



# **FINANCE AND ADMINISTRATION COMMITTEE**

**Tuesday, January 8, 2013  
4:00 PM**

**Henry Baker Hall, Main Floor, City Hall**



**Public Agenda  
Finance and Administration Committee  
Tuesday, January 8, 2013**

**Approval of Public Agenda**

**Minutes of the meeting held on December 4, 2012**

**Administration Reports**

FA13-1      RCMP Heritage Centre Funding

**Recommendation**

- 1) That a community investment grant of \$100,000 be allocated to the RCMP Heritage Centre for 2013, contingent upon a minimum matching contribution from the Province of Saskatchewan.
- 2) That the portion of the property at 6101 Dewdney Avenue that is owned by the RCMP and leased and occupied by the RCMP Heritage Centre be added to the annual property tax exemption bylaw for 2013.

**Adjournment**

AT REGINA, SASKATCHEWAN, TUESDAY, DECEMBER 4, 2012

AT A MEETING OF THE FINANCE AND ADMINISTRATION  
COMMITTEE  
HELD IN PUBLIC SESSION

AT 4:00 PM

Present: Councillor Byron Burnett  
Councillor Shawn Fraser  
Councillor Bob Hawkins  
Councillor Terry Hincks  
Councillor Wade Murray

Regrets: N/A

Also in Attendance: Committee Assistant, Todd Blyth  
City Solicitor, Byron Werry  
Branding & Marketing Manager, Nathan Morrison  
Deputy City Manager, City Operations, Dorian Wandzura  
Deputy City Manager, Corporate Services, Brent Sjoberg  
Deputy City Manager, Community Planning & Development, Jason Carlston  
Director, Fire & Protective Services, Richard McCullough

APPOINTMENT OF CHAIRPERSON

The Committee Assistant called the meeting to order and following nomination procedures for the position of Chairperson, Councillor Murray was declared Chairperson of the Finance and Administration Committee for remainder of 2012 and the entirety of 2013.

(Councillor Murray took the Chair.)

APPOINTMENT OF VICE-CHAIRPERSON

Following nomination procedures for the position of Vice-Chairperson, Councillor Hawkins was declared Vice-Chairperson of the Finance and Administration Committee for the remainder of 2012 and the entirety of 2013.

Approval of Public Agenda

**Councillor Bob Hawkins moved, AND IT WAS RESOLVED, that the agenda for this meeting be approved, as submitted.**

Adoption of Minutes

**Councillor Terry Hincks moved, AND IT WAS RESOLVED, that the recommendations contained in the report be concurred in.**

Administration Reports

Chad Novak, representing Prairie South Productions Inc, addressed the Committee.

Larry Jiles, representing the Regina Regional Opportunities Commission, addressed the Committee.

Tracy Fahlman, representing the Regina Hotel Association, addressed the Committee.

Mark Allan, representing Evraz Place, addressed the Committee.

Marty Seymour, representing the Canadian Western Agribition, addressed the Committee.

FA12-40          FA12-40 Allocation of Community Investment Funding for Economic & Promotional Purposes

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**Recommendation**

1. That a community investment grant of up to \$100,000 be allocated to the Regina Regional Opportunities Commission (RROC) to prepare an impact assessment on the Canadian Western Agribition event and to develop a strategic plan that addresses infrastructure issues and ensures the long term sustainability of the event, through collaboration with Canadian Western Agribition, the Regina Exhibition Association Ltd., the Regina Hotel Association and the City of Regina.
2. That a community investment grant of \$100,000 be allocated to the Regina Exhibition Association Ltd. to support the operation of the facilities required to host Canadian Western Agribition in 2013 and to support the costs that were incurred in 2012 related to the aging infrastructure.

**Councillor Bob Hawkins moved, AND IT WAS RESOLVED, that the recommendations contained in the report be concurred in.**

FA12-38          FA12-38 Newspaper Advertising Agreement

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**Recommendation**

1. That the Executive Director of Governance and Strategy , or his or her designate, be authorized to negotiate and approve the terms of a new advertising agreement with the Regina Leader-Post beginning in 2013 and expiring on December 31, 2014, such agreement to include the printing and distribution of the City's leisure guides for 2013.
2. That the City Clerk be authorized to execute the agreement after review and approval by the City Solicitor.
3. That this report be forwarded to the December 17, 2012 meeting of City Council for approval.

**Councillor Terry Hincks moved, AND IT WAS RESOLVED, that the recommendations contained in the report be concurred in.**

FA12-39      FA12-39 First Nations and Métis Recruitment Strategy

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**Recommendation**

That item CR12-155 be removed from the list of outstanding items for this committee.

**Councillor Terry Hincks moved, AND IT WAS RESOLVED, that the recommendations contained in the report be concurred in.**

FA12-41      FA12-41 Portions of NW & NE 1/4 Section 8, Township 18, Range 19, W2M  
& Portions of NW & NE 1/4 Section 9, Township 18, Range 19, W2M  
Roadway Dedication of Land to Her Majesty the Queen in Right of  
Saskatchewan

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**Recommendation**

1. That the dedication of land to Her Majesty the Queen in right of Saskatchewan be approved under the terms and conditions shown in the body of this report;
2. That the City Manager be authorized to finalize the terms and conditions of the road right-of-way dedication documents;
3. That the City Clerk be authorized to execute the legal Plan of Survey and any other legal land transfer documents as provided by the City Solicitor; and
4. That this report be forwarded to City Council by December 17, 2012 for consideration in order for public notice to be given.

**Councillor Byron Burnett moved, AND IT WAS RESOLVED, that the recommendations contained in the report be concurred in.**

FA12-42      FA12-42 Appointment of Elected Officials to Administrative Boards

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**Recommendation**

That that the Finance and Administration Committee appoint one of its members to each of the following Administrative Boards for a term expiring December 31, 2013:

- Civic Employees' Superannuation and Benefit Plan Administrative Board
- Civic Employees' Long Term Disability Plan Administrative Board
- CUPE Local 21 Casual Employees' and Elected Officials' Pension Plan Administrative Board.

**Councillor Bob Hawkins moved, AND IT WAS RESOLVED, that Councillor Wade Murray be appointed to the following Administrative Boards for a term expiring December 31, 2013:**

- **Civic Employees' Superannuation and Benefit Plan Administrative Board**
- **Civic Employees' Long Term Disability Plan Administrative Board**
- **CUPE Local 21 Casual Employees' and Elected Officials' Pension Plan Administrative Board.**

FA12-43      FA12-43 Consideration of Meeting Dates and Times for 2013

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**Recommendation**

1. 2013 meetings of the Finance and Administration Committee be held at 4:00 p.m. on the following dates:

January 8 (previously approved)	February 5
March 5	April 2
May 7	June 4
July 2	August 6
September 3	October 1
November 5	December 3

2. For 2014, the first meeting of the Finance and Administration Committee be held on Tuesday, January 7, at 4:00 p.m.

**Councillor Shawn Fraser moved, AND IT WAS RESOLVED, that the recommendations contained in the report be concurred in.**

FA12-44      FA12-44 Review of Outstanding Items

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**Recommendation**

That the List of Outstanding Items for Finance and Administration be forwarded to the Executive Committee for its information.

**Councillor Terry Hincks moved, AND IT WAS RESOLVED, that the recommendations contained in the report be concurred in.**

**Adjournment**

**Councillor Terry Hincks moved, AND IT WAS RESOLVED, that this meeting adjourn.**

Meeting adjourned at 5:08 p.m.

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Chairperson

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Secretary

January 8, 2013

To: Members,  
Finance & Administration Committee

Re: RCMP Heritage Centre Funding

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RECOMMENDATION

- 1) That a community investment grant of \$100,000 be allocated to the RCMP Heritage Centre for 2013, contingent upon a minimum matching contribution from the Province of Saskatchewan.
- 2) That the portion of the property at 6101 Dewdney Avenue that is owned by the RCMP and leased and occupied by the RCMP Heritage Centre be added to the annual property tax exemption bylaw for 2013.

CONCLUSION

The RCMP Heritage Centre (HC) has approached the City of Regina and the Province of Saskatchewan for funding support to help diminish the \$300,000 to \$400,000 annual deficit projected for the next four years. Projections were developed to implement a new business plan that is based on a renewed partnership with the RCMP as well as extensive outreach programming and revenue generation efforts. Through the new arrangement, the RCMP will take ownership of the building and lease it to the HC, allowing the HC to focus on operations and programming.

The Administration is recommending a community investment grant of \$100,000 for 2013, with the expectation that the Province of Saskatchewan will provide a significant level of funding to further reduce the deficit. The Administration is also recommending that, through the 2014 budget process and through the upcoming committee structure review, the funding and authority for this grant be transferred from Finance and Administration Committee to Community & Protective Services Committee to enable the HC to be considered through the Community Investment Grants program using the same four-year community partner process that other museums and galleries are considered through. The Administration is also recommending that the current tax exemption for this facility, which expires in 2013 after five years, be added to the annual property tax exemptions bylaw for 2013.

BACKGROUND

The RCMP Heritage Centre (HC) is a national and international cultural facility that celebrates the history and honoured traditions of Canada's national police force, the Royal Canadian Mounted Police (RCMP). Since 1885 the RCMP have held a Depot and training facility in the City of Regina, making it a distinctive part of Regina's civic identity. The Heritage Centre is the key manifest of that pride, and opened on May 23, 2007 in the \$29 million Arthur Erikson building located adjacent to the RCMP Depot. The HC offers 12,000 square feet of exhibits and interpretive displays related to this rich RCMP heritage as well as a 2,800 square foot community programming room.

The City did not participate financially in the establishment of the HC, nor has it invested in its core operations through grant funding. The \$29 million capital construction cost was funded by the Government of Canada (\$23.5 million), the Province of Saskatchewan (\$3.5 million) and private donors (\$2 million). The City provided one-time funding of \$20,000 to the Depot Division and \$5,950 to the HC in 2010 to support the celebrations related to the 125<sup>th</sup> anniversary of the RCMP.

City Council, in report CR07-94, supported the HC through a five-year tax exemption which exempted the property from \$904,650 annually (\$440,937 of which is the municipal portion) which expires in 2013. The land upon which the HC is located, fronting onto Dewdney Avenue, is assessed as 'commercial' land use. The exemption has been the result of the City's recognition of the positive economic, social and cultural benefits of the RCMP to the community and the unique role of the HC.

Through the years, the organization has experienced difficulties maintaining a balanced budget. Due to the nature of the partnership between the HC and the RCMP (who own the historic collection), the HC is disqualified from accessing numerous federal and provincial grants available to other museums and heritage centres. This makes the HC rare among national museums and heritage centres in that it does not receive public sector financial assistance for operations. For this reason and from its inception, the HC has been in financial difficulty, unable to sustain its operations and the significant costs of maintaining the building.

In January 2010 the Board of Directors of the HC appealed to the federal, provincial and municipal governments to provide immediate operational assistance to prevent its closure. The federal government provided a 3 year funding envelope of \$2.1 million to see the HC through the formation of a new business plan in the hopes the HC could identify, and implement a new vision and policies toward sustainability.

As a result of the Business Plan, the HC has taken on new Board members, significantly expanded their donations and sponsorship funds (anticipated as \$400,000 in 2012), reviewed their current state of programming with eyes to new and evolving exhibitions and looked to create more meaningful partnerships with all levels of government, the private sector and the cultural and social community (evidenced in a presentation of the Musical Ride with the Regina Symphony Orchestra). Also, and as the Business Plan promoted, a new operating model has been established in which the building will be owned by the RCMP and leased to the HC. As a result, the assessed property tax remains the same and the RCMP will take on the capital costs and a portion of the operating costs associated with the building.

The HC has now approached the Province and the City for funding to help fill a projected annual deficit of between \$300,000 and \$400,000 for the next four years and to extend the current tax exemption which expires in 2013. A funding request, along with highlights from the year in review, year to date admissions, a four year budget and a current balance sheet are provided in Appendix A.

## DISCUSSION

As a heritage centre with the mandate to preserve, exhibit and promote the values, beliefs and traditions of the RCMP, the HC is a unique and privileged institution in that it is recognized internationally. That status is being successfully leveraged by the HC, showcased in significant donations and sponsorships through the 2012 year (anticipated to reach \$400,000). Where the private sector has acknowledged the vital value of the HC to our shared sense of history, the HC is now requesting that all levels of government also participate in funding its operations.



The \$100,000 ask of the City comes with the understanding by the Administration that this represents one quarter to one third of the annual \$300,000 to \$400,000 need, with a request to the Province and the HC's other funding partners to help fund the remaining deficit to support the HC as it transitions through 2013 to a more sustainable, community focussed, operating model. In the spirit of collaboration, the province, city and private sector will participate with the federal government in developing a diversified funding model. The federal government previously provided \$2.1 million in stabilizing and strategic funding over the past three years, and in the new model takes over ownership of the building and capital maintenance related to ownership of the asset.

The Administration believes that, in providing the 2013 funding, the City will provide the HC with the opportunity to meet its new vision – to meet its obligations as the holder of one of the oldest and most recognizable institutions in the nation. With a focus to new and evolving programming supported by an enhanced community presence and innovative use of resources as demonstrated through the highlighted year in review information provided in Appendix A, the HC is poised to make a significant impact on the social attractiveness of the City. In some respects, the HC can be seen as the orientation space for the RCMP Depot.

The HC reflects the activities of the Depot back to community, and one of the important outcomes is economic development and prosperity. A 2009 assessment indicated that the Depot contributes \$90 million to the GDP of the local economy, employing approximately 1,500 people. The HC serves as the Depot's trading post for purchase of goods by cadets and tourists alike.

This recommendation is consistent with the core funding provided by the City of Regina to other museums and galleries in 2012. Examples include the Plains Museum (\$100,000), the Saskatchewan Science Centre (\$165,000), and the McKenzie Art Gallery (\$200,000). In an effort to maintain transparency and fairness, the Administration believes that in future years, funding for the HC should be transferred under the authority of the Community & Protective Services Committee where other museums and galleries are adjudicated. As a result, the HC could potentially come under the Community Investments Grants program, the process supporting museums and galleries with their positive social, cultural and economic work. This is not an option for 2013 within historical budget levels, without defunding the other major cultural institutions and as a result is being presented through the Finance and Administration Committee's grant budget for initiatives supported for "economic and promotional purposes". At the end of 2013, the Administration will meet with the HC to ensure it has been successful in demonstrating an ability to secure additional funding to balance its budget with the support of the \$100,000 grant from the City of Regina. The upcoming Committee Structure Review will make recommendations and provide opportunity to fund the HC, if required, through the Community Investment Grants Program.

In addition to the operating grant, the sustainability of the new business model is also dependent upon an extension of the tax exemption. The building, a unique, open structure designed purposefully for large exhibitions and located near the RCMP Depot, is most suited to its current use. While the HC could never pay a fee of \$900,000 without the property tax exemption, and while the building is so specifically modelled for its current use, the exemption satisfies issues of dereliction, abandonment and cost prohibitive adaptive re-use.

The 2012 assessment and property taxes for the portion of 6101 Dewdney Ave leased and occupied by the RCMP Heritage Centre are shown in the following table.

* For the Portion used by the Heritage Centre	2012
Assessment	23,742,100
Property Taxes:	
Municipal	440,937
School	416,365
Library	47,348
Total Taxes	904,650

Acknowledging that the City will wish to maintain sight of the centre's progress and in the spirit of partnership, the HC has offered a seat on the Board of Directors.

### RECOMMENDATION IMPLICATIONS

#### Financial Implications

Approval of the recommended funding will be drawn from the program budget for grants that are awarded for "economic and promotional purposes". This program budget is recommended to be established at \$255,000 for 2013, consistent with historical levels. At this point in time, the Administration is aware of one other request for funding from Agribition at a level of \$45,000. As a result, should the 2013 budget be approved at \$255,000, it is expected that \$110,000 will be available for allocation throughout the year.

If the exemption as described in this report is provided the city share of the annual property taxes forfeited would be \$440,937.

#### Environmental Implications

The building, a unique, open structure designed purposefully for large exhibitions and situated next to the RCMP Depot, is most suited to its current use. Given that it would be very difficult to find an alternative use for the building, the recommendations in this report help prevent issues related to dereliction, abandonment and cost prohibitive adaptive re-use.

#### Strategic Implications

The City of Regina is currently developing a Culture Plan in alignment with the development of an Official Community Plan. The Culture Plan will address the role of the municipality, other levels of government and the community in protecting its cultural assets, which are vital to realizing the Vision of becoming Canada's most "vibrant, attractive, inclusive, sustainable community where people live in harmony and thrive in opportunity". The Culture Plan will influence the priorities of the City's recently redeveloped Community Investment Grants Program. The report recommends that future funding arrangements with the HC be redirected through the new Community Investment Grants Program, under the authority of the Community & Protective Services Committee, to improve transparency and fairness of grant investments.

#### Other Implications

There are no other implications related to the content of this report.

#### Accessibility Implications

The RCMP Heritage Centre, through its programming and marketing initiatives, aims to be accessible to the diverse population of Regina residents and visitors.

### COMMUNICATIONS

The Administration, through its Communications Branch and through the Community Development, Recreation and Parks Department, will work with the HC to recognize the City as a major contributor to its operations.

A copy of this report has been provided to the Library and School Boards.

### DELEGATED AUTHORITY

The Finance and Administration Committee has the authority to approve community investment grants for “economic and promotional purposes”.

Respectfully submitted,



Chris Holden, Director  
Community Development, Recreation & Parks

Respectfully submitted,



Jason Carlston, Deputy City Manager  
Community Planning and Development

ls/je



**CITY FUNDING REQUEST**  
**Submitted by A.E. Nicholson, CEO**  
**RCMP HERITAGE CENTRE**

**INTRODUCTION**

The RCMP Heritage Centre opened on May 23, 2007 on RCMP property adjacent to RCMP Academy "Depot" Division ("Depot"). The 65,000 square foot facility houses 18,000 square feet of exhibits, as well as space for retail, programming, administrative and artifact storage. The building is owned and operated by the Mounted Police Heritage Centre Inc. (HC), a non-profit organization incorporated under the Non-Profit Incorporations Act of Saskatchewan. The organization was incorporated in July 2001 and has been a registered charity since August 2004.

The HC is committed to being the world's single premier institution commemorating and sharing the story of the Royal Canadian Mounted Police (RCMP) and its predecessors, the North West Mounted Police (NWMP) and the Royal North West Mounted Police (RNWMP), collectively referred to herein, as the Mounted Police. The story of the Mounted Police is closely connected to our city and province. "Depot" Division is known as the 'cradle' of the Force; historically and today, all individuals who train to become a member must come to Regina to receive their training. The Mounted Police also have had a strong connection in our province through significant historical stories; the mediation of the Force with the First Nations peoples related to immigrants who were settling in the West, involvement in the signing of Treaties, our provincial ties with international stories such as Sitting Bull and his people coming to Canada following the Battle at Little Big Horn, the involvement of the Force in the history of the Metis people (such as Battle of Batoche and the story of Louis Riel) as well as the establishment of forts which became villages and communities throughout Saskatchewan. No other organization focuses on the Force's story or has a collection reflective of this history. The Mounted Police Heritage Centre's mission is to offer a visitor/guest focussed experience at the "Home of the RCMP", right here in our Capitol city, by celebrating the historic contribution and exciting future of one of the country's most recognized brands.

The HC is a volunteer based organization and is governed by a ten person, volunteer Board of Directors, (six Saskatchewan residents and four from out of province). The Board members bring a diversity of professional experience to the table, including; finance, organizational management, partnership development, marketing, governance, tourism and travel trade. Two senior RCMP officers, the Commanding Officer of "Depot" and the Officer responsible for Strategic Partnerships, support the

Board as non-voting, ex-officio members. The Board has two committees: Fund Development and Audit and Risk.

The Board of Directors provides strategic direction to assist the HC staff and volunteers work towards the growth and development of the HC vision. Board members assist with fundraising, resource procurement and ensure the HC is accountable to its partners and supporters. The Board provides advice and direction on how best to reach short and long term goals. Sound financial and organizational controls, policies and management are in place and monitored by this Board of Directors on a quarterly basis.

The management structure for the HC addresses the operational needs of a cultural centre and museum (collections management, operations, administration, programs, events, fund development & retail) and is proving effective in maintaining a high portion of revenue needed to address the expenses currently experienced by the HC.

Though national and international in scope, the HC is rightly in Regina, Saskatchewan and has a responsibility as a city and provincial tourism product. Recently the Centre was appointed a member of the Canadian Tourism Commissions Signature Experience Collection, to highlight the historical significance of the province of Saskatchewan in shaping the story of the Mounted Police and reciprocally, the cultural impact on the history of Saskatchewan.

HC staff and volunteers are deeply committed to providing programs and services that promote the HC vision. In partnership with the RCMP Historical Collections Unit (an RCMP Unit based in the Centre) we promote outreach throughout the province by way of lending items from the Outreach Collections to other organizations (museums, town centres, schools) as teaching tools for their own exhibits and displays that interpret different aspects of the Mounted Police story throughout the province. Through partnerships with organizations like the Old Forts Trail<sup>1</sup> and the Trails of 1885 Association Inc.<sup>2</sup>, the HC is able to expand its reach throughout the province and region and promote its vision and link to the province's history and the stories told by these partners. Also, through our unique relationship with the RCMP, the HC has a provincial and national network of people from which to draw support for the dissemination and delivery of certain outreach initiatives (highlighting milestones, educating people on aspects of the Mounted Police story and participatory programming).

The HC itself is open to the general public seven days a week and strives to ensure that facilities, services and programs remain current, up to date and universally accessible by all guests, including those with mobility issues and other physical impairments (hearing, sight). The HC also strives to keep admission rates low, and in some cases is able to raise funds so that visitors from all socio economic backgrounds

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<sup>1</sup> The Old Forts Trail brings to life the defining moments in the opening of the Canadian and American West through authentic experiences in this historically themed travel route. This Historic Trail connected the Forts Benton and Assiniboine in Montana with Forts Walsh, Battleford, and Wood Mountain Post in Saskatchewan, and Forts Whoop-up, MacLeod, and Calgary in Alberta.

<sup>2</sup> Trails of 1885 Association Inc. is a not-for profit corporation operating in Saskatchewan, Alberta and Manitoba as a means to pull together the sites, locations, festivals, events into a cohesive group.

have an opportunity to take advantage of special events and programs. The HC offers access to its programs and services to all who wish to visit the Centre. Exclusivity is not offered to individuals or groups based on political or religious affiliations.

## CULTURAL CONTRIBUTION

The HC makes a unique and relevant contribution to the City of Regina and indeed, the whole of Saskatchewan culture by sharing the story of the Mounted Police; a story deeply rooted in the region and province. In 1873 by an act of Parliament, the NWMP was formed and shortly after they started to make their way across the prairies in response to the Cypress Hills Massacre and to police the peaceful establishment of the West. The NWMP established their headquarters at Fort Walsh in the Cypress Hills and played a significant role in Canadian Indian Policy and the Lakota Refugee Crisis following the U.S. Battle of the Little Big Horn on June 25, 1876. In 1882 the headquarters of this newly formed national police force was moved from Fort Walsh to Regina, and in 1885 the official training academy was established on the same grounds where it remains today. Known fondly to locals as "Depot"<sup>3</sup>, this unique Division has had a significant impact on the cultural identity of the region and the province. "Depot" Division provides a link to one of the country's most recognized brands, the RCMP<sup>4</sup>. Regina, and Saskatchewan as a whole, are known widely as the "Home of the RCMP" and the "Cradle of the Force".

The HC is very fortunate that the RCMP is so widely recognized, and that the Centre itself is so close in proximity to the "action" over at "Depot". We are also fortunate that the Force's artifact collection and a notable number of archives are housed at our facility, thereby, allowing us to provide increased access to researchers, rotation of objects for exhibit and access to objects from the Outreach Collection to help us provide enhanced and interactive services to our clients. These elements generate a unique cultural experience that can only be found in Saskatchewan. The entire founding of the HC is based on the demand for a need to offer locals and visitors alike an interpretive insight into the history of the Force, as well as a look at the historical grounds of "Depot" and the modern day training that happens there.

The HC facilitates meaningful cultural experiences in a number of different ways:

- Guided tours of the historical grounds of RCMP Academy "Depot" Division (Depot)
- Guided and self-guided tours of the HC's main exhibit gallery which takes guests on a historical journey starting with the creation of the North West Mounted Police, to the Force's impacts and relationship with the First Nations, Metis and early settlers of the region, to international peacekeeping and modern day policing. All with emphasis on the fact that a large part of this story took place or currently happens in this province
- Use of audio visual tools to tell the story of modern day policing and the training at "Depot" since 1885
- Programming for school groups that fulfills our vision and links to the current school curriculum.

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<sup>3</sup> Please refer to the following link for more in-depth information on the Cypress Hills Massacre, Fort Walsh, Canadian Indian Policy and the Lakota Refugee Crisis: <http://www.pc.gc.ca/eng/lhn-nhs/sk/walsh/natcul/histo.aspx>

<sup>4</sup> More than 90% of the members of the NWMP, RNWMP and RCMP have been trained at "Depot" in Regina, SK

- Providing access to archives researchers, other museums and students as well as assisting the public at large with inquiries related to the history of the Force via the Historical Collections Unit.
- Events that tell a portion of the Mounted Police story. Recent examples include:
  - Special Regimental Dinner that transported guests to the late 1800's through Mounted Police traditions and prairie culinary experiences from that era
  - A Diamond Jubilee Celebration featuring the Musical Ride explored the history of the Mounted Police in Saskatchewan, their link to the Queen, modern equine practices, First Nations relations, music and modern day policing.
  - A Diamond Jubilee Concert featuring the Regina Symphony Orchestra (RSO) explored the link between the RSO, a highly regarded organization for the province, and past regimental bands and music of the RCMP.

Furthermore, through interpretation, programming and special events, the HC is inclusive of, and represents the diversity of, Saskatchewan people, by highlighting the Force's relationships with First Nations, Metis and early settlers of Saskatchewan at every possible opportunity. HC staff continues to interpret the "story" by introducing guests to modern day training which happens at "Depot", a Division of an organization greatly committed to recognizing the practices and heritage of the diverse cultures that make up not only Saskatchewan, but Canada.

HC staff plan to expand on its repertoire of experiences in the future , but not limited to:

- Negotiating higher security clearance for enhanced access and longer tour routes for "Depot"
- Adding more interactive exhibits to the galleries
- Offering more experiential events like Regimental Dinners, overnight dorm-like stays for students from outside of Regina (a service provided by Science Centre)
- Offering more corporate and other team building exercises based on cadet training curriculum (drill classes)
- Acquiring more tools like electric tour trolleys (address mobility issues), individual tour guide audio systems (hearing impairments)
- Adding tools like QR codes throughout the exhibit to help expand on interpretation and tell more complete stories

The HC is constantly engaged in building on this demand for cultural experiences and remaining relevant to the people of Saskatchewan by developing new products to meet the expectations of its guests. Guest/ audience members range from RCMP members and cadets, their families, local travel trade, local and provincial school groups and a growing portion of convention participants, not to mention the local, regional and provincial population at large. HC staff work in consultation with travel trade providers, local convention teams and the Regina Hotels Association, Regina Regional Opportunities Commission (RROC), Sask Tourism, teachers and School Boards, and "Depot" to ensure that products and services are meeting the expectations of current and future visitors/guests. Where possible, staff also attend conferences and workshops for insight into client needs and expectations as well as for insight on how

local and provincial partners (Sask Tourism, RROC, Tourism Saskatoon, Trails of 1885, Old Forts Trails) are strategizing to build on the demand for truly Saskatchewan cultural experiences and possibly package those experiences (from a provincial travel trade perspective).

The HC works closely not only with the RCMP, but with various local and provincial groups on a myriad of projects to further cultural development. Recent examples include:

- Working with the provincial Diamond Jubilee Committee to make the link between "Monarchs and Mounties" and historical milestones that happened in the province of Saskatchewan
- Working with La Societe Historique de la Saskatchewan on subject matter for a performing arts project that will highlight parts of the RCMP story, appeal to local, provincial, national and international francophone community members, and be showcased at the HC
- Working with Burning Sun Productions to highlight the story, through equine theatre, of the first meeting with Sitting Bull and Walsh (Lakota Refugee Crisis) and early relationships between the NWMP and First Nations
- Working with groups like CREC Hoop Dance Troop, Grey Buffalo Singers and Lone Creek First Nations Dance and Drum Group on event specific programming that highlight links between First Nations culture and the Force
- Hosting a teachers professional development session with the Office of the Treaty Commissioner on treaties and how the HC provides programming that supports current curriculum on the subject
- Hosting preliminary discussions with Old Forts Trail, Wanuskewin and other CTC Signature Experience members on partnerships and product development

The HC contributes to the continuum of cultural development of Saskatchewan through relevant activities like the ones already mentioned and by partnering with and supporting cultural practitioners like the actors, directors and producers from Burning Sun Productions or the project staff from La Societe Historique de la Saskatchewan.

The HC is continuously working to remain relevant to the people of Saskatchewan by:

- Offering school programs on subjects that augment the story of the RCMP, and links to current curriculum such as treaties and First Nations and Metis relations
- Keeping an open dialogue and remaining in contact with organizations with similar or complimentary mandates, products and services like Government House, members of the Old Forts Trail, Trail of 1885 Association Inc., Saskatchewan Diamond Jubilee Committee, la Societe historic de La Saskatchewan, Lord Strathcona's Horse<sup>5</sup> and Office of the Treaty Commissioner

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<sup>5</sup>Superintendent of the N.W.M.P., Sir Sam B. Steele was the first Commander of this Regiment



- Participating on committees like the Municipal Heritage Advisory Committee and participating in workshops hosted by Heritage Saskatchewan, Saskatchewan Diamond Jubilee Committee and Wascana Park Authority

The HC contributes to the diversity of Saskatchewan cultural perspectives, knowledge, practices and products through interpreting, in a number of ways, one of the most significant stories that helped shape this region and province.

The HC works to expand the support for culture through advancing, understanding and appreciating culture simply by fulfilling its vision and emphasising that the story and traditions of the RCMP were forged, nurtured and continue to grow in Saskatchewan. The HC slogan is "The Tradition Lives Here" and the HC is appropriately and physically located where it all began, Regina, Saskatchewan.

### **COMMUNITY PARTICIPATION, ACCESS AND SERVICE**

As mentioned earlier, the HC itself is open to the general public seven days a week and strives to ensure that facilities, services and programs remain current, up to date and universally accessible by all guests, including those with mobility issues and other physical impairments (hearing, sight). The HC also strives to keep admission rates low, and in some cases is able to raise funds so that visitors from all socio economic backgrounds have an opportunity to take advantage of special events and programs. The HC offers access to its programs and services to all who wish to visit the Centre and staff work hard to provide as many avenues for cultural access as possible to the people of Saskatchewan regardless of age, gender, race, special need or geographical barrier. This is achieved in a number of different ways:

- Sponsored admissions to special events or programs
- A list of programs and services that are inclusive of all age groups and not gender specific
- Participation at other community events throughout Regina (outreach)
- In partnership with the RCMP Historical Collections Unit, the Centre offers an outreach program enabling communities and/or museums to borrow parts of the collection for display and interpretation.
- The HC recently developed a new website and currently has an aggressive social media strategy which enables it to reach a wider audience (no geographical barriers) and fulfill its mandate of telling the story through initiatives like "artifact of the month", notifications of historical milestones etc.... The HC has experienced rapid growth in social media with over 130% (884 to 1982) jump in Twitter followers and in excess of 200% (2000 to 6049) jump in Facebook "friends" since the beginning of the fiscal year.

All activities organized by the HC are relevant to its vision/mandate and are of a quality befitting a national centre. The HC fosters participatory cultural experiences that create a sense of ownership, commitment, pride, personal growth and enhanced sense of community in individuals through a number of different ways. These include, but are not limited to:

- Programs for youth that encourage role play, dress up, problem solving and fact finding

- Guided tours tailored to preferences on subject matter and encourage open discussion and questions
- Events that encourage participation in a number of activities. Recent examples include:
  - Interactive exhibits
  - Percussion lessons at Play for Peace Day and Symphony Under the Sky; to highlight the link between the RSO and former RCMP bands
  - Drill classes offered to groups looking for a team building experience
  - Participation in First Nations Round Dances at Play for Peace Day; insight into RCMP relations with local First Nations groups
  - Participation in activities like the recently Launched "Send Your Boss to RCMP Boot Camp". The program will offer a lucky few the experience of being a cadet for 26 hours; an experience which is not offered to the general public. This not only creates an enhanced awareness and understanding of the life and expectations of a cadet, but of the role "Depot" (and Regina) plays in the development of RCMP members who eventually are stationed throughout the country.

The HC presents the story of the Force and liaises regularly with the RCMP and veterans to ensure that the story is being represented properly. The HC provides all of its clients and partners with support when it can and will advocate for any person or organization engaged in work that speaks to the HC vision. Finally the HC strives to stay current and encourages staff and volunteers to continue in their professional development by taking courses, attending seminars and forming partnerships and learning from other organizations with similar or complimentary mandates (Trails of 1885, members of the Old Forts Trail, Wascana Park Authority, Government House, "Depot", Saskatchewan Science Centre and Wanuskewin).

## ORGANIZATIONAL EFFECTIVENESS

As elaborated on earlier, the HC is governed by a volunteer Board of Directors currently comprised of individuals with certain expertise necessary to guide the growth and development of the HC vision

The current organizational structure is proving highly effective. Indicators include, growth and increased success in Programs and Events and Fund Development. This has helped alleviate pressures from an unexpected but temporary interruption in a revenue stream. Our ability to re-assess and effectively respond to change is a testament to sound planning and efficient use of resources. The organizational chart currently addresses appropriate service and revenue areas for a non-profit cultural organization:

Programs and Events	Fund Development
Administration	Building Operations
Collections Management (provided through the RCMP via the Collection and Unit on-site)	

The HC is deeply committed to volunteer management and currently has over 60 active volunteers helping it to fulfill its vision. Volunteer strategies for recruitment, retention, orientation and training are

in place. A review of these documents is scheduled to occur in the near future and any deficiencies or areas in need of improvement will be identified and acted upon. There is already a need for additional recruitment efforts to grow, expand and diversify the HC volunteer base which is primarily made up of retired RCMP members and their spouses; an aging demographic. Each year a volunteer recognition dinner/event is hosted to recognize and honour their contributions of time, talent and treasures.

The HC is also actively involved in the community and has recently increased its outreach program to include representation at events like:

- Canadian Farm Progress Show
- Regina Exhibition
- Canadian Western Agribition
- National Aboriginal Day
- Symphony Under the Sky

The HC has and continues to cultivate and foster community partnerships with organizations like:

- RCMP Academy "Depot" Division (Programs & Events)
- RCMP F Division (Programs & Events)
- RCMP Foundation (Retail & Marketing)
- Friends of the Mounted Police Heritage Centre (Fundraising)
- Regina Airport Authority (Display)
- Regina Regional Opportunities Association (Travel Media Tours)
- Royal Regina Golf Course (Display)
- Regina Hotels Association (Information Dissemination)
- Regina Convention Team (Venue Option & Programming)
- Regina Symphony Orchestra (Programs & Events)
- Saskatchewan Science Centre (Operational/Admin & Programming Opportunities)
- Tourism Saskatchewan (Marketing, Trade Show, Travel Trade Tours)
- Trails of 1885 (Strategic Direction / Information Dissemination)
- Old Forts Trails (Strategic Direction / Information Dissemination)
- Government House (Complimentary Programming and Events)
- Habitat for Humanity (Mountie House / Volunteer Development)

Looking to the future the HC plans to partner with other tourism product providers throughout the province on provincial itineraries for travel trade operators. Initial discussions have already commenced with Tourism Saskatchewan, RROC, Wanuskewin and other CTC Signature Experience members.

The story of RCMP, RNWMP and NWMP has a national and international reach, but it is very much a story of the Canadian northwest with very strong and deep roots, in Regina, Saskatchewan, dating back to 1882. The Mounted Police story is our story, "home of the mounted police", one we proudly share with the world.

## RCMP Heritage Centre Year in Review

Staffing	<ul style="list-style-type: none"> <li>• In October 2011 Al Nicholson was engaged as a consultant and in January 2012 he accepted the position of CEO and recruited:</li> <li>• Full-time Manager, Programming and Events (late November, 2011) (new position)</li> <li>• Full-time Executive Assistant (late December, 2011)</li> <li>• Full-time Manager, Fund Development (end of February, 2012)</li> </ul>
Building Improvements	<ul style="list-style-type: none"> <li>• Renovated the lobby giving it a more 'Regimental' feel</li> <li>• Installed featured wall to divide the seating area for Stand Easy Concession and provide display walls for consigned artwork sold at the Central Trading Post. This has increased artwork sales</li> <li>• Improved kitchen for off-site caterers:             <ul style="list-style-type: none"> <li>➢ Installed warming ovens</li> <li>➢ Moved ice maker to kitchen for better convenience</li> <li>➢ Improved sink/counter/food preparation area</li> <li>➢ Expanded work space floor plan</li> </ul> </li> <li>• Constructed enclosure to house industrial size garbage bins housed on property</li> <li>• Removed dead trees for safety reasons</li> <li>• Added new plants/trees</li> <li>• Replaced defective air conditioner for secured storage area</li> <li>• Upgrading roof drainage system</li> <li>• Upgraded audio visual equipment for Events and Programming</li> <li>• Replaced all lighting to LED for cost savings throughout the building</li> <li>• Installed new signage in parking areas for tour buses</li> <li>• Upgraded obsolete computers and servers to enhance admin and marketing capabilities</li> </ul>
Exhibits	<ul style="list-style-type: none"> <li>• Updated First Nations Exhibit</li> <li>• Installed new Cadet Pit exhibit – open to public</li> <li>• Constructed Phase I of the Musical Ride Exhibit (open to public). Work will commence on Phase II in 2013</li> <li>• Hosted 'Black Museum' exhibit during the month of October</li> <li>• Installing 'Arresting Images' visiting exhibit for January – April 2013</li> <li>• Foyer exhibit in the Gallery will be updated in early 2013</li> <li>• Maintaining Law and Order will also be updated in 2013</li> <li>• Sam Steele visiting exhibit to be installed May 2013</li> </ul>

## RCMP Heritage Centre Year in Review

Volunteers	<ul style="list-style-type: none"> <li>• Consulting with other non-profit organizations on volunteer recruitment</li> <li>• Implemented a quarterly volunteer newsletter to thank them, inform them of events at the Centre as well as recruit more volunteers.</li> <li>• Hosted volunteer appreciation dinner supported by the "Friends" of the RCMP Heritage Centre</li> </ul>
Community Partnerships	<ul style="list-style-type: none"> <li>• Developed a more positive relationship with the RCMP 'Depot' Division and 'T' Division. They have been involved in a number of events/activities with the Heritage Centre.</li> <li>• Working with the Science Centre to develop a relationship on how we might work together and /or share resources. For example we did a joint training session on our ATMS system and are reviewing how we might coordinate events as well as other administrative resources</li> <li>• Developed partnerships with other community organizations: Regina Regional Opportunities Commission and Tourism Saskatchewan.</li> <li>• Partnered with the following for the Diamond Jubilee Celebration featuring the RCMP Musical Ride:               <ul style="list-style-type: none"> <li>➢ Saskatchewan Diamond Jubilee Committee</li> <li>➢ Regina Hotel Association</li> <li>➢ Provincial Capital Commission</li> <li>➢ Wascana Park Authority</li> <li>➢ Habitat for Humanity (Mountie House)</li> <li>➢ RCMP Pipes and Drums (we are also partnering with the RCMP Pipes and Drums on events featured at the Heritage Centre)</li> </ul> </li> </ul>
Marketing	<ul style="list-style-type: none"> <li>• Contracted a local firm, Look Matters, to develop and design new brand and marketing strategy.</li> <li>• Adopted a new 'brand' for the Heritage Centre</li> <li>• Designed and printed new collateral pieces including:               <ul style="list-style-type: none"> <li>➢ General and self-guided tour brochures</li> <li>➢ Annual pass post card, passes &amp; gift certificates</li> <li>➢ Business cards</li> <li>➢ Letterhead, envelopes, presentation folders</li> <li>➢ Trade show banners</li> <li>➢ Special event poster, annual passes and passports</li> </ul> </li> <li>• Created print, banner and video ads and promoted in 16 different media outlets.</li> <li>• Participated in free advertising to promote Centre events</li> </ul>

## RCMP Heritage Centre Year in Review

Marketing <i>(continued)</i>	<ul style="list-style-type: none"> <li>Developed new website that is:               <ul style="list-style-type: none"> <li>➤ User friendly</li> <li>➤ Will drive traffic to the Heritage Centre resulting in an increase in admissions</li> <li>➤ Will streamline bookings and facility rental processes</li> <li>➤ Host a more user friendly e-commerce site</li> </ul> </li> </ul>														
Admission Prices	<ul style="list-style-type: none"> <li>Admission rates are now:               <table border="1"> <tr> <td>Kinder (5 and under)</td><td>Free</td></tr> <tr> <td>Child/Youth (6 to 17 years)</td><td>\$6.00</td></tr> <tr> <td>Adult (18 and over)</td><td>\$10.00</td></tr> <tr> <td>Family (2 adults and up to 5 children/youths)</td><td>\$30.00</td></tr> <tr> <td>Senior (60 and over) / Student (18 and over)</td><td>\$8.00</td></tr> <tr> <td>RCMP Members, Employees and Other Police and Military Personnel</td><td>\$5.00</td></tr> <tr> <td>RCMP Veterans and Spouses of deceased members or veterans</td><td>Free</td></tr> </table> </li> <li>Created a Diamond Jubilee annual pass to the Heritage Centre for people who attended our special events. To date there are over 5,000 passes in circulation. This will:               <ul style="list-style-type: none"> <li>➤ Encourage them to visit the Centre</li> <li>➤ Enable us to send updates to patrons on events at the Centre</li> <li>➤ Encourage those interested renew their passes in subsequent years.</li> </ul> </li> <li>To date we have an increase of approximately 20% in admissions(not all are DJ passes)</li> <li>We have experienced a rapid growth in social media with over 130% (884 to 1982) jump in Twitter followers and in excess of 200% (2000-6049) jump in Facebook "friends" since the beginning of the fiscal year.</li> </ul>	Kinder (5 and under)	Free	Child/Youth (6 to 17 years)	\$6.00	Adult (18 and over)	\$10.00	Family (2 adults and up to 5 children/youths)	\$30.00	Senior (60 and over) / Student (18 and over)	\$8.00	RCMP Members, Employees and Other Police and Military Personnel	\$5.00	RCMP Veterans and Spouses of deceased members or veterans	Free
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## RCMP Heritage Centre Year in Review

"Appendix A"

Programming/Events	<ul style="list-style-type: none"> <li>• Hired full time Manager, Programming and Events (new position)</li> <li>• Reorganized and improved programmes and events. Our educational programmes offered to schools are:               <ul style="list-style-type: none"> <li>➢ A Pledge for Peace (Grades K-12)</li> <li>➢ Forensics 101 (Grades 4-12)</li> <li>➢ Our Treaties (Grades 4-12)</li> <li>➢ Outreach Program (Grades K-12)</li> <li>➢ Northwest Campaign: Three sides of history (Grades 6-12)</li> <li>➢ Mini Musical Ride (Grades K-2)</li> <li>➢ Mini Marching Mounties (Grades K-5)</li> <li>➢ Métis Program (Grades K-4)</li> <li>➢ Scavenger Hunt (all ages)</li> <li>➢ Senior Salutes</li> </ul> </li> <li>• Promoted programs and events to schools and public forums</li> <li>• To date our Programming department has organized and been involved in:               <ul style="list-style-type: none"> <li>➢ Four community events (Regina National Aboriginal Day, APTN National Aboriginal Day Celebration, I Love Regina Day, Symphony Under the Sky in Wascana Park, Business to Business Expo and Agribition)</li> <li>➢ 96 school tours</li> <li>➢ 58 travel trade tours</li> <li>➢ 48 group tours</li> <li>➢ 15 VIP tours</li> </ul> </li> </ul> <p>Tripadvisor.com recently awarded the RCMP Heritage Centre with an exceptional rating certificate of 4.5/5.0</p>
Facility Rentals	<ul style="list-style-type: none"> <li>• Falls under direction of Manager, Programming and Events</li> <li>• Word of mouth of successful events equated to increase in bookings</li> <li>• In the <b>first six months</b> of the 2012/13 fiscal year we had 61 facility rentals</li> <li>• Most weekends for June/July/August of 2013 are booked</li> </ul>

## RCMP Heritage Centre Year in Review

Retail Operations	<ul style="list-style-type: none"> <li>Continue to renew products and focus on top 10 RCMP clothing items and books related to Gallery exhibits and have labelled some with a RCMP theme name. (bath products, coffee, etc.)</li> <li>Acquired products pertaining to special events. Eg. Musical Ride</li> <li>We have been reducing the price of 'older' products to decrease inventory and make space for new items</li> <li>Sourced new vendors for products for lesser cost</li> <li>Sourced products for 'police' products – other than RCMP</li> <li>Working with stores for Canadian Border Services and Corrections</li> <li>Installed window coverings to protect merchandise</li> <li>Increase in consigned art sales with construction of 'feature' wall in Regimental Lobby</li> </ul> <p>Although retail sales are down primarily due to a reduced number of cadets in training we are trending upwards in gross margin, inventory mix and turn over</p>
Donations and Sponsorships	<ul style="list-style-type: none"> <li>Hired a full time Manager of Fund Development</li> <li>We will surpass our goal \$260,000 and have now increased our goal to \$400,000</li> <li>Now have Fund Development Committee consisting of new members of the Board of Directors</li> <li>Hosted a major event in the second quarter (the Diamond Jubilee Celebration: RCMP Musical Ride) and raised in excess of \$100,000 of in-kind media sponsorship and over \$70,000 in cash sponsorship.</li> <li>Organized the Diamond Jubilee Concert featuring the Regina Symphony Orchestra which was fully sponsored</li> <li>We are focusing on more Foundation and Corporate support and have been successful to date</li> </ul>
Active Projects	<ul style="list-style-type: none"> <li>New programmes, events and exhibits we are currently working on: <ul style="list-style-type: none"> <li>➤ Christmas Program for school children – <i>Santa and Science</i></li> <li>➤ 12 Days of Christmas</li> <li>➤ Arresting Images Exhibit</li> <li>➤ Sam Steele Exhibit</li> <li>➤ George Hunter Photography (we will have copy rights for this exhibit)</li> <li>➤ Phase II of RCMP Musical Ride</li> <li>➤ Send Your Boss to RCMP Boot Camp</li> <li>➤ Sounds of the Royal Mounted (a CD production)</li> <li>➤ In discussion with a media outlet to produce and broadcast a 12 part series of the Mounted Police and the development of the West</li> </ul> </li> </ul>



## RCMP Heritage Centre Year in Review

Donations and Sponsorships	<p>In 2008 shortly after the Centre opened, \$358,632 was raised for donations and sponsorship. In the following fiscal years, 2009-2012 we see a decrease in funds raised.</p> <ul style="list-style-type: none"> <li>• 2008 - \$358,632</li> <li>• 2009 - \$150,142</li> <li>• 2010 - \$138,114</li> <li>• 2011 - \$ 92,342</li> <li>• 2012 - \$106,437</li> <li>• 2013 - \$260,000 (this goal has been exceeded and we have now increased that goal to \$400,000)</li> </ul>
Looking Ahead	<ul style="list-style-type: none"> <li>• Securing a 'People Mobile' that will provide transportation for tours of Depot for those who have disabilities and or difficulties walking for a long period of time</li> <li>• Enhance the Theatre</li> <li>• Complete exhibit change over and enhancements</li> <li>• Add replica of Mounted Police outpost/detachment to grounds</li> <li>• Window coverings/glazing for Gallery Hall</li> <li>• Add more interactive programmes and exhibits</li> </ul>

**RCMP Heritage Centre  
Second Quarter  
ADMISSIONS TRACKING**

	<b>Second Quarter 2012-2013</b>	<b>Second Quarter 2011-2012</b>	<b>Variance</b>	<b>YTD 2012-2013</b>	<b>YTD 2011- 2012</b>	<b>YTD Variance</b>
<b>Facility Rentals</b>	4,169	1,486	2,683	5,344	3,172	2,172
<b>Free Admission</b>	1,368	694	674	2,505	1,446	1,059
<b>Total Free Admission</b>	5,537	2,180	3,357	7,849	4,618	3,231
<b>Groups / Travel Trade</b>	2,289	1,935	354	2,640	2,511	129
<b>General Admission</b>	5,180	4,957	223	8,006	7,709	297
<b>School Groups</b>	889	692	197	3,180	3,240	(60)
<b>Total Paid Admission</b>	8,358	7,584	774	13,826	13,460	366
<b>Total Admissions</b>	13,895	9,764	4,131	21,675	18,078	3,597

	Actuals 2010/2011	Actuals 2011/2012	Projected 2012/2013	Projected 2013/2014	Projected 2014/2015	Projected 2015/2016	Projected 2016/2017
<b>REVENUE</b>							
Donations	92,342	106,437	173,000	178,190	183,536	189,042	194,713
Sponsorships	-	-	227,000	233,810	240,824	248,049	255,490
RCMP Rent	247,941	247,941	247,941	-	-	-	-
Admissions	218,180	162,031	175,000	205,700	226,000	232,780	239,763
Fundraising Events	-	-	90,000	124,000	136,000	140,080	144,282
Facility Rentals	65,441	86,515	84,000	97,000	100,000	100,000	100,000
Gift Shop	591,214	520,439	463,050	463,050	485,100	543,900	588,000
E-Store	14,214	8,600	9,450	9,450	9,900	10,100	12,000
Trading Post	431,651	529,396	472,500	472,500	495,000	556,000	600,000
Miscellaneous	23,878	17,062	18,000	18,540	19,096	19,669	20,259
<b>Total Revenue</b>	<b>1,684,861</b>	<b>1,678,421</b>	<b>1,959,941</b>	<b>1,802,240</b>	<b>1,895,456</b>	<b>2,039,620</b>	<b>2,154,508</b>
<b>EXPENSES</b>							
<b>Building Operation</b>							
Land Lease	31,500	31,500	31,500	-	-	-	-
Professional Management Fees	42,150	-	-	-	-	-	-
Janitorial	3,562	3,559	-	-	-	-	-
Security and Monitoring	2,759	6,772	6,000	-	-	-	-
Electricity	155,740	160,450	165,000	82,500	84,975	87,524	90,150
Gas & Water	35,559	30,122	38,000	19,000	19,570	20,157	20,762
Repairs, Maintenance & Supplies	76,510	151,360	65,000	16,738	17,240	17,757	18,290
<b>Total Building Operations</b>	<b>347,780</b>	<b>383,763</b>	<b>305,500</b>	<b>118,238</b>	<b>121,785</b>	<b>125,438</b>	<b>129,201</b>
<b>Centre Operations &amp; Admin</b>							
Accounting & Legal Fees	36,827	65,657	50,000	40,000	34,158	35,183	36,238
IT Services & Computer Equipment	45,720	51,966	53,000	54,590	56,228	57,915	59,652
Liability Insurance	42,088	35,849	31,000	17,000	17,510	18,035	18,576
Meetings	7,567	9,095	16,000	10,000	10,300	10,609	10,927
Telephone, Internet and Web Hosting	21,303	19,475	20,000	20,600	21,218	21,855	22,510
Bank, Credit Card Fees & Commissions	22,371	25,426	21,600	21,600	23,760	26,640	28,800
Loan Interest	4,662	-	-	-	-	-	-
Office Supplies	9,040	17,349	14,000	14,420	14,853	15,298	15,757
Postage & Courier	15,819	17,422	14,600	15,038	15,489	15,954	16,432
Professional Fees	-	180,944	70,000	72,100	74,263	76,491	78,786
Other	19,094	-	24,000	-	-	-	-
<b>Total Centre Operations &amp; Admin</b>	<b>224,491</b>	<b>423,183</b>	<b>314,200</b>	<b>265,348</b>	<b>267,778</b>	<b>277,979</b>	<b>287,679</b>
Gift Shop GOGS	341,279	292,632	277,830	277,830	291,060	326,340	352,800
E-Store GOGS	8,504	5,160	5,670	5,670	5,940	6,060	7,200
TP COGS	266,958	313,860	283,500	283,500	297,000	333,600	360,000
Marketing & Communications	32,923	80,784	80,000	80,000	80,000	80,000	80,000
Personnel	1,070,216	847,273	1,031,500	900,000	918,000	936,360	955,087
Sponsored Programming and Events	-	-	190,680	191,724	192,659	193,478	194,173
Programming & Events	7,559	19,137	75,000	75,000	75,000	75,000	75,000
Resource Development	4,809	4,356	4,500	4,635	4,774	4,917	5,065
<b>Total Expenses</b>	<b>2,304,519</b>	<b>2,370,148</b>	<b>2,568,380</b>	<b>2,201,945</b>	<b>2,253,997</b>	<b>2,359,173</b>	<b>2,446,205</b>
<b>NET REVENUE (LOSS)</b>	<b>(619,658)</b>	<b>(691,727)</b>	<b>(608,439)</b>	<b>(399,705)</b>	<b>(358,540)</b>	<b>(319,553)</b>	<b>(291,697)</b>
<b>Government Contribution</b>	<b>609,150</b>	<b>1,012,406</b>	<b>515,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>INCOME (LOSS)</b>	<b>(10,508)</b>	<b>320,679</b>	<b>(93,439)</b>	<b>(399,705)</b>	<b>(358,540)</b>	<b>(319,553)</b>	<b>(291,697)</b>

The financial results above are based on two key assumptions:

- (1) That the tax abatement on the HC building will continue under the new partnership model
- (2) That the RCMP will bear the cost of additional expenses that will be incurred due to the change in ownership

**MOUNTED POLICE HERITAGE CENTRE  
CONSOLIDATED BALANCE SHEET  
AS AT THE SECOND QUARTER ENDED SEPTEMBER 30, 2012  
(UNAUDITED)**

<u>Assets</u>	<u>September 2012</u>	<u>September 2011</u>
<b>Current Assets:</b>		
Cash on hand & operating bank account	\$ 166,614	\$ 953,550
Short term investments - operations	558,408	135,368
Cash and short term investments designated for Phase II	1,110,292	1,099,033
Accounts receivable	9,600	11,738
Merchandise inventory	210,213	274,209
Prepaid expenses	23,239	24,196
<i>Total current assets:</i>	<u>\$ 2,078,366</u>	<u>\$ 2,498,094</u>
<b>Capital Assets:</b>		
Computer, data & network software (net)	\$ 13,959	\$ 2,449
Theatre, exhibits & AV equipment (net)	1,740,312	2,368,807
Office equipment & furniture (net)	31,540	57,566
Land improvements (net)	562,147	615,778
Donor recognition asset (net)	5,404	7,799
Buildings (net)	20,071,950	20,552,066
<i>Total capital assets:</i>	<u>\$ 22,425,312</u>	<u>\$ 23,604,465</u>
<b>Total assets</b>	<u><u>\$ 24,503,678</u></u>	<u><u>\$ 26,102,560</u></u>
 <u>Liabilities</u>		
<b>Current liabilities:</b>		
Accounts payable and deposits	\$ 154,533	\$ 144,788
Deferred revenue - other	20,662	500,000
<i>Total current liabilities:</i>	<u>\$ 175,195</u>	<u>\$ 644,788</u>
<b>Long-term liabilities:</b>		
Deferred capital campaign revenue	\$ 22,942,482	\$ 24,131,848
<b>Total liabilities</b>	<u><u>\$ 23,117,677</u></u>	<u><u>\$ 24,776,635</u></u>
 <u>Equity</u>		
Retained earnings	\$ 1,452,203	\$ 1,192,501
Current earnings	-66,202	133,423
<b>Total equity</b>	<u>\$ 1,386,001</u>	<u>\$ 1,325,924</u>
<b>Total liabilities and equity</b>	<u><u>\$ 24,503,678</u></u>	<u><u>\$ 26,102,560</u></u>