

Annual Report

Fiscal Year: December 1 2010 — November 30 2011

Heritage
Saskatchewan
is the collective
voice of all those
who value heritage
in Saskatchewan.



Heritage is a valued and dynamic legacy
that contributes to our sense of identity,
creates an understanding of our past,
is used to build communities in the present, and
informs our choices for the future.

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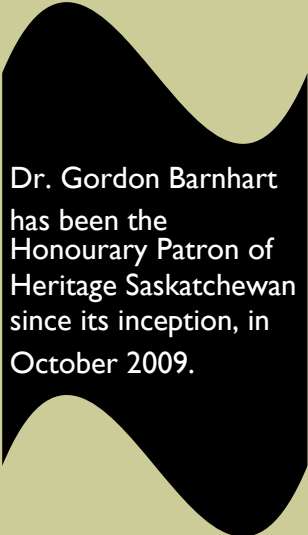
Heritage Saskatchewan

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Heritage Saskatchewan is supported
by its members and





Dr. Gordon Barnhart has been the Honourary Patron of Heritage Saskatchewan since its inception, in October 2009.

YOUR HONOUR - WE THANK YOU

In 2012, His Honour the Honourable Dr. Gordon L. Barnhart, Lieutenant Governor of Saskatchewan, will conclude his time as Lieutenant Governor after nearly six years in office.

His Honour has been the patron of Heritage Saskatchewan since our organization's inception in 2009.

We wish to extend our gratitude to His Honour for his generous patronage to Heritage Saskatchewan, and for his continuing work as a champion of our province's heritage.

A Message from His Honour, The Lieutenant Governor of Saskatchewan

The study and preservation of heritage has always been important to me. As a historian, I have relied on public archives for my research. In addition, I have had the good fortune to work in some truly magnificent heritage buildings, including the Parliament Buildings in Ottawa, the Saskatchewan Legislative Building, the historic greystone buildings of the University of Saskatchewan, and Government House in Regina.



It has been a true privilege to serve as the Honourary Patron of Heritage Saskatchewan. I am grateful to all of the member organizations for cherishing the legacies we have inherited, and for preserving and sharing our rich history. Our heritage is not only fascinating, it informs our understanding of who we are, and can help us to make good decisions for the future.

As my time as Lieutenant Governor is coming to a close, I want to take this opportunity to congratulate and thank Heritage Saskatchewan for bringing together diverse stakeholders, and for facilitating valuable connections in our vibrant heritage community.

A handwritten signature in black ink, which appears to read "Gordon L. Barnhart". The signature is written in a cursive style.

Dr. Gordon L. Barnhart
Lieutenant Governor
Province of Saskatchewan

Message from the President - Kristin Enns-Kavanagh

Dear Members and Friends of Heritage Saskatchewan:

It has been another busy year for the board of directors of Heritage Saskatchewan!

Our work towards building a strong voice for heritage in Saskatchewan has progressed well over the past year and it is rewarding to feel that we are starting to "pick up steam" as an organization. However, there is still much to do!

One of our board's most significant accomplishments this year was developing Heritage Saskatchewan's Ends statements. Ends statements clearly define the result, change or difference that will be made by an organization's activities and who that change or difference will benefit. Our two Ends statements are

1) **Saskatchewan peoples' lives are strengthened and enriched through our diverse heritage legacy;** and

2) **Saskatchewan has a cohesive, vibrant and sustainable heritage community.** These Ends statements provide an essential "compass" to guide board decisions, and have already proved their value in board discussions. The board developed these Ends in June of 2011 with the help of Linda Fast, a peer governance facilitator who strongly believes that good board governance builds successful organizations. As a result of her commitment to governance, Linda has generously donated a great deal of time to helping the Heritage Saskatchewan Board, and for that we'd like to extend our sincere thanks.

This year, we have made several other significant inroads into building a strong organization. Our ongoing work on developing governance policies is



proceeding well. We are now looking forward to the time when our regular policy monitoring work will be part of an efficient routine that frees the board up for other important work, such as staying connected with the membership.

In December 2011, we held a workshop, again with Linda Fast, in which the board learned the basics of conducting successful ownership linkage and began a plan for conducting ownership linkage activities. This work will continue in the coming year. Our final set of bylaw revisions is now complete and will represent the last major changes to the bylaws for some time. Finally, the board reviewed membership fees this year and opted to reduce them. We feel that this promotes a more inclusive organization and puts greater priority on building the strongest possible voice for heritage.

.... Continued on Page 5

HERITAGE SASKATCHEWAN'S ENDS STATEMENTS:

- Saskatchewan peoples' lives are strengthened and enriched through our diverse heritage legacy; and

- Saskatchewan has a cohesive, vibrant and sustainable heritage community.



HERITAGE SASKATCHEWAN BOARD OF DIRECTORS

President

Kristin Enns-Kavanagh

Vice President

Patricia Anne Reinhardt

Directors

Doug Chisholm

Jyotsna (Jo) Custead

Wally Dyck

Ross Gardypie

Joe LeClair

Sandra Massey

Susan McKenzie

Gary Seib

Terry Sinclair

Elaine Sukava

President's Report - continued

At this time, I would like to extend thanks to the many people and organizations that have helped make this year a success. Sincere thanks go to SaskCulture for continually supporting the vision of Heritage Saskatchewan.

I wish to thank the Honourable Bill Hutchinson, Minister of Tourism, Parks, Culture and Sport (TPCS), and his staff for their support as Heritage Saskatchewan works towards an improved role for Saskatchewan Heritage Foundation. On that note, I'd also like to extend thanks to the board and staff of Saskatchewan Heritage Foundation, particularly Chair Wes Moore, who have supported us in our efforts to work for increased resources for heritage in Saskatchewan.

I wish to thank my fellow board members for their dedication and willingness to put in long hours around the board table, working to make Heritage Saskatchewan stronger.

Heartfelt thanks go, as well, to our CEO Ingrid Cazakoff, and her dedicated staff, for their untiring efforts to make this province a better place for heritage.

Finally, I wish to thank our membership. It is your continued support of Heritage Saskatchewan that demonstrates to decision-makers that heritage matters to the people of this province. Our collective voice is moving us forward to the time when all Saskatchewan peoples' lives are strengthened and enriched through our diverse heritage legacy.



Kristin Enns-Kavanagh, President
Board of Directors for
Heritage Saskatchewan

Heritage Saskatchewan Member Categories:

- Individual

- Associate

- Non-Profit
Associations
& Institutions

Message from the Chief Executive Officer - Ingrid Cazakoff

HERITAGE SASKATCHEWAN STAFF 2010 - 2011

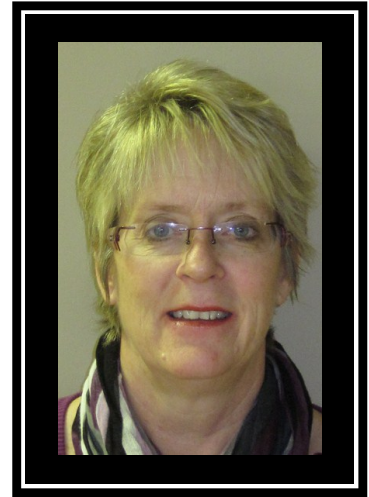
Ingrid Cazakoff
Chief Executive Officer
Carey Isaak
Communications/Research
Manager Dec. 2010–Mar. 2011
Dawn Island
Executive Assistant
Olivia Shumski
Communications/Events
Coordinator (Contract)
Yvonne Gray
Communications/Events
Coordinator (Contract)

It's hard to believe that another year has gone by and that it is time once again, to gather together for our Annual General Meeting and Forum. This past year was defined as one of growth and development and what a year it has been!

The Board of Directors remains committed to building a strong, firm foundation and spent time developing ENDS statements to guide the organization. From an operational perspective, the development of the ENDS has provided the compass from which our strategic and operational plans have been developed. In addition to the operational plan, efforts have been directed in creating internal policies and procedures to build a base that ensures success of the organization. Staff spent time creating strategic priorities to address the ENDS, focusing primarily upon **building awareness** and **building community**. This work will continue to be a priority over the next few 'formative years', in addition to addressing directions in our external environment.

Advancements in raising awareness about heritage and our organization were initiated and included the development of key messages, position papers, a successful MLA reception, a Provincial election campaign strategy, participation at tradeshow, conferences and workshops, establishing a presence on Twitter and Facebook, upgrades to our website, and expansion of the distribution of our electronic newsletter *Heritage Happenings*, to name but a few. These initiatives not only contribute to increased awareness for the organization but more importantly, raises the profile of our diverse heritage.

Following an evaluation of our operations, a decision was made to disband the working group structure and replace this with ad hoc operational committees. This new structure will address our current priorities and strategic objectives more effectively, and will offer volunteers more flexibility to dedicate the time they feel that they can to



specific tasks. I would like to take this opportunity to thank all who volunteered with the working groups in the past, and encourage anyone who may be interested in volunteering in some capacity in the future, to contact our office.

Two committees that are active include the Database and Advocacy Committee. The Database Committee has been actively engaged in creating a registry of funding resources available for heritage. In the future, Heritage Saskatchewan plans to move this information into a searchable database format, housed on our website. This list provides an analysis of organizations currently providing funding and identifies where there may be critical gaps as we build support for heritage in Saskatchewan. Secondly, the Advocacy Committee has been very active and it is through their guidance that several of our position papers, our election strategies and other initiatives have been discussed, and scrutinized prior to distribution and implementation to a number of audiences. I would like to thank each member on the Database and Advocacy Committees for their dedication to moving the heritage agenda forward.

.... Continued on Page 7

CEO's Message - continued

Heritage Saskatchewan has been active at a national level and this past year, both Kristin Enns-Kavanagh and I had the opportunity to attend the joint conference of the International / National Trust Organizations and the Heritage Canada Foundation (HCF) held in Victoria, B.C. In addition to attending several plenary sessions on a wide range of relevant topics including climate change, protecting storied places, capturing the public imagination and new strategies for protecting and promoting historic places, we had the opportunity to participate in a meeting of HCF's National Council of Heritage Organizations (formerly known as the Built Heritage Council). This meeting provided opportunities to network with other organizations from across Canada, and to explore a number of new directions for the HCF. We look forward to continuing and building upon this relationship. One new outcome for our Heritage Saskatchewan members as a result of our building relationships is a new membership benefit where our own members can become an individual or family member of HCF for a reduced rate. Thank you to the Heritage Canada Foundation for this opportunity.

I wish to thank SaskCulture for their support, which goes beyond providing Heritage Saskatchewan with the funding that is critical to our operations, and to Rose Gilks and her staff for their encouragement and guidance. I look forward to continue a strong working relationship with SaskCulture.

In addition, thank you to our members and their networks who have supported and continue to support this organization and more importantly, for their dedication to raising awareness and conservation of heritage throughout this province.

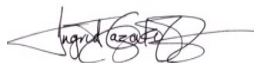
Thank you is also extended to the Board of Directors for their guidance and dedication. The Board continues to be a source of information and support as we build this organization and I am grateful for their commitment, their involvement and their encouragement.

And finally, the success of this organization comes through the work of a small but mighty staff that have dedicated many hours to this organization. It has made my job much easier and your enthusiasm is contagious. Working with you in a variety of capacities has led to not only a great working relationship and environment, but has provided me with a much need injection of humour on the days when the tasks at hand appear overwhelming.

My first full year as your CEO has been exciting and one which has provided me the challenges and opportunities to be a part of the formation and development of a new organization. Along with this is the realization that there is much to be done. Those challenges must be considered within the context and capacity of the organization from both a financial and human resource perspective. I remain confident that together as members, we can move forward in addressing those challenges and opportunities.

It has been a rewarding experience working with the heritage community and I continue to grow in appreciation for our collective heritage, recognizing how extensive and intrinsic it is to our identity as residents of this great province!

Respectfully submitted,



Ingrid Cazakoff
CEO
Heritage Saskatchewan

HERITAGE SASKATCHEWAN

OPERATIONS COMMITTEES

ADVOCACY

Kristin Enns-Kavanagh
Ken Alecxe
Frederic Beaulieu
Wendy Fitch
Terry Sinclair
Jack Walton
Staff - Ingrid Cazakoff
Staff - Olivia Shumski

DATA BASE

Kristin Enns-Kavanagh
Bill Barry
Doug Chisholm
James Ingold
Joe LeClair
Kim Wienbender
Staff - Ingrid Cazakoff
Staff - Yvonne Gray

Heritage Saskatchewan Board of Directors

IN REMEMBRANCE

Mary Rose Boyer, a strong supporter of heritage in Saskatchewan, passed away Jan. 31 2012. Mary Rose was on the Heritage Community of Interest Committee and Interim Board, which led to the creation of Heritage Saskatchewan. With her passing, this province has lost a positive voice and advocate of heritage. Mary Rose will be sadly missed.



Heritage Saskatchewan Board of Directors

Left to Right:

Kristen Enns-Kavanagh, Sandra Massey, Terry Sinclair, Anne Reinhardt, Ross Gardypie, Doug Chisholm, Elaine Sukava, Gary Seib, Wally Dyck, Joe LeClair, Jo Custead.

Missing: Susan McKenzie

Board Committees

Governance Committee

Kristin Enns-Kavanagh,
Chair

Wally Dyck

Anne Reinhardt

Susan McKenzie

Elaine Sukava

Staff - Ingrid Cazakoff

Nominations Committee

Sandra Massey, Chair

Ross Gardypie

Gary Seib

Francis Westlund

Audit Committee

Jo Custead, Chair

Kristin Enns-Kavanagh

Finn Andersen

KEY MESSAGES

Saskatchewan's heritage of natural beauty, unique communities and rich cultural traditions is a source of pride for those who live here.

This sense of pride, place, and identity makes our communities strong and vibrant, and helps to attract and retain both people and business.

Support of Saskatchewan's heritage is important in order to ensure that future generations can learn from the past, build communities in the present, and ensure a prosperous, vital province in the future.

Our heritage is a gift to future generations.

**Our heritage
is a gift to
future
generations**



CULTURE DAYS - September 2011

Heritage Saskatchewan Board members, Anne Reinhardt and Jo Custead, along with CEO Ingrid Cazakoff, participate in Saskatchewan Arts Alliance's button making opportunity, on the Scarth Street Mall in Regina, during Culture Days 2011.

2011 Heritage Saskatchewan Forum & AGM - February 25 & 26



The gift for the Keynote Speaker at the 2011 Forum was generously donated by Wanuskewin Heritage Park

Featured above is the 2011 Heritage Saskatchewan Forum Keynote Speaker, Anna Willey, upon receipt of her gift, a blanket, donated to Heritage Saskatchewan by Wanuskewin Heritage Park.

Shown in the photo above are: Ingrid Cazakoff, CEO of Heritage Saskatchewan; Anna Willey, Keynote Speaker; Kristin Enns-Kavanagh and Anne Reinhardt, President and Vice President (respectively) of Heritage Saskatchewan

Heritage Saskatchewan Forum 2011

Heritage ... A Story to Tell



Heritage Saskatchewan MLA Reception - May 11, 2011

In May of 2011, Heritage Saskatchewan hosted a Reception at the Saskatchewan Legislative Building. The event brought out Members of the Legislative Assembly from both Government and Opposition, and members and partners of Heritage Saskatchewan, as seen in the photo below.



In attendance at the 2011 MLA Reception, and bringing greetings on behalf of the Government of Saskatchewan, was the **Honourable Bill Hutchinson, Minister of Tourism, Culture, Parks and Sport**. Minister Hutchinson is shown above with Kristen Enns-Kavanagh and Ingrid Cazakoff, President and CEO respectively, of Heritage Saskatchewan.

Vice President of Heritage Saskatchewan, Anne Reinhardt, discusses heritage with MLA Trent Wotherspoon at the 2011 MLA Reception.



Heritage Saskatchewan - Summarized Financial Statements - November 30, 2011

Please note that a condensed version of the audited statement has been included in the annual report.
The complete audited statement is available upon request. Iris Howden, CMA, Regina, SK

Iris Howden, CMA

INDEPENDENT AUDITOR'S REPORT

**To the Members of
Heritage Saskatchewan Alliance Inc.**

I have audited the accompanying statement of financial position of Heritage Saskatchewan Alliance Inc. as at November 30, 2011 and the statements of revenue and expenses and net assets for the year then ended, and a summary of significant accounting policies.

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 Private Enterprises 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.

Auditor's Responsibility

My responsibility is to express an opinion on these financial statements based on my audit. Except as explained below, I conducted the 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 whether the financial statements are free of 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 auditor's 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 statements.

In common with many non-profit organizations, the association derives revenue from membership fees, donations and other fundraising activities, the completeness of which is not susceptible to satisfactory audit verification. Accordingly, my verification of these revenues was limited to a comparison of recorded revenue with bank deposits and I was unable to determine whether any adjustments might be necessary to revenue, excess of revenue, assets and net assets.

Opinion

In my opinion, except for the effect of adjustments, if any, which might have been necessary had I been able to satisfy myself concerning the completeness of the revenue referred to in the preceding paragraph, these financial statements present fairly, in all material respects, the financial position of the association as at November 30, 2011 and the results of its operations and its cash flows for the year then ended in accordance with Canadian Accounting Standards for Private Enterprises.

Regina, Saskatchewan
February 5, 2012



Iris E. Howden,
Certified Management Accountant

4927 Helmer Place
Regina, Saskatchewan S4X 4R8
Tel: (306) 924-4545
Fax: (306) 924-4546

Summarized Financial Statements continued

HERITAGE SASKATCHEWAN ALLIANCE INC. STATEMENT OF FINANCIAL POSITION

as at November 30, 2011
(with comparative figures at November 30, 2010)

	<u>2011</u>		<u>2010</u>
ASSETS			
Current assets:			
Cash	\$ 46,840	\$	35,631
Investment (Note 3)	35,000		-
Receivable	9,162		5,263
Prepaid Expenses	8,348		9,293
	<u>\$ 99,350</u>	<u>\$</u>	<u>50,187</u>
LIABILITIES AND NET ASSETS			
Current liabilities:			
Accounts payable	\$ 6,842	\$	2,200
Deferred revenue	-		50
	<u>6,842</u>		<u>2,250</u>
Net assets:			
Restricted Surplus (Note 4)	35,000		-
Unrestricted Surplus	57,508		47,937
	<u>92,508</u>		<u>47,937</u>
	<u>\$ 99,350</u>	<u>\$</u>	<u>50,187</u>

Summarized Financial Statements continued

HERITAGE SASKATCHEWAN ALLIANCE INC. STATEMENT OF OPERATIONS

as at November 30, 2011

(with comparative figures at November 30, 2010)

	<u>2011 Actual</u>	<u>2011 Budget</u>	<u>2010 Actual</u>
Revenue:			
SaskCulture/Sask Lotteries Trust-Annual	\$ 295,468	\$ 300,000	\$ 298,400
SaskCulture/Sask Lotteries Trust-Capacity	-	-	6,791
Forum Registration	9,755	5,000	12,896
Interest Income	1,443	-	9
Membership Fees	12,633	8,700	8,761
Other Revenue	739	200	-
Sponsorships	10,400	6,500	10,450
Sublet Office Rent	9,600	9,600	8,800
	<u>\$ 340,038</u>	<u>\$ 330,000</u>	<u>\$ 346,107</u>
Expenses:			
Administration (Schedule 1)	212,427	230,884	212,395
Travel/Meetings (Schedule 2)	17,799	34,500	24,752
Corporate Business (Schedule 3)	9,170	7,500	6,078
Public Relations/Communications (Schedule 4)	23,695	21,000	11,246
Programs/Services (Schedule 5)	32,376	33,000	43,699
	<u>295,467</u>	<u>326,884</u>	<u>298,170</u>
Excess / (Deficiency) of revenue over expenses	<u>\$ 44,571</u>	<u>\$ 3,116</u>	<u>\$ 47,937</u>

MISSION

Heritage Saskatchewan is the collective voice of all those who value heritage in Saskatchewan.

VISION STATEMENT

Heritage is a valued and dynamic legacy that contributes to our sense of identity, creates an understanding of our past, is used to build communities in the present, and informs our choices for the future.

Heritage
Saskatchewan
Alliance Inc.
was established
as a non-profit
organization in
October 2009

HERITAGE DEFINED

Heritage is what we have received from the past. It shapes our present identity and provides insight for our future.

Heritage includes a range of activities in the areas of stewardship, preservation, research, education and engagement.

Within this context, these activities must exhibit sensitivity to:

- the indigenous natural environment;
- the impact of the interaction between human activity and natural environments; and
- differing perspectives regarding objects, ideas, places and traditions.



Heritage Saskatchewan

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REGINA SK S4P 0J3

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info@heritagesask.ca

Follow us on Facebook & Twitter

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