



# **COMMUNITY AND PROTECTIVE SERVICES COMMITTEE**

**Wednesday, September 9, 2015  
4:00 PM**

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



**Public Agenda  
Community and Protective Services Committee  
Wednesday, September 9, 2015**

**Approval of Public Agenda**

**Minutes of the meeting held on August 12, 2015**

**Administration Reports**

CPS15-11 Regina Plains Museum Support (also known as the Civic Museum of Regina)

**Recommendation**

1. That City Council approves a one-time grant of \$25,000, from the 2015 Community Investment Grants Reserve for Community & Protective Services, for the Regina Plains Museum to develop options on how to sustainably execute their mandate (business plan);
2. That the Executive Director of City Services be authorized to negotiate and approve a funding agreement with Regina Plains Museum as further outlined in this report;
3. That the City Clerk be authorized to execute the agreement on behalf of the City of Regina; and
4. That this proposed business plan be completed by December 31, 2015, at which time Administration will report back to Community & Protective Services with recommendations.

**Adjournment**

AT REGINA, SASKATCHEWAN, WEDNESDAY, AUGUST 12, 2015

AT A MEETING OF THE COMMUNITY AND PROTECTIVE SERVICES  
COMMITTEE  
HELD IN PUBLIC SESSION

AT 4:00 PM

**These are considered a draft rendering of the official minutes. Official minutes can be obtained through the Office of the City Clerk once approved.**

Present:

Councillor Jerry Flegel, in the Chair  
Councillor John Findura  
Councillor Shawn Fraser  
Councillor Mike O'Donnell

Regrets: Councillor Bob Hawkins

Also in Attendance: Council Officer, Ashley Thompson  
Legal Counsel, Jana-Marie Odling  
Executive Director, City Services, Kim Onrait  
Manager, Business Development - Transit, Nathan Luhning

APPROVAL OF PUBLIC AGENDA

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

ADOPTION OF MINUTES

**Councillor Mike O'Donnell moved, AND IT WAS RESOLVED, that the minutes for the meeting held on July 8, 2015 be adopted, as circulated.**

ADMINISTRATION REPORTS

CPS15-10 Victoria Avenue East Bus Route Changes

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**Recommendation**

That the transit service for Route #9 Parkridge, as outlined in Appendix A, be approved and implemented effective September 20, 2015.

**Councillor Mike O'Donnell moved, AND IT WAS RESOLVED, that the recommendations contained in the report be concurred in.**

ADJOURNMENT

**Councillor John Findura moved, AND IT WAS RESOLVED, that the meeting adjourn.**

The meeting adjourned at 4:10 p.m.

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Chairperson

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Secretary

September 9, 2015

To: Members,  
Community and Protective Services Committee

Re: Regina Plains Museum Support (also known as the Civic Museum of Regina)

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### RECOMMENDATION

1. That City Council approves a one-time grant of \$25,000, from the 2015 Community Investment Grants Reserve for Community & Protective Services, for the Regina Plains Museum to develop options on how to sustainably execute their mandate (business plan);
2. That the Executive Director of City Services be authorized to negotiate and approve a funding agreement with Regina Plains Museum as further outlined in this report;
3. That the City Clerk be authorized to execute the agreement on behalf of the City of Regina; and
4. That this proposed business plan be completed by December 31, 2015, at which time Administration will report back to Community & Protective Services with recommendations.

### CONCLUSION

Due to financial challenges with current levels of revenues and expenses, the Regina Plains Museum (Organization) has requested a one-time total investment of \$80,000; \$60,000 in support of continued operations through 2015 and \$20,000 to contract a consultant to work with the Organization's staff and board to create a business plan to determine methods for sustaining operations beginning in 2016 and into the future (Appendix A and Appendix B). Administration is recommending approval of \$20,000 to contract a consultant to create the business plan, as well as \$5,000 to dedicate staff and resources to the project.

### BACKGROUND

Located originally at the Regina Exhibition grounds in 1960, the Regina Plains Museum (Museum) was led by the Old Timers Association and attracted estimates of 30,000 visitors each year. By the 1970s the Museum, serving as a history museum, exhibiting artifacts from its collection which reflect the social, political, cultural and economic climates of the city's history, had relocated a number of times. In 1981, the Organization found a home in downtown Regina on Scarth Street. At this location, there was a peak level of attendance of 8,900 visitors in 2008<sup>1</sup>, but a steady decline of attendance from 2009 through 2011, resulting in approximately 2,500 visitors per year. The Museum was then open six days a week with extensive hours. Volunteer hours were approximately 3,000 hours per year over this period. Since 2004, the City of Regina's (City) financial support for the Organization remained steady with an annual allocation of \$100,200 for the core operations and programs.

In 2012, precipitated by an upcoming rent increase and desire by the Board of Directors to address waning attendance and maximize their delivery of service to the public (ie., exhibit more of the collection), the Organization began the process of facilitating a move to a new location at 1375 South Broad Street. The Board had also endorsed a new five-year strategic plan (Appendix

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<sup>1</sup> Figures from the organization's reporting to the City's Community Investment Grants Program

C), outlining the Organization's vision, mission, partners, state of financial strength and capacity, including the detailed strategies for achieving its mandate. The two year update on the strategic plan, including the Implementation for 2012 to 2014 is included as Appendix D.

In 2013, along with the planned relocation, the Organization changed its operational name to 'Civic Museum of Regina'. Throughout this year the Museum was closed to the public to facilitate the move and refurbishment of the new location. The new location provides 3,757 square feet of display and programming space, parking and wheel chair accessibility. The Organization took the opportunity to create new governing policies supporting the collection. In support of the Organization's policy work and application for annual support as a 'Community Partner' in the Community Investment Grants Program (CIGP), the City provided a 10 per cent increase to the Organization's core operations, bringing the annual grant to \$110,000.

With the reopening of the Museum in February 2014, the Museum was open to the public five days a week with limited hours (i.e. closing by 4 p.m. each day). In this year, the Museum increased visitation from historical numbers with an estimate of 3,500 visitors, however volunteer hours fell to approximately 925 hours.

In 2015 the Organization was provided a small increase for core operations from \$110,000 to \$115,000. On May 22, 2015 the Organization submitted a one-time ask for \$80,000, \$60,000 in support of continued operations through 2015 and \$20,000 to contract a consultant to work with the Organization's staff and board to create a business plan to determine methods for sustaining operations into the future. By mid-July, the timing of bringing the request to Committee had been established with the Organization. On August 7, 2015 the Organization informed City Administration that it would be closing to the public on August 31, 2015 and would remove its collection by the end of the year.

## DISCUSSION

With the ask of funds to support both the operational needs of the Organization throughout the remainder of 2015, and to analyze a model for sustainability going forward, Administration's recommendation of \$25,000 to support the business planning considers a range of issues related to the Organization's operations. These issues include the current levels of City support and the opportunities available in the development of a new business plan.

While City financial support for the Organization remained steady over its history and particularly since 2004, with an annual allocation of \$100,200 for core operations, the past three years have seen steady growth in the City's annual support via the CIGP. Table 1 showcases the increases in City support to the organization's annual operating funds since 2012.

Table 1 – City Financial Support

	2012	*2013	2014	2015
Core operating	\$100,200	\$110,000	\$110,000	\$115,000
**New Initiatives	\$15,000	-	\$4,000	-
Municipal tax exemption	\$5,434	\$9,219	\$9,660	\$7,696
TOTAL	\$120,634	\$119,219	\$123,660	\$122,696
% of annual revenues	86%	76%	84%	TBD

\*2013, the year of the relocation, saw a large grant from SaskCulture and a draw down from the organization's allocated reserve.

\*\*The organization has been eligible to apply to the City for 'New Initiatives' funds to support one time and first time initiatives. They did not apply in 2013 or 2015.

In undertaking the relocation to the south Broad Street location, the Museum, beginning in 2013, created annual operating budgets which forecast significant deficits in the absence of major self-generated revenues. In providing consulting services to the Organization from 2013 through to the 2015 year, Administration provided the following services in cooperation with the Organization's Executive Director:

- Identified potential new sources of revenue, which included grants available from the City, other levels of government, foundations and the private sector;
- Indicated, both in the adjudication letter on core operating support as a 'Community Partner' in the CIGP for 2013, and again in the 2014 performance letter, that the organization needed to address the ratio of earned revenues versus non-discretionary spending via the development of a strong business plan. The March 4, 2015 letter of the 2014 performance review indicated that the business plan would constitute part of the Organization's 2015 performance review for consideration of 2016 funding;
- Clarity on potential partnerships, collaborations, outreach opportunities, and strengthening the presentation of the collection to the public.

The Organization was successful in securing some new sources of revenue, evidenced by a 2014 annual budget of \$146,636, but annual expenditures outpaced revenues, precipitating the formal feedback from Administration that the Organization needed to begin to address both sides of the financial ledger. Table 2 and Table 3 capture a summary of the Organization's revenues and spending from 2012 to 2014, and the percentage breakdown of the Organization's revenues and expenditures in 2014, the first year of operation at the new location on South Broad Street (see Appendix E for the Organization's last financial report to the City, their Draft 2014 financial statements).

Table 2 – Organization Revenues and Expenses

	2012	2013	2014	2015
Annual operating revenue	\$139,828	\$155,105	\$146,636	TBD
Annual expenses	\$195,449	\$250,267	\$210,706	TBD

Table 3 – \*2014 Budget Summary

	Amount	% of overall budget
REVENUES		
City	\$114,000	*77%
SaskCulture	\$23,250	16%
Other; sponsorships, donations	\$9,386	7%
TOTAL REVENUES	\$146,636	100%
EXPENSES		
Personnel and Administration	\$84,707	40%
Physical facility	\$101,451	*48%
Amortization, programming, marketing and other	\$24,548	12%
TOTAL EXPENSES	\$210,706	100%

\*Does not account for the \$9,660 municipal tax exemption which would count either against the revenues or the expenditure on the physical facility.

The result was a 2014 deficit of \$64,070, where 93 per cent of revenues were from two public sector sources (City and SaskCulture) and 88 per cent of the Organization's expenses were related to costs incurred on the physical facility and personnel.

The City's financial support to the Organization can be further contextualized by drawing comparisons to the other arts and cultural organizations, especially museums and galleries, in the CIGP. For 2014, the City supported the core operational expenses of 20 arts, cultural, sport and recreation and social development organizations. As stated earlier, the program allows for 'Community Partner' status for these successful applicant organizations. The Organization received a significant amount of support comparative to other large institutions ('large' by measure of staffing levels, physical space owned or leased, number of programs and services and community participation rates).

A typical measure, used to showcase the principles of a funding agency's support against community participation rates, is to indicate the amount of financial subsidy provided per visitor. While there is no acceptable amount or target and other levels of government may also be contributing significantly to an organization, the comparisons illuminate the following, specifically for the City:

- Financial management, where strong self-generated revenue and fund development from the organization, along with efficiency in delivering their services, become evident with lower subsidy rates;
- Community engagement, where there is evident community participation measured in visitation;

- Strength of support, in this case from the City, where very high subsidy rates indicate a willingness by the City to support museums or galleries that may be unique or serving an important niche.

Table 4, indicates the comparative funding of the Organization versus other ‘Community Partner’ organizations and the discrepancy of subsidization rate from the City for the Organization versus other museums/galleries receiving core operational support<sup>2</sup>. Museums and galleries are often compared for their similarities in maintaining and exhibiting collections (whereas performing arts organizations, like the Globe theatre, focus on other types of programs like live music or plays). Of exceptional note is that the comparisons do not include municipal or provincial tax abatements or exemptions on use of space.

\*Table 4 – Comparisons of ‘Community Partner’ Support and Subsidy Rates in 2014

Position # based on amount of investment	Organization	Amount	# of visitors	\$ value of Subsidy per visitor
1	Mackenzie Art Gallery	\$300,000	65,000	\$4.61
2	Saskatchewan Science Centre	\$165,000		
3	Regina Symphony Orchestra	\$137,000		
4	Globe Theatre	\$125,000		
<b>5</b>	<b>Civic Museum of Regina</b>	<b>\$110,000</b>	<b>3,500</b>	<b>\$31.42</b>
6	RCMP Heritage Centre	\$100,000	30,000	\$3.33

\*Does not include municipal tax abatement or exemptions

In accordance with the policies laid out in the ‘Culture’ chapter of the Official Community Plan, Administration recommends a one-time grant of \$25,000 to the Organization to enable the organization to develop options on how to sustainably execute their mandate. The recommendations support the Organization’s ask of \$20,000 for the business plan and provides an additional \$5,000 to enable the Organization to dedicate staff and other resources to the process. The provision of this funding would be conditional upon the Regina Plains Museum restoring its corporate status to good standing, as it was struck off of Saskatchewan’s corporate registry in July of this year, and Regina Plains Museum entering into a grant agreement with the City agreeing to use the funds for the purpose for which they are being provided.

#### Opportunities with Business Planning

With the Organization closing the Museum to the public, the opportunity exists to support the Organization’s ask to re-imagine what it means to have an historic collection in the 21<sup>st</sup> century in Regina. The parameters of the plan for exploring the sustainability of delivering the Organization’s mandate should include the following model options, along with any others;

1. A non-profit organization in a space that allows for large exhibitions of the collection;
2. A non-profit organization in a space that allows for some smaller exhibitions of the collection;

<sup>2</sup> Figures from organization reporting to the City’s Community Investment Grants Program



3. A non-profit organization in a space for administration only, focussing on outreach and leasing of the collection; and
4. Gifting of the full collection to the City and the resources required by the City to make the collection available to the public.

As planning takes place, and as the Museum remains closed to the public, Administration recommends that the Organization stage the removal process of transfer, gifting, sale, exchange or destruction of any collection materials, beginning with pieces that have no perceived value based on the Organization's guidelines and museum standards. This way, the Organization may continue to wind down operations but not impact the integrity of the collection before the final plans are known. Alternately, if the Organization wished to gift the entire collection to the City until planning is complete, Administration would negotiate with the Organization and consider what are currently unknown cost and resourcing implications.

It is recognized that during the planning process the Museum will remain closed to the public for several months, as was also the case throughout 2013. Administration is committed to upholding the mandate of the Organization during the planning process and, with the necessary cooperation from the Organization, will seek to make pieces of the collection accessible to the public via social media, situating pieces of the collection in public spaces owned by the City or partnering with others to display items in other spaces.

## RECOMMENDATION IMPLICATIONS

### Financial Implications

Administration's recommendation will result in a one-time contribution of \$25,000 in 2015. This contribution will be drawn from the Community Investment Grants Reserve for the Community and Protective Services Committee. Current forecasts suggest that the balance of the Community and Protective Services portion of the Grants Reserve is expected to be \$154,627 at the end of 2015. This one-time grant would result in the Reserve being decreased to a \$129,627. This amount is within the target balance for this reserve.

### Environmental Implications

None with respect to this report.

### Policy and/or Strategic Implications

The 'Culture' chapter of the Official Community Plan highlights supportive policy to Administration's recommendation on supporting the development of new models for a potential Civic Museum, and in the City working to make the collection publically accessible through the planning period. They include:

10.3 – Identify, evaluate, conserve and protect cultural heritage, historic places and cultural resources (i.e., an historic collection)

10.15 – Partner with stakeholders to improve promotion of, awareness of, and access to cultural resources, learning opportunities, and activities

10.16 – Support equitable access to cultural resources, practices and activities

Other Implications

None with respect to this report.

Accessibility Implications

None with respect to this report.

COMMUNICATIONS

If a decision were made to provide this one-time contribution, consultation with the – Organization's staff, board and membership would be carried out.

DELEGATED AUTHORITY

The recommendations contained in this report require City Council approval.

Respectfully submitted,

A handwritten signature in blue ink that reads "Laurie Shalley".

Laurie Shalley, Director  
Community Services

Respectfully submitted,

A handwritten signature in blue ink that reads "Kim Onrait".

Kim Onrait, Executive Director  
City Services

Report prepared by:  
Jeff Erbach, Manager Community & Cultural Development  
Elizabeth Matheson, Coordinator Cultural Development

May 22, 2015

Jim Nicol  
Chief Legislative Office & City Clerk  
City of Regina  
PO Box 1790  
Regina, SK S4P 3C8

Dear Mr. Nicol:

RE: Regina Plains Museum Inc., o/a Civic Museum of Regina

Further to our ongoing work as a recipient of Community Partner funding, and related to the attached Executive Briefing, we are seeking support from the City regarding the sustainability of the Museum's operations. As directed by administration and expected in your office, we are submitting this letter and the attached for consideration.

The Museum was extremely fortunate to have obtained Community Partner status under the new funding structure. As the steward and caretaker of the historic civic artifacts in the Collection, it is a significant responsibility to ensure the appropriate care, exhibiting and programming related to the Collection. The City's support contributes to the Museum to meeting these responsibilities. The Museum is also extremely fortunate and appreciative to have the guidance and expertise offered by Mr. Jeff Erbach, Manager Community & Cultural Development.

By way of background, on March 14, 2014 the Museum provided the City with an Executive Briefing on the Museum's operational barriers. In April 28, 2014 we were advised by Laurie Shalley, then Manager Community Development that the existing process around the Community Partner program did allow for consideration to be given for additional operating and core programming funding as part of the follow up reporting activities. On May 31, 2014 we responded to Ms. Shalley and requested, regarding the Executive Briefing submitted on March 14, 2014, direction on the approach the Museum would need to take to escalate the request, both through Community Development, Recreation & Parks, Community Planning & Development Division and to City Council. In December 2014 the requested Community Partner follow up report was submitted as required.

As you will see in the attached Executive Briefing, the City's support to the Museum has been a constant for over 54 years. Recently, the Museum undertook development and implementation of a new visual identity, relocation and securing of the Collection, and reestablishment of operations in a new location – an enormous undertaking. All of these efforts were completed in less than an 18 month time frame which was viewed as an impossible task, yet one that was achieved.

The Museum is seeking support from the City that will allow the Museum to develop a contemporary business plan and re-vision for delivery of programming and to develop a sustainable operational model. This request is also aligned to the 2015 Community Partner Grant adjudication feedback which highlighted the need for a vision for the long term sustainability of the Museum, specifically noting that the Museum develop a sustainable business model based on a City funding level that addresses operational concerns.

To this end, we are requesting your consideration of the attached and will await your feedback, guidance and advice on the most appropriate way to move forward. For any questions or additional information, please contact the undersigned Executive Director, by email ([cmor@civmuseumofregina.com](mailto:cmor@civmuseumofregina.com)).

Thank you in advance for your consideration.

Best regards,

Rob Deglau: \_\_\_\_\_  
President, Board of Directors

Shari Hildred: \_\_\_\_\_  
Executive Director

Cc: Mr. Jeff Erbach, Manager, Community & Cultural Development



**City of Regina  
Executive Briefing  
May 22, 2015**

**1.0 Historic Background and Current Issue**

The Regina Plains Museum Inc., now operating as the Civic Museum of Regina, has enjoyed a long and meaningful relationship with the City of Regina, dating back to 1959. Most notably, the Museum was successful in obtaining Community Partner status with the City of Regina under the new municipal funding structure.

In November of 1959 the then Deputy Mayor of Regina, Mr. Ian Forbes and Mr. Fred Bard, Director of the Museum of Natural History participated in a meeting that would result in the establishment of a historical museum in the City of Regina; one that would be incorporated under the Societies Act of the province and would be served by eleven directors, two to be selected by the City of Regina. This model remained, with the City of Regina appointing two individuals to sit on the Board of Directors, until the Fall of 2014 at which time City representation was removed from all Boards funded by the City.

Although the name of the Museum has changed over the years, the City of Regina's financial support has been a constant, as noted in brackets:

The Plains Historical Museum: 1960 – 1987 (\$30,000/annum with additional funding for physical location of Museum)

Regina Plains Museum: 1988 – 2004 (\$50,000/annum with additional funding for physical location of Museum and off-site storage of artifacts)

Regina Plains Museum: 2005 – 2012 (\$100,200/annum)

Civic Museum of Regina: 2013 and 2014 (\$110,000/annum)

Civic Museum of Regina: 2015 (\$115,000/annum)

Civic Museum of Regina: 2016 (\$120,000/annum pending appropriate reporting)

**Current Issue:**

The Museum's current core operating (non discretionary) costs continue to increase relative to current market pricing. This issue was previously brought forward to Community Development in correspondence of March 14, 2014 and May 31, 2014 on a formal basis, however informal discussion date back to 2012 with administration at that time.

The Museum is seeking the City's support to explore options to stabilize the Museum and to develop a realistic business plan and sustainability model for the organization. Options for consideration include review/re-visioning of the Museum to seek out other alternative models of program delivery that would better align with the self-generating abilities of the Museum, and that would not exceed the core operational funding provided by the City. This request is also aligned to the 2015 Community Partner Grant adjudication feedback which highlighted the need for a vision for the long term sustainability of the Museum, specifically noting that the Museum develop a sustainable business model based on current City funding levels and deals with operational concerns. It was also noted that this business

model would be a critical component of the 2015 follow up reporting and would provide the necessary information for the City to consider anticipated 2016 funding for the Museum.

## **2.0 The Collection and Public Accessibility through Cultural Institution Management and Curatorial/Programming Expertise**

In November, 1989 a Lord Feasibility Study was submitted and presented to the City of Regina Parks and Recreation Board. At that time, over 15 year ago, the Study recommended City of Regina financial support to the Museum be in the amount of \$167,000 per annum. This was deemed to be the level of support required at that time to adequately ensure preservation of the Collection and accessibility to the public – safely housing the Collection under one roof and providing display and programming to citizens and visitors to the City.

After numerous temporary locations and external storage of the Collection over the decades, the current Museum during 2013, had finally achieved the goal of safely securing and storing the Collection under one roof and in a location that will provide adequate display and programming space

Based on the Bank of Canada average annual rate of inflation since the 1989 Lord Study to present day, the relative level of support from the City of Regina is projected at \$275,327 per annum.

In May, 2003 a Human Resource Review and report was completed by Innova Learning and submitted to the Museum Board of Directors, including City representatives. At that time, the Review outlined three major and critical human resource requirements for the Museum; one being a qualified Executive Director capable of appropriate cultural institution management working in a full time capacity vs. half ED and half curatorial, the second being a half-time curator to ensure professionally designed exhibits, and the third being a half-time programmer/facilitator to sure appropriate programming presentation to visitors and guests.

In November 2011 the Museum was successful in securing a professional in the field of cultural institution management. The expertise brought into the organization resulted in the long-awaited physical facility relocation and securing of the Collection, along with enhanced relationships with the City of Regina and SaskCulture.

However, current core operational funding does not allow for a half-time curator or a half-time programmer/facilitator. The current ED is serving all of these roles; a model that is not a long term sustainable structure.

Based on the Bank of Canada average annual rate of inflation since the 2003 Human Resource Review, the relative level of compensation for the necessary Museum positions would be as follows: Dedicated Full-time Executive Director: Current compensation \$42,000 vs. \$100,208; Half time Curator: Current compensation \$0 vs. \$41,753; Half time Programmer/Facilitator: Current compensation \$0 vs. \$41,753.

It is noted that within the Lord Study projected rate of support, the required appropriate human resource compliment would be satisfied along with the Collection security and public accessibility requirement for a premier Civic Museum.

## **3.0 Contemporary Considerations**

In alignment with the City of Regina's Strategic Priority related to Community Development, the provision of core operating funding to the Civic Museum of Regina enhances the institution's ability to support Regina's communities through delivery of services that enhance quality of life. Specifically, the core operating funding affords the Civic Museum of Regina the ability to provide premier civic historic museum programming, exhibitions and guest service to community citizens and visitors from Regina,

across the province and beyond.

The new Civic Museum of Regina is a premier civic institution with 2014 visitation reaching almost 3,000 and providing 64 in-house tours. 2015 visitation is projected at 5,000 including visitation to outreach exhibits and other related partnerships. A few examples of partnerships planned for 2015 include:

- Biographies Regina (another organization founded by the same organization as the Museum, the Regina Oldtimers) has been moved under the Museum of the umbrella;
- Continued joint programming with the Regina Public Library (and branches ie. new outreach planned for fall of 2015 with Regency Branch) and Dunlop Art Gallery;
- New joint programming in partnership with the Regina Downtown Business Improvement District;
- Continued joint initiatives with the Regina Warehouse Business Improvement District.

Located in a highly visible and accessible location, the Museum proudly tells the Story of the City of Regina. The Civic Museum of Regina has a 55 year history in Regina. Preliminary economic impacts to the City of Regina have been completed and are estimated at just over \$0.5M in 2015.

The Civic Museum of Regina is one of Regina's tourism attractions bringing in visitors from across the province, country and world. The drawing power of the Museum supported by the new operating name and brand, located in the historic Warehouse District, allows the Museum to attract local, provincial, national and international visitors, and to encourage them to extend their stay to visit similar Regina attractions.

Historically, approximately 56% of the Museum's visitors are from within the province, 25% from other parts of Canada and 19% are from international locations.

#### **4.0 Community Benefits and Impacts**

In alignment with the City of Regina's Community Grants Program, the Civic Museum of Regina falls within the Program Mission and Boundaries which includes Community Partners as a community non-profit organization to deliver programs, projects and services that align with the City's objectives, having a clear community impact and responding to community needs.

The Museum supports the development of an accessible, diverse and vibrant cultural landscape. This is accomplished through increasing opportunity for community access to the Collection, and through establishing a growing and sustainable community of like-minded cultural organizations (related partnerships) to ensure the largest and most diverse audience can be reached and served. The Museum provides development opportunities to citizens and partners through stabilizing key relationships and maximizing accessibility.

Operating as the Civic Museum of Regina, goals are accomplished through contributing to:

**Complete Neighbourhoods** – we contribute to inclusive neighbourhoods, providing the Civic Museum of Regina in the heart of the Warehouse District and close to Downtown. Visitors to the Museum find that much easier access than the previous location, and that cultural amenities and museum services are provided to all citizens, while doing so in a district of Regina that has an increasing mix of housing and other amenities and services.

**Embracing Built Heritage and Investing in Arts, Culture and Sport and Recreation** – in the new location, the Civic Museum of Regina enhances quality of life, community identity and pride by supporting heritage preservation, arts, culture and providing education/programming activities which will foster

community vibrancy and cohesiveness.

The Civic Museum of Regina contributes to the City of Regina Vision. We will do this through several key elements:

**Vibrancy** – The Civic Museum of Regina provides a venue for young people and creative spirits to inspire dynamic neighbourhoods which in turn contributes to a first-rate, premier museum in the City; we encourage and support artistic expression and cultural understanding and education, contributing to the fabric of the Warehouse District and the City of Regina.

**Inclusiveness** – The Civic Museum of Regina welcomes people. We live the values of respect and trust and celebrate the strength that comes from our diversity. We deliver this through our exhibition, youth, senior and public programming.

**Attractiveness** - The new location provides the Civic Museum of Regina with an appropriate venue that will attract residents and visitors; making Regina a city of choice for a civic cultural experience; offering an accessible, lively, friendly, fun and affordable visit - FREE admission continues to be offered!

**Sustainability**- The Civic Museum of Regina cares deeply about contributing to the balance of economic, social, environmental and cultural dimensions of the citizens of Regina and our visitors. As leaders in the cultural community and the ONLY steward with a mandate to collect articles of historical relevance of the City of Regina and its peoples, we are accountable and transparent in the managing all resources, including those generously provided by the City of Regina, which in turn allow us to carry out the important work of being Regina's premier Civic Museum.

**Harmonious** - The Civic Museum of Regina believes in building and contributing to strong social networks in the community; the new location allows us to further create a sense of community and belonging in the City of Regina and in the Warehouse District.

**Opportunity-focused** - It is with great entrepreneurial spirit that the the Civic Museum of Regina endeavours to achieve a place of prominence in the City. The new location allows the Museum to be a centre of civic cultural success where research, development and cultural and historical excellence abound in our exhibition and program offerings.

As the steward of Regina historic civic artifacts, held in public trust in the Museum's Collection, it is a significant responsibility to ensure the appropriate care, exhibiting and programming related to the Collection.

The City's support is critical to ensure the Museum can appropriately meet these responsibilities.

## **5.0 Supporting Benchmarking**

Based on recent data available, the 2009-10 Business for the Arts *Annual Survey of Public Museums and Art Galleries*, the average public museum across Canada receives 74% core operational funding from a combination of levels of Government.

Business for the Arts further reported that between 1996 and 2010, Municipal Government funding to non-profit museums and art galleries in Canada increased by 23%.

Independent research, outside of Business for the Arts, and specifically focused on historic museum counterparts across Saskatchewan, resulted in the following comparative findings:

1. City of Humboldt (Humboldt and District Museum): this Museum is funded by the City of Humboldt at an annual cost of \$638,742. Self generated monies average approximately \$100,000 annually,



and are turned back to City as qualified done under CRA guidelines. With a population of 5,678 (2011 census), this represents the City of Humboldt supporting the Museum at a rate of \$94.88/citizen. Admission to this Museum is free.

2. Swift Current (Swift Current Museum): this Museum is funded by the City of Swift Current as a division of the City with total annual operating costs being funded at \$370,625. Of the total operating costs \$292,817 are directed to the salaries of 4 permanent full-time staff. With a population of 17,045 (2011 census), this funding model represents the City of Swift Current supporting the Museum at a rate of \$21.74/citizen. Admission to this Museum is free.
3. North Battleford – Western Development Museum. North Battleford enjoys a WDM funded through Province. This Museum is a legislated agency of the Province of Saskatchewan and operates solely within the jurisdiction of the Ministry of Parks, Culture and Sport. The population of North Battleford is 4,065 (2011 census). However, it is noted that the City does fund the Dekker Centre for the Performing Arts with \$220,000 annually. In addition, the Town of Battleford owns and operated the Fred Light Museum. Specific financial information was not available for this small municipal museum, however it is noted that admission is free.
4. Yorkton – Western Development Museum. Yorkton enjoys a WDM funded through Province. This Museum is a legislated agency of the Province of Saskatchewan and operates solely within the jurisdiction of the Ministry of Parks, Culture and Sport. The population of Yorkton is 19,588 (2011 census).
5. Prince Albert (PA Historical Museum): This Museum is funded by the City of Prince Albert at an annual rate of \$125,640. Of this total staff salaries are \$93,270 and it is important to note that the annual rate does not include the facility (plant costs) but those costs are estimated to be \$100,000 and are provided by the City. With a population of 35,129 (2011 census), this funding model represents the City of Prince Albert supporting the Museum at a rate of \$7.42/citizen. Admission to this Museum is free.
6. Moose Jaw (Moose Jaw Museum and Art Gallery): This Museum is funded by the City of Moose Jaw at an annual rate of \$363,672. With a population of 34,421, this funding model represents the City of Moose Jaw supporting the Museum at a rate of \$10.57/citizen. Admission to this Museum is free.

In comparison, at the current funding model, the City of Regina, based on a population of 193,100 (2011 census) supports the Civic Museum of Regina at a rate of \$0.60/citizen. It is recognized that a number of other factors are necessary in considering cultural investments for other cities within the province, however, the above is set out for comparative consideration.

## **6.0 Business and Sustainability Planning**

The Civic Museum of Regina administration has been tasked with ensuring the viability and sustainability of the Museum and its Collection which is considered a Regina tourist destination and potentially a tourism flagship of Saskatchewan.

There are a number of identified strategies to diversify and enhance revenue sources which have been initiated and are seeing positive results (ie. improved corporate involvement, increase grant applications), however the Museum does recognize that a complete and thorough business plan and sustainability model is required.

While the Museum is confident that these revenues will help reduce reliance on municipal and government funding, there are a range of operational requirements, service and programming that

cannot be addressed by “own-source” revenues. Additional funding will be required to ensure the viability and sustainability of the Museum.

## **7.0 Support and options for consideration/request:**

The Civic Museum of Regina requests support from the City of Regina in the following forms:

1. Consideration of additional funding in 2015 to sustain operations in the current location to the end of the calendar year. This request is for \$60,000. These funds would stabilize/maintain operations in the current location until Item 2. could be completed.
2. Consideration of financial support to allow the Museum to contract expertise to develop a sustainable business plan. This plan would support the 2015 annual follow up report and support anticipated 2016 funding considerations. This request is for \$20,000 which is the anticipated, estimate cost to contract an appropriate resource.

The Museum recognizes that plant costs are the current, primary core expenditures for the organization. Should the City of Regina consider provision of a ‘plant’ location through repurposing of unoccupied space which included operating costs, this would certainly be an avenue that the Museum would be interested in discussing. Other options that may have merit include consideration of the Museum formally becoming a division or unit of the City of Regina or the Museum relinquishing its stewardship role and turning the Collection back to the City of Regina. Through the development of a sustainable business plan, the Museum can complete the important work of navigating operational challenges, identify realistic revenue stream diversification and implement fund development strategies to meet the contemporary challenges it faces. The intent that all of the possible options for sustainable existence can be explored and identified through development of an appropriate business plan.

# REGINA PLAINS MUSEUM

## BOARD PLANNING SUMMARY

LOOKING TO THE FUTURE  
TO TELL THE STORY OF THE PAST.

MARCH 10, 2012

Prepared by: Lynn Armstrong, Lynear Thinking Strategy & Communications Ltd.

## EXECUTIVE SUMMARY

The Regina Plains Museum (RPM) collects and records Regina's stories of time past so that others will know how we lived, what happened, and what shaped us.

The RPM Board of Directors met on March 10, 2012 from 9:00AM – 12:00 noon. The session objective was to define the future and strategic direction of the Regina Plains Museum. As a result of the session, the vision, mission and values may be revised or refined, as well as priorities established the guide the desired change.

In order to develop the strategic direction of RPM, the board engaged in the "standing in the future" process, wherein they told the story of the future in the present tense. The conversation informs the following elements that will comprise the strategic plan:

- A definition of the future (vision);
- What the RPM delivers and its role in the marketplace (mission);
- Guiding values ;
- The long term priorities that need to be undertaken ;
- The goals and milestones for the next 3 to 5 years;
- The initiatives that will be undertaken to achieve the goals; and
- Potential risks and the management thereof.

It was agreed that there is positive momentum present in the Board of Directors, and the organization is well positioned to advance strategically:

*"Our purpose is to share the story of Regina's history. By telling Regina's story as it happened, as it happens, we contribute to the City of Regina's vision to be Canada's most vibrant, inclusive, attractive, sustainable community, where people live in harmony and thrive in opportunity".*

The following describes the key components of the City of Regina's vision:

- **Vibrant** Young people and creative spirits are inspiring dynamic neighborhoods and an exciting downtown, all of which feature first-rate facilities for health, wellness and artistic expression.
- **Inclusive** Our community welcomes people. We live the values of respect and trust and celebrate the strength that comes from our diversity.
- **Attractive** Residents and visitors choose Regina because it's clean, green, lively, friendly, affordable and fun!
- **Sustainable** People forge a balance between the economic, social, environmental and cultural dimensions of their decisions by serving as stewards of the resources we share and by demonstrating leadership.
- **Harmony** Empathy and understanding come from, and lead to, being safe in our homes and neighborhoods; building strong social networks throughout the community creates synergy and sense of belonging.
- **Opportunity** The entrepreneurial spirit powers Regina as a centre of success where research, innovation and excellence abound.

## DEFINING OUR VISION: STANDING IN THE FUTURE

### 1. WHAT DO WE LOOK LIKE? (VISION)

*Context: The board considered the following questions: What do we create / deliver and what gap do we fill in the market place? The board shared their vision of why the RPM exists, one word at a time.*

#### **Standing in the Future:**

We are a place of history, remembrance and context for the future. We house the collection of our civic history that proudly and inclusively tells story of our time, creating a sense of belonging and understanding. Our museum is both visual and interactive, providing an environment where people can touch and feel the history of our city as it unfolded. The story that our collection tells is one of connection, from where we were to where we are now. Piece by piece, our collection comprises the shared history and memories of our city. We are the main source of the city collection, and proud stewards of our history. In addition to our core collection; we provide an entrance point to the collections of history that are housed in our city. We are the place of choice for historical information, and a major attraction in our city. We hold the continuum of our city's civic story.<sup>i</sup>

### 2. WHOSE STORY ARE WE TELLING? (MISSION)

*Context: Visitor levels are declining and currently at 1000 – 2000 per year. Attendance is low for various reasons, possibly due to location, changing downtown traffic patterns, accessibility, low visibility and marketing. There are various collections in the community, including the Regina City Police, SaskMuseum, Wascana Centre, University of Regina, Arts & Culture, RCMP and CP Rail. Currently, the RPM is "stalled", and "in a state of limbo", and possibly "on the verge of irrelevance", "silent" and "non-descript", a "secret repository of a collection that came to us". The issue behind the visitor levels is one of relevance, and those visitors levels would increase if people could relate to the story that we are telling.*

#### **Standing in the Future:**

We tell the story of our history as a city in a visual manner. Through our collection, we demonstrate a strong sense of place and what makes Regina's people thrive, then and now. From the pioneering families on the plains whose perseverance and resilience forged our City to the history of today as it unfolds, we are inclusive of all people who created Regina and who make it "home". Our displays describe how Regina came to be, what shaped us then and what shapes us now.

### 3. WHO ARE OUR PARTNERS?

*Context: Currently RPM does not have in place formal partnership strategy or structure.*

#### **Standing in the Future:**

We see the City of Regina as a key strategic partner. We are committed to working with a range of stakeholders and partners including but not limited to organizations such as SaskCulture, Regina Downtown and The Warehouse District as well as the tourism industry, hotel associations, community

associations, city council, churches, school boards, museum colleagues, ethnic groups, credit unions, corporate entities, and parents.

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#### 4. WHAT IS THE STATE OF OUR FINANCIAL STRENGTH AND CAPACITY?

*Context: Sask Culture and City of Regina (\$2.3 Million) provide core operating funding with no strings attached. The RPM funding is static, while costs are rising. It is critical to explore and secure programming dollars, through corporate sponsorships, etc. In addition, funding relationships have to be born out of what we are. We need to determine what the funding pie looks like.*

##### **Standing in the Future:**

We have established a diversified funding model that allows us to grow our program, and ensure the quality and integrity of a museum. The funding strategy allows us to invest in programming; staffing, initiatives and systems that are needed to protect our city's historic collection, and preserve it for future generations. Our funding model may include government funding, corporate sponsorships and donations, history holders, memberships, grants and museums.

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#### WHAT DID WE FOCUS ON?

- 1) Identity: We identified who we are, what we stand for, and clarified our vision, mission, values, branding, raised awareness, public identity and we made new friends, and attracted funding.
- 2) Collection: We clarified our collection, including what it is, how you collect it, how you show it. We insured the collection and valued it appropriately.
- 3) Accessibility: We made the collection accessible to the public, by way of bricks and mortar, and through gallery exhibits around the city. We brought the story to the people. And they came to us.
- 4) Professional: We became accountable and successful in identifying priorities and demonstrating the value that we bring the City of Regina. We demonstrated outcomes and value in all that we do. We are a professionally run business.
- 5) Quality: We committed to quality, with service standards, professional, and industry standards. We meet the bar every time in all aspects.
- 6) Partnerships: We established and created partnerships to co-facilitate the telling of our story and recognized our partners.

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## WHAT WE OVERCAME:

- 1) Perceptions of stagnancy
- 2) Oblivion
- 3) Financial irrelevance
- 4) Risks with regard to our collection (insurability, integrity, assessment, right collection)
- 5) Staffing for curation, programming, resources and technology, marketing and communications

## FIVE YEAR STRATEGIC PLAN DEVELOPMENT

- 1) Finalize strategic direction discussion notes.
- 2) Develop a year 1 plan based on the priorities defined herein.
- 3) Conduct stakeholder input regarding the future of the organization.
- 4) Formulate the vision, mission and values.
- 5) Develop goals, measures and targets with a 5 year horizon.
- 6) Document initiatives action plans.
- 7) Annual plan and budget.
- 8) Communication plan

## SHORT TERM PRIORITIES

### 1. DEFINE PURPOSE

- A. Complete name change from RPM to that which:
  - describes unique, strategic Partnership with the City of Regina
  - defines the Museum's purpose in a way that the City of Regina is adequately seeing demonstration of their financial investment

### 2. SECURE PERMANENT COLLECTION

- A. Immediately secure new location for Collection and Gallery Space

### 3. STABILIZE MUNICIPAL OPERATING FUNDING

Provide a detailed Letter of Intent to City including how Museum has put 'skin in the game' to include the following:

- Approved Board Planning document
- Board approved Collection Policy
- Board approved name change
- Announcement of relocation to new facility



**Operating as**



**Strategic Plan  
2012 - 2014**

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### **Mission Statement**

The Regina Plains Museum is the Civic History Museum of Regina.

### **Value Statements**

- Through exhibiting, collecting and programming activities, the Regina Plains Museum reflects the history of Regina.
- The collection preserves the significant cultural, social, political and economic development of the community of Regina.
- The Regina Plains Museum collaborates with other museums and organizations to limit duplication of collections and services

### **Strategic Planning Process**

In March 2012, the Board of Trustees and employees of the Regina Plains Museum held a strategic planning session. With an initial focus on establishing a long-term strategic plan for future direction of the museum, discussion focused on five main areas:

1. Museum Location
2. Museum Collection/Programming
3. Museum Profile
4. Membership
5. Fundraising

These four key result areas remain priorities for the organization for the immediate future. As the impact of a potential move will have repercussions in each of the other three areas, the decision was made to develop a one year strategic plan, with the intention of developing a new strategic plan once a location, moving schedule and relocation plan have been finalized. The following pages outline the short term strategic plan for the Regina Plains Museum for the 2012-2014 period, from March 2012 to



December 2014. It was agreed that additional strategic planning sessions will be undertaken once the decision has been reached regarding the Museum's potential move to the Royal Canadian Legion Branch 001 Building, as outlined below.

## **Regina Plains Museum Strategic Plan 2012 - 2014**

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### **1. Key Result Area:      Museum Location**

The current location of the Regina Plains Museum is perceived to be inadequate because of two primary reasons: 1) insufficient floor space for permanent displays and 2) lack of street level visibility contributing to poor visitor attendance and low community profile. For the past two years, the Regina Plains Museum has been part of the proposed plan to redevelop the Royal Canadian Legion Branch 001 building on Cornwall Street. The Legion has over 28,000 square feet in their building, as well as an interesting collection of war memorabilia directly connected to the citizens of Regina who served in the First and Second World Wars and the Korean War.

An initial feasibility study was contracted by Regina ArtsAction Inc and publicly released in April 2007. This study indicated that the redevelopment of the Legion Building as a new performing arts centre and as the new home of the Regina Plains Museum would provide a much-needed boost to the downtown core in Regina. It also identified the problems faced by the Legion regarding their capacity to financially maintain their building, and suggested that the support of all three levels of government might be accessed to fully fund the renovation required to bring the building up to code for future tenants.

The City of Regina has facilitated an additional grant for Phase Two of this project, to develop a five year business plan for this proposed renovation and re-use of the Legion Building. This business plan would also included detailed architectural drawings, engineer reports and a detailed renovation budget for this proposed renovation. It will determine whether the Museum's relocation to the Royal Canadian Legion Branch 001 building will be possible, and if it is possible, the timeline for renovation and for relocation to the new space.

Therefore, the priorities for Museum Location include:

- Establish a facilities committee to work directly with the Legion's consultant toward the development of the proposed business plan and the detailed architectural drawings as they pertain to the Museum.
- Work with the Legion's consultant toward a negotiated agreement for the lease of the Legion Building as the future home of the Regina Plains Museum.
- Work with the Legion's consultant toward a negotiated agreement for the management of the Legion's War Museum collection.
- Work with the Legion's consultant toward the development of a timeline for the renovation of the building and the plan for relocation of the Plains Museum to the Legion Building.

In the event the proposed renovation of the Legion Building is not recommended by the Consultant in the report expected in the Regina Plains Museum will engage a real estate agent to assist in the search for a new location.

## 2. Key Result Area: Museum Collection/Programming

**Add Following deaccessioning project etc.** The Regina Plains Museum has been undertaking an extensive review of the current collection, partially to accurately catalogue and photograph all of their artifacts, and partially to eliminate any duplication or unnecessary acquisitions. In the event the Museum is relocating, this process will be invaluable to future planning.

Additionally, the Museum has been working on a plan to exhibit Regina's main historical events, including the Regina Riot and the 1912 Tornado, and to develop new materials as resources for the Regina school system.

Key priorities include:

- Complete the cataloguing, photographing and prioritizing of the collection.
- Develop plans for exhibiting main Regina historical events (Regina Riot, 1912 Tornado, etc)
- Develop an educational plan for the Regina school systems, including resource materials, workshops and special presentations, and a Regina history curriculum.
- Capturing oral histories by establishing a "speaker's corner" style video camera.
- Investigate funding opportunities for hiring a museum display specialist, to assist with the plans for relocation and the design of a new facility.

**Add: Research Regina History –offer workshops at the museum, develop tours, mention self-guided tours, Louis Riel etc**

**Add:**

Re: Deaccessioning First Nations/Metis items:with Museums Assoc. Lorne Carrier and then Iris O'Watch. The project was left unresolved but we hope to continue the project with MAS new First Nations. Rep.

### First Nations Action plan

- Develop a contact list and committee: Calvin Racette
- Deaccessioning – MAS/consultant
- Research – Community works/students at U. of R./First Nations University
- Acquisitions – develop a permanent display for new space.
- Education – develop learning kits and school programs. Incorporate the Louis Riel tour.
- Displays and Exhibits – Early First Nations and Metis Settlement into Regina.
- Publications/Marketing

## 3. Key Result Area: Museum Profile

While the current location of the Regina Plains Museum doesn't enable street level visibility, there are a number of activities the Museum could undertake to increase its profile in the short term, including:

- Develop a brochure on the history of Regina. **(done)**
- Continue to develop the "thousand artifacts, thousand stories" concept.
- Develop a campaign for Regina's Biggest Historical Event contest.
- Explore partnerships in the community with the University of Regina, school boards, downtown improvement association, CMT Tours, etc.

- Create an Eco Museum project with one main focus
- Expand the outdoor tours program currently in process.

As with the rest of this plan, once the decision regarding the potential relocation to the Legion has been made, a cohesive strategic plan for marketing the Museum must be developed in connection to the relocation and rebirth of the Museum at a new location. The interest from both the media and the general public in the proposed renovation of the Legion Building has been quite substantial, and it would be in the Museum's best interest to try to capitalize on that interest as much as possible.

Considerable attention and resources should be dedicated to the development and implementation of a detailed marketing plan that would cover the announcement of the plan to move, the development of a capital campaign, a grand opening, and ongoing programming.

#### **4. Key Result Area: Membership**

Membership in the museum is \_\_\_\_\_, or x% of the community of Regina, which has a population base of 194,971. With the intention of increasing the membership base, and at the same time, increasing the volunteer contingent required to augment Museum staff support and operations, the Museum has identified the following priority actions to encourage membership renewal and engagement:

- Organize an annual member's day and free outdoor tour, possibly to the Steam Locomotive and Police exhibit.
- Develop a membership drive connected to Museum Heritage Day each April.
- Develop more community based activities to increase awareness of Museum, and the benefits of membership.
- Develop partnerships with other community based organizations, to explore avenues for membership packages.

As in the previous sections, the impact of moving the Museum to a new location with higher visibility would likely increase the community awareness of the Regina Plains Museum, and its significance as the official civic collection. Further consideration should be given to a cohesive communication and marketing strategy to capitalize on the attention that will be given to the Legion renovation project, should it come about. A specific focus of that strategy should be given to increasing membership.

#### **5. Key Result Area: Fundraising**

Regina Plains Museum currently generates approximately 10% of its operating revenues from fundraising activities and self-generated income (interest, membership fees, etc.) Fundraising revenues increased from \$800 to \$6000. The Board of Trustees has made a commitment to support additional fundraising activities, as outlined below:

- Host an annual garage sale (not only to raise funds, but to remove some of the donated items not worth keeping in the collection).
- Host an annual fundraising dinner.
- Develop a Planned Giving campaign.

The issue of a capital campaign was raised during the planning sessions. If the City agrees to facilitate the funding for the building renovation costs, then the Regina Plains Museum would be able to focus

fundraising efforts on the specific costs that will be connected to the installation of new permanent displays and the move itself. This target would be a lot more manageable than trying to raise the full renovation budget. Again, developing this campaign will be dependent on the results of the Phase Two report on the Legion Building, as the timing of the renovation and relocation will have enormous impact on the interest of the community in a capital campaign.

## Implementation Plan

Action	Who	Timeline	Outcome
<b>Museum Location:</b>			
Establish facilities committee to work with Legion consultant	Board/Staff	Immediately	
Negotiate agreement for the lease of the Legion	Committee		Long term lease agreement
Negotiate agreement for the management of the Legion's War Museum collection.	Committee		Long term management agreement for War Museum
Develop a timeline for the renovation of the building and the plan for relocation of the Plains Museum to the Legion Building	Legion Consultant		Timeline established for move, all other planning can begin.
<b>Museum Collection &amp; Programming</b>			
Complete the cataloguing, photographing and prioritizing of the collection.	Staff/Volunteers	Ongoing	Completed archival records and digitization of catalogue
Develop plans for exhibiting main Regina historical events (Regina Riot, 1912 Tornado, etc)	Staff	??	New permanent exhibits
Develop an educational plan for the Regina school systems, including resource materials, workshops and special presentations, and a Regina history curriculum.	Staff	??	Increased presence in schools, increased number of school tours to museum, # of workshops in schools
Capturing oral histories by establishing a "speaker's corner" style video camera.	Staff	??	New source of archived oral histories
Investigate funding opportunities for hiring a museum display specialist, to assist with the plans for relocation and the design of a new facility.	Staff	Immediately	Increased resources for design of new facility
<b>Museum Profile</b>			
Develop a brochure on the history of Regina.	Staff	??	printed resource for multi-use
Continue to develop the "thousand artifacts, thousand stories" concept.	Staff?		
Develop a campaign for Regina's Biggest Historical Event contest.			
Explore partnerships in the community with the University of Regina, school boards, downtown improvement association, CMT Tours, etc.			
Create an Eco Museum project with one main focus for 2007			
Expand the outdoor tours program currently in process.			
<b>Membership</b>			
Organize an annual member's day and free outdoor tour, possibly to the Steam Locomotive and Police exhibit.			
Develop a membership drive connected to Museum Heritage Day each April.			
Develop more community based activities to increase awareness of Museum, and the benefits of membership.			
Develop partnerships with other community based organizations, to explore avenues for membership packages.			
<b>Fundraising</b>			
Host an annual garage sale			
Present an annual raffle			
Host an annual fundraising dinner			
Develop a Planned Giving campaign			

**The Regina Plains Museum Inc.  
Operating as Civic Museum of Regina  
Financial Statements**

*December 31, 2014*

DRAFT

## **Independent Auditors' Report**

To the Members of The Regina Plains Museum Inc.:

I have audited the accompanying financial statements of The Regina Plains Museum Inc., which comprise the statement of financial position as at December 31, 2014, and the statements of operations, changes in net assets and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

### *Management's Responsibility for the Financial Statements*

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

### *Auditors' Responsibility*

My responsibility is to express an opinion on these financial statements based on my audit. I conducted my audit in accordance with Canadian generally accepted auditing standards. Those standards require that I comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditors' judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statement.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my qualified audit opinion.

### *Basis for Qualified Opinion*

In common with many non-profit organizations, The Regina Plains Museum Inc. derives revenue from donations and fundraising, the completeness of which is not susceptible to satisfactory audit verification. Accordingly, my verification of these revenues was limited to the amounts recorded in the records of the Organization and I was not able to determine whether any adjustments might be necessary to any revenue, deficiency of revenue over expenses for the year, assets and unappropriated net assets at the end of the year.

### *Qualified Opinion*

In my opinion, except for the possible effects of the matter described in the Basis for Qualified Opinion paragraph, the financial statements present fairly in all material respects the financial position of The Regina Plains Museum Inc. as at December 31, 2014 and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

Regina, Saskatchewan

July 15, 2015

Chartered Professional Accountant



**The Regina Plains Museum Inc.**  
**Operating as Civic Museum of Regina**  
**Statement of Financial Position**

*As at December 31, 2014*

	<b>2014</b>	<b>2013</b>
<b>Assets</b>		
<b>Current</b>		
Investments (Note 3)	<b>14,069</b>	43,907
Goods and Services Tax receivable	<b>3,608</b>	4,438
Other receivable	<b>575</b>	-
Prepaid expenses	<b>9,003</b>	11,718
	<b>27,255</b>	60,063
<b>Capital assets (Note 4)</b>	<b>21,322</b>	8,877
	<b>48,577</b>	68,940
<b>Liabilities</b>		
<b>Current</b>		
Bank indebtedness (Note 6)	<b>45,904</b>	10,343
Accounts payable and accruals	<b>10,492</b>	2,346
	<b>56,396</b>	12,689
<b>Net Assets</b>		
Appropriated (Note 5)	<b>42,737</b>	45,131
Unappropriated	<b>(50,556)</b>	11,120
	<b>(7,819)</b>	56,251
	<b>48,577</b>	68,940

Approved on behalf of the Board

\_\_\_\_\_  
Director

\_\_\_\_\_  
Director

*The accompanying notes are an integral part of these financial statements*

**The Regina Plains Museum Inc.**  
**Operating as Civic Museum of Regina**  
**Statement of Operations**  
*For the year ended December 31, 2014*

	<b>2014</b>	<b>2013</b>
<b>Revenue</b>		
Grants		
City of Regina – Operating	<b>110,000</b>	110,000
City of Regina – Community Grant	<b>4,000</b>	-
Sask Culture	<b>23,250</b>	42,500
Self Help		
Donations	<b>1,898</b>	1,565
Interest	<b>346</b>	490
Memberships	<b>642</b>	550
Corporate Sponsorships	<b>6,500</b>	-
	<b>146,636</b>	155,105
<b>Expenses</b>		
Administration	<b>25,826</b>	19,736
Amortization	<b>3,671</b>	1,146
Collection cost	<b>1,549</b>	445
Collections – storage	<b>-</b>	14,445
Marketing and promotion	<b>4,359</b>	2,140
Personnel	<b>58,881</b>	62,019
Physical facility	<b>101,451</b>	108,850
Programming	<b>14,357</b>	6,561
Relocation	<b>612</b>	34,925
	<b>210,706</b>	250,267
<b>Deficiency of revenues over expenses</b>	<b>(64,070)</b>	(95,162)

*The accompanying notes are an integral part of these financial statements*

**The Regina Plains Museum Inc.**  
**Operating as Civic Museum of Regina**  
**Statement of Changes in Net Assets**  
*For the year ended December 31, 2014*

	<b>2014</b>			<b>2013</b>		
	<i>Unappropriated</i>	<i>Appropriated (Note 5)</i>	<i>Total</i>	<i>Unappropriated</i>	<i>Appropriated (Note 5)</i>	<i>Total</i>
<b>Net assets, beginning of year</b>	<b>11,120</b>	<b>45,131</b>	<b>56,251</b>	25,121	126,292	151,413
<b>Deficiency of revenues over expenses</b>	<b>(60,399)</b>	<b>(3,671)</b>	<b>(64,070)</b>	(94,016)	(1,146)	(95,162)
<b>Transfers</b>	<b>(1,277)</b>	<b>1,277</b>	<b>-</b>	80,015	(80,015)	-
<b>Net assets, end of year</b>	<b>(50,556)</b>	<b>42,737</b>	<b>(7,819)</b>	11,120	45,131	56,251

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*The accompanying notes are an integral part of these financial statements*

**The Regina Plains Museum Inc.**  
**Operating as Civic Museum of Regina**  
**Statement of Cash Flows**  
*For the year ended December 31, 2014*

	<b>2014</b>	<b>2013</b>
<b>Cash provided by (used for) the following activities</b>		
<b>Operating activities</b>		
Deficiency of revenues over expenses	<b>(64,070)</b>	(95,162)
Amortization	<b>3,671</b>	1,146
(Increase) decrease in:		
Accounts receivable	<b>(575)</b>	-
GST receivable	<b>830</b>	(1,442)
Prepaid expenses	<b>2,714</b>	(2,601)
Increase (decrease)		
Accounts payable	<b>8,147</b>	(4,736)
	<b>(49,283)</b>	(102,795)
<b>Investing activities</b>		
Purchase of capital assets	<b>(16,116)</b>	(9,495)
<b>Decrease in cash resources</b>	<b>(65,399)</b>	(112,290)
<b>Cash resources, beginning of year</b>	<b>33,564</b>	145,854
<b>Cash resources, end of year</b>	<b>(31,835)</b>	33,564
<b>Cash consists of:</b>		
Cash in bank	<b>(45,904)</b>	(10,343)
Investments	<b>14,069</b>	43,907
<b>Cash resources</b>	<b>(31,835)</b>	33,564

*The accompanying notes are an integral part of these financial statements*

**The Regina Plains Museum Inc.**  
**Operating as Civic Museum of Regina**  
**Notes to the Financial Statements**  
*For the year ended December 31, 2014*

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**1. Incorporation and commencement of operations**

The Regina Plains Museum Inc. (the "Organization") is incorporated under The Non-profit Corporations Act of Saskatchewan and commenced its operations on January 4, 1960. The mission of the Regina Plains Museum Inc. is to enhance our understanding of ourselves and our sense of community, through the exploration of the diverse and ever-changing meaning of objects and ideas. The Regina Plains Museum Inc. achieves this goal through the preservation and interpretation of the cultural, social, political and economic growth and development of the community within the context of the development of Saskatchewan. This is accomplished by collecting, documenting, preserving, researching and exhibiting artifacts and other heritage collections and by implementing active educational and outreach programs for residents and visitors of all ages.

**2. Significant accounting policies**

The financial statements have been prepared in accordance with Canadian Accounting Standards for Not-for-Profit Organizations using the following significant accounting policies:

**Capital assets**

Capital assets are recorded at cost. The cost for contributed capital assets is considered to be fair value at the date of contribution.

Amortization is provided using rates and methods intended to amortize the cost of assets over their estimated useful lives.

	<b>Method</b>	<b>Rate</b>
Computer equipment	Declining balance	30 %
Furniture and equipment	Declining balance	20 %
Leasehold improvements	Straight-line	5 years

In the year of acquisition, amortization is calculated at one-half the above rates.

**Revenue recognition**

The Organization follows the deferral method of accounting for contributions and grants. Grants, memberships, donations and sponsorships are recorded as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured. Interest revenue is recorded in the period earned.

**Contributed materials and services**

Contributed materials and services are recognized in the financial statements when their fair value can be reasonably determined.

**Measurement uncertainty**

The preparation of financial statements in conformity with Canadian accounting standards for not-for-profit organizations requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements, and the reported amounts of revenues and expenses during the reporting period.

Amortization of capital assets is provided based on the Organization's estimate of useful lives of those assets. Accounts receivable are recorded net of any allowance for doubtful accounts.

These estimates and assumptions are reviewed periodically and, as adjustments become necessary they are reported in excess of revenues and expenses in the periods in which they become known.

**Income taxes**

The Organization is registered as a charitable organization under the *Income Tax Act* (the "Act") and as such is exempt from income taxes and is able to issue donation receipts for income tax purposes. In order to maintain its status as a registered charity under the Act, the Organization must meet certain requirements within the Act. In the opinion of management, these requirements have been met.

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**Collections**

The Organization's collection consists of over 19,000 artifacts of historical significance that are held in public trust; the largest being a steam locomotive to the smallest being the size of a lapel pin. In addition to a large collection of domestic material, the collection also includes material related to Regina's economic history and the community's social and cultural life. As the capital city's civic museum The Regina Plains Museum Inc. is the only organization within the community with a mandate to collect and preserve historical material directly related to the growth and development of Regina.

No formal attempt has been made to assess the monetary value of the museum collection. Any costs associated with the acquisition or maintenance of the collection are treated as expenditures in the year that they are incurred and no provision has been made in these statements to reflect any part of the museum collection as an asset. As a rule the Organization does not purchase or sell artifacts in the collection and new acquisitions for the year are reported on in the annual report. The Museum does not carry insurance on any of the collection artifacts, with the exception of the Glass Wheatfield, as the costs for premiums are beyond the means of the Museum's financial resources.

**Financial instruments**

The Organization recognizes its financial instruments when the Organization becomes party to the contractual provisions of the financial instrument. All financial instruments are initially recorded at their fair value.

At initial recognition, the Organization may irrevocably elect to subsequently measure any financial instrument at fair value. The Organization has not made such an election during the period. Cash, investments, accounts receivable, and accounts payable have been designated to be subsequently measured at amortized cost.

**Financial asset impairment:**

The Organization assesses impairment of all of its financial assets measured at cost or amortized cost. The Organization groups assets for impairment testing when there are numerous assets affected by the same factors. Management considers whether there has been a breach in contract, such as a default or delinquency in interest or principal payments in determining whether objective evidence of impairment exists. When there is an indication of impairment, the Organization determines whether it has resulted in a significant adverse change in the expected timing or amount of future cash flows during the period. If so, the Organization reduces the carrying amount of any impaired financial assets to the highest of: the present value of cash flows expected to be generated by holding the assets; the amount that could be realized by selling the assets; and the amount expected to be realized by exercising any rights to collateral held against those assets. Any impairment, which is not considered temporary, is included in current period excess (deficiency) of revenues over expenses.

The Organization reverses impairment losses on financial assets when there is a decrease in impairment and the decrease can be objectively related to an event occurring after the impairment loss was recognized. The amount of the reversal is recognized in excess (deficiency) of revenues over expenditures in the period the reversal occurs.

**3. Investments**

Investments consist of a GIC held at Conexus Credit Union with an interest rate of 0.55% and maturity date of January 14, 2015. The cost of the GIC approximates its fair market value.

**4. Capital assets**

	<b>Cost</b>	<b>Accumulated amortization</b>	<b>2015 Net book value</b>	<b>2014 Net book value</b>
Computer equipment	11,688	10,843	845	1,206
Furniture and equipment	40,936	40,678	258	323
Leasehold improvements	24,280	4,061	20,219	7,348
	<b>76,904</b>	<b>55,582</b>	<b>21,322</b>	<b>8,877</b>

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**5. Appropriated Surplus**

Appropriated surplus consists of the following reserves:

	Appropriated Surplus, Beginning of Year	Additions	Reduction	Appropriated Surplus, End of Year
Contingency	415	-	-	415
Capital	11,985	-	(11,985)	-
Collections	21,000	-	-	21,000
Development Fund	2,854	-	(2,854)	-
Equity in Capital Assets	8,877	16,116	(3,671)	21,322
	<b>45,131</b>	<b>16,116</b>	<b>(18,510)</b>	<b>42,737</b>

Contingency – This reserve assists the Organization with unforeseen expenditures.

Capital – this reserve assists the Organization with capital acquisitions.

Collections – This reserve was set up for the future costs of relocating a steam locomotive located at Casino Regina.

Development Fund – This reserve was established to appropriate funds for the purpose of establishing a new facility.

Equity in Capital Assets – The capital reserve was set up to show the net book value invested in capital assets

**6. Bank indebtedness**

The Organization has a line of credit with Conexus Credit Union with a limit of \$20,000 and interest rate of prime plus 0.5%. At December 31, 2014, the line of credit had an amount drawn of \$20,126 (2013 - \$907). Due to the excess of the overdraft used, the interest being paid at year end is 21%.

**7. Financial instruments**

The Organization as part of its operations carries a number of financial instruments. It is management's opinion that the Organization is not exposed to significant interest, currency or credit risks arising from these financial instruments except as otherwise disclosed.

**Liquidity risk**

Liquidity risk is the risk that the Organization will not be able to meet all cash outflow obligations as they become due. The Organization mitigates the risk by monitoring cash activities and expected outflows. There has been no change to the risk exposures from 2013.

**8. Commitments**

The Organization has entered into a five year lease agreement for the premises located at 1375 Broad Street in the amount of \$98,896 per year. The lease expires on September 30, 2017.

**9. Economic dependence**

The Regina Plains Museum Inc. currently receives significant revenue in grants from the City of Regina. As a result, the organization is dependent upon the continuance of these grants to maintain operations at their current level.

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**10. Steam locomotive contingency**

The Organization committed to a lease regarding the locomotive in front of Casino Regina. The lease was signed in June 2015 and is for two years (expiring June 15) at a fixed rate of \$1 per year that was paid at the execution of the lease. The Organization recognizes that Casino Regina contributed approximately \$40,000 in-kind restoration, maintenance and care of the steam locomotive during the life of the previous lease.

**11. Comparative figures**

Certain comparative figures have been reclassified to conform with current year presentation.

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