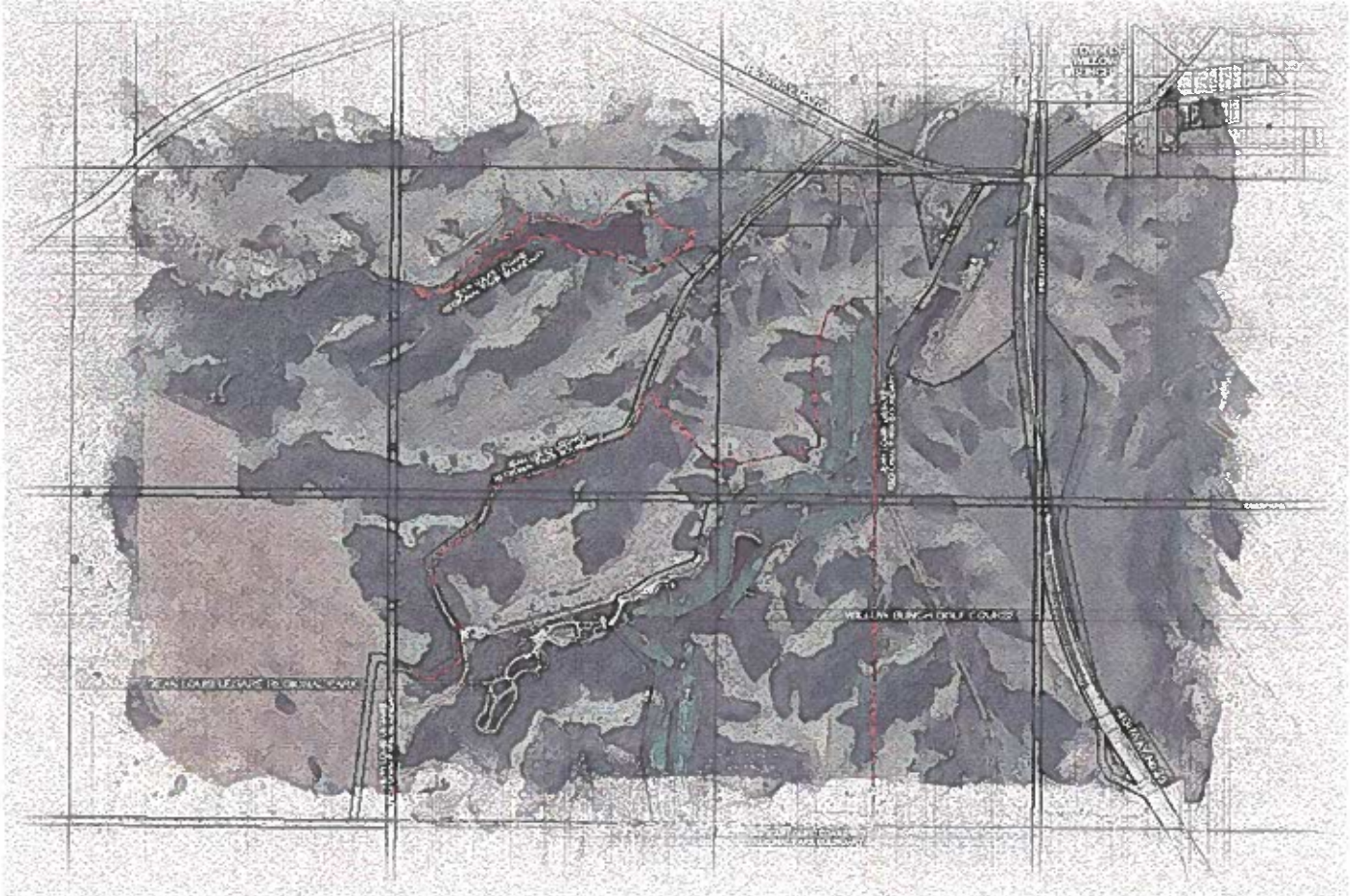




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Jean Louis Legare Coulee Project Plan Inc.

PRE-FEASIBILITY PRELIMINARY REPORT

March 2021

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BACKGROUND

North 52 Media was retained by the **Jean Louis Legare Coulee Project Plan Inc.** to conduct a Pre-feasibility analysis for the expansion of the Jean Louis Legare Regional Park. Park expansion came about as a result of the Federal Government's intention to shutter the Poplar River Power Plant and Coal Mine as part of the Canada Coal Transition Initiative. This policy will eliminate 300 high paying jobs and remove \$30 million in payroll from the local economy.

Based on key informant interviews and a review of existing research provided by the client, the following represents our preliminary thoughts on the project, and the information that will be required to develop a comprehensive marketing strategy, identified as Phase 2, and transitioning to a tourism based economy.

THE PRE-FEASIBILITY STUDY

Conducting a pre-feasibility study is about minimizing risk. It is testing the idea or concept for viability, before making a financial commitment.

The Pre-feasibility analysis will assist the project committee in determining the nature and scope of a Phase 2 funding application to Western Diversification. The pre-feasibility report will identify the steps involved in conducting a detailed market analysis and business plan/marketing plan that will answer the question of whether the project is feasible and monetarily sustainable

This pre-feasibility analysis is a third-party overview of the project, and will identify steps required in conducting a comprehensive feasibility study that will include a detailed market assessment as well as a business/marketing plan. This will assist in deciding whether it's efficacious to proceed to a comprehensive feasibility study and Phase 2. The steps in include:

- Concept;
- Potential markets;
- Competitor analysis;
- Preliminary pricing;
- Preliminary revenue projections;
- Preliminary development cost; and
- SWOT analysis.

It is stressed this report is based on preliminary research. The report will indicate what areas or elements of the existing plan require modification, in order to produce a more sustainable tourism venue.

CONCEPT

The Jean Louis Legare Coulee Project Plan Inc. (JLLCPP) Board, or Working Group, are proponents for the development of tourism amenities on land within the boundaries of the Jean Louis Legare Regional Park (JLLRP) in South Central Saskatchewan. The JLLRP is located adjacent to the Town of Willow Bunch, which is the oldest community in Southern Saskatchewan, founded in 1870.

The vision for the project is development of a tourist destination based on the History of the Metis of Willow Bunch from 1850 to 1905, the presence of Sitting Bull in the region after the Battle of The Little Big Horn from 1876 to 1881 and the Francophone settlers to the area in the late 1800s and early 1900s. The project will bring all 3 historical elements together for the period from 1850 to 1905 and tell the story of the people who were responsible for settling the region during this time frame. The tourism amenities contemplated include the following:

- Expansion of the existing Regional Park infrastructure to accommodate increased tourist flow to the Park and Region;
- Acquisition & restoration of a Barn built in 1912;
- Construction of an Interpretive Centre delivering digital content;
- Construction of a replica of the Jean Louis Legare Trading Post;
- Re-creation of a Metis Village;
- Development of a Working Village to depict life during the stated time frame.

The key drivers for the commercialization of the project will be history-based education, innovative high-tech marketing, digital content delivery and small business entrepreneurs.

Possibilities for all Buildings, representing life from 1870 to 1905:

- Jean Louis Légaré (1881) original home/Trading Post/General Store/Post Office;
- Forge Forgerie - working forge with someone who could show how to shape steel, make horseshoes and other souvenirs;
- Métis Sod Huts - 1870 Coulée Chapelle – between WB and St Victor;
- Sitting Bull encampment 1881;
- NWMP barracks (1886) built in Bonneauville as part of "B" Division, Sgt J.A Martin;
- Telegraph Station 1904 - Marc Noel;
- School - Sitkala RCP District #23 NWT 1888, first teacher Joseph Lapointe;
- Red River Cart area;
- Interpretive Centre - situated for a panoramic view of valley and area;
- Historic Barn - Performance area amphitheater;
- Parking area;
- Stables and Corrals - Wagon Train departure, 4H Club/Saddle Club;
- Special Events area;
- Observation area/walking trails & departure.

THE TOURISM INDUSTRY

At the local and regional level the tourism industry comprises tourism operators, other businesses not directly involved in tourism, local tourism organizations (LTOs), regional tourism organizations (RTOs), community groups, residents and local government which, by working together, have the capacity to attract visitors, satisfy their needs and expectations, and generate economic benefits for the wider community and Region.

Today's tourism market is more sophisticated, selective, knowledgeable, demanding, and more experienced in travel than ever before. Prior to COVID-19, overseas travel was commonplace, many travelers experienced innovative, quality attractions and experiences overseas, and are able to compare these with the attractions and experiences in Saskatchewan & Canada.

With advances in communication, technology and increasing use of the Internet, a wide range of destination and product information can be accessed from computers and smart phones. Added to these issues is the ever-increasing range of leisure product and experience options on offer, referred to as the competition.

One of the fundamental issues that need to be recognized by anyone starting a tourism project is that a tourism operation, whatever it may be, cannot work in isolation.

Tourism is a volatile industry, and today, operators are faced with the challenge of fierce competition for the tourist dollar, necessitating a thorough investigation of business potential.

Whatever the starting point or the type and size of the venture, the same three underlying questions must be addressed:

- Is there an existing or potential market for the project?
- If so, what is the likely level of demand?
- Can the project generate sufficient revenue to achieve sustainability?

In other words, is the idea or concept feasible?

VIRTUAL REALITY TOURISM TRENDS

Virtual reality is another of the major tourism trends disrupting the industry and capitalizing on the technology can give you an edge over rivals who have not yet adopted it. Through online VR tours, customers can experience hotel interiors, restaurant interiors, outdoor tourist attractions and more, all from their home. Similarly, VR could be a useful tool to market the Willow Bunch site, as it would allow people to see and experience the village without actually being in the village. A short video could be produced that re-creates the inside of the Trading Post established by John Louis Legare and Coulee Chapelle.

VR would encourage more visits, especially among younger demographics as they have been early adopters of the technology. VR would be utilized on an ongoing basis to market the site to schools and other institutions. The mechanics of an ongoing marketing campaign could include dedicated

resources for the purchase of VR headsets and establishment of a budget for full-time Regional marketing staff in the off-season. This person would be charged with visiting schools in Saskatchewan, Alberta, Manitoba, North Dakota, and Montana, to conduct a presentation about the history of Metis settlement in the Willow Bunch area, capitalizing on the Sitting Bull “brand”. The presentation would also include the activities that were commonplace in the village in the 1870s. Students would be able to immerse themselves in the site through VR technology, which would entice them to visit the venue and experience the tourism activities in person.

Most modern VR tours are also web-based, meaning they can be viewed through any mainstream web browser. The quality of the VR tour and the extent of immersion can then be improved further through VR headsets. ***High speed internet access is essential for content delivery.***

Based on a recent study VR helped people generate more positive emotions towards the destination. VR is a more engaging form of advertisement in that the technology helps people feel like they are in the destination participating in the activities. The JLL CPP should consider using VR to engage and build relationships with potential visitors.

(Virtual Reality and Implications for Destination Marketing 2017)

Virtual Reality could be used to take visitors on a tour of the village and witness conversations between John Louis Legare and Sitting Bull at the trading post. Similarly, the virtual reality tour would take people inside the trading post to watch the activities that were commonplace in the 1870s. Other content which could be developed for such a presentation could include a Buffalo stampede that would put the viewer/visitor in close proximity to the thundering herd, being pursued by Metis hunters.

We also foresee number of opportunities for small business and entrepreneurs. The following are just a few of the business opportunities, and is by no means a complete list, envisioned for the venue:

- Arts and Craft Shops;
- Cafés;
- Outfitters;
- Wagon Train Operators;
- Annual multicultural events celebrating the Region’s history.

Small business will be the principal job creator as Willow Bunch transitions from an industrial, coal based economy to a tourism economy.

TV MINI –SERIES ABOUT THE METIS IN SASKATCHEWAN

Last but not least and in spite of best efforts, it is always difficult to create awareness of a new tourism venue and attract enough visitors to economically sustain the venue. Given the rich history of this region and locale in the development of Saskatchewan and Canada, we believe that the story needs to be told in the form of a miniseries developed for television. This has the potential to create year-round awareness, visitors and potential funding sources for the development of the working village which in effect would become a movie set or TV set. In other words, the miniseries could partially offset infrastructure costs related to the development of the working village.

The closest example where this has been put into practice is the story of Anne of Green Gables. ***Anne of Green Gables*** is a 1908 novel by Canadian author Lucy Maud Montgomery. Written for all ages, it has been considered a classic children's novel since the mid-twentieth century. Set in the late 19th century, the novel recounts the adventures of Anne Shirley an 11-year-old orphan girl, who is mistakenly sent to two middle-aged siblings, Matthew and Marilla Cuthbert, who had originally intended to adopt a boy to help them on their farm in the fictional town of Avonlea in Prince Edward Island, Canada. The novel recounts how Anne makes her way through life with the Cuthberts, in school, and within the town.

Since its publication, *Anne of Green Gables* has been translated into at least 36 languages and has sold more than 50 million copies, making it one of the best selling books worldwide. The first in an anthology series, Montgomery wrote numerous sequels, and since her death, another sequel has been published, as well as an authorized prequel. The original book is taught to students around the world.

The book has been adapted as films, made-for-television movies, and animated and live-action television series. Musicals and plays have also been created, with productions annually in Europe and Japan.

The Green Gables farmhouse is located in Cavendish, Prince Edward Island, which attracts thousands of visitors to Prince Edward Island. In this case many visitors who come have either read the books of Lucy Maude Montgomery or seen the television miniseries.

We have started initial discussions with Metis directors and producers who may be interested in doing such a project that is based on the History of the Metis of Willow Bunch. Our phase 2 market assessment and feasibility analysis will further explore the feasibility of this idea.

DETAILED MARKET ANALYSIS

The following is an initial outline of the scope of the work that would be completed as part of Phase 2:

Potential revenue streams/profit centres

- Merchandise;
- Ethnic Food Service - Bannock, Bison Burgers, Saskatoon Berry Jam;
- Pemmican;
- Mini Tours;
- Interpretive Centre;
- Virtual Reality tours,
- TV miniseries docudrama

Product Mix

- Sitting Bull, strong brand affinity to attract tourists from Battle of the Little Big Horn Monument;
- History of the Métis of Willow Bunch;
- The Riel Rebellion and the role of John Louis Legare;
- Francophone Settlement, largest French-Canadian population in southern Saskatchewan;
- Northwest Mounted Police, Sgt. Walsh;
- The Importance of Bison to the way of life and how the vanishing herds prompted a change in a way of life;
- The relationship between Sitting Bull and John Louis Legare;
- The relationship between Sgt. Walsh and Sitting Bull;

- Maneuvers by the Canadian and US government to remove Sitting Bull from Canada;
- The role of the Catholic Church in the settlement of the area.

Market segments by geography and demography

- Students, in Saskatchewan, Alberta, Manitoba, Canada, North Dakota, Montana and other areas in North America, continental Europe and Asia;
- People with an interest in the history of the settlement of Saskatchewan;
- Indigenous and aboriginal populations;
- French Canadians;
- Academics;
- Americans and Canadians who follow the Saga of Sitting Bull;
- International tourists interested in Indigenous tourism.

Identify general marketing and distribution channels

- Print Media;
- Electronic Media;
- Internet;
- Virtual Reality;
- Television.

Identify the opportunities for small businesses and put forth the argument of private sector involvement vs public (Volunteer Park Board) sector operation model,

- ✓ Emphasize the need for professional management of the completed facilities,
- ✓ Make a very strong argument for the absolute need for a Phase 2 marketing and business plan, which includes the long term cost of operations.

LOCAL & REGIONAL MARKETS

The local and regional markets are important as it creates a sense of pride for the local community and the region as a whole. The planned closure of the Poplar River Coal Mine and Power Plant in 2030 has brought the South Central Region together in search of economic opportunities for the affected communities. Willow Bunch is the oldest community in southern Saskatchewan and has set a course to transition from a coal based economy by creating a world class tourism attraction. In short, this project was born as a result of Federal Government policy thru the elimination of coal fired power production by 2030.

The local and regional markets are important to the initial success of the project as it will become an outlet for recreation activity through the many events planned for the facility. Local visitors become essential marketing tools for the attraction and the positive experiences will spread to family and friends beyond the local and regional market. Studies have shown that word-of-mouth marketing was an important source of information for visitors to major tourist attractions. Word-of-mouth in 2021 is now the smart phone and the ultimate media convergence broadcasting videos, pictures and text messages to everyone in their contact list.

PRICING MODEL

Saskatchewan has a long established pricing model for entry into the Province's Regional Parks. Visitors have the option of purchasing a Season Pass for \$45, which allows anyone with a Saskatchewan Regional Park Association Park Sticker, with entry to any Regional Park during a given season. The second option is a \$10 daily pass. This pricing model may not be appropriate for the project to generate the revenue required to cover operation costs. The project will contain unique offerings as an historic tourism destination. The most highly rated features when visiting a historical site or cultural attraction such as this one are as follows:

- Its history and the historical significance of the location
- An opportunity for education, interpretation and learning
- The fact the attraction is unique, is significant and has a specific theme of interest
- The site has beautiful scenery
- It provides information and is entertaining
- They are often living experiences
- They have Family activities and some Family focus

The preferred activities when visiting a historical site or cultural attraction, in order of effectiveness, are as follows:

- Walking or hiking
- Activities that are interactive, where you can be hands on and get involved
- Self-guided tours with the opportunity to observe by yourself
- Guided tours presented by knowledgeable guides
- Presentations that include audio and video
- Live performances, characters living the roles
- Going to picnic areas to rest and relax
- Eating ethnic food and consuming beverages

We strongly believe the ability of the venue to attract school tours is critical to the sustainability and viability of this project. This will require year round engagement with regional school boards as well as secondary educational institutions. Our goal would be to assess the efficacy of offering in-person guided and/or virtual tours for students. This would be included as part of the phase 2 market assessments. Similarly, the market assessment will explore the possibility of developing multiple partnership agreements with historical and educational institutions such as the Gabriel Dumont Institute and the Saskatchewan Ministry of Education. The development of partnership agreements would not be limited to Saskatchewan but would include the rest of Canada as well as North America. By way of example, the Battle of the Little Big Horn Monument exhibit in Montana draws over 300,000 visitors each year. In this case the goal would be to share visitors thereby reducing exorbitant marketing and advertising costs associated with identifying and bringing visitors to Willow Bunch, which is a 2 hour drive from a major centre/airport (Regina). Notwithstanding the considerable distance between the proposed site and a major population centre, there are an abundance of regional partnership opportunities that need to be leveraged.

Consider the following;

The Petroglyphs at St Victor;

<https://www.historicplaces.ca/en/rep-reg/place-lieu.aspx?id=3114>

http://www.virtualsk.com/current_issue/st_victor_petroglyphs.html

Grasslands National Park:

<https://www.pc.gc.ca/en/pn-np/sk/grasslands/activ/camping>

The Big Muddy:

https://www.tripadvisor.ca/Attraction_Review-g3347603-d155807-Reviews-Big_Muddy_Badlands-Coronach_Saskatchewan.html#REVIEWS

<https://www.thestar.com/life/travel/2017/10/06/big-muddy-badlands-are-a-hidden-gem-in-saskatchewan.html>

While it's impossible to predict whether partnership agreements could be struck with the venues listed above, it would certainly make sense to explore any opportunities that would see the creation of a regional tourism strategy which would place the Working Village at the center of multi-venue tourism experience in South Central Saskatchewan. The South Sask Regional Economic Partnership (SSREP) has provided a Letter of Support for the project, and is attached as **Appendix "A"**. Tourism is one of the 4 industry sectors the SSREP is focused on. Regional partnerships are the singular goal of the project, from a marketing perspective, with view to bringing more guests and visitors to Willow Bunch, the South Central Region and John Louis Legare Regional Park. Regional partnerships will better position the Working Group to access different federal, provincial and corporate funding sources.

Because of the diverse nature of the proposed development, the pricing model and strategy will have to be molded based on the nature of the activity and the venue in which the attraction is held. Admission to the interpretive centre will have to be priced in to cover operating costs. Therefore, an analysis of similar tourism activities and venues will be undertaken as part of the phase 2 market assessment. The end product must be a proven and profitable commercial enterprise.

NEW CAMPSITES, SHOWER HOUSE & METIS THEMED CABINS

The cost to develop the new Campground, shower facilities and Metis Cabins, contained in the BCL Engineering report, have been determined feasible based on the financial statements of the Jean Louis Legare Regional Park Authority and the current demand for Seasonal Sites. The Park Authority policy for the assignment of Seasonal Sites is 1/3 Seasonal Sites and 2/3 reserved for daily, weekly & monthly camping. The same ratio will be applied to the 10 cabins proposed in the BCL report.

The unaudited financial statements for the JLL Regional Park Authority reveals a \$60,000 surplus for the fiscal year end, 2020. The BCL report recommends the development of 30 new campsites, which represents a 40% increase to the available sites in the existing Park. Designation of 10 sites as Seasonal, at \$2,000/year, will generate guaranteed income of \$20,000, which will offset fore casted utility expenses of \$4,000. Assuming one full time equivalent staff person will be required to maintain the new campground and cabins, an additional \$18,800 in wages and benefits will need to be added to the annual budget. Annual maintenance at 5% of gross sales and 10% contingency brings total expenses to \$32,970.

Assuming an occupancy rate of 50% from May 21st to October 1st, there are a total of 132 campsite bookings available per site on annual basis. At \$35/site x 20 sites x 132 days x 50% occupancy rate, total projected revenue is \$66,200. The new development is projected to generate a \$32,970 surplus. **Appendix "B"** contains the projected income and expense statement for the new Campground.

The JLL CPP accepted the recommendation to develop 10 Metis themed cabins in the new coulee development. 4 cabins will be located adjacent to the new campsites and 6 will be located in the second coulee.

There are 3 business models for the Metis themed cabin development.

Model #1

The first model would see the JLL Regional Park Authority finance the construction of 10, 28 foot by 32 foot (896 square feet) cabins. Construction of the cabins is budgeted at \$44,800/cabin for a total of \$448,000. The mortgage for the cabins, amortized over 25 years at 3.5%, plus 4% mortgage insurance, would be \$2,200/month \$26,400/year. 6 of the cabins would be leased for 25 years at \$6,000/year. The lessee would pay for all utilities and maintenance. The total revenue from the 6 permanent cabins would be \$36,000 and cover the mortgage for all 10 cabins.

The remaining 4 cabins would be reserved for daily weekly and monthly bookings. From April 1st to December 1st, there are a total of 244 bookings available per cabin on annual basis. At \$85/night x 4 cabins x 244 days x 50% occupancy rate, total projected revenue is \$41,480. Annual utility costs of \$3,000/year/cabin, plus wages and benefits of \$9,400. Annual maintenance at 5% of gross sales and 10% contingency brings total expenses to \$64,222 and a surplus of \$13,258.

Model #1, option "B", considers an investment opportunity for a Metis entrepreneur to finance and mortgage the 10 properties thru a 25 year lease of the real estate. The JLL Regional Park Authority, Willow Bunch Golf Club and Working Village would benefit financially thru the sale of regional park passes, daily park passes, green fees, admission to events, food and beverage sales.

Model #2

The second model would offer 6 cabin sites in the small coulee for lease to potential "owners" with 2 floor plan options, approved by the Park Authority, to construct a cabin and lease the land/lot for \$4,800/year for 25 years. The owner would be responsible for all utilities and maintenance. This option would generate \$28,800 in net revenue for the Park.

The second model would see the JLL Regional Park Authority finance the construction of 4, 28 foot by 32 foot (896 square feet) cabins. Construction of the cabins are budgeted at \$44,800/cabin for a total of \$179,200. The mortgage for the cabins, amortized over 25 years at 3.5%, plus 4% mortgage insurance, would be \$896/month \$10,600/year.

The remaining 4 cabins would be reserved for daily weekly and monthly bookings. From April 1st to December 1st, there are a total of 244 bookings available per cabin on annual basis. At \$85/night x 4 cabins x 244 days x 50% occupancy rate, total projected revenue is \$41,480. Annual utility costs of \$3,000/year/cabin, plus wages and benefits of \$9,400. Annual maintenance at 5% of gross sales and 10% contingency brings total expenses to \$64,222 and a surplus of \$22,938.

Model #3

Model number 3 would see the 10 cabins developed, based on the “owner” model which would generate \$48,000 in net revenue. Construction would only begin once a 25 year lease has been signed. The lessee would be approved to sub-let their cabin based on the terms and conditions of the lease agreement.

Model 3 would not provide any cabins for new daily, weekly or monthly rentals. Visitors to the Working Village, multi-cultural events and golf course who would stay overnight would have to find accommodation at the local motel or the surrounding communities.

A final final recommendation on cabin construction will be reserved until a detailed marketing plan is completed by December of 2021.

APPENDIX “C” contains revenue and expense projections for the 3 cabin models.

EXISTING PARK

Infrastructure upgrades to the existing Park are necessary to bring the facility to compliance with Provincial water regulations for potable water, waste water and sewer disposal. Table 5-1 of the BCL report provides the objectives for the upgrade. Upgrades to the exiting Park infrastructure are feasible based on the current financial strength of the JLL Regional Park. The proponents take the position these critical infrastructure upgrades are required or the existing Park risks infrastructure failure and closure due to failure in meeting Saskatchewan Water Agency regulations. This statement is supported by enquiries to the SWA in **Appendix “D”** of the BCL report.

APPENDIX “E” Jean Louis Legare Regional Park 2020 Financial Statements

HISTORIC BARN

The BCL report does not provide any detail on the move and restoration of the historic Barn. The owners of the Barn have agreed to donate the Barn to the Project in order to preserve the building. The Barn is owned by the Gosselin Family, former residents of the Willow Bunch Region and was constructed in 1912.

Is a barn still a barn when it is no longer functioning as it was originally intended? No. The barn is a symbol of the past and of the Saskatchewan farm in general. The Gosselin barn is a symbol of a past way of life, hence making it an historic building.

The Gosselin barn would be restored to its original state and play a strategic role in the commercialization of the Working Village as a tourist destination. Revenue streams from the refurbished barn would come from:

- Education Programming - field trips;
- Family reunions;
- Weddings;
- Farmers Markets;
- Music Festivals;
- Wagon Trains.

APPENDIX “F” Historical Relevance of Saskatchewan Barns

APPENDIX “G” contains revenue and expense projections for the Historic Barn operations.

APPENDIX “I” breaks down the construction costs for the Historic Barn.

MINIMUM REVENUE REQUIREMENTS FOR BARN OPERATIONS

The JLL CPP has identified the need for an anchor event to support the annual operations of the barn and associated event expenses. Willow Bunch is currently the home of the Campagne Family Farm Fest. The event is a celebration of the Campagne Family’s roots in the RM of 42 dating back to the early 1900s. The event is currently held at the Family farm 12 kilometers west of the JLL Regional Park. The event is held over 3 days and attracts 400 visitors annually. Attendees pay a nominal entry fee to the event to cover the base cost of the Festival. Food services are also available, priced to cover food costs. Labour is volunteer comprised of friends and family.

Farm Fest is a Francophone cultural event. The Campagne Family produces the Festival to celebrate their French heritage. The event is currently not-for-profit with a view to a new business model under consideration. The JLL Regional Park would partner with the Campagne Family to host Farm Fest at the Barn and jointly develop a marketing plan to expand attendance and exponentially increase revenue. The goal is to increase attendance from the current 400 to 1,500 over the first 3 years. Financial projections for year 3 of the event would realize a \$30,000 profit for the Park. Revenue sources would include admission, food sales, alcohol sales and souvenirs. The Barn would require 1 full time employee for event preparation and 12 part-time employees for event setup, food services, teardown and custodial services.

APPENDIX “H” Farm Fest Revenue Projections

THE CAPAGNE FAMILY AND THE FARM FEST TERRE FERME FESTIVAL

In 2008 the Campagne family from Willow Bunch had a idea. Let’s build a big deck in front of the old house on the farm. To celebrate this, the family decided to organize a small concert on that deck. Thus began an annual gathering, end of July, for the family and friends and has now ballooned into a Festival that has been held every year since 2008.

Le Festival Farm Fest Terre Ferme Festival is a small, bilingual feel-good festival held on the Campagne Family Farm 13 km west of Willow Bunch in southern Saskatchewan. It features entertainment, de la belle musique, workshops, site seeing rides and walks, an old time dance and the best of people! Camping is available on site. Attendance for the festival in 2019 was 400. 2020 saw a virtual festival.

The scenery is beautiful, the music is fabulous and the hospitality is even better! The festival runs for three days with a stellar cover show on Friday night, all-day Saturday workshops and performance and our famous pancake breakfast and gospel set on Sunday.

The Campagne Family has been performing across Canada and around the world since 1980. First as the singing group Folle Avoine from 1979 to 1986. Then Hart Rouge from 1986 to today. Carmen Campagne was a well known children's performer from 1990 to 2018. She has won a Juno at the Canadian Music Awards and 4 Québec Félix awards and the Order of Canada. Among the families entourage is Connie Kaldor, who is married to Paul. She has been performing and recording since 1976. 16 albums, 3 Junos, the Order of Canada, the Queen's Jubilee Medal and an honorary doctorat from the University of Regina are among her credits. Connie and Paul have 2 sons, Gabriel and Aleksi Campagne that have their own careers as musicians and song-writers. Annette Campagne has had a solo career since 1995 as well. In all the family has more than 50 albums to their credit.

✓ Folle Avoine	1	1985
✓ Hart Rouge	10	1988 to today
✓ Carmen Campagne	9	1990 to 2011
✓ Annette Campagne	5	1996 to today
✓ Connie Kaldor	16	1981 to today
✓ Solange Campagne	1	2001
✓ La Montage Secrete	10	1999 to 2015
✓ La Légende de Calamity Jane	1	2021
✓ Aleksi Campagne	1	2019
✓ Gabriel Campagne	1	2019

The Jean Louis Légaré Coulée Park Project Plan, in partnership with the Campagne Family, have started discussions to relocate Farm Fest to the historic Barn as the premier, anchor event for the Working Village. It will become an annual event that would complement other Festivals such as the Regina Folk Festival and the Gateway festival in Bengough which attracts over 3,500 attendees every year. It will perfectly represent the history of Willow Bunch. Performers from the community and the province, representing the French history and the pride of the people of Willow Bunch.

REGIONAL TOURISM NUMBERS

The South Central Region of Saskatchewan is defined, for tourism market analysis purposes related to this project, as the 9 communities and rural municipalities who comprise the South Sask Regional Economic Partnership (SSREP). One of the 4 pillars of the economic development strategy for the Region is tourism. The strategy will be developed in a collaborative manner with all of the regional partners to ensure none of the current events or future attractions are in competition to one another.

A high level analysis of the Region's current tourist attractions reveals the absence of a comprehensive regional marketing strategy. Four of the five tourist attractions are based on Metis and First Nations history.

GATEWAY FESTIVAL

The largest event in the region is the Gateway Festival, hosted by the Town of Bengough. The 3 day event attracts 3,500 visitors annually and generates one million dollars in economic activity. The event's mission statement is as follows:

1. Cultivate an environment in which the Arts thrive for the economic and cultural benefit of

Bengough and the surrounding region.

2. Provide opportunity for development of local artists
3. Promote awareness and appreciation of the arts to members of the community and surrounding communities by developing educational outreach programs aimed at bringing artists, visitors and community members together.
4. Present a diverse selection of arts presentations in a festival setting.
5. Present a pan-Canadian selection of artists highlighting both national and regional cultural diversity
6. Strengthen community social development through a coming together for a cultural event
7. Present high caliber artists at the professional and emerging level
8. Create avenues which will establish revenues that can be put back into the community.

Another key statistic for the event is the early arrival of 300 RVs to Bengough two days prior to the Festival. These tourists visit attractions in the Region and participate in activities such as hiking/ peddle biking in the Big Muddy, unguided tours to Castle Butte, shopping at Aust's General Store in Big Beaver and golfing in Willow Bunch.

BIG MUDDY TOURS

Coronach is a small town in south central Saskatchewan, 10 kilometers north of the Canada/US border, and 35 kilometers south of Willow Bunch. Coronach is the departure point for tours of the Big Muddy Badlands and Butch Cassidy's Outlaw Trail. You can choose from full-day badlands tours, by van, or half-day and full-day private guided tours in your own vehicle. Because some outlaw sites and First Nations stone effigies are on private land, accessible only by unmarked gravel roads, it is difficult to find them on your own, without a tour.

The tour begins with a drive to a ceremonial stone circle, once used by First Nations for gatherings. Today, a kidney-shaped circle of stones, 25 meters long and 8 meters wide, is all that remains of the large boulders that once held down animal hides covering the First Nations ceremonial lodge.

A short drive away, is a nine-meter long effigy of a turtle. The stones most likely surrounded the grave of a very important Indian chief, because the turtle represented long life, wisdom and fertility to First Nations People. Nearby, an even more symbolic site is a stone outline of a buffalo. This bison effigy is the only known one of its kind in Canada. The bison was the staff of life for Plains Indians, providing food, shelter, clothing and tools.

For the First Nations people, who once lived in southern Saskatchewan, these wild and broken badlands of deeply cut ravines, weathered buttes and eroded sandstone, were holy places to pray and fast. The area of the Big Muddy at Willow Bunch was the place of refuge for Sioux Chief Sitting Bull and his warriors, following the defeat of Custer at the Battle of the Little Big Horn in Montana in 1876. The Interpretive Centre planned for the Project will chronicle the history of the entire Big Muddy and deliver the history in digital format. This effectively ties the entire Region's history together, offering tourists 3 days, at a minimum, of site seeing and an education experience which is yet untold.

The Big Muddy Tours attract 830 tourists annually.

PETROGLYPHS

The St. Victor Petroglyphs Provincial Historic Park is located 16 kilometres west of Willow Bunch. Pictures of the friendship between man and the animals is shown by the close proximity of the designs of man and the image of hands reaching out to the bear paws. The carvings were cut into the hard raven-scrag sandstone on the upper layer of this exposed rock. The more than 300 carvings at St. Victor Petroglyphs Provincial Park are one of Saskatchewan's great unsolved mysteries. It is not known who carved the petroglyphs, nor why or even when they were carved. The carvings do, however, provide clues about the people who lived in Saskatchewan hundreds of years ago.

The petroglyphs were carved between 200 - 1750 A.D. and given that some of the glyphs have been carved on top of one another, it is assumed that they were carved by many different people over the course of several years. Due to the time and effort it would have required to complete the petroglyphs, we can surmise that it was a site of great importance to the Indigenous people who created them. The carvings at St. Victor are unique, in that they are the only petroglyphs carved upon a horizontal surface on the Canadian Plains.

There is always something for a visitor to see at different times of the day.

The Park attracts 500 tourists every year, from June to August, with the following breakdown of where they come from:

60% from Saskatchewan
35% Canadian outside of Saskatchewan
5% United States & Europe

WOOD MOUNTAIN RODEO

The Wood Mountain area is rich in natural history. Dating back to the end of the last century, the Wood Mountain Sports & Stampede, has been an integral part of that history. The Stampede is the oldest continuous rodeo in North America and will celebrate its 132nd year in 2021.

The North West Mounted Police (NWMP) set up an outpost across the creek to the east of Wood Mountain in 1874. After Sitting Bull and his people crossed the "Medicine Line" in 1877, that small outpost had the attention of every bureaucrat in North America.

At a time when the horse was the main mode of transportation in western Canada, it is not surprising that horse racing was the main feature at the Wood Mountain celebrations. Great pride was taken in owning fast horses and competition was keen to find out who owned the fastest ones. While the first races were run on the open prairie, by 1925 a track and a judging stand were in place. Not long after racing stables and a grandstand which afforded a better view of the finish line were constructed. Racing continued as part of the Sports until the 1960s.

When Sitting Bull left Canada in 1881, a few Sioux families stayed behind. They lived here and there in the winter, but each summer they returned to Wood Mountain. The Sioux were granted a reserve in 1911 at Wood Mountain. By 1920, they organized an Indian Parade and a Powwow. Their native costumes and dances have added color to the Stampede through the years.

The Wood Mountain Rodeo Ranch Museum offers a western welcome. Displays in the museum feature the life of the cowboys and ranchers who first came to the area in the 1880's.

Western artifacts, rodeo artifacts, an adobe, a turf club building, and a pioneer kitchen are reminders of early ranch and rodeo life. Visitors can take part in some real Old West experiences. They can help make a rope, cook bannock (which you get to eat), and make lye soap. Special displays trace the history of the Wood Mountain Stampede, Canada's oldest continuous rodeo. The museum also has extensive local archives and photographic collections & hosts information for the Grasslands National Park East Block.

The Wood Mountain Stampede attracts 2,500 – 3,000 rodeo fans each year.

LAKOTA FIRST NATION

Wood Mountain is also the home of The Wood Mountain Lakota First Nation. Led across the border by Sitting Bull, they are the only organized Lakota nation in Canada. Although Sitting Bull returned to the United States in 1881, Wood Mountain's 37 founding families remained in Canada. A temporary reserve was created for them on October 29, 1910, and recognized through an Order-in-Council on August 5, 1930.

Consultations with the Lakota First Nation will be required to ensure the history of Sitting Bull in the Willow Bunch region, as presented in the marketing material and venues, is an accurate depiction of his stay and reflects back positively on his descendants.

WILLOW BUNCH MUSEUM

The Willow Bunch Museum has 2,000 national and international visitors annually. The centre piece of the Museum is Édouard Beupré, know as the Willow Bunch Giant.

Édouard Beupré was born in Willow Bunch January 9, 1881. He was the first of 20 children born to Metis parents Gaspard Beupré and Florestine Piché.. When he started school at seven, he was of average height, but at nine he was already 6 ft 0 in and at 12 he was over 6 ft 6 in tall. He spoke French, English, Metchif, Cree and Sioux. He was an excellent horseman, but by the age of 17 he had reached the height of 7 ft 3 in and he abandoned the trade.

His father worked as a freighter for the trader Jean Louis Legare, who was a cattle and horse rancher and also Édouard's godfather. For several years he accompanied his father on his trips to Moose Jaw, Regina and Montana.

Around 21-years-old, he stood 7 ft 11 in and weighed 366 lbs. His neck measured 21 inches in circumference and his hands were 12 and a half inches from the wrist to finger tips. His chest measured 56 inches while his shoes had to be custom made for his size 22 feet. In December 1903, he measured 8 ft 2 ½ in.

Beupré signed a contract on July 1, 1904, with the Barnum and Bailey circus to appear at the St. Louis World's Fair in St. Louis, Missouri. He died at age 23 of a pulmonary hemorrhage, a complication of tuberculosis, at the fairground hospital on July 3, 1904. At the time of his death, he was 8 ft 2 in tall and weighed 370 lb, as indicated on his death certificate.

Beaupré's body made it to the Museum of Eden in Montreal and was put on display there, but the exposition drew such a crowd that the authorities shut it down. The body was then passed on to a Montreal circus, but they quickly went bankrupt and so dumped the body in a warehouse. It sat there until 1907, when two kids came across the body as they were playing in the warehouse. The University of Montreal claimed the body, and, after doing some research and an autopsy, mummified Beaupré's body and placed it in a glass display case in the university.

In 1990, the body of *le Géant Beaupré* or *le Géant de Willow-Bunch* was brought back to Willow Bunch. The family had a memorial service, and his remains now lie in front of the Willow Bunch Museum.

The Willow Bunch Museum attracts 2,000 visitors annually.

WILLOW BUNCH GOLF COURSE

The Willow Bunch golf course is consistently rated in the top ten, 9 hole, grass green golf courses in Saskatchewan by the Saskatchewan Golf Association. In 2020, 3,500 unique rounds of golf were played on the course. In 2015, revenue from golfers outside of the region accounted for 70% of revenue. The course clubhouse offers full food and beverage services and in 2020 golf related revenue drove a profit for the first time since inception. The Willow Bunch Golf Course Board conducts an annual Auto-Lotto fundraiser which generates in excess of \$40,000 in profit to cover course upgrades and operations.

REGIONAL TOURISM SUMMARY

The following are the annual numbers for visitors to the Region:

Gateway Festival – 3,500

Willow Bunch Museum – 2,000

Willow Bunch Golf Course – 2,450

JLL Regional Park Campground – 1,500

Campagne Family Farm Fest - 400

St. Victor Petroglyphs – 500

Big Muddy Tours – 830

Wood Mountain Rodeo – 2,500

TOTAL – 13,680

INFRASTRUCTURE REPORT

Due to the size and scope of the project, the JLL CPP Board assigned 4 Board members to engage in a consultation process with BCL Engineering to assess the draft report delivered by BCL in January of 2021. The purpose of the review was to provide a breakdown of the individual components of the BCL report and provide recommendations to the JLL CPP Board on how to proceed. The BCL report is highly technical and required clarity in order to weigh all options put forth in the report.

As an example, the BCL report provided an option to tie new infrastructure for the project into the Town water and sewer systems. Town Council will be required to approve this option as it will have implications of the Town's water treatment plant and cells at the lagoon.

The report also provided an estimate for paving the Park road, which the RM of 42 applied for funding under the Invest in Canada Infrastructure Program. The Province of Saskatchewan approved the Provincial share of the grant, however the RM has yet to receive formal notification from the Federal Government on their portion of the grant.

The JLL CPP Board made a formal motion to move forward with the entire project based on the current infrastructure funding request. The options for the Jean Louis Legare Regional Park Authority, the Town of Willow Bunch and the Rural Municipality of 42 to consider are contained in the BCL final report. The options were assessed by Kevin Durst and Associates and were deemed feasible with a requirement for Phase 2 funding to determine the feasibility of the Working Village, Interpretive Centre, and Coulee Chapel, capturing the history of the Metis, the Francophone and timeframe Sitting Bull resided in the Region after the Battle of the Little Big Horn. In summary;

1 – Infrastructure for the development of campsites, shower house and Metis themed cabins is feasible.

2 – Infrastructure for the existing Park to provide water, sewer and power to meet compliance with Provincial codes and regulations is feasible and essential.

3 – Move and restoration of historic Barn is feasible, subject to a favourable agreement with the Campagne Family to host Farm Fest at the venue.

4 – Development of the Working Village, Interpretive Centre, Jean Louis Legare Trading Post, Metis and First Nations encampment will require Phase 2 funding to undertake a detailed market analysis and development of a comprehensive marketing and business plan. This component of the project is not feasible until this work is complete.

CONCLUSION

In summary, the analysis of this project points to the requirement for greater research to demonstrate absolute certainty there is a business case for the pure tourism components. It is reasonable to conclude the front end infrastructure requirements are feasible, as the JLL Regional Park has clearly demonstrated profitability and there is certainly demand for the expansion of the Park.

To preserve the natural beauty of the Valley, the Park would want to limit the number of visitors to preserve the natural habitat, landscape and scenery. Accommodations would be the largest obstacle to increasing traffic flow to more than 3,000 to the site during the peak season. With an average spend of \$150/person, the Park would generate \$450,000 in gross revenue. These numbers would be validated in the Phase 2 financial projections and are currently assumptions based on regional numbers.

The tourism component is much more complex and Western Diversification must determine the worthiness of supporting the Phase 2 research. The task is daunting with all of the “moving parts” involved and must match the goals for the Canada Coal Transition Initiative. The goals have been communicated to the region’s residents and the expectations are high.

Just as the internet and smart phones have replaced printed brochures and direct mail, robotics and technological advancements are disrupting historical industrial jobs and will continue to do so moving forward. Tourism jobs are not industrial jobs and will not replace the regional payroll scheduled to evaporate in 2030. Tourism in the South Central region of Saskatchewan is disjointed and lacks any type of coordinated and sustained marketing strategy. This project is uniquely positioned to anchor the entire region’s tourism aspirations, create employment and opportunities for small business across the South Central Region. The JLL CPP is committed to working with the SSREP to develop a strategy to the benefit of every community in the Region.

The legacy of shutting down coal can be one of ghost towns and rust. Rust refers to the deindustrialization, economic decline, population loss and community decay as a result of shutting down the South Central Region’s coal industry.

Before we chant the mantra of “*Build it and they will come*”, much more work is required to determine if this project is a once in a lifetime opportunity for real, sustainable change and the foundation of a robust tourism industry which extends an opportunity to share a rich culture and an inviting environment for generations to come.

APPENDIX “J” contains job creation numbers for construction and post construction of Phase 2 of the project.

APPENDIX "A"

South Saskatchewan Regional
Economic Partnership
PO Box 93
Rockglen, SK S0H 3R0

Tel: (306) 852-8400
Email: swallace@ssrep.ca

December 1st, 2020

To: Grants Administration

From: Sean Wallace
South Saskatchewan Regional Economic Partnership

Re: Letter of Support for the Jean-Louis Légaré Coulee Project


To Whom It May Concern:

The South Saskatchewan Regional Economic Partnership (SSREP) is a collaborative committee comprised of nine communities in South Central Saskatchewan whose formation is a direct result of coal transition. Our goal is to assist communities in mitigating job losses and population decline due the impending closure of coal generated power in the Region.

The Town and Rural Municipality of Willow Bunch, both members of the SSREP, currently have the potential to build a world-class tourism asset and destination centre, through the efforts of the Jean-Louis Légaré Coulee Project Plan Inc., that includes educational, social and cultural activities focusing on the history of the Francophone, Metis and Indigenous cultures that are so deeply ingrained in the SSREP Region. This project is significant as it will benefit the entire SSREP Region.

In closing, the South Saskatchewan Regional Economic Partnership supports this endeavour wholeheartedly as a means to generate more tourism and business activities in the Region which will lessen the economic effects of coal transition. More importantly, women, youth and seniors, as vulnerable populations with often precarious employment, will have opportunities to prosper and experience stable employment.

Sincerely,



Sean H. Wallace
Managing Director

APPENDIX "B"

Projected Income and Expense New Campsites

REVENUE

Seasonal (1)	\$	20,000
Daily/Weekly/Monthly (2)	\$	46,200

TOTAL REVENUE	\$	66,200
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EXPENSES

Power & Water	\$	4,000
Wages & Benefits	\$	18,800
Insurance	\$	500
Maintenance (3)	\$	3,310
Contingency (4)	\$	6,620

TOTAL EXPENSES	\$	33,230
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Surplus/(Deficit)	\$	32,970
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Note 1 - 10 Seasonal Sites @ \$2,000/site

Note 2 - Assumes 50% Occupancy

Note 3 - 5% of Gross Revenue

Note 4 - 10% of Gross Revenue

APPENDIX "C"

CABIN DEVELOPMENT MODEL

REVENUE - Model #1		REVENUE - Model #2		REVENUE - Model #3	
Seasonal Cabin Revenue (1)	\$ 36,000	Seasonal Cabin Revenue (1)	\$ 28,800	Seasonal Cabin Revenue (1)	\$ 48,000
Daily/Weekly/Monthly Rentals (2)	\$ 41,480	Daily/Weekly/Monthly Rentals (2)	\$ 41,480	Daily/Weekly/Monthly Rentals (2)	\$ -
TOTAL REVENUE	\$ 77,480	TOTAL REVENUE	\$ 70,280	TOTAL REVENUE	\$ 48,000
EXPENSE - Model #1		EXPENSE - Model #2		EXPENSE - Model #3	
Annual Mortgage (3)	\$ 26,400	Annual Mortgage (3)	\$ 10,600	Annual Mortgage (3)	\$ -
Utilities (4)	\$ 12,000	Utilities (4)	\$ 12,000	Utilities (4)	\$ -
Wages & Benefits (5)	\$ 9,400	Wages & Benefits (5)	\$ 9,400	Wages & Benefits (5)	\$ -
Insurance	\$ 4,800	Insurance	\$ 4,800	Insurance	\$ -
Maintenance (6)	\$ 3,874	Maintenance (6)	\$ 3,514	Maintenance (6)	\$ -
Contingency (7)	\$ 7,748	Contingency (7)	\$ 7,028	Contingency (7)	\$ -
TOTAL EXPENSE	\$ 64,222	TOTAL EXPENSE	\$ 47,342	TOTAL EXPENSE	\$ -
Surplus/(Deficit)	\$ 13,258	Surplus/(Deficit)	\$ 22,938	Surplus/(Deficit)	\$ 48,000

Note 1 - 6 Seasonal Cabins @ \$6,000/year

Note 2 - Assumes 50% Occupancy Rate

Note 3 - 10 cabins at \$44,800/cabin = \$448,000 Mortgage ammortized over 25 years

Note 4 - 4 Cabins @ \$3,000/year

Note 5 - 1 Part Time Equivelant

Note 6 - 5% of Gross Revenue

Note 7 - 10% of Gross Revenue

Note 1 - 6 Seasonal Cabins @ \$4,800/year

Note 2 - Assumes 50% Occupancy Rate

Note 3 - 4 cabins at \$44,800/cabin = \$179,200 Mortgage ammortized over 25 years

Note 4 - 4 Cabins @ \$3,000/year

Note 5 - 1 Part Time Equivelant

Note 6 - 5% of Gross Revenue

Note 7 - 10% of Gross Revenue

Note 1 - 10 Seasonal Cabins @ \$4,800/year

Note 2 - No Daily/Weekly/Monthly Revenue

Note 3 - No Mortgage

Note 4 - Owners Pay Utilities

Note 5 - No employees required

Note 6 - Owner Pays for Maintenance

Note 7 - No Contingency Required

APPENDIX "D"



Jean Louis Légaré Regional Park
Infrastructure and Development Plan

5. FUTURE DEVELOPMENT

5.1 VISIONS, GOALS, AND OBJECTIVES

The vision of the Working Group is to enhance tourism and showcase the rich history of the Willow Bunch community. This vision will be achieved by setting goals and supporting objectives as summarized in Table 5-1.

Table 5-1: Goals and Objectives	
Goal	Supporting Objectives
<ul style="list-style-type: none"> • to provide adequate accommodation for all visitors. 	<ul style="list-style-type: none"> • to develop additional accommodations in areas where access, power, water, and sewer servicing can be efficiently and effectively provided. • to maximize the number of campsites / cabins with the resources available.
<ul style="list-style-type: none"> • to provide adequate levels of service to all development areas and facilities with respect to water supply, sewage disposal, electrical services, and roads. 	<ul style="list-style-type: none"> • to ensure that all development and facilities are connected to a potable water distribution system and a sewage collection and disposal system. • to ensure that utility providers are kept informed as to the need for future electrical and telecommunications services to ensure planning time frames can be met. • to ensure that roads are in good condition and appropriate driving surfaces are provided.
<ul style="list-style-type: none"> • to enhance tourism in the community and provide destination services and entertainment to visitors of the Park. 	<ul style="list-style-type: none"> • to develop tourist attractions to draw visitors, excite them to return, and tell their friends.

APPENDIX "E"

3:03 PM

Jean Louis Legare Regional Park Authority Profit & Loss

19/01/21

January through December 2020

Accrual Basis

	Jan - Dec 20
Income	
Bottle Return SARCAN	598.35
Campground Income	
Camp Site Sales	
Daily Camping	52,964.33
Seasonal Sites	45,952.37
Total Camp Site Sales	98,916.70
Cayer Foundation Grant	4,644.68
Dirt Sales	588.10
Donations-Campground	
Pavement Donations	2,500.00
Donations-Campground - Other	10,029.29
Total Donations-Campground	12,529.29
Land Rental	3,300.00
Mirron Holder Sales	29.59
Park Campsite Add-On's	
BBQ Rental without Propane	114.28
Firewood Sales	5,821.94
Gazebo Rental	214.29
Total Park Campsite Add-On's	6,150.51
Park Passes	
Daily Pass	5,974.77
Seasonal Pass	13,928.56
Total Park Passes	19,903.33
Website Cancellation Fees	258.28
Total Campground Income	146,320.48
Other Income Sources	
Grants	
Summer Student Grant-Pool	7,267.00
Grants - Other	19,170.00
Total Grants	26,437.00
Total Other Income Sources	26,437.00
SLGA - Chase the Ace Grant	13,541.43
Swimming Pool Income	
Donations-Pool	321.29
Pool Passes	
Daily Swim Pass	4,504.77
Season Swim Pass	2,447.61
Weekly Swim Pass	790.45
Total Pool Passes	7,742.83
Swimming Lessons/Programming	
AquaSize	114.29
Lane Swim	47.61
Swimming Lessons	4,180.95
Total Swimming Lessons/Programming	4,342.85
Total Swimming Pool Income	12,406.97
Total Income	199,304.23

APPENDIX "E"

3:03 PM
19/01/21
Accrual Basis

Jean Louis Legare Regional Park Authority Profit & Loss January through December 2020

	Jan - Dec 20
Expense	
Campground Expenses	
Administration/Registration	308.00
Advertising-Park	739.46
Bookkeeping Services	2,979.71
Equipment Repairs	246.59
Fuel Expense	1,862.96
Legal Fees	602.00
License Expense	1,684.46
Memberships-Park	265.00
Oil	79.98
Online Booking Fees	4,174.18
Repairs & Maintenance-Park	19,458.31
Small Tools & Equipment	976.49
Stationary, Printing & Postage	211.21
Supplies-Park	3,314.04
Telephone	1,620.55
Utilities-Park	10,346.31
Wages Expense-Campground	
Employer Deductions-Park	2,708.69
Wage Expense-Park	42,730.69
Total Wages Expense-Campground	45,439.38
Total Campground Expenses	94,308.63
Other Expenses	
Accounting Fees	1,775.50
Bank Service Charges	
Bank Fees	36.05
POS Machine Fees	1,320.65
Bank Service Charges - Other	729.34
Total Bank Service Charges	2,086.04
Cash Over/Short	74.06
Insurance	5,178.55
Interest Expense	1,640.66
Office Expenses	345.88
Worker's Compensation Expense	624.77
Total Other Expenses	11,725.46
Swimming Pool Expenses	
Chemical Container Deposit	600.00
Chemicals	1,520.70
Freight/Postage	515.00
Memberships-Pool	70.00
Phone	767.88
Repairs & Maintenance-Pool	693.87
Supplies-Pool	494.87
Swimming Lesson Supplies	50.31
Utilities-Pool	3,650.46
Wages & Salaries-Pool	
Employer Deductions-Pool	1,043.53
Wage Expense-Pool	21,310.79
Total Wages & Salaries-Pool	22,354.32
Water Test	21.90
Total Swimming Pool Expenses	30,739.31
Total Expense	136,773.40
Net Income	62,530.83

APPENDIX "F"

HISTORY OF SASKATCHEWAN BARNs

Some families continued to store square bales in the loft but the introduction of the round bale truly spelled the end for the barn in the early 1970s. Large round bales shed water and thus do not need shelter, plus their weight is too much of a load for lofts. With this development, the barn truly lost its purpose. Farmers then were faced with the dilemma of what to do with their redundant barns?

The original, universally agreed-upon function for a Saskatchewan barn, its *raison d'être*, was to house the workhorses. Before the internal combustion engine revolutionized agriculture, the horse was the muscle and the stamina that powered the farm work, from sowing to reaping and the incalculable tasks in between. As such, their health and wellbeing was of vital importance. The necessity of strong, well-fed horses demanded a structure to cater to their caretaking. The basic function of the barn, no matter what shape it took, was to provide for the horses. This included shelter from the elements as well as a storehouse for the fuel which fed the hardworking horses: hay. However, just as barns were being built in the southern region of Saskatchewan, technology was already beginning to replace them. As early as 1911, when the very first large gambrel-roofed barns were being constructed in the region, Saskatchewan's Deputy Minister of Agriculture, A.F. Mantle, penned the following argument, a certain death-knell for the Saskatchewan barn:

"We do not relish the thought of horseless farms but welcome the advent of the tractor that will relieve our horses of the slavish part of their work, permit us to reduce their numbers, and enable us... to plow our summer fallow deeper and better... In threshing operations man was displaced by the horse – and has never regretted it (at least those of us who have ever swung the flail have no regret!); the horse in turn was displaced by the steam traction engine – and neither the horse nor man regret it now the steam engine is being largely displaced by the gasoline tractor – and no fireman regrets it; perhaps soon the tractor will give place to the electric motor! Why then need there be any sentimental regrets or doubts about displacing the horse as a source of power for breaking sod and plowing summer fallow?"

Additionally, most farms had several milk cows, and thus there was still a need for plenty of hay. The importance of the "cream check" was a significant factor in this. The importance of hay was always foremost, but the importance of the cream check as a source of income for farm families was paramount to their survival. In decades past, the milk cows produced a form of stable income – the cream check. The milk produced from the barn was separated, the excess cream stored in five gallon metal cans. These were delivered to the nearest rail station once or twice a week, tags tied to the handles identifying the families. The cream was then transported to creameries in nearby larger centres. Checks were mailed out to the families, and this was a vital source of income throughout the year. Most creameries closed down in the late 1960s as larger, specialized dairies edged out farm families. Nearly coinciding with the end of the cream check, the evolution of hay is one of the most significant reasons for the barn's lack of purpose. It was in the late 1950s and early 1960s that square bales began to replace loose hay. As more families phased out milk cows, the barn's position deteriorated further. Now there were no daily chores as there had been before, no reason to go out to the barn every morning and evening. Since the cows did not live in the barn, there was no need to replenish the hay in the loft. Some families continued to store square bales in the loft but the introduction of the round bale truly spelled the end for the barn in the early 1970s. Large round bales shed water and thus do not need shelter, plus their weight is too much of a load for lofts. With this development, the barn truly lost its purpose. Farmers then were faced with the dilemma of what to do with their redundant barns?

APPENDIX "G"

Pro Forma Statement of Income and Expenses for Annual Operation of Historic Barn

REVENUE	Year 1	Year 2	Year 3	Year 4	Year 5
Farm Fest (1)	\$ 3,850	\$ 9,650	\$ 25,200	\$ 38,300	\$ 57,300
Wedding Rentals	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
Family Reunion Rentals	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
Wagon Trains (2)	\$ 3,000	\$ 3,000	\$ 3,000	\$ 6,000	\$ 6,000
Farmers Market (3)	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
Food & Beverage (4)	\$ 2,500	\$ 2,875	\$ 3,306	\$ 3,802	\$ 4,373
TOTAL REVENUE	\$ 12,350	\$ 18,525	\$ 34,506	\$ 51,102	\$ 70,673
EXPENSE					
Water & Power	\$ 6,000	\$ 6,240	\$ 6,490	\$ 6,749	\$ 7,019
Labour	\$ 3,705	\$ 5,558	\$ 10,352	\$ 15,331	\$ 21,202
Food & Beverage Cost	\$ 750	\$ 863	\$ 992	\$ 1,141	\$ 1,312
Maintenance	\$ 1,000	\$ 1,100	\$ 1,210	\$ 1,331	\$ 1,464
TOTAL EXPENSE	\$ 11,455	\$ 13,760	\$ 19,043	\$ 24,551	\$ 30,997
Surplus/(Deficit)	\$ 895	\$ 4,765	\$ 15,463	\$ 26,551	\$ 39,676

Note 1 - Revenue from Farm Fest from Appendix "H"

Note 2 - Revenue sources are food and beverage for 100 people

Note 3 - Booth rentals for 10 booths at \$100/booth

Note 4 - Food and beverage sales from weddings and family reunions.

APPENDIX "H"

PRO FORMA REVENUE AND EXPENSE PROJECTIONS FOR FARM FEST

REVENUE	Year 1	Year 2	Year 3	Year 4	Year 5
Admission (1)	\$ 20,000	\$ 25,000	\$ 37,500	\$ 50,000	\$ 75,000
Food & Beverage (2)	\$ 10,000	\$ 12,500	\$ 18,750	\$ 25,000	\$ 37,500
Overflow Camping	\$ 500	\$ 750	\$ 750	\$ 750	\$ 750
Souvenir Sales (3)	\$ 8,000	\$ 10,000	\$ 15,000	\$ 20,000	\$ 30,000
TOTAL REVENUE	\$ 38,500	\$ 48,250	\$ 72,000	\$ 95,750	\$ 143,250
EXPENSE					
Lighting & Sound	\$ 2,500	\$ 2,550	\$ 2,601	\$ 2,653	\$ 2,706
Insurance	\$ 800	\$ 914	\$ 1,048	\$ 1,204	\$ 1,388
Food & Beverage Cost (4)	\$ 3,000	\$ 3,750	\$ 5,625	\$ 7,500	\$ 11,250
Labour (5)	\$ 2,500	\$ 3,750	\$ 5,625	\$ 6,250	\$ 9,375
Musicians & Artists (6)	\$ 11,550	\$ 14,475	\$ 21,600	\$ 28,725	\$ 50,138
Musicians & Artists Transportation	\$ 10,000	\$ 10,300	\$ 10,609	\$ 10,927	\$ 11,255
JLL Regional Park (7)	\$ 3,850	\$ 9,650	\$ 25,200	\$ 38,300	\$ 57,300
TOTAL EXPENSE	\$ 34,200	\$ 45,389	\$ 68,659	\$ 91,702	\$ 139,318
Surplus/(Deficit) (8)	\$ 4,300	\$ 2,861	\$ 3,341	\$ 4,048	\$ 3,932

Note 1 - Attendance projected to rise from 400 in year 1 to 1,500 in year 5

Note 2 - Food and beverage spend estimated at \$25/person

Note 3 - Souvenir sales estimate is \$20/person

Note 4 - Food & beverage cost calculated at 30%

Note 5 - Labour cost calculated at 25% to maximum of 30%

Note 6 - Musician/Artist cost is 80% in year one, 60% in year 5

Note 7 - JLL Regional Park invoices Farm Fest event for facility rental of the Barn. 5% in year 1 and 40% in year 5 to cover annual operating expense.

Note 8 - JLLRP retains any surplus for annual maintenance of the Barn.

APPENDIX "I"

Historic Barn Construction Costs

EXPENSES

Mover	\$ 40,000	
Base Preperation	\$ 16,250	
Concrete	\$ 22,000	
Labour to Place & Finish Concrete	\$ 7,500	
Pump Truck	\$ 1,900	
Tin	\$ 5,590	
Labour to Tin Roof	\$ 7,525	
Interior finish	\$ 240,000	
Labour for Interior Finish	\$ 72,000	
Wheel Chair Ramp	\$ 15,000	
Kitchen	\$ 35,000	
Contingency	\$ 40,000	
TOTAL CONSTRUCTION COST		\$ 502,765

APPENDIX "J"

Phase 2 Employment Projections

JOB DESCRIPTION	NUMBER	FULL TIME	PART TIME/SEASONAL	FULL TIME EQUIVALENT
Construction Phase	26		Yes	13
OPERATIONS				
Park Maintenance	2	2		2
Gate Staff	2		Yes	1
Event Staff	12		Yes	3
Wagon Train	12		Yes	3
Food Services	3		Yes	1.5
Custodial	2	2		2
Total Operations	33	4		12.5

APPENDIX "K"

NATIONAL TOURISM STATISTICS

Stats Can reports US travelers took 4.9 million trips to Canada in the fourth quarter of 2018, up slightly (+0.4%) from the same quarter in 2017. Trips by US travelers accounted for more than three-quarters (78.8%) of all international trips to Canada from October to December 2018, but less than half (47.5%) of total foreign travel spending.

Travel spending by US residents in Canada averaged \$375 per trip, with an average length of stay of four nights per trip. Accommodation was the largest single expense item (35.9%), followed by food and beverages (27.1%). Other significant expense items were transportation services within Canada (15.0%) and recreation and entertainment (9.2%).

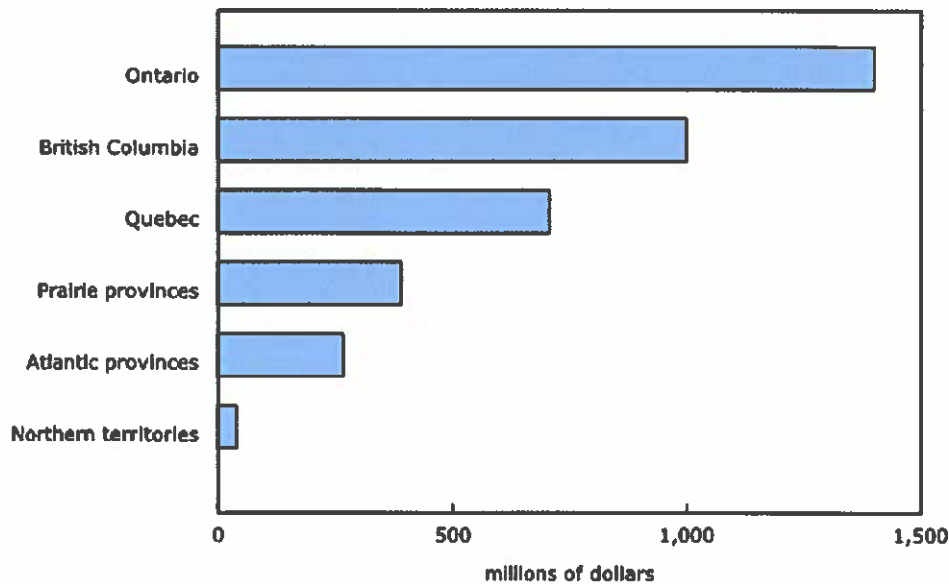
Ontario (50.1%) was the most visited province by US residents, followed by British Columbia (21.5%) and Quebec (13.8%).

US residents made 1.8 million trips to Canada for holidays, leisure or recreation, and 1.2 million trips to visit friends and relatives. Travel for these purposes represented 62.0% of all trips from the United States to Canada during the fourth quarter. Travel for other personal reasons represented 21.2% of all trips by US residents to Canada, while just under 16.8% were trips for business-related purposes.

Arrivals from overseas continue to increase

Chart 2 

Travel expenditures by provinces (millions of dollars), fourth quarter 2018



Travelers from overseas countries (countries other than the United States) made 1.3 million trips to Canada in the fourth quarter, up 3.9% from the fourth quarter of 2017. Although accounting for just under one-quarter of all arrivals from abroad, residents from overseas countries accounted for over half (\$2.0 billion) of total travel spending during the quarter.

Overseas travelers spent \$1,540 on average per trip to Canada, four times more than the average spending per trip by US residents, mainly because they typically stay longer when visiting Canada. The average overseas visitor to Canada stayed 17 nights per trip, compared with an average of 4 nights by visitors from the United States.

Just like US travelers, accommodation (28.1%) and expenditures on food and beverages (25.1%) were the largest expense items for overseas travellers. However, overseas residents spent almost three times more on clothes and gifts (24.0%) than US residents (8.8%).

The top three source countries for overseas travellers to Canada were the United Kingdom (147,000 trips), China (144,000 trips) and France (120,000 trips) during the fourth quarter.

In addition to China, which was the leading source country for overseas travellers to Canada from Asia and Oceania, Australia (71,000 trips), Japan (56,000 trips) and India (51,000 trips) were the other top source countries of travellers from the region.

After the United Kingdom and France, Germany (64,000 trips) was the third top source country of international travelers to Canada from Europe.

Among the top source countries of travelers to Canada, visitors from China were the biggest spenders on average, at \$3,250 per trip, followed by visitors from Australia (\$2,150) and South Korea (\$1,530).

About two-thirds of visitors from Europe visited Ontario or Quebec in the fourth quarter. Ontario (274,000 visits) received more visitors from Asia and Oceania than British Columbia (236,000 visits), the province traditionally most-visited by visitors from these two regions.

Visiting friends and family, at 583,000 trips, was the most common travel purpose for overseas travellers to Canada in the fourth quarter, representing 44.1% of all trips from overseas.

Pleasure, leisure or holidays, the second most common reason for visiting Canada, represented 27.8% of all trips by residents of overseas countries.

Residents from Asia and Oceania (43.3%) and Europe (42.9%) travelled to Canada primarily to reunite with their friends and families, in contrast to summer months when travelers from these regions are traditionally more likely to visit Canada for leisure or recreation.