operating cost to the Park] by \$1M more than it had been just three years earlier. These factors, along with other increased costs and a depressed economy, saw the Park do its best to keep up. We continued with the cost mitigation strategies that we had instituted back in 2016, and we sought alternative revenue sources such as new ticketed events. But there was nothing we could do to adjust the magnitude of the total financial impact.

At a joint board-management strategic planning in session in October, we revised Heritage Park's mission and vision to reflect our growing role as a respected museum. We recognize that we are entrusted with the care and stewardship of a priceless artifact collection, and with preserving critical aspects of Canadian history and culture. The history of our country is vital to our Canadian identity, and educating visitors from all over the globe is more important than ever.

Our new Mission – **Connecting People with the Settlement of Western Canada and Preserving our Culture and Heritage** – defines what we strive to accomplish and underscores our preservation mandate. Our new Vision – **To be recognized as Canada's leading living history museum** – sets a goal that supports our mission and encourages a nationwide perspective on the importance of preserving our unique history.

Today we celebrate not only progress, but tolerance, openness, and collaboration, traits that are core to the spirit of early settlers and the Indigenous community. Heritage Park reminds every Canadian how our country has grown into one of the best to live, work, and raise a family. For that, we owe thanks to the fierce determination of those who settled the west.



PRESERVING AND RESTORING



Since 1964, Heritage Park has played a valuable role in preserving and presenting Western Canada's built heritage and material culture. Over the years we've saved more than fifty original structures from Calgary and across the prairies from demolition. We augmented the historic building stock with carefully researched and meticulously crafted reproductions. Several reproductions – S.S. Moyie, Wainwright Hotel, Hudson's Bay Fur-Trading Fort, Didsbury Bandstand, Prince House Gazebo, and Black's Jewelry Store – are now over fifty years old, making them heritage assets in their own right. Included within the Park's vast and varied facilities are buildings, service structures, railway rolling stock, vehicles, midway rides and of course, the S.S. Moyie paddlewheeler. Maintenance and restoration programs ensure these valuable resources, and the stories associated with them, endure for present and future generations.



NATURAL RESOURCES PROJECT

In 2017, Heritage Park embarked on a groundbreaking project that will forever change how a living history museum is perceived. In phase 1, we are restoring a series of existing exhibits and artifacts that depict the early days of gas, oil, and mineral discovery. Phase 2, which we anticipate will break ground soon, will see construction of a year-round interpretive centre dedicated to the past, present, and future of natural resources. This facility will incorporate elements of green technology and will demonstrate, in real time, how various sources of energy are converted into usable power.

From the Village side, the building will blend with the historical landscape, but inside will be a thoroughly modern facility. Programming will include cutting-edge technology and virtual reality with interactive content contributed by leading experts in the energy field. We will look at where the industry is today, at the incredible advancements in technology developed right here in Alberta. And we will provide a glimpse into what our future may look like. Never before have we tackled such an approach to learning nor included future technologies within the confines of the Historical Village. This is how this story needs to be told to excite, ignite, and inspire Canadians to leave their mark on the future through a conscientious effort to conserve, change, or invent new ways to create and use energy.



COLONIST CAR

The unveiling of Canadian Pacific Railway Colonist Car No. 1202 was the highlight of 2018 Railway Days. Restored by Heritage Park's Restoration Specialists over a period of almost three years, the 1905 railway coach has been returned to her former glory and to survive for another century, or more.





S.S. MOYIE

With the Moyie dry-docked all summer, we took the opportunity to give her a stern-to-stern overhaul and complete many projects that were planned to be undertaken over the next three years. We repaired, sandblasted, and painted the steelwork on her hull. We installed new marine lights, new carpet in the salon, and anti-slip flooring in the crew areas. We fabricated and stained a hardwood handrail and installed brass hardware on the doors. And we gave her a shiny new paint job. She's ship-shape for the 2019 season and ready to set sail again!



THE BIG H

The Big H remains the unwavering symbol of Heritage Park in the hearts and minds of Calgarians. Since it was first unveiled in 1975, it has stood as a beacon to greet every visitor to the Park. With help from public donations resulting from an online fundraising campaign, and thanks to Shane Homes and Pockar Masonry for donating their services, the Big H is back to its former glory. In fact, it's even better than ever.



STORYTELLING



VINTAGE VETERINARY EXHIBIT

Our Master Plan calls for the Park to tell stories we are not currently telling. One of those stories, as identified by a group of Calgary-based veterinarians, is a fully interpreted vintage veterinary program that will highlight the role of a country vet – another important piece of Western Canada's story.

In collaboration with the Vintage Veterinary Exhibit Association, we began a campaign to raise funds to incorporate a veterinary office inside the 1905 Livery Stable. The vision for this project includes live enactments of a practicing veterinarian working from a horse-drawn carriage, travelling throughout the Historical Village.

When the campaign launched in the autumn of 2018, this intrepid group of physicians reached out to their community and quickly made huge strides toward their final fundraising goal of \$225,000. Once sufficient funds are in hand, work to modify the existing Livery, collect the necessary artifacts, and develop programming will begin.



PHOTO: Phil Barnett

FUNDRAISING




Anne Frank once said, “No one has ever become poor by giving.” Heritage Park’s generous donors persisted in their unflagging support once again, despite economic uncertainties. We are humbled by their generosity and, through their contributions, carried out the important work of preserving our Western Canadian heritage and culture and educating hundreds of thousands of visitors about the brave and determined folks that came before us.

The Hays Breakfast and September Shindig have been part of the Heritage Park tradition for decades. 2018 marked the 20th year we’ve hosted the Hays breakfast – the premier, must-attend breakfast of the Stampede season. The near-autumn chill didn’t dampen the enthusiasm of bundled-up guests at our 30th annual September Shindig. Friends and strangers, who soon became friends, gathered together to raise a glass, thrill to a live rodeo and professional gunfight, enjoy a sumptuous meal and ride the midway. Together, these two events raised \$131,162 in support of The Heritage Park Foundation to ensure the Park’s continued sustainability.

The 10th Annual Christmas in Alberta, in support of Heritage Park and Rosebud School of the Arts, set a record attendance of 383 guests. Hosted by Darrel Janz and accompanied by the musical talents of Rosebud performers, this festive event launched the holiday season and warmed hearts with its spirit of generosity. We were particularly thankful that our kind patrons, Dick and Lois Haskayne, joined us after having to miss the event in 2017. We raised a record \$116,102 that was shared between both charities. Thank you to all of our amazing sponsors, event donors, and attendees!

To read all about how your donations helped Heritage Park keep history alive, go to [YOUR GIFTS AT WORK](#) to read our donor impact report. To donate, please tap [♥ DONATE](#).



"[Heritage Park's] programs offer hands-on learning directly linked to curriculum outcomes. As a teacher, it is very important for the students to have the opportunity to see, touch and participate in the various items and activities."


- Cindy G. Grade 1 teacher, St. Jude School

EDUCATING

Heritage Park's education programs reached more than 60,000 children in 2018, which reflects a growth in attendance of 30% over the past five years. With the addition of new facilities, the expansion of programs to include science and language arts curricula, and program options for grade levels K-12, Heritage Park was the field trip of choice for 142 Calgary and area schools.

Our Educational Interpreters delivered in excess of 800 curriculum-based programs. More than 26,000 students visited the Park during May and June to participate in the Living History field trip experience where classes of all ages interact with costumed interpreters while exploring all of the Park's exhibits.

Education is one of the Park's key mandates. We strive to ensure that programs remain accessible to all students regardless of financial status. Through the generosity of our sponsors, we provided program subsidies and covered busing costs for more than 800 students who otherwise may not have been able to attend our programs.



"Giving is not just about making a donation. It is about making a difference."

— Kathy Calvin, Volunteer

VOLUNTEERING



Our dedicated volunteers, almost 1900 strong, donated nearly 74,000 hours in 2018 – the equivalent of 40 person-years of time. That is a 3% increase over the prior year. Some of our seasoned volunteers have been giving their time since the Park opened in 1964, and we partner with organizations such as the YMCA Achievement Program for Youth [YMAP] to introduce first-generation immigrants to the joys of volunteering, and to the joys of Heritage Park. Plain and simple – we wouldn't thrive without volunteers. If you are interested in joining this highly appreciated group, please tap **VOLUNTEER** to see all of our volunteer opportunities.

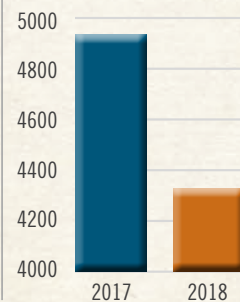


HERITAGE PARK SOCIETY

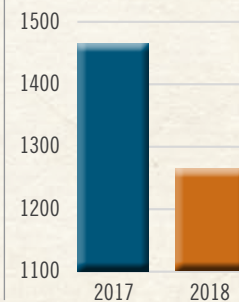
Despite all efforts to avoid it, the Society ended 2018 with a deficit of just over a quarter million dollars due to two major factors. We saw a significant drop in summer attendance because of the dry-docking of the S.S. Moyie, which impacted most revenue streams. The final increase to the minimum wage hit us on the expense side, raising employment costs more than \$1 million compared to just three years earlier. The greatest increase due to that legislation will begin in 2019 where the annual wage cost increase rises to \$1.7 million. That number is half what it could have been, thanks to strict cost mitigation strategies enacted in 2016.



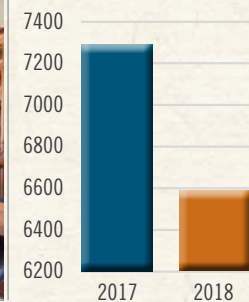
ADMISSIONS [REVENUE 000s]



RETAIL [REVENUE 000s]



FOOD SERVICES [REVENUE 000s]



THE HERITAGE PARK FOUNDATION

A volatile market left the Foundation's investment account with a loss in 2018. The contribution to the Society for 2018 was limited to ensure that there was sufficient cash on hand necessary for 2019's upcoming activities without having to withdraw funds from the investment and further erode its balance.

FOUNDATION INVESTMENT BALANCE [000s]



The information presented is unaudited and taken from the complete financial records of Heritage Park Society and The Heritage Park Foundation.

To view detailed statements for both organizations, please go to:

HERITAGE PARK SOCIETY

THE HERITAGE PARK FOUNDATION



AWARDS RECEIVED IN 2018

ALTO AWARDS

Marketing Excellence [budget over \$75,000]

Journey of a Lifetime

CALGARY HERITAGE AUTHORITY [CHA]

2018 CHA Lion Awards

Advocacy & Awareness Group

Honourable Mention

Journey of a Lifetime

CALGARY EVENT AWARDS

Best Function Venue

CALGARY'S CHILD MAGAZINE

Best Family Christmas Event

Honourable Mention

Best Tourist Family Attraction

Honourable Mention

Best Museum for Families

Honourable Mention

Best Family Halloween Event

Honourable Mention

TOURISM CALGARY

Ultimate Host City Designation



HERITAGE PARK SOCIETY

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.

Western Canada is defined as the geographic area bordered by the Manitoba/Ontario border on the East, the interior of British Columbia on the West, the tree line in the North and the Canada/U.S.A. border in the South.

PATRONS

The Honourable Lois Mitchell

Lieutenant Governor of
Alberta

The Honourable Rachel Notley

Premier of Alberta

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Mayor Naheed Nenshi

Mayor of The City of Calgary

Mike Walsh

Manager Retail

Bob Wyatt

Manager Facilities &
Maintenance

Joyce Patten

Bob Pogue

John Presley

Robert Reid

Doug Rogan

Dave Russell

Fong Seto [d. May 21]

Bill Shaw

Kinnaird Shaw

Eleanor Suddaby

Don Watson

Bob Welin

Duane Wikant, FCA

Marion Wolff

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Lachlin McKinnon

Roger Straathof

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Wayne Chodzicki, FCA

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Joe Doolan

Dan Gallagher

Brian Gallen

Jim Herbison, FCA

Dale Hoffman, FCA

George Kermack

[d. Nov. 5]

Frank Nieboer

Robert Reid

Duane Wikant, FCA

SPECIAL

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David Bissett

Don Campbell

Marlene Campbell

Shon Carey

Ross Glen

Lois Haskayne

M. Ann McCaig

Maurice McCaig

Joyce McKechnie

Dr. Don Moore

Don Taylor

Ruth Taylor

Cal Wenzel

MANAGEMENT

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Officer

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Head of Fund Development

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Julie Copland-Stene

Manager Marketing &
Special Events

Julie Frayn

Chief Financial Officer

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Manager Food Services

Drago Krsmanovic

Manager Human Resources

Rona McLeod

Executive Assistant

Susan Reckseidler

Manager Interpretation

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Dan Gallagher

Brian Gallen

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Susan Church

Susan Costello

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Stewart Gossen

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Dan Hays

Kathy Hays
 Karen Jennings
 Maggie Kiel
 Brittney LaBranche
 Alison Love
 Michael McCreadie
 Jay McKeen
 Peter McKeen
 Lachlin McKinnon
 Dustin Nelson
 Judy Rea
 Dave Rodych
 David Sane
 Kim Sarjeant
 Garry Saunders
 Rick G. Smith
 Roger Straathof
 Sam Switzer [d. Jun. 20]
 David Tetrault
 Donald Watkins
 Scott Weiler
 Randy Williams
 Lynn Woolston

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 Allison Maher
 Dave Rodych*
 David Tetrault
 Don Watkins
 Scott Weiler
 Bennett Wong*

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 Bennett Wong*

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 Lorne O'Reilly
 Dave Rodych*
 Garry Saunders
 Rick G. Smith
 Bennett Wong*

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 Dave Rodych*

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 Lachlin McKinnon, Chair
 Norma Carroll
 Jonathan Hanna
 Brittney LaBranche
 Dave Rodych*
 Kim Sarjeant
 Donald Watkins
 Marion Wolff

*Ex Officio

HERITAGE PARK FOUNDATION

MISSION STATEMENT

Ensure and support the long-term success of Heritage Park.

Through a dedicated Board of Directors, the Foundation maintains and encourages the growth of a substantial base of funds in support of the ongoing purposes of the Park.

BOARD OF DIRECTORS

Bennett Wong, Chair
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 Allison Maher, Secretary/
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 Walter Wakula

PAST CHAIRS

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 John Smeeton
 Duane E. Wikant

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 Dinesh Dattani
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Dave Rodych
 David Sane
 Kim Sarjeant
 Roger Straathof
 Walter Wakula
 Randy Williams
 Bennett Wong

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 Fred Callaway
 Norma Carroll
 James Conklin
 Joe Doolan
 Dan Gallagher
 Brian Gallen
 Stewart Gossen
 Dick Haskayne
 John Houghton
 Alan Moon
 Sherrold Moore [d. Apr. 10]
 Duane Wikant

In their memory we honour the Patrons, Life, Active and Committee members, volunteers and staff who are no longer with us, and whose contributions helped lay the foundation on which we continue to build.

With deepest respect, we remember.



THANK YOU

Heritage Park is a registered charity and Canada's largest living history museum. Your support allows us to preserve and present Western Canadian heritage and culture. Thank you to all of our supporters who gave generously to Heritage Park Society and Heritage Park Foundation. A special thank you to our many anonymous donors in all categories.



PARTNERS IN HISTORY

\$100,000+

BMO Financial Group
Kim Sarjeant

\$50,000+

Husky Energy
Repsol Oil & Gas Canada Inc.

\$25,000+

Big Rock Brewery Inc.

\$10,000+

Alberta Motor Association
Alliance Refractories Ltd.
Baher Family Fund at the Edmonton
Community Foundation
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Canadian Pacific
Shell Canada Limited

\$5,000+

ATCO Gas
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Engineered Air
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Hotchkiss Family Charitable
Foundation
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Nickle Family Foundation
David Robottom

\$500+

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Hector McFadyen
Ray Mills & Lisa Poole
Bruce & Janis Morrison
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United Way of Calgary And Area,
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Jack Lee
The Maiers
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Precision Drilling Corporation
The Donald And Eleanor Seaman
Family Foundation
Joan Snyder
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Glamorgan Animal Clinic
Eldon Hall
Craig Hellquist
Danny Joffe
Dan Malcolm
Donald & Joyce Moore
Gary Niemi
Randy Rudolph
Margaret Southern
Linda Southern-Heathcott
T D Equine Veterinary Group
Donald Wilson

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\$1,000+

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Fraternal Order of Eagles – Calgary
Brian & Kate Gallen
Nickle Family Foundation
Elaine Proulx
RBC Foundation
Repsol Oil & Gas Canada Inc.
Bob & Anne Smyth
TD Bank Group
TD Friends of the Environment
Foundation
Calgary Shaw Charity Classic
Foundation
Don & Sharon Watkins
Fania & Leo z'I Wedro

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Patricia Macleod
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Greg & Joanne Martin
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Ken & Lyn McNeill
In memory of David James Mee
Brian O'Ferrall
Jack O'Reilly
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Millicent Pratt
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 Anne Marie Sande
 Betty Sherwood
 Signature Alliance Management
 Group Inc.
 Lisa Silver
 Mary Ann Smith
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 Robert & Irma Reid
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 Donald Seaman
 Quincy (B.A.R.) Smith
 Gerald Sykes
 Mike & Helene Westren
 Reg & Sheryl Whyte

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John A. Howard
 Don Watson

HAYS BREAKFAST

PRESENTING SPONSORS

McCarthy Tétrault LLP
 Rob & Ruth Peters

DONORS — \$500+

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 Edmond Eberts
 Hays Ranches
 Thomas Hickerson
 Carolyn S. Phillips
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 Christopher Rea
 Mike Shaikh
 Aritha Van Herk
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 Darrel & Eleanor Suddaby
 Margaret Walker

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 Norma Carroll
 Stan & Susan Church
 Diverse Benefits & Financial
 Planning
 Wayne Dwyer & Lynn Woolston
 Betty Giles
 Gordon Food Service Canada Ltd.
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BEQUESTS

Estate of Dr. Margaret Hess
 Estate of Amy Jennings
 Estate of Lorne Pearson Woodrow



Bright and Lion, two 1,800 pound oxen, came to Heritage Park for the summer, on loan from the Eau Claire Distillery for the month of August.



1900 Heritage Drive SW Calgary, Alberta T2V 2X3 P. 403.268.8500 F. 403.268.8501 www.HeritagePark.ca
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