

# COMMUNITY PARTNER GRANT 2021-2024 APPLICATION FORM

## Culture Stream

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### **Instructions:**

- Read the Community Partner Grant Guidelines before completing this application; they provide guidance on answering the questions and definitions of key terms.

### **Submission Guidelines:**

Organizations may submit their application and all applicable attachments through electronic transmission, mail or hand delivered to City Hall.

### **Electronic:**

Applications and attachments provided electronically are to be sent to:

[communityinvestments@regina.ca](mailto:communityinvestments@regina.ca)

All documents are required to be in a PDF, MS Word or Excel format.

### **Mail:**

All information provided through mail is to be sent to:

Community Investments Office – 6<sup>th</sup> Floor  
City Hall, 2476 Victoria Ave  
PO Box 1790  
Regina, SK S4P 3C8

Please note that when mailing or emailing information, it is the applicant's responsibility to ensure the Community Investments Office has received the information prior to the deadline.

### **Hand Delivered:**

Information can be left with the Ambassador's Desk on the Main Floor of City Hall. Please address the envelope to the attention of the 6<sup>th</sup> Floor, Community Investments. Materials submitted to the Community Investments Office will not be returned.

**Please ensure the following information is provided when submitting your application:**

- The report contains two authorizing signatures.
- All questions have been answered. If a question does not apply, indicate so with “N/A.”
- All attachments have been included. Please note that only the requested supportive information and documents will be reviewed.

The deadline for Community Partner Grant application is **December 11, 2020 at 4:45 p.m.**

**Please note that late or incomplete applications will not be considered for funding.**

**Questions:**

General inquiries regarding the Community Investment Grants Program (CIGP) may be directed to: (306)-777-7507 or [communityinvestments@regina.ca](mailto:communityinvestments@regina.ca)

Questions about the application, adjudication or Cultural Development priorities, may be directed to the Coordinator, Cultural Development at (306) 535-2758 or [msylvest@regina.ca](mailto:msylvest@regina.ca)

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## ORGANIZATION

**Organization's Legal Name:**

(as it appears on the Profile Report)

Mounted Police Heritage Centre**Organization Contact Information:**Mailing Address: 5907 Dewdney Ave, Regina, SK, S4T 0P4Phone: 306-522-7333**Primary Contact Person:**Name: Anna DmyterkoPhone: 306-719-3019Title: Assistant, Marketing and DevelopmentEmail: anna.dmyterko@rcmphc.com**Secondary Contact Person:**Name: Dan ToppingsPhone: 306-719-3034Title: Executive Director (Interim)Email: dan.toppings@rcmphc.com

## GRANT FUNDING REQUEST

Amount of Funding Request:	2021	\$	100000.00	2022	\$	100000.00
	2023	\$	100000.00	2024	\$	100000.00

## A) ORGANIZATIONAL STRENGTH

**Attachments – Attach the following supporting information to your application:**

- #1 ☐ Profile Report from the Corporate Registry, Information Services Corporation (ISC); the profile report must be dated no more than 30 days prior to submission of the application.
- #2 ☐ Your organization's most recent Annual Report.
- #3 ☐ Audited Annual Financial Statements from your organization for the last four years.
- #4 ☐ Organizational chart, list of current Board of Directors with contact information and date of most recent AGM.
- #5 ☐ List of the following documents, if applicable; policies, standards, codes of practice, bylaws, business planning and/or strategic planning documents relating to core programs/services (copies of these documents may be requested).
- #6 ☐ A copy of your organization's Annual Projected Budget for the calendar year.  
(i.e. January – December) for the intended funding year.

1. Summarize your organization's history (including number of years in operation) and mandate or purpose. If your mandate/purpose has changed over time, please describe how and why.  
The RCMP Heritage Centre opened on May 23, 2007 on the RCMP property adjacent to RCMP Academy, "Depot" Division. The 65,000 square foot facility houses 18,000 square feet of exhibits as well as space for retail, programming, artefact storage, and administration offices. The building is owned and operated by the Mounted Police Heritage Centre, a stand-alone, not-profit organization incorporated in July 2001, long before the Centre was built. The Mounted Police Heritage Centre was registered as a charity in August 2004 and remains in good standing.

Prior to 2007, the general public could view historical artifacts from the RCMP Historical Collection at the Centennial Museum, which was housed in a building beside the Chapel on "Depot." This

small museum, which many local residents visited, was staffed and financially supported by the Friends of the Mounted Police Heritage Centre. Founded in 1989 as a national, not-for-profit, membership-driven, charitable organization, the Friends of the Mounted Police Heritage Centre's mandate was to provide volunteer and financial support to the Centennial Museum, which later shifted to supporting the Mounted Police Heritage Centre. This group was instrumental in identifying a need and building support for a larger and newer public interpretive centre to share the story of the RCMP. The Mounted Police Heritage Centre is their legacy and they continue to support it through volunteerism and consistent financial contributions which are used for building operations, and assist the RCMP's Historical Collections Unit in obtaining artifacts donated to the Crown's Collection. While the Mounted Police Heritage Centre now operates independent of the Friends of the Mounted Police Heritage Centre, the volunteers and staff of both organizations work alongside each other within the Heritage Centre with the common goal of sharing the real stories of the RCMP.

The Mounted Police Heritage Centre is committed to being the world's single premier institution commemorating and sharing the story of the RCMP and its predecessors: the North West Mounted Police, and the Royal Canadian Mounted Police. The story of the Mounted Police is closely connected to the city of Regina and the province of Saskatchewan. "Depot" Division is considered the home of the RCMP by many, as it is has become the only training academy RCMP Members will train. This location is where Mounties are made.

The Mounted Police are connected to the historical tradition of Regina and Saskatchewan through a few particular and unique stories, including the mediation and peace keeping between Indigenous communities and settlers, involvement of Treaty signings, the relationship between the Force and the Metis peoples, and the establishments of towns and villages, all many more.

No other organization controls the public viewing and access to a collection so rich, significant, and reflective of local history.

The Mounted Police Heritage Centre's mandate and mission have not changed significantly since the last partner agreement, however the management team and board of directors work constantly on improved strategic plans on how to best achieve its mandate of sharing the stories the RCMP. The Mounted Police Heritage Centre is constantly looking for opportunities to support its mandate in a way that reflects the interests of the community it is positioned in. Additionally, the Mounted Police Heritage Centre extends its mandate to its mission of offering a guest experience like no other to celebrate and discover both the history and future of the Force as the world's premier institution for sharing the story of the RCMP.

All of the above remains in line with culture stream funding priorities for the City of Regina, as it preserves the intangible traditions and stories of an organization that was influential in the development of the city and surrounding region. It actively promotes the city as the home of the Force, which many across Canada are closely connected to. It animates the city's cultural and public spaces by virtue of its presence and core programming and services. It delivers programming that is inclusive of the community at large, including individuals of diverse ages as well as ethnic and cultural backgrounds. In order to do this, the Mounted Police heavily relies on external support from community partners to maintain operations and grow its capacity to offer experiences to everyone in Regina and beyond.

2. Referencing your organizational chart (Attachment #4), describe the governance and management structure of your organization and the number of paid staff members categorized by job function. The Mounted Police Heritage Centre is a volunteer-based organization that is currently governed by Board of Directors, consisting of 11 members from a variety of professional backgrounds, including non-profits, government, business development, legal, health, and the RCMP. One member presents the Friends of the Mounted Police Heritage Centre, as these two organizations work closely together to fulfill the Mounted Police Heritage Centre's strategic goals. Observers of the

board include key management staff from the Mounted Police Heritage Centre, a representative of the RCMP's Historical Collections Unit, and a representative from "Depot" Division.

The Board provides strategic direction to the Chief Executive Officer or Executive Director of the Mounted Police Heritage Centre to help the Centre reach its long-term strategic goals. Their focus is on building strong financial structures and reserves, increasing visitation to well above industry standards, maintaining sound management practices and operations, and increasing the Heritage Centre's presence across Canada. Currently, they plan on achieving this goal through working with the federal government to receive National Museum status. The Board of Directors meets on a quarterly basis to monitor progress.

The management structure of the Mounted Police Heritage Centre addresses the operational needs of a heritage/cultural centre and museum, including staff and partners in place that are responsible for key operations. These include artifact restoration and management, delivery of programming, building operations and maintenance, marketing and communications, administrative supports, strategic partnerships, large scale fundraising efforts, and retail operations.

Some of these key operations are not performed by the Mounted Police Heritage Centre itself. The RCMP's Historical Collections Unit manages the artifacts and collection. This relationship is beneficial to the Mounted Police Heritage Centre as the Crown owns all of the artifacts, which would make it very difficult to manage artifact movement. This allows for RCMP's presence on-site at the Mounted Police Heritage Centre. The Manager of the Historical Collections serves as a contact point between the Centre and "Depot," making it easier for the Centre to access information more easily.

The Friends of the Mounted Police Centre also operate independently, and focus their efforts on large-scale fundraising initiatives. Currently, the Friends unveiled their newest initiative, the Pillars of the Force. The Friends were able to give a cheque to the Centre for \$225,000. Efforts such as these allow the Mounted Police Heritage Centre to receive the funding it needs, while not using its own limited resources, but rather utilizing volunteers, mainly consisting of retired members, who share the common goal of helping the Centre in realizing its goals.

The Mounted Police Heritage Centre currently maintains 10 full-time permanent staff positions.

The Executive Director (currently interim) concentrates on overall management of the Centre as well as strategic planning, partnership development, relationship management, fund development, and obtaining National status.

The management team consists of Barry Temple (Director of Retail Services), Chari Lalonde (Manager, Human Resources and Finance), Scott Saxby (Building Manager and Events Coordinator), and Dan Toppings (Interim Executive Director and Director of Operations).

The remainder of the Centre's staff consists of two full-time Educational Programming Coordinators, who deliver and develop core programs and experiences to groups and the general public, one full-time Retail Assistant Manager, one full-time Retail Associate, one full-time Building Technician, one full-time Accountant, four part-time Retail Associates, and one part-time Assistant for Marketing and Partnerships.

During the summer months, the Centre hires up to six full time season Summer Students who help deliver core programming.

The Centre additionally contracts the following services: marketing and communications (due to current vacancy in position of Director, Marketing and Fund Development), Nationalization strategic planning and development, website hosting, technical support, sanitation services, linen cleaning, and auditing.

The Mounted Police Heritage Centre's management team and Board are dedicated to engaging in, and building on, the demand for cultural experiences while remaining relevant to the people of Regina. It's important to the Centre's success and sustainability that it maintains its status as a major attraction and cultural contributor that locals can be proud of. Guest feedback is collected at every opportunity, and new programming is created to help deliver on these goals.

3. Describe your organization's historical approach to managing growth and change. Include a description of significant changes experienced by your organization and how your organization responded to and learned from the growth and change.

The Mounted Police Heritage Centre has maintained a strong mandate from the beginning of its operation. In order to realize its goal of being a nationally-recognized institution, growth of the organization has always been a key priority. The Centre has sought growth in the following areas: tourism, community involvement, programming opportunities, and retail sales.

The Mounted Police Heritage Centre relies on tourism as a core demographic of visitors to the Centre. The RCMP are a well-recognized organization internationally, which allows the Centre to draw interest from various types of international tourists, such as independent visitors, bus tours, or travel trade. The Centre is consistently growing this demographic of visitors through marketing to these specific groups, through measures such as visiting national and international tourism conventions, advertising in tourism magazines such as magazines, and advertising with travel organizations such as airlines. During the 2018/2019 fiscal year, the Centre welcomed visitors from over 43 countries. While this growth does not target citizens of Regina, it allows for the Centre to obtain more revenue and, in turn, offer more services to local visitors. Tourism also has a large impact on the local economy, as visitors who come to Regina to visit the Centre will support other businesses.

The Centre always has strived to be a locally recognized organization for community involvement. Aside from allowing local residents to be proud of what the Centre can offer a broader audience, the Centre wants local residents to be excited that this organization is in their own community, based on what it is able to offer them. One of the Centre's core experiences are the events it is able to offer. Typically, the Centre hosts 12 major community events annually, each with a different theme. The goal of these events are to bring the community together through a unique experience at the Centre, such as experiencing holiday magic at "Depot," bringing in Police Service Dogs for a day of K9-themed fun, or testing your skills in Family Day 'bootcamp' activities. The Centre also involves the community by working with the RCMP's Historical Collections Unit to offer short-term rotating exhibits to allow for continuously new experiences for those able to visit on a regular basis.

Programming has been a growing department both in its size and delivery options. With the recent addition of a second Programming Coordinator, the Centre is able to extend its programming both around the world and right here in Regina. With two Programming Coordinators, the Centre is now able to offer Outreach Programming in the community, where our staff can visit those in our area who are not able to attend the Centre otherwise. More programs are constantly being developed, meaning there are many different options available for local school and community groups to come and do at the Centre. Programming is available in both French and English.

Retail sales are currently the largest self-revenue generation the Centre has. Because of this, the Centre has had a large focus on growing these sales. This includes investing more into inventory, increasing marketing for retail services, and transforming the online sale space in the launch of a newly developed website in 2018. The Centre has also worked towards marketing retail in accordance with events and other experiences happening both at the Centre and in the community. Retail services make up 57% of the Centre's revenue, compared to most museums where it would typically account for about 7% of revenue.

Like every other business, the Centre has been faced with an unprecedented challenge: the COVID-19 pandemic. Under the advisement of Provincial Public Health Orders, the Mounted Police Heritage Centre faced a closure period from March-July 2020. After it was deemed safe to do so, the Centre was able to reopen with new precautions including sanitation stations throughout the building, temperature checks, information allocation for assistance in potential contact tracing, increased sanitation of commonly touched surfaces, one directional travel within the building, allowing staff to work from home, removal of admission prices to reduce contact, maximum group sizes, closure of interactive exhibits, elimination of community events, reduced operational hours, mandatory mask use, and elimination of group visits and facility rentals (with the exception of "F" Division using space not available to public visitors for evaluations). With these measures, the Centre is proud to have had no records of positive-testing individuals attending the Centre nor any cases of transmission.

With tourism being such a large demographic of visitors, the international border closures and discouraged national travel has greatly impact the number of visitors to the Centre, which means the building is operating under greatly reduced revenue. Due to this as well as the temporary closure, the Centre had to issue temporary layoffs, but was proud to be able to bring most of these employees back following the reopening of the Centre. The Centre is also proud to have been able to continue employing many staff members during the closure to help support them and their families in a time when they needed it most.

The pandemic has forced the Centre to change in ways which it may have wanted to before, but became urgent under the current conditions. The programming department has had the opportunity to work on developing new programs and new forms of delivery. The programming department has revolutionized its delivery to be available virtually. School groups are now able to video call a programmer who will take them on a guided tour of the facility, giving them a similar experience to what they would have if physically visiting the Centre. The programming department has also developed online video, activity, and educational resources available to the public to learn about the Centre and the history of the RCMP while they are doing their due diligence as citizens to stay home. These programs are currently being offered free of charge, however the Centre hopes to be able to receive funding in the future to support these opportunities.

The Centre has been able to introduce more options for online shopping, including curbside pick-up. This allows for a low-contact opportunity to support the retail store without the shipping costs normally associated with online shopping.

Since the Cadets at "Depot" Division are unable to physical distance in order to slow the spread of the virus during their training, they are identified as a high-risk spread group, meaning if COVID-19 was to enter the facility, it would spread rapidly. At first, "Depot" was under instruction by the federal government to temporarily close the Academy and send Cadets home. Once Cadets came back, it was at a very reduced rate, meaning the Mounted Police Heritage Centre's store located on the Academy available to Cadets, the Trading Post, was facing a drastic revenue reduction. Even after Cadet numbers slowly started increasing, measures were still in place such as the elimination of families visiting for Cadet graduations. This impacted the Centre as it the 'Grad Families' typically spend a lot in the gift shop at the Centre. Due to the identified high-risk, "Depot" Division also barred the Mounted Police Heritage Centre's ability to take visitors to the Academy, which is one of the core experiences the Centre typically offers. This meant that the Heritage Centre needed to rely on other experiences, such as virtual programming, to connect with the community.

The Centre has learned from the pandemic that community involvement is truly important and needs to be a major priority for its operations. The Centre has also been allowed the opportunity to learn how to make its services more widely available to members within the community and beyond as well. The Centre plans to take these lessons and include them in its strategic planning in the future.

4. Describe the role of partnerships in your organization. Include information on other organizations' that your organization is partnering with and their contribution.

The Mounted Police Heritage Centre would not exist without its partners. As a stand-alone not-for-profit organization, it relies heavily on utilizing resources, programs, and expertise from its partners at both the local and national level. The Centre currently isn't able to provide enough staff and funding on its own without strategic partners.

One major partner of the Centre is the RCMP, with most collaboration occurring with "Depot" Division. The Mounted Police Heritage Centre sits on "Depot," and the Historical Collections Unit reports to "Depot" as well. The Centre's proximity to "Depot" generates interest in visitation of the Centre for both locals and tourists. Mandated to train future RCMP Members, "Depot" leaves most public programming of the Academy to the Centre, collaborating with staff to ensure public access to appropriate historical and training spaces, as well as live event such as Sergeant Major's Parade and Inset Ceremonies. "Depot" Division often supports the Centre through the presence of Cadets or members to offer unique experiences to visitors.

The Centre's longest standing partnership is with the Friends of the Mounted Police Heritage Centre who have consistently offered volunteer time and monetary support since the Centre opened in 2007. The Friends, through their own initiatives, have been able to donate over \$2 million to the Centre. With the ongoing Pillars of the Force initiative, the Friends have set a strategic plan in order to continue large financial contributions to the Centre.

The Centre works with the RCMP Foundation on retail product development. The Foundation is the official licensor of all things RCMP, making this partnership vital to the Centre's retail operations, which are one of the main revenue sources for the organization.

The Centre is proud to partner with the City of Regina, who's funding allows it keep its doors open for visitors in the community, and offer unique experiences to locals. This includes funding through the Community Partner Grant, Community Stream, as well as tax abatements. This funding is vital to the Centre being able to offer this historically iconic piece of Regina to its residents.

The Mounted Police Heritage Centre also partners with SaskCulture, with support being made through membership and voting rights within the organization, as well as financial support to be able to develop and deliver core cultural programming that aligns with its strategic goals.

Over the past eight years, the Centre has also been an active member of the Regina Attractions Team. Supported and organized by Tourism Regina, the Attractions Team meets regularly to share information on upcoming events and programs, and to identify opportunities for collaboration. One major annual project, for which the Centre was a founding partner, is a familiarization tour for front line staff. This is an opportunity for each organization to showcase their programming so that the team can support each other's efforts and become ambassadors for overall cultural and tourism offerings throughout the City.

The Centre considers it vital to program development to include consultation of Indigenous voices. Recently, the Centre's programming department has been working with the Carry the Kettle First Nation to develop a program around the Cypress Hills Massacre.

The Centre has been working on completing the Place of Reflection project, which is located just on the east side of the Centre. The Place of Reflection project was created with Indigenous stakeholders to allow for a space where all members of the community could come and remember missing and Murdered Indigenous Women (and others) as well as create an opportunity for collective healing. The Place of Reflection exists in carefully selected stones, which represent lost individuals, in the form of a medicine wheel. In addition to Indigenous stakeholders, this project also is being undertaken in partnership with the Historical Collections Unit to develop exhibit space around the Place of Reflection, "Depot" Division to develop the physical space, including signage at the site, and the Government of Saskatchewan's Department of Justice. These partnerships work with the Centre



s a whole, but also with the programming department specifically to develop programming about the te.

The Centre also partners with Tourism Saskatchewan, who provides funding for marketing development and delivery across the province.

The Centre also involves small community partners such as Save on Foods (South Albert Location), C RezQs Dog Rescue, SGI, Autism Speaks Canada, the Victoria Square Mall, Scotiabank, St. John's Ambulance, and more for specific events and programs both offered by the Centre and other organizations.

The Centre is hoping to create a strong partnership with the Government of Canada by obtaining National Museum Status. In the 2019 federal election campaign, both major national parties – the Liberal Party of Canada and the Conservative Party of Canada – included the commitment to turn Regina's RCMP Heritage Centre into a national museum.

To support the ongoing operations of the Centre as well as planning work associated with the transition to national museum status, the federal department of Western Economic Diversification (VED) provided the Heritage Centre with a grant for \$500K over two years. This funding was provided to help pay salaries, allow consultants to be hired to lead the transition process to becoming National Museum. Two areas were addressed by consultants; Target 2023 which allowed information to be gathered around what visitors wanted to see in a RCMP museum, as well as a study of other National Museums outside of Ottawa. Silo Strategies was hired to manage the parliamentary process of getting legislation passed allowing the Heritage Centre to become a National Museum. The Heritage Centre is currently developing a funding proposal to present to the federal government that includes:

- 1) Support for transition operations. This includes pandemic relief through the federal wage subsidy program as well as support for current, ongoing operations such as our Digital Program. The funding sought through this phase of work also includes that which is specifically tied to the due diligence requirements of Canadian Heritage, the federal department that is overseeing the national museum project. For example, this includes legal fees and capital assessments.
- 2) Support for National Museum Status – Consultants performed extensive research which included interview with other National Museums, interviewing Heritage Centre staff and Board Members, interviewing retired members of the RCMP and the Friends of the Mounted Police Heritage Centre. As well, a survey was sent out Nation-wide resulting in more than 4400 respondents answering questions surrounding the Heritage Centre becoming a National Museum.

Canadian Heritage has outlined the general work plan in the transition to national museum status, which at this point includes:

- Community Engagement
- Strategic Planning
- Capital Assessment
- Financial Assessment

With respect to Community Engagement, the federal expectation is that the Heritage Centre will engage in consultation with women, Black, Indigenous and Persons of Colour (BIPOC), LBGTQ and other equity-seeking groups to understand diverse perspectives about the RCMP for future planning purposes." This work will be undertaken shortly and will help inform the new strategic plan of the RCMP Heritage Centre, which will be developed in order to position for the Centre to position itself as national museum. Other work includes:

- Assessing the state of the facility and identify whether any capital investments may be required to ensure the Centre meets accessibility requirements set out in the new Accessible Canada Act, as well as potential improvements in energy efficiency and whether additional exhibition and programming space may be required; and
- Assessing the long-term financial sustainability of the RCMP Heritage Centre to ensure its financial health well into the future as national museums must continue to generate revenue to optimize its operations.

This latter work will be undertaken in consultation with the City of Regina to determine if and how future municipal support will be required.

Currently, the Mounted Police Heritage Centre does not have a solidified cost estimate for what funding will be needed from the Government of Canada. This figure will be based on having someone from Canadian Heritage come to the facility and determining what needs to be done to bring the current building up to National status. This figure could be anywhere from about 3 million to 5 million. There are conversations around building a staging area to bring in traveling exhibits as well as making changes to our current artifact storage area to bring it up to museum standards. Currently, all the building's water pipes run right over top the artifacts in storage, and therefore storage needs to be prioritized in order to meet the national standards. There are also deficiencies in the cooling and humidifying systems in the storage area. Preliminary quotes for constructing a new storage area have suggested this could cost around \$8 million.

Once we rectify all areas of the facility, whether through repairs of existing problems or construction of new buildings and exhibit galleries, then we would be looking for annual funding to sustain operations. The board feels this would be in the neighborhood of 2-3 million annually. There will be a requirement for the Centre to continue to fundraise and generate sponsorship as part of being a national museum. The Friends of the Mounted Police Heritage Centre will continue to support us with annual donations of approximately \$200,000.

Ultimately, the plan we are working towards includes rebranding and launching the RCMP Heritage Centre as a national museum on the 150<sup>th</sup> anniversary of the RCMP in 2023.

5. Describe the role volunteers play in the delivery of core programming/services, please include the following:
  - Provide information on your organization's approach to volunteer recruitment and retention, your volunteer turn-over rate and typical challenges you face with volunteers.

From overall governance to program delivery, the Mounted Police Heritage Centre would not be in operation without volunteers. With a small permanent staff, the Centre relies on volunteers for expert guidance on the Board of Directors and through partners who volunteer staff time, regular day-to-day operations which see volunteers act as guides, drivers on driving tours, and guest and retail service associates.

Over the past two years, there have been changes in the Centre's volunteer strategic planning to increase volunteers, allow them to feel more involved in the organization, and fulfill all of the needs of the Centre. All materials for volunteers were updated, including new volunteer shirts as well as a new manual for volunteers. This manual includes information such as what the Centre is, our main goals, where our main priorities for volunteers lie, and expectations of volunteers. This comprehensive document covers everything from when the Centre was made to what dress codes the volunteers are expected to follow.

Other changes to the strategic plan for volunteers includes a goal of obtaining more young volunteers. With an aging volunteer base, it can be challenging to ensure the Centre has enough resources to run community events where there are duties demanding physical activity. In order to do this, the Centre has developed two different certification programs: the Community Engagement Certification Program and the Heritage Experience Certification Program. The Community Engagement Certification Program is designed for volunteers who are looking for experience working with the public, which can be applied to a variety of roles in their future. This certification is available to those who volunteer for over 10 hours in special events, programming, or in the gift shop. The Heritage Experience Certification Program is designed for volunteers who want to have a specialized opportunity to offer a contribution to a historic experience. This certification program is available to those who volunteer for over 10 hours as a docent, in programming, or in administration. These certifications are designed to attract young adults, such as high school

students, who can use their volunteer work at the Centre on their resumes for future endeavors, however are available to anyone who volunteers at the Centre. These programs have been circulated within local School Divisions to hopefully attract more volunteers in the future.

The Centre also partners with organizations such as the Air/Army Cadets, Roughriders, and Rams who use the Centre's facility free of charge in exchange for volunteering at the Centre's events.

The Centre has also made efforts to offer an inclusive experience for volunteers. The Centre's volunteers have a very low turnover rate, and many of the current volunteers have been around for years, so they identify strongly with the organization. In order to allow them to feel more involved, monthly 'coffee house' events have been organized to invite the volunteers to the Centre and discuss what's going on with the Centre as well as upcoming volunteer opportunities over refreshments.

Due to the COVID-19 pandemic, the Centre has cancelled almost all community events (with exception to Canada Day, which was held outside under advisement from the Saskatchewan Health Authority), which is a major source of volunteer hours. The Centre also was unable to perform tours of "Depot," eliminating the need for volunteer drivers. The Centre has had reduced visitation as well, meaning there is less need for volunteers on a daily basis. For these reasons, the Centre has not greatly utilized volunteer hours for the 2020 calendar year.

The Centre had a representative attend the Administrators of Volunteer Resource Saskatchewan's annual conference and workshop to make connections with other organizations in the community. From this, the Centre formed a relationship with the Open Door Society, an organization dedicated to welcoming newcomers, and are excited to work alongside them to welcome more volunteers in the near future. The Centre has also formed a relationship with JustServe, who are dedicated to promoting not-for-profit organization's volunteer opportunities within the community. The Centre also welcomed a full-time volunteer for a short term from Neil Squire, an organization that helps people with disabilities and barriers from reentering the workforce to gain experience. The Centre is dedicated to offering an inclusive experience for volunteers and is dedicated welcoming volunteers from all backgrounds, and are hoping to work with this organization more in the future.

The Centre's largest demographic of volunteers is still proving to be RCMP Veterans and their spouses. Though there has been efforts to increase volunteers who are not tied to the force in necessity, such as youth volunteers, these Veteran and spouse volunteers are actively sought after due to various levels of expertise and knowledge about the Force, allowing them to provide a unique experience to visitors of the Centre.

The Centre's volunteer turn over rate is relatively low. Unfortunately it's rarely a case of people moving on from the organization, but rather more related to people's inability to continue volunteering due to health concerns.

Overall, the Centre's main challenges for volunteerism would be the need for more young volunteers to assist with physically demanding duties, to be addressed with the development of certification programs, creating an inclusive environment both through diversity of volunteers as well as a feeling of community, which are addressed in working with partner organizations and creating monthly gatherings.

The Centre holds an annual volunteer appreciation event to formally acknowledge all volunteers.

6. List funding received from the City of Regina (community grants, tax assistance, in-kind goods/services, etc.) in the last five years. Please list the year, type of support or type of grant and the amount of the support approved for.

2016/17: \$90,000 from the Community Partners Grant, \$420,054.77 in tax abatements, totaling \$510, 054.77

2017/18: \$90,000 from the Community Partners Grant, \$420,054.77 in tax abatements, totaling \$510,054.77

2018/19: \$90,000 from the Community Partners Grant, \$420,054.77 in tax abatements, totaling \$510,054.77

2019/20: \$80,000 from the Community Partners Grant, \$420,054.77 in tax abatements, totaling \$500,054.77

2020/21: \$80,000 from the Community Partners Grant, \$420,054.77 in tax abatements, totaling \$500,054.77

7. Does your organization have any unpaid accounts with the City of Regina (taxes, utilities, fines, permits, CIGP follow-up reports, etc.)? If so, what are they?

No

## **B) COMMUNITY NEED**

8. Please list the core programming activities that your organization wishes to include under the partnership. What are the defining characteristics of these activities that make it unique and not duplicated, by other agencies regionally or provincially? This may include who the programming serves (membership, artists, ethnic group), where the programming takes place (a unique or undeveloped setting), when the programming occurs (time of year, total length of time), the unique opportunities of the programming (in participant development, education, awareness, economic impact) and the context in which the programming is set (exploration of art form, innovation of practice, enhancement of cultural heritage).

The Mounted Police Heritage Centre needs continued support from the City of Regina in the delivery of its following core programs:

1. Tours and live events of "Depot." One of the biggest draws to the Centre is the opportunity to tour "Depot" Division and/or witness a live event. It is the responsibility, with a few exceptions, of the Centre to security clear, escort, and interpret "Depot" Division to/for the public, stemming from the Centre's relationship with "Depot." "Depot" Division's mandate is to train RCMP Members, not to host and educate the general public. Increased security measures due to threats from various attacks on uniformed members has posed a significant strain on resources at the Centre. More time is required to be spent processing people for tours, additional staff are required to security clear, and a smaller staff to guest ratio is expected. Continued monetary support for offering these experiences is important to the Centre's viability and sustainability. In addition to the draw of seeing an active police training centre, the tours and events highlight local history through the buildings on-site and stories of former tenants, and introduces members of the public to military and para-military culture. The nature of this program is truly unique as "Depot" has always been (since 1885) and remains the training centre for Canada's world renowned police force, the RCMP.

2. School/Youth programming remains an important core programming experience that the Centre would like to see the City of Regina continue to support. Most of the students that take part are local, and over the past few years, the Centre has been able to leverage support from corporate sponsors to accommodate more students through subsidized admissions, and travel. This sponsorship format was born out of a previous funding model with Scotiabank, in which they expressed the desire to see more students take part in programming, which led to over half of their contribution targeted to admissions, and travel subsidies to classrooms. The 5-year funding commitment has recently expired, and there is no indication this will be renewed. With more programming being offered with the addition of another Programming Coordinator, the Centre still needs assistance with the not-so-bright and shiny opportunities of programming funding overlooked by corporate partners: operations and staffing funding. The Educational Programming department has spent countless hours over the past few years developing new programs for meaningful educational experiences. Each program aligns with current school curriculum, is unique to the Centre, and offers various mediums of delivery (art, guided discussion, role play, innovation). The approved educational programs moving forward are:

- a) Hudson Goes to Depot (Grades K-2): Using literacy strategies, children read about Hudson, a golden retriever, and his adventures with the RCMP. Based on the real-life companion that followed author Sean McCabe through his RCMP career! Following the story, students will be taken on a "Hudson Hunt" through the Heritage Centre galleries to complete an activity booklet that complements this famed story of Hudson. This program was made in consultation with the author of the Hudson Goes to Depot book series, Sean McCabe.
- b) Mini Musical Ride (Grades K-3): Now recruiting riders! Through craft and activity, the formations that have made the Musical Ride famous around the world will stimulate young students' imagination and coordination.
- c) Mini Marching Mounties (Grades K-4): "Left! Right! Left! Right! Aaand halt!" Cadets learn to obey orders, leadership, self-control and the value of team spirit. Experience cadet training based on the current methods used by the RCMP training division 'Depot'. Shape up with your troop (push-ups will be required) and learn some of the basics of the Dismounted Cavalry Drill.
- d) What Does it Take to Be a Mountie? (Grades K-4): Fitness, Formations and Forensics are all a part of the RCMP Cadet Training Program. As a Troop of Junior Cadets your group will complete a training program and earn a badge and certificate.
- e) K9 Kadets (Grades K-8): Do regular dogs see police dogs and say "oh no, it's a cop!"? What does it take to become a police dog? Learn about the police dog training program from puppy to RCMP member.
- f) Métis and the RCMP (Grades 3-5): This program introduces students to the Métis culture and how it links to the RCMP throughout history. The intent is to develop students' understanding that cultural histories and values can be communicated through the arts.
- g) "Honouring the Buffalo" (Grades 4-6): An estimated thirty to fifty million buffalo once thundered across the Great Plains. "Honouring the Buffalo" is a Plains Cree Legend that helps students understand the importance of the buffalo in the survival of the Indigenous Plains People and the NWMP during the March West.
- h) Fingerprints (Grades 4-10): What are fingerprints? Discover the science behind fingerprints. Students actively participate to explore the uniqueness of fingerprints. They will learn how to detect, identify and collect fingerprints.
- i) Forensics 101 (Grades 4-10): We present an opportunity for students to explore a variety of forensic methods to solve a crime. They will learn that scientific method requires attention to detail and extraordinary team effort. They will be required to examine evidence in a mock crime scene and through a process of elimination determine the most likely suspect.
- j) Pledge for Peace (Grades 4-12, sponsored by Scotiabank): For 20 years the RCMP has deployed police officers to international peace missions around the world. In this program students will learn about the roles and responsibilities of Canadian peacekeepers and the impact they have on the countries they visit. Students will explore what 'peace' means in their own lives and how they can be peacekeepers.
- k) Famous Cases, Events, and People (Grades 5-12): Born out of need for a National Police Force the RCMP has been a part of Canadian history for the past 145 years. Explore the timeline of the NWMP to the RCMP and the important cases, events and people that have shaped Canadian history.
- l) "Life Lessons From a Red Serge" (Grades 10-12): Based on the book written by the family of Staff Sergeant Garvey, an RCMP member who learned important lessons from many people and communities across Canada. Explore these life lessons which remind us that everyone has potential and anyone can grow to become a better person.
- m) Northwest Campaign: Three Sides of History (Grades 10-12): Many lessons can be learned from this important conflict between cultures and their divergent need for survival within the same locality. Through role play students will be encouraged to find solutions to issues that shape individual and societal relationships. Compromise becomes a necessity and the need for structure self-evident in this challenging scenario-based activity.

The Mounted Police Heritage Centre's core programming allows it to meet the priorities of the City of Regina. Educating visitors about Depot and its history allows a unique perspective into Regina's cultural heritage, as visitors can learn about the history of this particular area and what it means to Members across Canada. In recent years, the numerous programs developed around Indigenous education allow for the public to learn about how Indigenous communities across Canada interacted

with the RCMP, and how their culture and heritage can provide unique educational opportunities. Allowing Indigenous education to be applied to the history of the Force and sharing the perspectives of Indigenous peoples who were discriminated against in events such as the Cypress Hills Massacre aligns with the TRC's Calls to Action as well.

3. Community Outreach is the Centre's opportunity to take aspects of the above school/youth programming and present it to larger audiences, usually in community celebration settings. Historically, the Centre has joined celebrations like National Aboriginal Day, I Love Regina Day, Canada Day, and well as accompanied partners to larger trade shows and assemblies outside of the city. Community outreach also includes trips to facilities where tenants are unable to travel to the Centre to enjoy group outings and programming. The Centre's programming is unique and is not duplicated by others, based on the nature of what the Centre represents: the history of the RCMP. The Centre has the unique opportunity to access Veteran volunteers who will attend outreach programming upon request. The reach that the Centre has is only limited to its resources; the more invitations that can be accepted, the more people reached.

4. On-site community events and special programming. The Centre has successfully developed and delivered some meaningful and culturally appropriate special events and programming, such as Family Day events (themed around winter policing), Easter celebrations, Canada Day celebrations, K9 Kadets event (themed around the K9 Kadets educational program with special guests from the RCMP Police Service Dog Unit), Monsters and Mounties (a Halloween themed event, featuring the Historical Collection Unit's limited time Macabre Museum exhibit), the Jingle Patrol (a unique holiday experience involving holiday-themed fun throughout the centre), and the Bike Rodeo (an event sponsored by SGI, focusing on bike safety education). These events help the Centre to meet the City of Regina's priority of forming partnerships in the community by working with other organizations for these special events, whether through funding, special guests,

9. How does the organization address the cultural aspirations of a culturally diverse community? In staying true to the Centre's biggest partner and namesake, staff are committed to upholding the integrity, core values, and mission of the RCMP. The RCMP itself is a very culturally diverse organization, mandated to ensuring the safety and security of the communities that they serve, which vary greatly in cultural diversity. The Centre is committed to leading the community in promoting a welcoming, diverse community in the following ways:
- a) Forming relationships with Indigenous communities for the development of proper educational programming which accurately portrays history, as well as stakeholders for special projects such as the Place of Reflection,
  - b) Offering a variety of programs sharing the history of Indigenous communities in a respectful and appropriate manner, allowing youth in Regina to access these lessons through a unique way,
  - c) Updating volunteer manuals to highlight the need for unbiased support of visitors,
  - d) Reaching out to new organizations such as the Open Door Society and Niel Squire to promote diversity amongst volunteers,
  - e) Training for staff such as Respect in Workplace training and Truth and Reconciliation training,
  - f) Unbiased and respectful treatment of all guests, visitors, and workers,
  - g) Using social media platforms to raise awareness of other organizations and events highlighting the importance of a diverse community, such as Autism Speaks Canada and Orange Shirt Day,
  - h) The display of artifacts from the RCMP's history from all cultures,
  - i) And remaining open to feedback from the public and partners for continuous improvement in these areas.

## **C) COMMUNITY IMPACT**

10. Describe how your organization's core programs and services addresses the City's Cultural Development priorities, acknowledging that not all programs and services will address all priorities equally. For a list of the City's priorities and indicators, please see Appendix B of the Guidelines. The Mounted Police Heritage Centre's core programming addresses culture funding stream priorities in the following ways:

- a) The Centre's core programming preserves the intangible traditions and stories of an organization that was influential in the development of this city and region, using a variety of tangible means, such as exhibits and installations.
- b) The Centre's core programming promotes the city as the "Home of the RCMP," and its services encourage visitors to take advantage of other cultural offerings through familiarization of other local organizations and their programs.
- c) The Centre's core programming animates and adds to the city's cultural and public spaces by virtue of its presence and ever-growing outreach programming that is inclusive of the community at large, and additionally works with other organizations to assist them in this same goal.
- d) The Centre works with Indigenous communities and stakeholders to develop core programming, and encourages volunteers of all backgrounds through partnerships with organizations such as the Open Door Society.
- e) The Centre is only successful in reaching its mandate through meaningful and mutually beneficial community partnerships. As stated earlier, the Centre is a stand-alone, not-for-profit operating independent of the RCMP. It relies heavily on outside support from community partners to maintain operations and grow visitor experiences that meet the changing needs of its guests, of which a large portion are residents of Regina.
- f) The Centre is dedicated to developing and delivering programming to the public that accurately displays the history between the RCMP and its relationships with Indigenous communities. These core programs offer teachers an opportunity to deliver Indigenous programming to students in a unique way in order to achieve the goals set out in curriculum, as expressed through Calls to Action numbers 62 and 63.

11. How does your organization establish best practices or demonstrate leadership within the community?

The Centre proactively secures feedback from our various audiences/visitors. It establishes partnerships and work closely with community partners in identifying new and better methods of promoting and sharing the story of the RCMP. In addition to being members of the Regina and Saskatchewan Chambers of Commerce, members of the Centre's staff are active participants with a variety of community groups/organizations and committees in the law enforcement, military, museum, cultural, and tourism sectors, enabling the Centre with a diverse knowledge base to better respond to community expectations. Within our resource restraints we continually attempt to ensure staff members are strengthening their individual skills and professional knowledge and are continuously searching for ways to creatively improve the presentation and delivery of our story.

## D) ACCESSIBILITY

12. Describe how the organization addresses accessibility to your core programming via sustained dialogue between participants and creators; e.g. through interpretive materials, lectures, essays, etc.

The Management and Board of the Mounted Police Heritage Centre are dedicating to meeting guest needs and expectations. This includes building on the demand for meaningful cultural experiences and remaining relevant to local residents who account for a large portion of the Centre's visitation. The Centre regularly surveys visitors and monitors third party service providers such as Trip Advisor to gain intel and knowledge on what guests/visitors like and dislike about core programming, amenities, and services.

13. Describe how the organization addresses any social, geographic, physical or economic issues of accessibility via marketing initiatives to attract audience, programming times and location, admission pricing and any other innovative techniques.

The Mounted Police Heritage Centre charges admission rates in order to be able to continue operating. This being said, the Center recognized the need for reduced admission by certain members of the community. As a result, the Centre offers special admission rates to seniors,

students, and serving members. The Centre also has special admissions such as free admission for workers accompanying visitors with disabilities.

In order to allow students to be able to come and participate in programming, the Centre offers reduced rates for school groups who visit the Centre. This removes barriers for classes to visit where the demographic of students may require more financial support. This is also done through the Centre's seeking of partners for specific programs, such as Scotiabank's partnership for Pledge for Peace, allowing students from across the province to have their travel and programming funded.

Typically, the Centre would be open 7 days per week, however with COVID-19, this has been reduced to 5 days per week. The Centre has ensured it stays opened on the weekends, and rather closes Mondays and Tuesdays, to ensure that visitors who aren't available during business hours on weekdays are still able to come and visit. Many of the Centre's events are held on Sundays to allow more access for families.

The Centre offers core programming in both languages, making it accessible for both English and French visitors. This had previously been identified as an area of weakness, however in the past few years, the Centre has obtained employees who are bilingual.

The Centre additionally is accessible to people with mobility issues. This includes making sure the exhibits can be properly used by those in wheelchairs or other mobility assistance, having the electric vehicles used for taking the public on tours of Depot retrofitted to accommodate wheelchairs, ensuring bathrooms are accessible, and ensuring all areas of the building are accessible to members of the public, as well as those visiting the business offices.

## **E) FINANCIAL NEED/BUDGET**

14. Explain why City funds are required, what they will be used for and what the impact will be to your organization if it does not receive City of Regina funding.

If City of Regina funds are not received, it would significantly impact the Centre's ability to deliver and expand on core programming. Funding from the City would be used to deliver on programs currently offered to all visitors, as well as for the creation of new programs and products to meet guest needs and expectations. Admission revenue does not provide a large enough return to merit hiring more staff and access additional resources beyond what is currently in place. The Centre is currently in a place where it may not be able to maintain operations if it were to lose revenue sources after the COVID-19 pandemic. The Centre is operating on a 'bare bones' staff structure due to reduction in resources in 2020, making it much more challenging to have the resources to seek new partnerships and revenue sources which are currently generously provided by the City.

15. If you rely on donors besides the City of Regina, describe how you will secure the resources needed to maintain the financial viability of your organization and continue the delivery of core programs/services.

The Centre is currently working on obtaining National status which would bring national funding. Currently, there is a team of contracted workers whom are putting together both proposals and transition plans, working alongside the Centre and its Board of Directors. In the meantime, the Centre plans on approaching corporate donors for large-scale funding, which has diminished over the past few years. The Centre also is likely to receive more funding with the Friends of the Mounted Police Heritage Centre's new initiative, Pillars of the Force.



16. If your organization generates a profit during the funding period, please describe how it will be allocated.

Any surplus of funds are directly allocated to the Centre's Capital Fund.

17. If applicable, please answer.

Your organization had a significant surplus, cash on hand and/or reserve fund(s), as per your most recent financial statements; what is your organization's plan for those funds? (e.g. Capital Plan, investing in the community, etc). Please explain.

Capital Funds are currently planning to be used for building upgrades, such as window 3M film, floor resurfacing, and unexpected maintenance.

18. If applicable, please answer.

Your organization ran a deficit, as per your most recent financial statements; what is your organization's plan to reduce that deficit? Please explain.

We did run a deficit in fiscal years 2016-2019, however not in 2019-2020 with funding from Western Economic Diversification. This

19. Do you receive any tax abatement from the City of Regina for any property leased or owned?

If so, please provide the amount from the previous year.

\$420,054.77

20. Please provide your organization's Annual Projected Budget for the calendar year, (i.e. January – December) for the intended funding year (as requested in attachment #6 above).

This information can be provided in your own format, using the budget template provided below or using the attached excel spreadsheet.

	Previous and/or Current Fiscal Year	Projected Budget (Calendar Year)
<b>REVENUE</b>		
Federal Government (specify department)		
	\$0.00	\$0.00
	\$0.00	\$0.00
Provincial Government (specify department)		
	\$0.00	\$0.00
City of Regina (specify department)		
	\$0.00	\$0.00
	\$0.00	\$0.00

## **APPLICATION AGREEMENT**

### **Use of Money**

The Organization hereby agrees to use any money or services provided to the Organization only in the manner set out in this application and agrees to comply with any conditions as set out in the approval letter issued by the City. The City reserves the right to demand, at any time, the return of any monies or a portion of the monies, and the Organization agrees to return the monies, if the Organization: does not comply with the conditions set out in this application or the approval letter, uses the money in a manner that, in the opinion of the City, is inconsistent with the objectives of the Community Investment Grants Program, does not use the money in accordance with the description of the intended use of the funds as set out in this application, if the undersigned made a material misrepresentation in the application, if the Organization did not use all of the money or if the organization used the money for something not described in this Application without the written consent of the City.

### **Compliance with Bylaws and Policies**

Organizations receiving funding from the City of Regina must abide by City's bylaws, policies and procedures. An organization that has breached a City of Regina bylaw will lose, if applicable, the 20 percent outstanding payment following the initial breach of a bylaw. Subsequent incidents will result in the group being ineligible for grants in the future. If an organization has been advised of a City policy or procedure and does not comply with it, then this breach will be treated in the same manner as a breach of a City Bylaw.

## Freedom of Information and Protection of Privacy

The City of Regina is committed to protecting the privacy and confidentiality of personal information. All personal information that is collected by the City is done so in accordance with *The Local Authority Freedom of Information and Protection of Privacy Act*. The information collected in this application will be used to administer the Community Investment Grants Program. De-identified, aggregate information will be used by City of Regina for program planning and evaluation. This application will be distributed to the adjudicators of the Community Investment Grants Program.

## Representations

In making this application, we the undersigned Board Members/Executive Director hereby represent to the City and declare that to the best of our knowledge and belief, the information provided in this application and the related attached supporting documents are truthful and accurate, that we have read and agree to comply with the Grant Guidelines and the application is made on behalf of the above-named organization and with the Board of Director's full knowledge and consent. We further represent that the above-named organization is registered as a non-profit corporation pursuant to the laws of Saskatchewan and agree that the organization shall remain so registered for the duration of the term of the grant.

### Two signatures are required:

Board Member Name (print)	Signature	Position	Date
Board Member or Executive Director Name (print)	Signature	Position	Date

## Glossary of Common Terms

**Accessible:** A general term used to describe the degree to which an activity, service, or physical environment is available to as many people as possible, regardless of their physical abilities or socio-economic background. Accessibility can be viewed as outreach activities, the "ability to access" and benefit from the activity, service or physical space. Improving accessibility involves removing economic, physical, cultural and transportation barriers to participation in programs, projects and facilities.

**Affordable:** A measure of whether residents have access to sufficient resources to participate fully in society, and whether programs, services and activities are priced to allow residents from all income levels the opportunity to participate.

**Art:** The expression and application of creativity. (e.g. studio arts, film & video, theatre, music, dance and literary arts).

**Arts (the Arts):** The mechanisms that support and promote art and artists (film production crews, cultural offices, arts administrators, artists, technicians. The expression or application of human creative skill and imagination (e.g. painting, printmaking, drawing, sculpture, crafts, photography, film and video, theatre, music, literary arts, dance). It includes original, creative interpretation and facsimile reproduction and distribution, in addition to cultural industries - publishing, film, sound recording, video and audio-visual broadcasting.

**Artist:** Any person who creates or gives creative expression to, or re-creates works of art, who considers their artistic creation to be an essential part of their life, who contributes in this way to the development of art and culture and who is or asks to be recognized as an artist, whether or not they are bound by any relations of employment or association.

**Capital projects:** Projects that encompass capital development projects, including new construction, renovation, and/or expansion of a facility. Also includes capital equipment required for a program (bleachers, portable stage, etc.).

**Community Associations:** Volunteer non-profit organizations that plan and provide sport and recreation, arts and culture, and social programs for residents in a particular geographic area (neighborhood).

**Core/Primary:** This term can be defined as functions of an organization that are critical and most closely related to achieving the organizations mandate.

**Culture:** The whole complex of distinctive spiritual, material, intellectual and emotional features that characterize a society or social group. It includes creative expression (e.g. oral history, language, literature, performing arts, fine arts and crafts), community practices (e.g. traditional healing methods, traditional natural resource management, celebrations and patterns of social interaction that contribute to group and individual welfare and identity), and material or built forms such as sites, buildings, historic city centres, landscapes, art, and objects.

**Cultural Heritage:** The intangible practices, expressions, knowledge, and skills of a community or an individual in addition to associated material instruments, public art, artifacts, objects, historic places and cultural spaces. The full list of cultural heritage resources is found in the City of Regina Cultural Plan ([www.designregina.ca/cultural-plan/](http://www.designregina.ca/cultural-plan/)).

**Culture Programming:** The collection of projects/programs, delivered through events, festivals and other modes of exhibition and distribution.

**Cultural Resources:** Any cultural activity or asset that contributes to culture, which includes cultural occupations (e.g. artist, graphic designers, cultural managers), cultural enterprises (e.g. museums, libraries, galleries), festivals and events (e.g. fairs, street festivals, music festivals), natural heritage (e.g.

community gardens, significant parks), intangible cultural heritage (e.g. customs, traditions, ceremonies), cultural heritage (e.g. public art, plaques and monuments, built heritage properties), cultural spaces and facilities (e.g. cinemas, religious institutions, urban spaces) and community cultural organizations (e.g. arts groups, heritage groups). The full list of cultural resources is found in the City of Regina Cultural Plan ([www.designregina.ca/cultural-plan/](http://www.designregina.ca/cultural-plan/)).

**Cultural Space:** Culturally defined zones, physical, virtual, geographical or imagined that are produced, sustained, monitored and debated by communities. Cultural Space is often shaped by cultural activity as well as providing room for the commemoration and celebration of beliefs, behaviours, memories and values.

**Cultural Workers:** Cultural workers are people involved in the creation, production and dissemination of culture goods and services. Examples of cultural workers include actors and comedians, architects, archivists, artisans and craftspeople, authors and writers, conductors, composers, conservators and curators, dancers, editors, graphic designers and illustrators, industrial designers, interior designers, journalists, landscape architects, librarians, musicians and singers, other performers, painters, sculptors and visual artists, photographers, producers, directors, choreographers, theatre, fashion, exhibit, and other creative designers.

**Cultural Support Workers:** Cultural Support Workers provide support in the form of technical support, manufacturing, research and analysis, as well as management for culture goods, production and services. Examples of cultural support workers include announcers and other broadcasters, architectural technologists, audio and video recording technicians, binding and finishing machine operators, broadcast technicians, camera, platemaking and other pre-press correspondence, publications and related clerks, desktop publishing operators and related occupations (typesetters) drafting technologists, film and video camera operators, graphic art technicians, landscape and horticultural technicians, library and archive technicians and assistants, library clerks, library, archive, museum and art gallery managers, managers in publishing, motion pictures, broadcasting and performing arts, other technical occupations in motion pictures, broadcasting and performing arts, patternmakers, textile, leather and fur products, photographic and film processors, print machine operators, printing press operators, professional occupations in public relations and communications, supervisors, library, correspondence and related information clerks, supervisors, printing, and related occupations, support occupations in motion pictures, broadcasting and performing arts, technical occupations related to museums, translators, terminologists and interpreters.

**Ethnic/Ethnic Group:** An ethnicity, or ethnic group, is a socially defined category of people who identify with each other based on common ancestral, social, cultural, or national experience. Membership of an ethnic group tends to be defined by a shared cultural heritage, ancestry, origins, history, homeland, language (dialect), or even ideology, and manifests itself through symbolic systems such as religion, mythology and ritual, cuisine, dressing style, physical appearance, etc.

**Event:** An event is a gathering of people designed to celebrate, honour, discuss, educate, observe, encourage, or influence human endeavors. An event is something that happens: an occurrence, an activity accentuating and celebrating community spirit, especially one that is of some importance.

**Festival:** A specific event designed to present through public access, productions or services of an arts discipline(s) often multi-faceted and occurring during a brief period of time. Often festivals occur annually and usually in a reasonably contained area, indoors and/or outdoors.

**Financial Need:** The organization demonstrates that City funding for core operations and programming is integral to their vitality, sustainability and continued work in the community.

**Heritage Conservation:** Actions or processes taken to protect the physical elements of historic places.

**Inclusive:** A description of the community where all people have access to quality community necessities and amenities, where all people, regardless of any difference, have the same opportunities to take part in

all aspects of community life, and where all people have a sense of belonging and respect in the community.

**Leverage:** The use of a small investment from one source to contribute to greater gains in another source (e.g. funding, volunteers transferred between programs and funded groups).

**Newcomer:** An immigrant or refugee who has been in the country for a short time, usually 3-5 years.

**Child (2-12), Youth (13-18), Young Adult (19-24), Senior (65+)** as indicated in admission fees.

**Organizational Development:** The funding that supports capacity-building and planning activities to improve the long-term sustainability of community-based organizations (e.g. staff or Board training, strategic planning).

**Partnership:** Partnerships are strategic alliances made between artists, not-for-profit arts and community organizations and/or educational institutions in which resources, material, and/or labour, are shared to realize organizational goals. Partners may include peer organizations that have access to different markets or may be interested in merging programs to increase or widen audience reach and to share expenses. Agreements between organizations and sponsors are not considered partnerships (but part of a wider fund development practice).

**Projects/Programs:** The specific, time-bound activities and services delivered to the citizens and organizations in Regina.

**Programming:** The collection of projects/programs, delivered through events, festivals and other modes of exhibition and distribution.

**Public Space:** Public Space refers to the components of built or natural environments where the public access for individual or collective activities is a priority.

**Recreation:** Recreation includes all those activities in which an individual chooses to participate in his/her leisure time and is not confined solely to sports or physical recreation programs, but includes artistic, creative, cultural, social and intellectual activities.

**Social Development:** Social development is the practice of supporting individuals, families, neighborhoods and communities in disadvantaged positions to receive a share of the community's assets, resources and opportunities in order to improve quality of life.

**Sport:** Is a regulated form of physical activity organized as a contest between two or more participants for the purpose of determining a winner by fair and ethical means. Such contest may be in the form of a game, match, race, or other form of competitive event.

**Traditional Approach/Practice:** The handing down of statements, beliefs, legends, customs, information, etc., from generation to generation, especially by word of mouth or by practice/custom.

**Target Audience:** A particular group of people, identified as the intended recipient of a program or service.

**Zone Board:** The volunteer non-profit organizations consisting of representative Community Association members that plan and provide sport and recreation, arts and culture, and social programs that include all residents at a zone wide level (beyond community association boundaries).