

# FORT CALGARY

ANNUAL REPORT 2016



This is Where  
the Story Starts

"GREAT CANADIAN DREAM NO. 4" JOANE CARDINAL-SCHUBERT



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## FORT CALGARY'S BRAND

The confluence of the Bow and Elbow Rivers is a significant place. Known to the Blackfoot as Moh'Kinsstis, the confluence has special meaning to the Siksika – it is the place where Napi created people, tracing its history to the very origins of humanity. This site is at the heart of traditional Blackfoot territory and was important to other Indigenous peoples who came here to hunt, camp and cross the river. For thousands of years, the confluence has retained its significance as a gathering place.

The confluence is also the place where the North West Mounted Police began their mission to bring peace, order and good government to western Canada. The humble Fort built on this site, in 1875, was the foundation of the city of Calgary and played a significant role in the evolution of Canada's world-renowned RCMP. The original fort evolved from a police administration centre into the centre of the growing community.

Today the confluence is where the past meets the present. Fort Calgary tells the stories of many cultures that continue to evolve and define who we are as Calgarians. It is a place where people gather to gain a richer understanding of how our past shapes our present and future. It is a place for truth, and for reconciliation.

*“A wonderful representation of history and culture.”*  
– Museum Visitor



Staff and Volunteers for the Stampede Day Parade

# CHAIRMAN AND CEO REPORT



*Celebrating Canada Day*

On behalf of Fort Calgary's Board of Directors and staff, we are pleased to present Fort Calgary's 2016 Annual Report and Financial Statements. The Financial Statements include Statements of financial position, operations and fund balances.

2016 was a very challenging year for everyone in Calgary. Fort Calgary embraced these challenges and was pleased with our year-end results.

One of the highlights of 2016 was the long awaited opening of the Deane House in September 2016 and we welcomed Sal Howell as our new restaurant operator. Sal's reputation in the community will ensure the success of this very important piece of our history. The garden is looking fabulous and I know that Captain Deane would be very proud of our accomplishments.

The final phase of our **MAKE** History project is nearing completion. In 2016, the design was finalized which started the municipal approval process. We continue to fundraise for the completion of the project.

In 2016, Fort Calgary embarked on a new way to tell our story. A deeper understanding of the significance of the Bow and Elbow River confluence to the Blackfoot Nation expanded our understanding of this site. Known to the Blackfoot as Moh'Kinsstis, we are exploring ways to tell our shared stories and are developing a new exhibit plan based on a deeper understanding of the five Treaty Seven Nations.

We are looking forward to 2017 – The Métis Cabin will return to the east Elbow River site adjacent to the Hunt House, the 1875 Fort Interpretive Exhibit will open to the public on Canada Day and we are optimistic that Phase Three, the Interpretive Centre expansion, will move into construction.

Thank you to all our donors, volunteers, partners, staff and fellow Board members for their support and commitment throughout the year. We could not achieve the things that we do without you.

2017 will be an exciting year and we look forward to sharing it with you.

Yours truly,

Dr. Cecilia Gossen

Sara-Jane Gruetzner

## BOARD OF DIRECTORS 2016

### EXECUTIVE COMMITTEE

Cecilia Gossen	Chairman
Doug Mills	Vice-Chairman
Terry Lockhart	Treasurer
John Ayer IV	Secretary
Jack Marshall	Past President

### DIRECTORS

Derk Doornbos	Director
Robin Lee	Director
Tony Hamori	Director
Steve MacNeil	Director
Tom Martin	Director
Jim Pollock	Director
Grant Borbridge	<i>Honourary</i>
James Elliott	<i>Honourary</i>
Wilf Gobert	<i>Honourary</i>
Victor Kroeger	<i>Honourary</i>



**Dr. Cecilia Gossen**

*Chairman*



**Sara-Jane Gruetzner**

*President & CEO*



## FORT CALGARY'S MISSION

Fort Calgary is committed to creating a place where geography and history intersect with people to reinforce Fort Calgary as the historical centre of the community. The Fort Calgary Business Plan includes six goals that work together to accomplish Fort Calgary's mission. The 2016 Annual Report summarizes our achievements relative to these six goals.

“*Very good program!  
Can't wait to come back! A+!*”

– Grade 2 Teacher



### TO CREATE A HOME FOR ALL CALGARIANS.

Fort Calgary is Calgary's birthplace. It is one of Calgary's national, provincial and municipal historic sites. Our goal is to raise Calgarian's awareness of the role that Fort Calgary played in the development of the city of Calgary.

Ultimately, Fort Calgary will have created a place where Calgarians came and will come for all kinds of reasons: educational, social, recreational and business. They will leave feeling that they understand, respect and are connected to their history. Fort Calgary will position itself as a major park in the rapidly changing community of East Village.



*Fun at Heritage Day*

### IN 2016 FORT CALGARY..

- » Continued to focus on special events and programs for families.
- » Curated “Mountain Man”, an AFA TREX art exhibit featuring the photography of Bert Riggall.
- » Curated “Botanicals by the Bow”, an art exhibit featuring native plant drawings by the Botanical Artists Guild of Southern Alberta (BAGSA).
- » Hosted the Running Room's 7th Annual Hypothermic Half Marathon.
- » Coordinated and facilitated WinterFest, a free family event, attended by over 2,500 people.
- » Offered free admission to all seniors during Seniors Week (June 6 – 12, 2016).
- » Coordinated and facilitated the Peace Walk for Indigenous Reconciliation on June 11, 2016. The event was co-facilitated by Fort Calgary, the Aboriginal Friendship Centre of Calgary and the Aspen Family and Community Network Society. Drummers sang, Elders spoke, about 30 people took part in the walk and over 100 people joined us for the feast and gathering at the end.
- » Coordinated and facilitated Canada Day, a free family event for over 20,000, including a free pancake breakfast for 2,500 people and complimentary all-day activities, such as kid's crafts, a petting zoo, live music, an inaugural Bow River Paddling Race and an Indigenous Artisan Fair.
- » Coordinated the first paddling race in Calgary in over 20 years down the Bow River. It ended at Fort Calgary and became an incredible spectator event along the George C. King Bridge.
- » Staged the horse form-up for the Calgary Stampede Parade.
- » Hosted the Stampede Round-Up. With this event, The Rotary Club of Calgary raised over \$200,000 for local charities.
- » Partnered with the Little Concerts Association of Alberta to start staging all of their community concerts in the Burnswest Theatre. This year, we worked together on five successful concerts.
- » Coordinated and facilitated Heritage Day in partnership with the Chinook Country Historical Society as part of their Historic Calgary week program. Fort Calgary offered free admission to over 600 guests and featured the local music and stories of Paul Finkleman.
- » Hosted Beakerhead's sandbox of human ingenuity, ‘Saturnian’ and various other activities that encourage engagement with science, technology, art education and engineering. The events welcomed thousands of people to engage with art, science and engineering on the Fort Calgary grounds.
- » Hosted a performance art showcase by respected artists Terrance Houle and Nathalie Mba Bikoro, in partnership with the M:ST Performative Art Festival in October.
- » Hosted 60+ local artisans at the annual Artisan's Fair on Remembrance Day.



*Indigenous Storytelling at WinterFest.*

- » Collected food and cash donations for the Veterans' Food Bank at Fort Calgary's Remembrance Day Ceremony.
- » Donated passes to community and corporate fundraisers.
- » Fort Calgary hosted its annual community dinner for over 300 neighbourhood shelter residents.
- » Increased the numbers of followers on Facebook by 15%, on Twitter by over 30% and on Instagram by 100%. Increased overall social media engagements by over 150%!
- » Welcomed 26,598 visitors to the Interpretive Centre.
- » Hosted visitors from across Canada and from over 80 countries around the world.
- » Shared our history with Fort Calgary Preservation Society members.
- » Delivered 13,710 Education Programs to 6,914 students – an almost 5% increase over 2015.
- » 1,584 Education Programs (23% increase) were made available to 792 students through Fort Calgary's Equal Access Program, which offers free program fees and busing to qualifying low-income schools.
- » Six volunteers contributed 131.98 hours of volunteer service to Education Programs.
- » Continued to operate Education Programs at full capacity and with a wait list.
- » Partnered with LINKages to provide intergeneration programming, connecting almost 100 youth with local seniors.
- » Continued the Junior High Program and maintained 2015 attendance numbers.
- » Hosted a Mount Royal University Student in the Education Department, who assisted with programming and began the process of revamping the 'Buffalo: A Way of Life' resource kit to provide more comprehensive knowledge and an Indigenous perspective.
- » Maintained engagement with the Home School community by offering five education program days to over 100 home-school students with a strong focus on new and innovative programming.
- » Distributed resource kits to 40 classrooms.
- » Delivered two weeks of summer camp that focused on science and nature programming to local children.
- » Welcomed a total of 98 volunteers who contributed 3,380.5 volunteer hours to all aspects of Fort Calgary operations.
- » Celebrated Fort Calgary's volunteers at our annual Volunteer Recognition Event.
- » Continued a volunteer woodworking program to supply museum shop items.
- » Offered the community a diverse and wide range of volunteer opportunities.
- » Fostered volunteer partnerships with the RCMP Veterans' Association, Youth Volunteer Corps, Vecova Centre for Disability Services, Progressive Alternatives Society of Calgary, The North-West Mounted Police Commemorative Association and Jack James High School.
- » Maintained partnerships with the Alberta Museums Association, Travel Alberta, Tourism Calgary, Calgary Chamber of Voluntary Organizations, National Trust for Canada and Propellus.



## GOAL 2

**TO CREATE AN ENVIRONMENT WHERE NATURAL LANDSCAPES, BUILT ENVIRONMENTS AND HUMAN EXPERIENCES OFFER VISITORS A RESPITE FROM EVERYDAY LIFE.**

Fort Calgary will be a place that provides quiet, reflective, meaningful experiences in contrast to an increasingly rapid, complex, technological and fragmented world.

*“Made me feel like I travelled through time.”*

— Museum Visitor

### IN 2016 FORT CALGARY..

- » Fulfilled Fort Calgary’s stewardship role and obligations.
- » Cultivated Fort Calgary’s award winning Suncor Energy Foundation Community Garden project.
- » Produced and donated 686 lbs. of vegetables to The Alex HomeBase community kitchen, the newly opened Alex Community Food Centre, the Calgary Wildlife Rehabilitation Society, the Youth Culinary Arts Program at Raido House and New Horizon Housing.
- » Participated in the annual Calgary Horticultural Society Garden Show and Harvest Fair.
- » Finished moving plants back into the newly restored Deane House Garden.
- » Enhanced the prairie garden.
- » Developed and delivered high-quality operation and maintenance standards.
- » Over 300,000 people experienced Fort Calgary via the RiverWalk, the George C. King Bridge over the Bow River and the Elbow River Bridge, which expanded our connections to neighbouring communities.
- » Over 50,000 people used the Fort Calgary site for a variety of informal activities: kite flying, yoga, sketching, boot camps, cross country skiing, etc.



*Volunteers in the Community Garden*

## GOAL 3

### TO ACHIEVE CULTURAL, FINANCIAL AND ENVIRONMENTAL BALANCE WHILE RESPECTING FORT CALGARY'S VALUES.

Fort Calgary's biggest challenge is to achieve financial stability while maintaining the mandate to interpret Fort Calgary's history. The mandate to generate revenue is not at the expense of fulfilling our mission.

#### IN 2016 FORT CALGARY...

- » Maintained the business model which integrates all aspects of Fort Calgary's mandate and is focused on achieving financial sustainability.
- » Continued fundraising for Fort Calgary's **MAKE** History Campaign.
- » Promoted integrated visitor experiences: bus and interpretive tours combined with lunches and dinners.
- » Welcomed 83,393 Food & Beverage clients.
- » Increased Food & Beverage revenues over the 2015 revenues.
- » Catered to 42,908 guests in the 1888 Barracks for breakfast, lunch and dinner.
- » Hosted a combined total of 993 events in the 1888 Barracks.
- » Continued our very successful Sunday Brunch.
- » Continued to foster community partnerships – See Goal One.

“Thank you for all the support in making our event a success. People were very pleased with the day – they enjoyed the location very much and the food exceeded their expectations.”

– Food & Beverage Client



Sunday Brunch at Fort Calgary.



## GOAL 4

### TO HIGHLIGHT THE PAST (1875 - 1914), PRESENT AND FUTURE OF CALGARY.

Fort Calgary is unique. It 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 is a site that has been used for many purposes, by many cultures for thousands of years. Today it is a major community gathering place in the rapidly developing East Village.

Fort Calgary is the lens through which to interpret Calgary's origins and to look towards its future.

#### IN 2016 FORT CALGARY..

- » Continued to increase the number of artifact records on Fort Calgary's database program, allowing for improved access to the collection.
- » Continued to photograph the artifact collection.
- » Continued on with an artifact deaccessioning project which will result in a stronger connection between Fort Calgary's collection, programming and exhibits, and allow for easier access to core material.
- » Offered 15 different education program options plus four different in-classroom resource kits.
- » Worked to make changes to existing education programs that will further reinforce the Fort Calgary brand, site and stories.
- » Refined and implemented the Fort Calgary brand.
- » Successfully reached out into the community with the travelling Fort Calgary Roadshow by helping participants try on the Mountie Red Serge at the Saddletowne library.



NWMP Commemorative Association Band volunteers

*“I volunteer at Fort Calgary to fulfill my practicum for the Museum and Heritage Studies Program at the University of Calgary. My time here has been very fulfilling as it has provided me with practical learning experience which I was not able to get in class and helped me solidify my decision to work with museum collections as a career choice.”*

— Fort Calgary Volunteer

## GOAL 5

### TO PLAY A ROLE IN THE PROMOTION OF FORT CALGARY AS A PLAYER IN THE DISCUSSION AND DEBATE ON CURRENT ISSUES.

Fort Calgary currently hosts many meetings, seminars and presentations on topics that impact Calgary. Fort Calgary is the place where the discussion begins – whatever the topic.

#### IN 2016 FORT CALGARY...

- » Facilitated numerous public, private and non-profit sector functions focused on shaping the present and future of Calgary.
- » Evaluated and fostered Fort Calgary's ongoing and proactive role in the discussion of Calgary.
- » Hosted numerous clients who use Fort Calgary to discuss current and future issues related to Calgary.

## GOAL 6

### TO SHOW LEADERSHIP WHILE MANAGING FORT CALGARY'S CHANGING ROLES, RESPONSIBILITIES AND CHALLENGES.

Public institutions, as reflections of cultures and communities, are constantly changing. Sustainability is Fort Calgary's biggest challenge. Understanding and reflecting the needs of the community will help to achieve sustainability. Fort Calgary needs to be relevant to Calgarians in order to achieve sustainability. To become relevant requires constant change in response to changing community and tourism demands, needs and preferences.

#### IN 2016 FORT CALGARY...

- » Developed a positive working relationship with representatives from the Treaty 7 Nations and the Métis Nation while working in collaboration on the new museum exhibit designs.
- » Actively participated in Society of Educational Resource Groups (SERG).
- » Actively participated in the Stampede Parade Committee.
- » Continued membership with Tourism Calgary which builds Fort Calgary's brand with visitors from around the world via their website and allows for networking at local events to build our profile locally.
- » Participated collaboratively with Calgary's other civic partners.
- » Played an active role with the Calgary Attractions Consortium to promote Fort Calgary in conjunction with 14 other city attractions including: Calgary Zoo, Glenbow Museum, Heritage Park, Calgary Stampede, Telus Spark, Calaway Park, National Music Centre, Bow Habitat Station, etc.
- » Invested in Fort Calgary's dedicated, enthusiastic and committed employees.
- » Invested in Fort Calgary's dedicated, enthusiastic and committed volunteers.
- » Produced strong and stable financial results.
- » Built on Fort Calgary's year-round reputation as a tourism destination.
- » Attended the Alberta Museums Association Conference.
- » Presented at the Alberta Museums Association Conference on social media and museums.

*“The event was spectacular and all that we hoped for. As usual, the staff was very accommodating and many compliments on the food and service.”*

– Food & Beverage Client



Education Program in Action

# DONORS FOR 2016 – OPERATING FUND AND CAPITAL FUND

## PLATINUM DONORS – \$100,000 AND OVER

The City of Calgary

## GOLD DONORS – \$25,000 TO \$99,999

Province of Alberta

Alberta Museums Association

## SILVER DONORS – \$15,000 – \$24,999

Government of Canada

Suncor Energy Foundation

## BRONZE DONORS – \$5,000 – \$14,999

Canadian Museums Association

## DONORS – \$1,000 – \$4,999

RCMP Veterans' Association – Calgary Division

## DONORS – \$1,000 AND UNDER

Mavis Ann Clark

Colin Glassco

Sara Jane Gruetzner

Dee Stout

# DONORS – MAKE HISTORY CAMPAIGN FUND TO DECEMBER 31, 2016

## PLATINUM DONORS – \$100,000 AND OVER

Government of Canada, Building Canada Fund  
Government of Canada, Canada Cultural Spaces Fund  
Province of Alberta, Major Community  
Facilities Program  
Alberta Historical Resources Foundation  
Anonymous (Interpretive Centre Exhibits)  
Calgary Foundation  
The City of Calgary  
Canadian Natural Resources Ltd.  
Encana Corporation  
The Mathison Family Foundation  
Nexen Inc.  
Pembina Pipeline Corp.  
Penn West Exploration

## GOLD DONORS – \$25,000 TO \$99,999

Anonymous (Purchase of the Joane  
Cardinal-Schubert painting)  
Ruth Barker  
David & Leslie Bissett Fund through  
The Calgary Foundation  
Cadmus Funds through The Calgary Foundation  
Enbridge Inc.  
Wilf & Marg Gobert  
Jack & Carol Marshall  
Chuck Meagher

## SILVER DONORS – \$15,000 TO \$24,999

Sara-Jane Gruetzner  
Running Room Canada Inc.

## BRONZE DONORS – \$5,000 TO \$14,999

FirstEnergy Capital Corp.  
Tom & Audrey Martin  
Mauro Reality Ltd.  
Randall & Cecilia Gossen  
Roy & Emma Wilson

## DONORS – \$1,000 TO \$4,999

Alberta Foundation for the Arts  
"Fill Our Boots" Donations  
Coril Holdings Ltd.

Louise Crane  
James Elliott  
Gordon W. Franson  
Jewish War Veterans of Canada  
Gerald L. Knowlton  
Victor Kroeger  
Toby Lawrence (in recognition of Roma  
Macleod Lawrence)  
James T. (Terry) & Gayle McCoy  
MEG Energy Corp.  
Douglas Mills  
William G. & May E. Pringle  
Probus Club of Calgary  
Sawgrass Investments Ltd.  
Susie Sparks  
Joanne Steinmann  
John & Linda Stewart  
Wellington West Capital

## DONORS – UNDER \$1,000

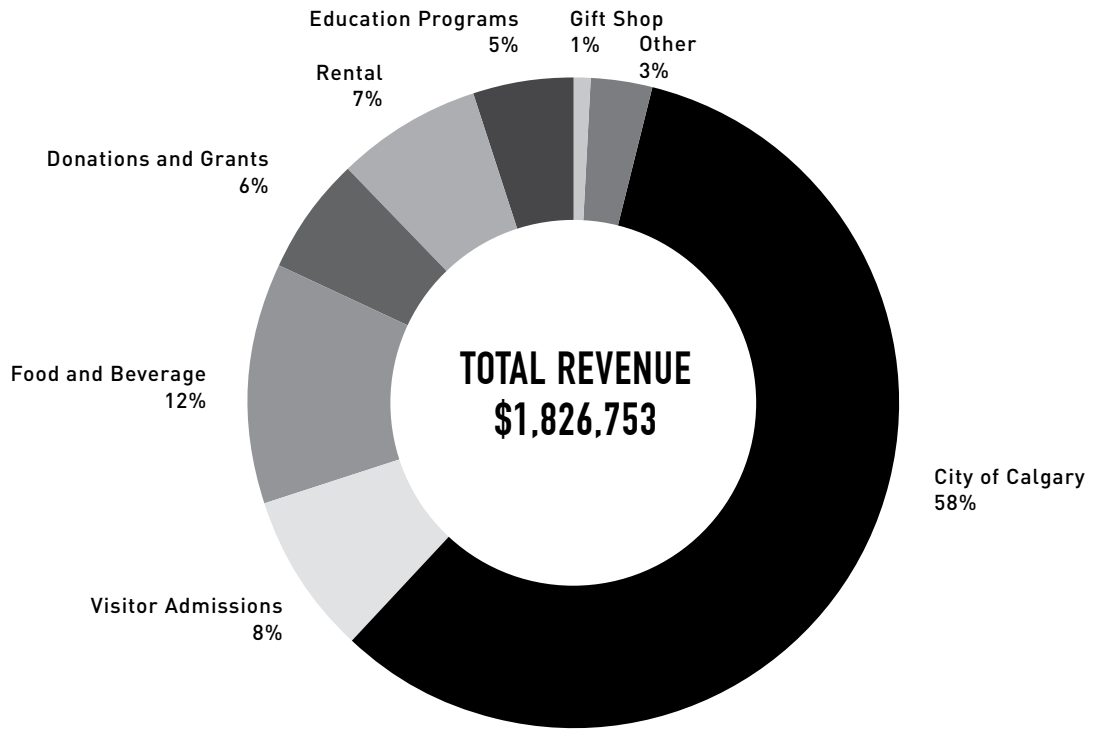
Louise Aboussafy, Donna Alberts (In memory of  
Charles Walter (Joe) Nolan), Joanne Alexander, Lois &  
Thomas Andrew (In memory of Charles Walter (Joe)  
Nolan), John Ayer IV, Gerald Blezy, Sheila Brew (In  
memory of Charles Walter (Joe) Nolan), Ian Brownlee,  
William Grey Buchanan, Calgary Winter Club, Cecilia  
Casey, Ed Chetner, Susan Church, The Confabulators,  
Susan Cosgrove (In memory of John Ayer), Daughters  
of the American Revolution – Heritage Chapter, Derk  
Doornbos, Bruce E. Dunn, Dr. Maxine M. Elliot (In  
memory of Charles Walter (Joe) Nolan), Donald &  
Christa Ellis, Donna Flotre, Sandra & Barry French  
(In memory of Charles Walter (Joe) Nolan), Adam  
Froh, Valerie Ann Frost, Ed & Joan Gaetz (In memory  
of Joanne Hawkes), Jean Genaske, Klaus & Sandra  
Gerhardt (In memory of Charles Walter (Joe) Nolan),  
Jim Glover, Dorothy Gray (In memory of Charles Walter  
(Joe) Nolan), Robin Greschner, Alvin Grier, Kevin L.  
Harrison, Robert & Beverly Head (In memory of Charles  
Walter (Joe) Nolan), Bill & Sharran Herriot (In memory  
of Joanne Hawkes), History In the Making Volunteers,  
Margaret P. Hooper, Margolee Horn (In memory of  
Charles Walter (Joe) Nolan), Ruth Horney, Leonore  
J. Hunt, Hypothermic Half Marathon Runners, M.E.  
James, Sharon Jankey (In memory of John Ayer), John

& Edna Kenny (In memory of Charles Walter (Joe)  
Nolan), JED Photography (In memory of Neil Peterson),  
Horst & Gery Kersten, Gail Kessler, Raymond & Mary  
Kettenbach (In memory of John Ayer), Arooba Khan on  
behalf of Holt Renfrew (In memory of Neil Peterson),  
David & Linda LaBarre (In memory of John Ayer), John  
D. Langenberger, Jack & Ruth Lee-Knight (In memory  
of Charles Walter (Joe) Nolan), Lightstream Resources  
Ltd., Thomas Lipp, Terry Lockhart, Eric Longeway  
(In memory of Charles Walter (Joe) Nolan), Valerie  
Longmoor, Richard Louie (In memory of John Ayer),  
Stephen MacNeil, H. David Matthews (In memory of  
John Ayer), Margaret McCord, Dennis McDermott,  
Hugh McNally (In memory of Charles Walter (Joe)  
Nolan), Kevin & Margaret Meagher, Marvel Miller,  
Ron and Carol Moore, Joan P. Nicholson (In memory  
of Joanne Hawkes), Larry J. Nicolay, Inez Nolan (in  
memory of Charles Walter (Joe) Nolan), E.J. Nolan (In  
memory of Charles Walter (Joe) Nolan), P. Joan Nolan  
(In memory of Charles Walter (Joe) Nolan), Northland  
Village RCMP Lotto Pool, Lynne Oishi, Orpha Parfett  
(In memory of Charles Walter (Joe) Nolan), Glen &  
Ruby Patterson (In memory of Charles Walter (Joe)  
Nolan), Paul Ramos, RCMP Veterans' Association –  
Calgary Division, Read Jones Christoffersen Ltd., G.  
Neil Reddekopp (In memory of Charles Walter (Joe)  
Nolan), Kate Reeves, Diane Reid, RioCan Management  
Inc., Hugh Alan Robertson, Round the Block Tours Inc.,  
M.L. Santoro on behalf of The Estee Lauder Companies  
(In memory of Neil Peterson), Lance & Adline Saunders,  
Walt Semenoff (In memory of Charles Walter (Joe)  
Nolan), Judith Gene Setrakov, James Seymour, Nancy  
Jean Smith, Vernon & Kathleen Smith (In memory  
of Charles Walter (Joe) Nolan), Bernard J. Smyth  
(In memory of John Ayer), Brad Somer, John Spearn,  
Andrew Stewart, Dee Stout, Doug Straus, Walter &  
Pearl Sultan (In memory of Charles Walter (Joe) Nolan),  
Rafael Talavera (In memory of John Ayer), Courtney  
Tanaka, Roy & Janet Taylor, Roy & Gladys Teske (In  
memory of Charles Walter (Joe) Nolan), Eva Thomas,  
The City of Calgary Aldermanic Office (In memory of  
John Ayer), Unitarian Church of Canada, Marijke van  
Wijk, Garth Walker, Lyman E. Walker (In memory of  
Charles Walter (Joe) Nolan), Patrick Webb, Westmount  
School, Janet Wetter, Geoff & Eileen Wilson (In Memory  
of Joanne Hawkes), Penny Young

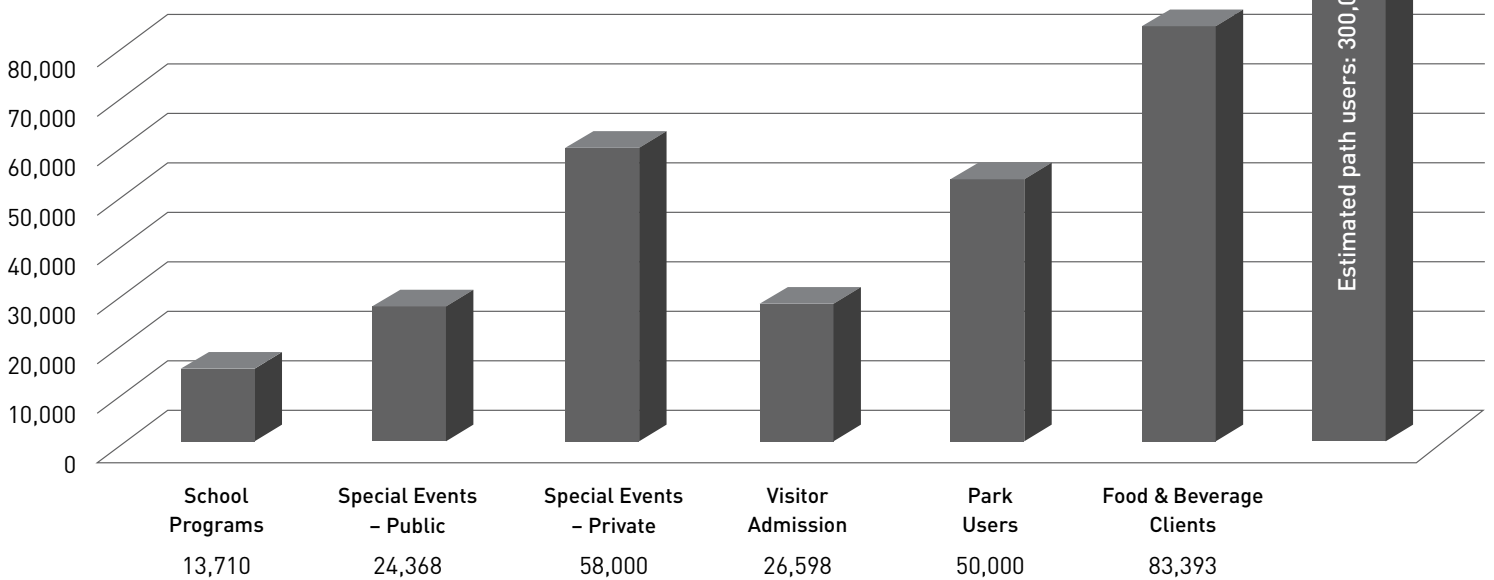


# SOURCES OF FUNDING

## OPERATING REVENUE RECEIVED IN THE YEAR ENDED 2016



## TOTAL VISITATION = 556,069



## STATEMENT OF FINANCIAL POSITION AS AT DECEMBER 31, 2016 WITH COMPARATIVE FIGURES FOR 2015

	GENERAL FUND	CAPITAL FUND	ENDOWMENT FUND	MAKE HISTORY FUND	TOTAL 2016	TOTAL 2015
<b>Current Assets:</b>						
Cash	\$239,275	\$ -	\$ -	\$ -	\$239,275	\$324,797
Restricted Cash	75,431	36,962	3,695	234,630	350,718	241,175
Due from General Fund	-	34,500	-	-	34,500	-
Accounts Receivable	76,732	51,346	-	800,000	928,078	651,285
Inventory	53,836	-	-	-	53,836	39,938
	445,274	122,808	3,695	1,034,630	1,606,407	1,257,195
<b>Restricted Marketable Investments</b> (recorded at market value)	226,965	-	264,114	2,293,054	2,784,133	4,103,482
<b>Equipment</b>	9,745	102,185	-	-	111,930	104,355
	\$681,984	\$224,993	\$267,809	\$3,327,684	\$4,502,470	\$5,465,032
<b>Current Liabilities:</b>						
Accounts Payable	\$293,938	\$8,400	\$ -	\$177,118	\$479,456	\$1,640,083
Due to Capital Fund	34,500	-	-	-	34,500	-
Deferred Revenue	27,062	-	-	-	27,062	19,122
Deferred Contributions	63,084	-	-	-	63,084	6,526
	418,584	8,400	-	177,118	604,102	1,665,731
<b>Fund Balances:</b>						
Invested in Capital Assets	9,745	102,185	-	-	111,930	104,355
Externally Restricted	-	21,568	267,809	3,150,566	3,439,943	3,318,269
Internally Restricted	239,312	92,840	-	-	332,152	304,009
Unrestricted	14,343	-	-	-	14,343	72,668
	263,400	216,593	267,809	3,150,566	3,898,368	3,799,301
	\$681,984	\$224,993	\$267,809	\$3,327,684	\$4,502,470	\$5,465,032

The Society's audited financial statements are available upon request. Please call 403.290.1875 or visit [www.fortcalgary.com](http://www.fortcalgary.com).

## STATEMENT OF OPERATIONS AND FUND BALANCES YEAR ENDED DECEMBER 31, 2016 WITH COMPARATIVE FIGURES FOR 2015

	GENERAL FUND	CAPITAL FUND	ENDOWMENT FUND	MAKE HISTORY FUND	TOTAL 2016	TOTAL 2015
<b>Revenue:</b>						
City of Calgary Grant	\$1,064,057	\$208,000	\$ –	\$ –	\$1,272,057	\$1,212,012
Calgary Foundation	–	–	–	1,000,000	1,000,000	–
Donations and Grants	111,575	–	30	359,309	470,914	377,317
Mathison Family Foundation – Metis Cabin	–	–	–	100,000	100,000	–
Food and Beverage (net)	216,061	–	–	–	216,061	233,016
Rental	125,005	–	–	–	125,005	172,543
Visitor Admissions	145,054	–	–	–	145,054	122,364
Education Programs	87,689	–	–	–	87,689	92,636
Canada Cultural Spaces Fund Grant	–	–	–	–	–	269,789
Deane and Hunt House Conservation & Restoration Grants	–	–	–	–	–	80,603
Deane House Tenant Recovery	–	–	–	–	–	182,630
Other	28,456	9,300	–	–	37,756	15,705
Unrealized Gain on Marketable Investments	34,981	–	18,679	–	53,660	18,073
Gift Shop (net)	13,875	–	–	–	13,875	15,104
Interest Income	–	259	3,381	74,025	77,665	126,347
	1,826,753	217,559	22,090	1,533,334	3,599,736	2,918,139
<b>Expenses:</b>						
Salaries and Benefits	902,492	–	–	–	902,492	916,987
Administration	652,314	3,221	–	–	655,535	609,567
Life Cycle Maintenance	–	246,799	–	–	246,799	297,400
Phase I – East Side	–	–	–	16,064	16,064	2,082,030
Phase II – 1875 Fort	–	–	–	31,542	31,542	2,215,134
Phase III – Interpretive Centre	–	–	–	1,033,253	1,033,253	913,353
Utilities	154,445	–	–	–	154,445	163,374
Unrealized Loss on Marketable Investments	–	–	–	22,140	22,140	32,258
Good and Services Tax Adjustment	–	–	–	111,769	111,769	–
Communications and Marketing	61,182	–	–	–	61,182	59,684
Fundraising and Administration	–	–	–	208,058	208,058	112,567
Equal Access	–	–	10,000	–	10,000	10,000
Capital Development	–	924	–	–	924	8,205
Volunteer Operations	9,560	–	–	–	9,560	12,673
Education	14,104	–	–	–	14,104	14,540
Loss on Disposal of Assets	–	–	–	–	–	909
Amortization	2,436	20,366	–	–	22,802	23,374
	1,796,533	271,310	10,000	1,422,826	3,500,669	7,472,055
<b>Excess (Deficiency) of Revenue over Expenses</b>	30,220	(53,751)	12,090	110,508	99,067	(4,553,916)
Fund Balances, beginning of year	289,180	214,344	255,719	3,040,058	3,799,301	8,353,217
Interfund Transfer	(56,000)	56,000	–	–	–	–
<b>Fund Balances, end of year</b>	\$263,400	\$216,593	\$267,809	\$3,150,566	\$3,898,368	\$3,799,301

The Society's audited financial statements are available upon request. Please call 403-290-1875 or visit [www.fortcalgary.com](http://www.fortcalgary.com).



**THANK YOU**

— **FOR ANOTHER GREAT YEAR** —



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