

Fort Edmonton Park Management Agreement

Recommendation

That the agreement between the City of Edmonton and the Fort Edmonton Management Company, for the management of Fort Edmonton Park, as outlined in Attachment 1 of the December 4, 2019, Citizen Services report CR_7549, be approved, and that the agreement be acceptable in form and content to the City Manager.

Executive Summary

Fort Edmonton Park is the largest living history museum in Canada, a key City tourist attraction and a centre for cultural and historical education. The park is managed by the Fort Edmonton Management Company. This partnership supports the City's recreation and culture service outcome of ensuring Edmontonians are physically and emotionally healthy.

The management agreement between the City of Edmonton and the Fort Edmonton Management Company expires in December 2019. Administration has prepared a two-year management agreement for the Fort Edmonton Management Company to operate Fort Edmonton Park during the period the park will be closed for construction of the enhancement project.

The management agreement will provide stability for park operations until a comprehensive, long-term agreement can be finalized for 2022 onwards. Both parties support a review of the existing terms and conditions as a prerequisite to signing a longer-term agreement.

Report

Opened in 1974 and accredited by the Alberta Museum Association, Fort Edmonton Park combines the use of buildings, streetscapes, artifacts, and programs offered by costumed historical interpreters to allow visitors to experience life as it was in four historical periods: 1846 Fort Edmonton, 1885 Street, 1905 Street, and 1920 Street. The park is guided by the original master plan approved by City Council in 1968 and subsequently updated in 1988, 2001, and 2010.

In 2009, City Council approved the creation of the Fort Edmonton Management Company to establish a park vision, business model, and strategic plan for the short- and long-term. The City of Edmonton owns the buildings, artifacts, and land associated

with the park and is responsible for all rehabilitation projects to ensure buildings are well maintained and kept in good repair. The City is also responsible for all utility upgrades and repairs.

Fort Edmonton Park was closed to the public in 2018 to begin work on a capital enhancement project, which is scheduled to be completed in 2021. This project includes the new Indigenous Peoples Experience, an expansion to the 1920s Midway and the Hotel Selkirk, and a new front entry and guest services area.

Future Park Operations

Administration and the Fort Edmonton Management Company have begun a comprehensive review of the operations of the park during the period it is closed for the enhancement project. Currently, the City and the Fort Edmonton Management Company share many aspects of the operations of the Park. For example, City staff are responsible for admissions while Fort Edmonton Management Company staff are responsible for concession sales.

The review is intended to reduce administrative overlap, streamline governance, and bring funding mechanisms in line with similar boards and agencies. The review will be limited to the administration of park operations.

A two-year management agreement (2020-2021) would provide stability as Administration and the Fort Edmonton Management Company complete this review.

Next Steps

Administration and the Fort Edmonton Management Company will work together to develop the terms and conditions for the next long-term management agreement. Negotiated terms for consideration will be brought forward to City Council prior to entering into the new agreement.

Service-level agreements (agreements outlining the roles and responsibilities of the Fort Edmonton Management Company and the City for specific services) will be negotiated concurrently with the negotiation of a long-term management agreement.

A memorandum of understanding between the City and the Fort Edmonton Management Company outlines shared principles of collaboration guiding the negotiation of the new longer-term agreement.

Public Engagement

Public engagement was not undertaken for this report.

Corporate Outcomes and Performance Management

Corporate Outcome: Edmontonians use facilities and services that promote healthy living			
Outcome	Measure	Result	Target
Fort Edmonton Park is well managed and maintained so as to continue to be a positive experience and resource for citizen users and tourists	Customer satisfaction with visitor experience at Fort Edmonton Park (Customer Satisfaction Survey)	2018: 95 percent	90 percent

Risk Assessment

Risk Element	Risk Description	Likelihood	Impact	Risk Score (with current mitigations)	Current Mitigations	Potential Future Mitigations
If recommendation is approved						
Corporate Governance	Ability of partners to achieve goals and operate sustainable operations as well as secure potential capital funding - partners unable to maintain facilities with resultant impact on programs and asset renewal budgets.	1 - Rare	1 - Minor	1 - Low	The Fort Edmonton Management Company has experience in developing and managing Fort Edmonton Park. A new management agreement will allow for continuity of management and operations.	Provide ongoing support to the Fort Edmonton Management Company through City resources to help manage facility upgrades.
If recommendation is not approved						

Corporate Governance	Ability of partners to achieve goals and operate sustainable operations as well as secure potential capital funding - partners unable to maintain facilities with resultant impact on programs and asset renewal budgets.	4 - Likely	3 - Major	12 - Medium	Create contingency plans for assuming management of the park.	Ongoing engagement with the Fort Edmonton Management Company to help ensure consistency in direction.
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Attachments

1. Proposed Terms and Conditions of Management Agreement with Fort Edmonton Management Company
2. City of Edmonton and Fort Edmonton Management Company - Working Relationship

Others Reviewing this Report.

- A. Laughlin, Acting Deputy City Manager, Financial and Corporate Services
- C. Owen, Deputy City Manager, Communications and Engagement
- J. Meliefste, Acting Deputy City Manager, Integrated Infrastructure Services
- B. Andriachuk, City Solicitor