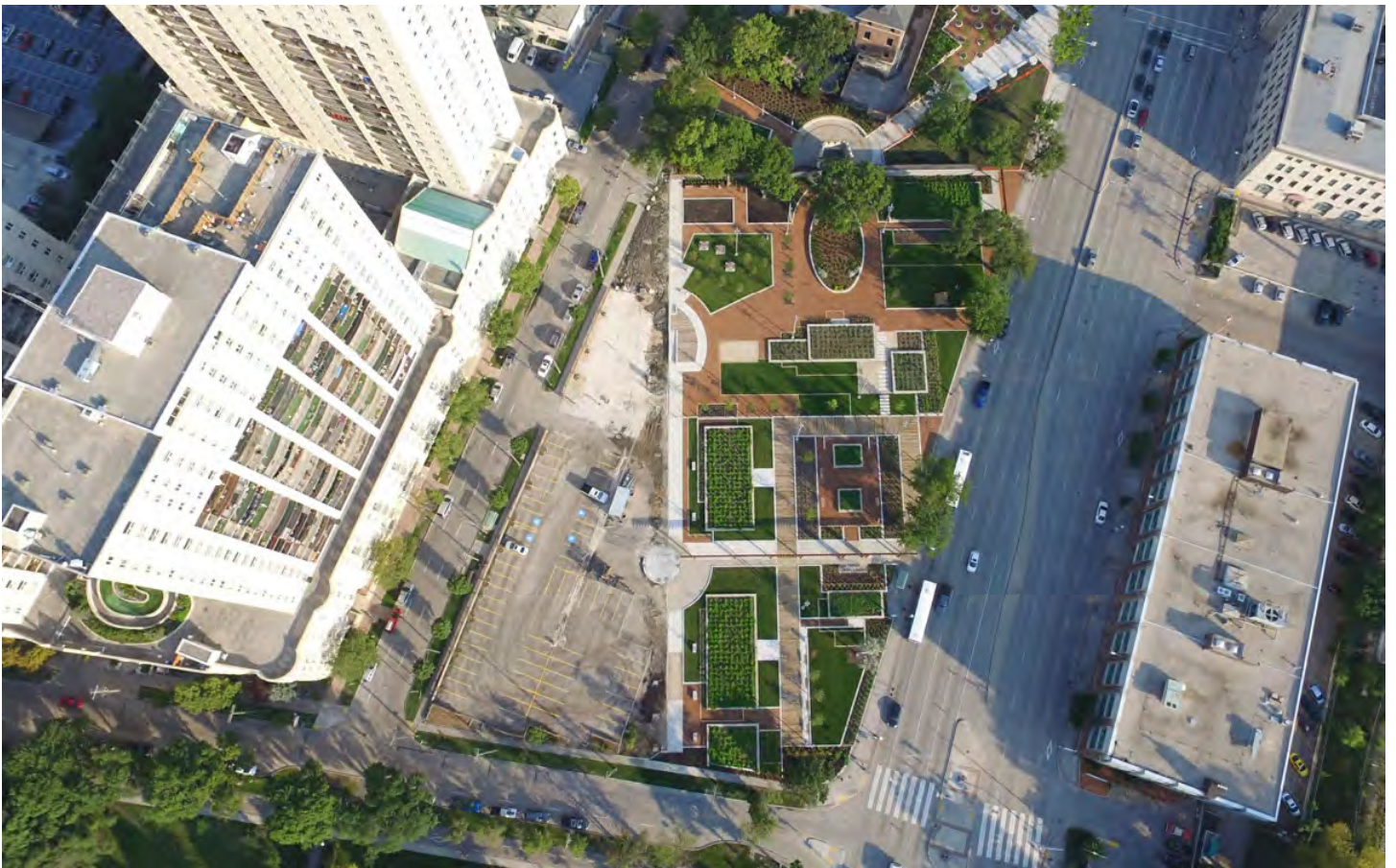


2015 ANNUAL REPORT

Friends of Upper Fort Garry, Inc.



259-393 Portage Avenue
Winnipeg, MB R3B 3H6
204-987-4351
www.upperfortgarry.com

Message from the Chair



Welcome to the 2015 Annual Report of the Friends of Upper Fort Garry. This has been an exciting year for us as we were finally able to remove the construction fences and let visitors experience Upper Fort Garry Provincial Park. In addition to the creative design of the Park itself, visitors are fascinated by the technology on the site that lets them learn more about the buildings, events and people that were part of the history of Upper Fort Garry. As we begin programming for 2016, the site will come alive with events, activities and the beauty of the unique and innovative landscape design.

Our journey has been a long one – and it is far from over. We have much yet to do and the future projects are described in this annual report. We have discovered that designing and constructing an artistic interpretation of a place of such historical significance has real challenges. Nothing on the site is literal - every piece of material, every structure, every planting has been carefully selected for its historical significance. Indeed, one of the pleasures of the site is to use the Wi-Fi technology available to learn more about the design and the history as you walk through the site. One of the major advantages of the technology is that it allows us to update the content on a regular basis with very little cost.

We especially want to thank our suppliers who have worked patiently and diligently with us over the past eight years. Plans continually changed and construction challenges were a regular occurrence and are still ongoing as we begin the last major component of the Park – the Manitoba Liquor and Lotteries Heritage Wall. Nothing is simple in such a unique project!

We have several major partners who have worked with us from the start: The Government of Canada, The Province of Manitoba, The City of Winnipeg, The Forks North Portage Corporation, and the Manitoba Metis Federation. We value our partnerships and look forward to continuing our relationship.

Without the amazing financial support from our community, the project would never have been possible. We still marvel at meeting the challenge of raising \$10M in 107 days in 2008 to secure the site. Our success was a community effort and a tribute to the citizens of Manitoba and their concern for preserving our history. Or, as I am fond of saying, “Only in Winnipeg!” could something like this happen. So to our donors and other supporters, a big “Thank you!”

Finally, I want to thank our volunteer board for their tireless efforts over the past eleven years. We are proud of what twelve individuals have accomplished. The challenges were many and often monumental, yet the board never wavered in its commitment to the project.

Our next challenge is raising funds for the interpretive centre. Our goal is to have this legacy project in place in time for Hudson's Bay Company's 350th anniversary in 2020.

Dr. Jerry L. Gray
Chair, Friends of Upper Fort Garry

Summary of 2015 Highlights



- After nine years of design, preparation and construction, the construction fence was removed and Upper Fort Garry Provincial Park was opened to the public on August 14, 2015. The technology on the site allowing visitors to download an app and view interpretive messages and historical facts was demonstrated and has proven to be an effective learning tool for teachers, students and other visitors.
- Final design and the fabrication of the Manitoba Liquor and Lotteries Heritage Wall, the remaining project to complete the first phase of construction, was initiated in 2015 with installation scheduled for the spring of 2016.
- Mr. Jimm Simon was hired as the Executive Director in July and is the organization's first paid employee.
- Fund-raising activities continued to be successful and \$320,000 in new pledges were received in 2015.
- The City of Winnipeg approved our application for temporary parking on the property and the revenues from daily and monthly parking are now being realized.
- The Initial design has been completed for the National Metis Heritage Centre, the first phase of construction for the Interpretive Centre. Construction is planned to begin in 2017.
- The total investment in design and construction is approximately \$9.4 million to date.
- Total cash and pledges raised to date is \$12.8 million.

General Description of the Friends of Upper Fort Garry (FUG)

FUG is a registered charity and was incorporated in 2008. The mission statement as approved by the Board of Directors in 2008 is as follows:

The purpose of The Friends of Upper Fort Garry (FUG) is to acquire and develop the heritage property at the Upper Fort Garry site and adjacent land into a world-class heritage site for educational and visitor purposes. FUG pursues the mission by building public awareness and support for the project, raising capital and operating funds for development of the site, and providing continuous leadership to achieve the vision.

Board of Directors and Governance Structure

FUG operates with eleven volunteer directors. The By-Laws allow for a maximum of 25 directors. The governance structure consists of four board committees: Governance and Nominating Committee, Fund-raising Committee, Programming Committee, Finance Committee and Marketing/Public Relations Committee. Administrative leadership is provided by the Executive Director who reports to the board chair. Board meetings are held monthly or more often as needed.



Board Members

Dr. Jerry L. Gray, Chair
Lawrie Barkwell
R. W. (Bob) Cunningham
Hon. Gary Filmon, P.C., O.C., O.M.
Dr. Gerald Friesen
Elaine Goldie
Garry Hilderman, C.M.
Michel D. Lagacé
Hon. Otto Lang, P.C., O.C., Q.C.
Penny McMillan
Cindy Tugwell

Jimm Simon, Executive Director

General Administration

The financial and administrative affairs of FUG are handled by The Forks Renewal Corporation through a \$900,000 gift-in-kind commitment in 2008. This generous gift has negated the need for FUG to hire administrative staff. FUG consider The Forks Renewal Corporation to be a major partner in the development and administration of Upper Fort Garry Provincial Park.



Provincial Park Status

The Upper Fort Garry Provincial Park Act was proclaimed on July 15, 2014.

Our History - Making Upper Fort Garry Heritage Park a Reality 2005 - 2015

Our journey began in 2005 when a group of twelve dedicated volunteers, eager to protect a site of great historic significance from commercial development, were challenged by the City of Winnipeg to raise the funds necessary to secure the birthplace of Manitoba. This “107 day challenge” quickly grew to a large-scale community effort with donors from many walks of life pledging from one dollar to one million dollars. In just 107 days, the Friends of Upper Fort Garry raised \$10 million and were able to secure the site and guarantee that it would remain in public ownership in perpetuity.

Since that inspiring time in 2008, we have been working behind the scenes to implement our vision. Legislation granting Provincial Park status guarantees the permanence of the site.

Phase 1 of the project was the design and construction of the Heritage Park. Commercial buildings that were standing on the site have been demolished, and construction of the Park is now complete. The Park is best described as an artistic interpretation of the original Upper Fort Garry. This phase of the development – plantings, heritage gardens, walkways, lighting, a steel trellis demarcating the original north wall of the Fort, Tyndall stone plinths marking the foundations of the original Hudson’s Bay Company buildings – have all been completed, and the Park was opened to the public in August 2015. A smart phone app has been developed, enabling visitors to walk about the Park and learn about the history of the Fort through written text and visual images delivered electronically.

The Manitoba Liquor and Lotteries Heritage Wall

The next phase – the Heritage Wall sponsored by Manitoba Liquor and Lotteries – is scheduled to be completed in the spring, 2016. The Heritage Wall is a \$3.5 million weathered steel structure, 440’ long, and up to 14’ high, that symbolizes the original west wall of the Fort. The Heritage Wall contains interpretive icons depicting the history of the area, and 7,000 LED lights that can be programmed for interpretation and teaching, as well as entertainment. The Heritage Wall takes visitors on a journey: from a buffalo hunt with riders on horseback, to canoes, York boats, and steamboats, oxcarts, trains, and rail. It will present a story of movement, and of how the Hudson’s Bay Company’s and Upper Fort Garry’s location were vital in building a nation.

The Heritage Wall will serve as the exterior wall of the Interpretive Centre. A fitting tribute to Manitoba as a centre of arts and culture, the Heritage Wall will arguably be the largest example of public art of its kind in Canada!



The Interpretive Centre

Phase 3, the Interpretive Centre, will be a signature piece of architecture appropriate for one of Canada’s most historic sites. When viewed from Upper Fort Garry Provincial Park, the Interpretive Centre will appear as a rising prairie landscape. The roof of the building will slope up from the Heritage Wall toward the southwest, and be planted with native grasses, recalling the view of the prairies Upper Fort Garry residents must have had in the 19th Century. Only the grassed roof and the building entrance will be visible from the Park.

The conceptual design of the interpretive centre allows it to be constructed in phases as funds permit. Construction on the initial phase is planned for 2017.

Although winter programming will be ongoing in the Park, having an indoor facility will be necessary, particularly for school visits. The Interpretive Centre would provide indoor space for displays, events, and educational presentations. It would serve as a site of learning and storytelling, relating to visitors why Upper Fort Garry and the Hudson’s Bay Company are so important to the history of Manitoba and Western Canada. Visitors to the centre would have the unique opportunity to share stories and lend their own voice to the history of Manitoba and Canada. The interpretive centre would be a meeting place, and weave together stories from our past.

The Interpretive Centre will contain approximately 38,000 square feet, and utilize most of the site between the Heritage Wall, Fort Street, and Assiniboine Avenue. The main floor of the Interpretive Centre will contain public facilities, and provide space for a period cafe, HBC retail store, meeting and exhibit spaces, as well as administrative and washroom facilities. In winter months it will provide visitors, especially school children, the opportunity for group discussions and, of course, warmth!

The second and third floors, comprising approximately 12,000 square feet, will house the Métis National Heritage Centre and the Louis Riel Institute, which are devoted to the history of the Métis people, their ties to the Hudson’s Bay Company, and their culture. As well, the history of the Métis people will be an integral part of the main floor. The space devoted to the MNHC will be funded by the Manitoba Metis Federation, who pledged \$1 million in the initial capital campaign in 2008.

A 70-stall underground parking facility is planned for the basement level of the Centre. Revenue from the parking facility and rental space within the building, provide for the sustainability of the Interpretive Centre.

Strategic Priorities

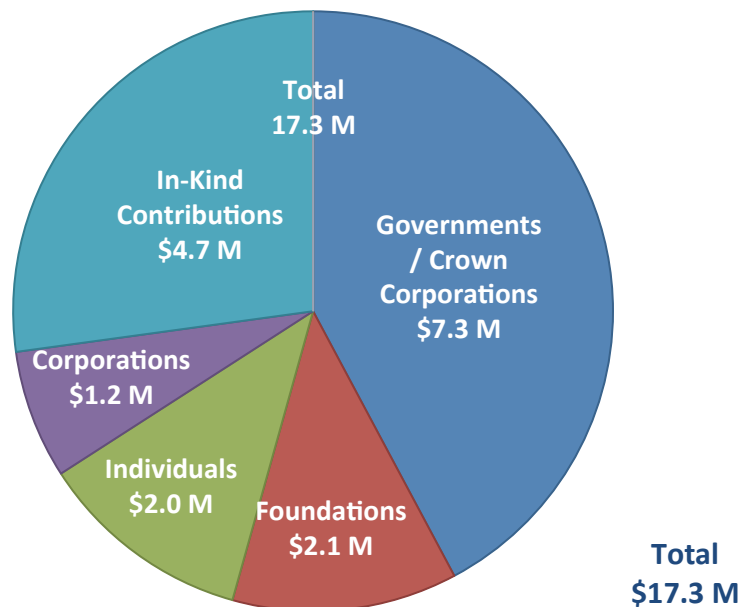
The board developed a strategic plan in 2008 and updates the plan every two years. The current strategic priorities are:

- Board Renewal
- Fund-raising for operations and future construction
- Developing programming for the Park
- Increasing the public awareness and use of the Park

Sources of Funds 2008 - 2015

Donations and sponsorships have been received from government, foundations, corporations, and individuals. Note that some individuals give through their foundations. The funds from each source are as follows:

Sources of Donations / Sponsorships



Operations

Operational expenses for 2015 consisted of the following items:

- Executive Director's compensation (half-time, July – December)
- Park Maintenance – FUGG has a maintenance agreement with The Forks to provide various services on the Park site, including lawn care, snow removal and security.

- Parking Lot Services – FUGG has an agreement with The Forks to provide all necessary services to maintain the parking lot, including collection of revenue, monitoring occupancy, generating new customers, and all accounting services.
- Insurance – coverage includes liability, property damage and Director and Officers liability.
- Garden planting and maintenance. An agreement with a private contractor and a volunteer group (The Manitoba Master Gardener Association) is in place to provide special gardening and maintenance during the growing season. Initial work was performed in 2015.
- All administrative, financial and accounting services are provided through an in-kind services grant of \$900,000 (2008) from The Forks North Portage Corporation. Deductions from this original amount are made annually and reported in the financial statements.



Programming

There was limited opportunity for programming in 2015 due to the construction activity on the site. The major focus was developing programming for the Manitoba Liquor and Lotteries Heritage Wall (scheduled to be unveiled in 2016) and developing the interpretive materials available on site through the mobile app. Demonstrations of the app were offered on several occasions to the media and visitors.

Line of Credit

FUGG have a \$2.0M line of credit with the Royal Bank with the loan guaranteed by the Province of Manitoba. The loan is supported by confirmed pledges. The purpose of the loan is to provide the cash flow necessary to complete the construction and will be repaid as pledge payments are received. Approximately \$3M in confirmed pledges are scheduled to be paid in future years.

Financial Statements

Audited financial statements are available upon request.

Donor Support

The Friends of Upper Fort Garry wish to express our sincere thanks for the support of our donors over the years.