“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!

Bennett Wong
Chair
THE HERITAGE PARK FOUNDATION
2018 IN REVIEW
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 SIM 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.
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.
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.

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.
With the Moyie dry-docked all summer, we took the opportunity to give her a stem-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 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.
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 veterinarians 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.
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 visit DONATE.
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.

"[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
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 visit volunteer to see all of our volunteer opportunities.

“Giving is not just about making a donation. It is about making a difference.”
— Kathy Calvin, Volunteer
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.

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.

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
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.
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.

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**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.

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**HERITAGE PARK HISTORICAL VILLAGE**

**2018 ANNUAL REPORT**
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.

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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.