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# ***Peace Region Palaeontology Research Centre Funding Strategy***

## ***Final Report***

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Prepared for

**Peace River Regional District**

By



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and

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In association with  
**Lynn Consulting Group**

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## TABLE OF CONTENTS

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<b>1 – Introduction and Project Context.....</b>	<b>1</b>
Development of Peace Region Palaeontology Research Centre .....	1
Project Objective and Key Issues .....	2
Study Process .....	4
<b>2 – Analysis of Existing Operations, Budgets and Funding.....</b>	<b>5</b>
Current PRPRC Facilities .....	5
PRPRC Current Programming and Operations.....	7
Operational Costs and Expenses .....	11
Sources of Operating Funds and Revenues .....	12
Short-Term Capital Cost Requirements .....	14
Sources of Capital Funds .....	15
<b>3 – Review of Funding Sources for Other Palaeontology Centres .....</b>	<b>17</b>
Royal Tyrrell Museum.....	17
T-Rex Discovery Centre .....	18
Canadian Fossil Discovery Centre.....	20
Philip J. Currie Dinosaur Museum .....	20
Conclusions Regarding Comparable Centres .....	22
<b>4 – Short and Long Term Funding Requirements for PRPRC.....</b>	<b>24</b>
Short-Term Operational Funding Requirements .....	24
Long-Term Capital Funding Requirements .....	25
Operational Funding Requirements for Purpose-Built Centre .....	27
<b>5 – Funding Strategy for Peace Region Palaeontology Research Centre.....</b>	<b>29</b>
Funding from Non-Local Government Public & Private Sources .....	29
Economic Value of the Centre to the Region .....	30
Aspects of PRPRC Regional Government Could Fund.....	35
Recommended Ongoing Levels of Support from District and Regional District .....	37
Strategy for Securing Province’s Recognition and Funding Support .....	39
<b>6 – Case Statement for Providing Ongoing Funding Support.....</b>	<b>41</b>
Fundraising Context .....	41
Significance of the Centre.....	42
Funding Support Needed to Help the Centre Achieve its Potential .....	43
Additional Short Term Core Operational Funding Required .....	47
<b>7 – Communications Plan to Build Funding Support for PRPRC .....</b>	<b>51</b>
Overall Branding and Logos .....	51
Promotional Materials Requirements .....	52
Websites Enhancement.....	54
Establishing a Strong Social Media Presence.....	56
Media and Public Relations Activities .....	57
Direct Contact with Key Organizations and Individuals .....	59

**8 – Funding Implementation Plan ..... 62**  
    Formalizing a Fundraising Campaign .....62  
    Implementation Steps/Action Plan .....63

**Appendix A – Professional Publications and Activities of the PRPRC ..... A-1**

**Appendix B – Notes from Interviews/Research on Comparable Centres..... B-1**

# 1 – INTRODUCTION AND PROJECT CONTEXT

## DEVELOPMENT OF PEACE REGION PALAEOLOGY RESEARCH CENTRE

The Peace Region Palaeontology Research Centre (PRPRC) was first established in 2003 by the Tumbler Ridge Museum Foundation (TRMF). This Foundation is a registered not-for-profit society which was set up in 2002 to administer Museum functions in Tumbler Ridge. Both the TRMF and the PRPRC came about as a result of the discovery of a dinosaur trackway on Flatbed Creek near Tumbler Ridge in 2000. The scientific importance of the discovery was established in 2001 as a result of enquiries made to the Curator of Dinosaurs at the Royal Tyrrell Museum of Palaeontology in Drumheller, Alberta who sent Palaeontologist Richard McCrea, an authority on dinosaur trackways, to visit the site. Since that time additional trackways, dinosaur bones, and even a complete dinosaur have been discovered within the Peace River Regional District in Northeastern British Columbia.

- ◆ The Centre was essentially set up to focus on the palaeontology aspects of the Museum operations spearheaded by the Tumbler Ridge Museum Foundation.
- ◆ It has been recognized by the TRMF and the District of Tumbler Ridge that the PRPRC is undertaking nationally and internationally significant palaeontological scientific research, which is forming the basis for a significant body of research and collection of specimens and artifacts.
- ◆ When the Centre was first established it was housed in a small warehouse building in the Tumbler Ridge Industrial Park from 2003 to 2008. This modest 5,000 sq. ft. rented warehouse building included a collections area, a preparation laboratory, and a small Dinosaur Discovery Gallery which was the public display space.
- ◆ The Centre moved to its current home in a 25,000 sq. ft. former elementary school in Tumbler Ridge in 2008. Since then, much of the building has been renovated to suit the new uses as a palaeontology research centre with a museum component known as the Dinosaur Discovery Gallery.

The PRPRC has become an important regional tourist attraction and has received national and international recognition for its scientific work in the field of palaeontology. Although BC is particularly rich in palaeontological resources, no other institution has stepped forward to preserve this rich heritage. The PRPRC has taken the initiative to assume responsibility as the

October 13, 2011

de facto provincial repository for fossils, and has achieved significant international standing by doing so.

In order to be effective in these roles the PRPRC needs a stronger core operational funding base. It currently has only one stable funding source which is the District of Tumbler Ridge, which normally contributes approximately \$200,000 annually to operational funds. For the remainder of its operational funding and funding for capital projects, the Centre relies on a constantly changing flow of private sector contributions and a multitude of different grants from provincial and federal government programs that frequently change from year to year. This makes it difficult to maintain a sufficient staff level and operational funds to carry out the Centre's public and scientific programming and activities, nor does it enable it to conduct a comprehensive ongoing capital and operational fundraising and sponsorships campaign.

## PROJECT OBJECTIVE AND KEY ISSUES

The overall objective of this study is to develop a funding strategy that will tap into regional, provincial, and other funding sources to assist with the ongoing development of a purpose-built Peace Region Palaeontological Research Centre and Museum during the next five to ten years. This will require significant augmentation of the Centre's annual funding in the short term and it is hoped that it may be possible for the Regional District to approximately match the \$200,000 annually that is typically contributed to the Centre's operating budget by the District of Tumbler Ridge.

We understand that in order for the Regional District to make this significant funding commitment, there is a need to demonstrate a strong rationale and build a case for Regional District Board Members and their constituents to be supportive of this type of funding initiative. Development of the Centre is intended to benefit residents and businesses throughout the region, both economically and as an important heritage and educational amenity.

For the project to be successful we believe that the following key issues must be addressed:

- 1. What are the strategic funding priorities for the PRPRC?** It is important to clearly understand the short-term requirements for operational funds over the next several years, along with the longer term capital funding requirements for the Centre, in order to fully develop a purpose-built Palaeontology Research Centre and Museum for the region, which is an important repository for BC's fossils.

October 13, 2011

- 2. What is the rationale for extending Regional District funding to the Centre on an ongoing basis?** This is a central question for this assignment. The project is generally viewed as a major contributor to tourism and economic development in the region as the Centre's activities have attracted interest from throughout BC, nationally and internationally. This has resulted in incremental visitation to the region and major contributions to local and regional businesses and their employees, thereby providing support to the local tax base. As the work of the Centre is internationally significant, this draws attention to the region, which, in turn, contributes to making it a more attractive as a place to visit, to live and to do business.
- 3. Are there specific types of initiatives that would be the most appropriate for the Regional District to provide funding support to?** The Regional District operates with a number of different funding envelopes designated to specific departmental activities, programs and facilities throughout the region. Two important mandated areas of the Regional District's programming include recreation and culture, as well as economic development. The activities of the Centre, because of the extent of public and community programming and outreach, as well as educational opportunities offered by the Centre, is a good fit with the recreation and culture mandate. The Centre's contribution to the important tourism sector of the economy makes it a good fit with the region's economic development programming. Therefore, consideration could be given to supporting programs and activities of the Centre that make a positive contribution to these mandated components of regional government.
- 4. Will an incremental contribution to overall funding by the region leverage additional funding dollars for the Centre?** It is important to be able to demonstrate that major contributions by the region will help to generate matching or incremental funds from other sources such as the Province and the private sector. Having a larger operational budget available, as a result of incremental regional funding, should enable the Centre to more effectively implement its operational and capital fundraising programs.
- 5. What communications and promotional activities should be undertaken to encourage support for this funding initiative?** In addition to developing an appropriate rationale for providing this type of funding from the local tax base, it is important to develop a Communications Plan that can be implemented by the Regional District and its partners at the District of Tumbler Ridge, Tumbler Ridge Museum

October 13, 2011

Foundation and Peace Region Palaeontology Research Centre, to encourage regional and provincial funding support for the Centre.

## **STUDY PROCESS**

The consulting team was led by John Murray, Managing Director of Economic Growth Solutions Inc. and Meadfield Consulting Inc., who was the principal author of this report. John Lynn of Lynn Consulting Group also played an important role on the team. The research and consultation process involved several key steps, including the following:

1. Review of relevant documents, studies, business plans, grant submissions and budgets for PRPRC and TRMF
2. Interviews and consultations were undertaken with PRPRC stakeholders including the Curator and TRMF Board members
3. District of Tumbler Ridge and Peace River Regional District senior management were also interviewed, along with representatives from local/regional tourism organizations.
4. The consultants reviewed and analyzed the PRPRC's existing operations, budgets, capital requirements, and funding sources.
5. Interviews were undertaken with other similar palaeontology research centres and museums in Western Canada to determine their characteristics and the public and private sector funding sources they have tapped into successfully.
6. The short and long term funding requirements for the PRPRC were determined.
7. An overall funding strategy and fundraising "Case Statement" were developed.
8. The final components of the assignment involved preparation of a communications plan to facilitate the fundraising and marketing/promotion of the Centre, as well as a funding implementation plan.

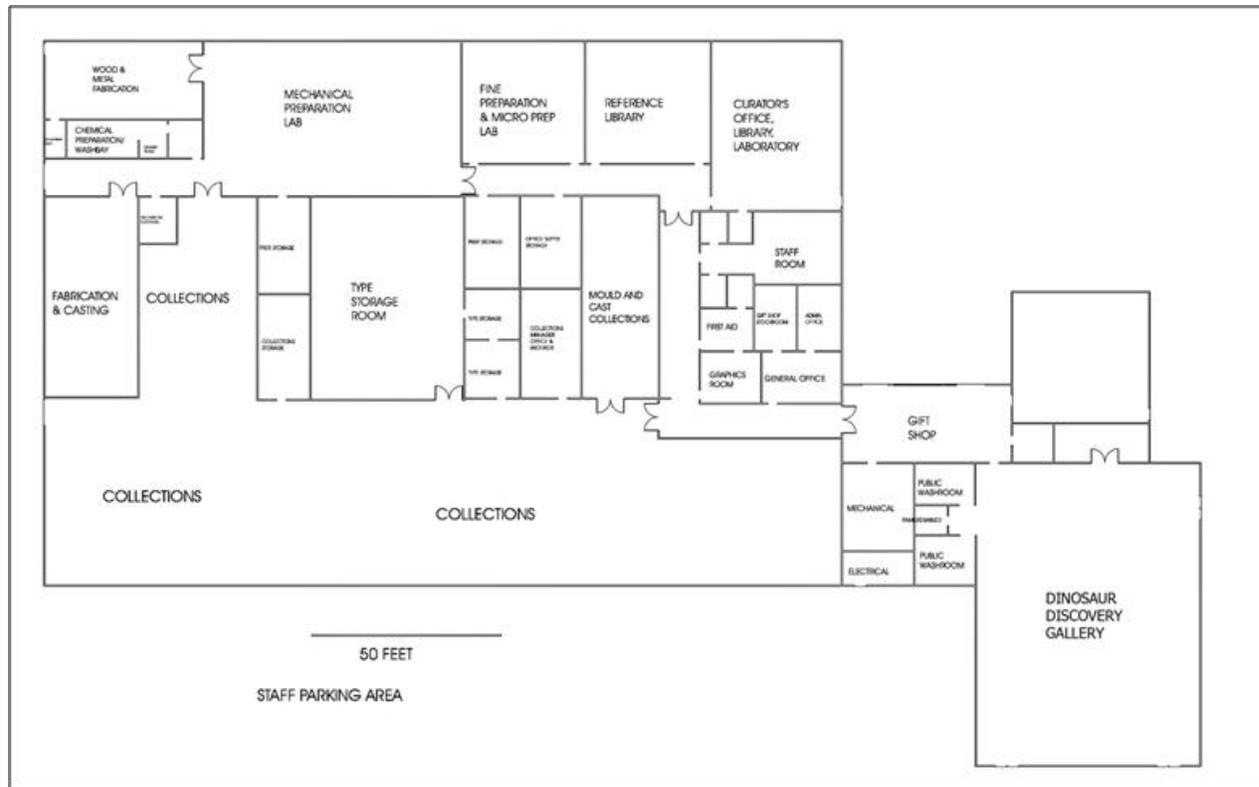
**October 13, 2011**

## 2 – ANALYSIS OF EXISTING OPERATIONS, BUDGETS AND FUNDING

### CURRENT PRPRC FACILITIES

In 2008 the District of Tumbler Ridge purchased the vacant Claude Galibois School from the South Peace School District with a view to providing a more significant building to house the PRPRC over the longer term, recognizing that it had vastly outgrown its 5,000 sq. ft. warehouse facility. The Claude Galibois facility underwent approximately \$200,000 of initial renovations to make it suitable for use by the PRPRC. A total of more than 25,000 sq. ft. has enabled much more space for housing the rapidly growing collection of specimens and artifacts, along with significant space for laboratory, public display, administration and other functions of the PRPRC operations. Figure 2.1 shows the current floor plan, indicating layout of the different functional areas.

**Figure 2.1: Current Floor Plan of Peace Region Palaeontology Research Centre**



Source: Peace Region Palaeontology Research Centre

The main entrance is via the gift shop area which leads visitors into the Dinosaur Discovery Gallery, which is the public display space. Much of the building, as shown, is devoted to collection storage as well as preparation labs and areas used for exhibit development and fabrication. There are also offices and reference library spaces within the building, enabling a fairly complete palaeontological museum and research facility.

In Figure 2.2 an approximate break-out of the square footage of the different functional areas within the building is shown, indicating that a large portion of the square footage is devoted to scientific uses.

**Figure 2.2: Approximate Square Footages by Functional Area**

Overall Category	Function	Sq. Ft.
Collections	General Collections	8,339
Research	Curator's Office & Lab	945
	Library	1,089
Technical Areas	Mechanical and Light Preparation (incl. welding, carpentry and fabrication area)	6,692
Utility Areas	Mechanical/ Electrical	618
	Custodial	121
Public Areas	Admissions / Gift Shop	945
	Education	1,260
	Gallery, Theatre, Public Washrooms	4,800
Administration	General Office, Graphics Room, Office Supplies, Education Office, Staff Room, Staff Washrooms	1,113
<b>Total</b>		<b>25,922</b>

Source: Peace Region Palaeontology Research Centre

Plans are underway to do some further renovations which will enhance the visitor experience and upgrade the look of the building on the exterior, so that it looks less institutional and has a more visitor-friendly appearance.

An aerial view of the building and site is shown in Figure 2.3.

**Figure 2.3: Aerial View of Peace Region Palaeontology Research Centre**



*Source: Peace Region Palaeontology Research Centre*

## **PRPRC CURRENT PROGRAMMING AND OPERATIONS**

The PRPRC offers two broad categories of programming:

- ◆ Public programming
- ◆ Palaeontological Science Programming

These two programming areas are highly interdependent as the quality and extent of the public programming is dependent upon the quality, significance and success of the scientific programming. The various programs are described in the following paragraphs.

### **Public Programming**

This category of programming is focused on visitors to the Centre, educational programs, and other outreach programming initiatives (which are primarily educational and public relations oriented). The specific public programming initiatives include the following:

- ◆ An active tour program where visitors are taken on guided tours to two local dinosaur trackway sites on a series of scheduled visitor-oriented tours, as well as school tour groups.

- ◆ Children's day camps and educational programs, which are operated primarily during the summer months
- ◆ Lecture series – the PRPRC periodically delivers lectures and holds palaeontology symposiums such as the recent symposium held in Tumbler Ridge in May of 2011.
- ◆ Dinosaur Discovery Gallery – this is a major feature of the new building, housed in the gymnasium of the former school. This has been fully renovated and fitted out with artifacts and displays, as well as a small video theatre (see Figure 2.4). A small gift shop operation is located in the entrance lobby of the building to further cater to visitors and generate some incremental revenue.

**Figure 2.4: Before and After Views of Dinosaur Discovery Gallery**



*Source: Peace Region Palaeontology Research Centre*

### **Palaeontological Science Programming**

It should be stressed that the science programming, while not directly revenue generating, is the basis for the public programming. The science programming encompasses the search for, finding, excavating, transporting, cataloguing and preparing the palaeontological specimens. The public programming is totally dependent upon the significance and success of this science programming as it involves displaying and interpreting the specimens, as well as informing and educating students and the general public about dinosaurs, palaeontology and, more specifically, BC's specific palaeontological resources.

**October 13, 2011**

**Figure 2.4: Acrocanthosaurus – A Theropod from the Lower Cretaceous**



*Source: Peace Region Palaeontology Research Centre*

The science programming consists of field activities throughout Northeastern BC, as well as in-house activities at the Centre. The field activities are normally carried out during the summer months when it is possible to access some of the relatively remote sites where significant fossil finds have occurred. The in-house activities can be carried on the rest of the year and focus on research, collections management, and fabrication of new exhibits and displays.

### ***Field Activities***

The overall goal of the Centre is to document, study, assess, interpret and protect the palaeontological resources of the Peace River Region in BC and support other communities in the region in this field of endeavour. The field activities are focused on the exploration for vertebrate fossils (both marine and terrestrial) within Northeastern British Columbia. Specific subject areas of interest include the following:

- ◆ Vertebrate Ichnology – vertebrate track sites
- ◆ Terrestrial vertebrate palaeontology – vertebrate bone sites (i.e.: dinosaurs)
- ◆ Marine vertebrate palaeontology - marine reptiles and fish
- ◆ Marine invertebrate palaeontology and invertebrate ichnology
- ◆ Palaeobotany (study of the record of fossil plants in the Peace Region).

Recent work has focused on the continued excavation of the Hadrosaur from the Wapiti formation near the Alberta border. Many other sites have been discovered in the region and the PRPRC has been undertaking research in connection with a number of different sites, in addition to the Hadrosaur excavation (expected to be finished in 2012). A significant site near Hudson's Hope in the Gething Formation is another upcoming focal point of the scientific exploration, research and recovery program.

### ***In-house Activities***

As noted earlier, these activities are strongly focused on research in connection with the various specimens that have been recovered from the field activities. Each of the specimens is subjected to the following types of preparation, measurement and research activities (some of the initial steps are undertaken in the field), as follows:

- ◆ Preparation of the fossil which involves cleaning and stabilizing
- ◆ Detailed examination of the specimen to make a comprehensive identification
- ◆ Determine the mode of preservation and the presence of related flora and fauna (mainly done in the field)
- ◆ Making position measurements of skeletal/ichnological elements and related data, as well as documenting and further investigating the specimen by taking photographs, doing 3-D scanning and sometimes even CT scanning
- ◆ The researched specimens and associated data can then be compared with other specimens from palaeontological museum collections nationally and internationally, which enables the PRPRC palaeontologists to put the specimen in context on a global scale, to determine if such a specimen has previously been identified anywhere else.
- ◆ From the resulting data and various comparisons the palaeontologists and researchers can prepare scientific manuscripts describing in detail the specimens and pertinent information about their discovery and acquisition.
- ◆ Manuscripts are then submitted to professional journals and other scientific publications where they are peer-reviewed and then either accepted or rejected for publication
- ◆ The institution's record of publications forms the basis of its reputation among the palaeontological museum and scientific community. It is then possible to make use of the information in these publications to develop the interpretive component of the Museum, since they have passed muster by acknowledged experts in the field via the peer-review process.

Many papers have been published by PRPRC's two palaeontologists, Rich McCrea and Lisa Buckley, frequently working with other authors, over the past several years.

Fabrication activities are focused on the development of visual displays for the Dinosaur Discovery Gallery and use in various interpretive and outreach programs.

Collections management is another aspect of the in-house scientific activities which involves the preparation, cataloguing and systematic storage of the thousands of specimens that have been brought in from the field. This collection can be used for research by the palaeontologists and technicians at PRPRC, along with other scientists, students and the general public, so represents a significant public resource to the region that is ultimately a draw to scientists, researchers and other visitors.

## OPERATIONAL COSTS AND EXPENSES

In Figure 2.5 we have shown the PRPRC operating expenses for 2010, which lists the expenditures by principal category. As shown, the most significant expenses are associated with wages and salaries, along with building renovations and maintenance. Current staffing consists of two full-time palaeontologists, one technician and other part-time and contract administration personnel, along with seasonal field staff. The Centre essentially operates with minimal staff and is in need of additional core operational funding to strengthen the administrative component of its operations, the tourism, educational and other outreach programs, as well as advancing the scientific research.

**Figure 2.5: PRPRC Annual Operating Expenses**

Expense Item	\$ Jan-Dec 2010
Staff salaries, wages and benefits	\$155,518
- Curator of Palaeontology/Project Manager	
- Curator/Collections Manager	
- 2 Technicians (1 x full year + 1 x 2 months)	
- 2 Education Co-ordinators (May-Aug)	
- Gallery Host (July-Aug)	
- Bookkeeper (full year 2 days a week)	
Plan and health benefits	306
Casual labour	811
Consulting fees	13,000
EI, CPP and WCB expense	11,427
Sub-Total	\$181,062
Accommodation Expense	147
Accounting/Auditing and Legal	4,180
Advertising and Promotions (incl. website)	570
Artwork Expense	426
Building Security	400
Computer Servicing	677
Education Programs	308
Fees and Penalties	229
Freight expense	1,859
Funding Expense	230
Gallery expense	335

**October 13, 2011**

Expense Item	\$ Jan-Dec 2010
General Office Expense, Office Supplies	345
GST/HST/PST Expense	7,491
Insurance, licences and memberships	9,796
Meeting and presentations	113
Projects - displays and exhibits	975
Projects - Field	8,809
Projects symposium	2,952
Purchase - Gift Shop	779
Renovations expense	23,640
Telephone	2,218
Tools and supplies	6,266
Training expense	4,870
Utilities	18,854
Vehicle Gas and oil and insurance	1,706
<b>Total Operating Expenses (excl. depreciation)</b>	<b>\$279,237</b>

Source: Tumbler Ridge Museum Foundation

## SOURCES OF OPERATING FUNDS AND REVENUES

In Figure 2.6 the structure of the Centre's overall revenue is shown for 2010 – 11, which indicates the sources of operating funds as well as the operational revenues from its tourism oriented and educational programs for which fees are charged.

**Figure 2.6: PRPRC Sources of Operating Funds and Revenues**

Revenue Source	\$ Jan-Dec 2010
District of Tumbler Ridge *	\$154,117
Federal Government (wage subsidy program)	15,341
South Peace Economic Development Commission	25,000
North Peace Economic Development Commission	25,000
NDI Trust	19,000
Other Sources:	
- Refunds and rebates	3,753
- Targeted wage subsidy	4,096
- Donations individual	2,216
- Donations business	32,961
- Membership	513
- Admission to Gallery	12,630
- Gift Shop – t-shirts and hats	749
- Gift Shop – dino and other books	1,474
- Gift Shop – theropod track casts	1,548
- Gift Shop – miscellaneous	29

**October 13, 2011**

Revenue Source	\$ Jan-Dec 2010
- Gift shop commissions	251
- Fundraising trackway tours + educational programs	3,153
- Summer activities	150
- Room rental	1,098
- Interest and US exchange	118
<b>Total</b>	<b>\$303,196</b>

Source: Tumbler Ridge Museum Foundation

\* District of Tumbler Ridge Funding utilized primarily to fund portion of permanent staff wages not paid for by other sources (e.g. Workshare Program), as well as gas and hydro bills for the operation of the building. Normally this funding is maintained at a level of \$200,000 annually.

In Figure 2.7 we have shown admission fees for the Dinosaur Discovery Gallery, along with fees for some of the outreach programs such as the educational programs for children and the summer Dinosaur Day Camps. As visitation numbers to the Centre are increasing each year, there is considerable upside potential for revenue generation from programming fees. The rates charged appear to be in line with other admission fees charged for comparable attractions, facilities, tours and similar programs elsewhere in Northern BC.

**Figure 2.7: PRPRC Admission and Educational Program Fees**

Fee/Program Category	\$
Admissions:	
Adult	\$8
Child	\$4
TTRMF Member Adult	\$6
TTRMF Member Child	\$2
Educational Programs for Children:	
One Activity (1.5 hours)	\$15/child
Two Activities (3 hours)	\$28/child (\$14/activity)
Three Activities (4.5 hours)	\$36/child (\$12/activity)
Four Activities (All Day)	\$40/child (\$12/activity)
All Day Education Camps (9:30am-5:00pm)	\$40/child per day

Source: Tumbler Ridge Museum Foundation

Currently there are three tour programs operated, although there is potential to add new tours as additional sites are discovered and studied. Fees charged for each tour are shown in Figure 2.8.

Figure 2.8: PRPRC Tour Program Fees

Fee Category	Cabin Pool Day Tours (11:00am, Thurs-Mon)	Wolverine Lantern Tours (pre-booking only – 10:00pm, Thurs-Mon)	Wolverine Day Tours (2:00pm, Thurs-Mon)
Adults	\$15.00	\$12.00	\$12.00
Ages 5-18	\$8.00	\$6.00	\$6.00
Ages 5 & under (with parent or guardian)	Free	Free	Free
Family Group up to 5	\$30.00	\$27.00	\$27.00
School Groups Trackway Tour Only	\$7.00/Participant	\$5.00/Participant	\$5.00/Participant
Education, Gallery and Tour Package	\$9.00/Participant	\$9.00/Participant	\$9.00/Participant

Source: Tumbler Ridge Museum Foundation

## SHORT-TERM CAPITAL COST REQUIREMENTS

Short-term capital cost requirements are estimated at more than \$500,000 primarily for renovations and improvements to the Centre's building itself, in order to better transform it from a very institutional looking school building into a more visitor friendly tourism and educational attraction and well-equipped research facility.

As of the summer of 2011 there were grant applications of approximately \$535,000 that were pending, which would provide the funds required for the upcoming renovations to the building. This will enhance its appeal and functionality for visitors as a regional tourist attraction and encompass other required improvements to the building and site, including adding a storage outbuilding with a higher floor loading capacity than the main building. The proposed allocation of these funds is shown in Figure 2.9.

Figure 2.9: Short Term Capital Funding Requirements

Project Component	Estimated Costs
<b>Exterior Building Renovations</b>	
Painting of metal side structures on building (flashing)	\$10,000
Security Fencing & Gates	\$30,000
Workshed	\$10,000
Museum Sign (Wood & Stone)	\$20,000
Total Exterior Renovations	\$70,000
<b>Interior Building Renovations &amp; Upgrades</b>	
Furnace Replacement	\$60,000
Ventilation Upgrade	\$15,000
Security Upgrade	\$20,000

Project Component	Estimated Costs
Exhibit Area Renovations (floors, walls, lighting)	\$50,000
Public Washrooms Upgrade	\$30,000
Public Access (disabled access doors at entrance)	\$20,000
Admission Area (desk, flooring, walls)	\$20,000
<b>Total Interior Renovations</b>	<b>\$215,000</b>
<b>New Collections Building</b>	
Steel Frame Kit	\$50,000
Breezeway connector to main building	\$20,000
Concrete, heating, insulation & electrical services	\$100,000
<b>Total Incremental Tourism Spending</b>	<b>\$170,000</b>
<b>Collections Upgrade</b>	
Specimen Storage Cabinets	\$40,000
Environmental Monitoring	\$5,000
Heavy Storage Racks	\$30,000
Collections' Supplies	\$5,000
<b>Total Collections Upgrade</b>	<b>\$80,000</b>
<b>Total Short Term Capital Requirements</b>	<b>\$535,000</b>

Source: Tumbler Ridge Museum Foundation

To cover these capital funds the PRPRC and TRMF have applied for grants from the Northern Development Initiative Trust, Canada Cultural Investment Fund and Western Economic Diversification. As of preparation of this report, we understand that some of the funds have already been approved.

## SOURCES OF CAPITAL FUNDS

To date operational and capital funds have been sourced from a combination of public and private sector sources including the following:

- ◆ District of Tumbler Ridge
- ◆ Peace River Regional District via the North Peace and South Peace Economic Development Commissions
- ◆ Province of BC via grants from the Northern Development Initiative Trust
- ◆ Federal Government via grants from Western Economic Diversification
- ◆ Private sector donors and sponsors including coal mining, oil and gas and other companies that operate within the District of Tumbler Ridge and Peace River Regional District.

It is likely future capital funding will come from all of these same sources, although a carefully formulated capital fund-raising program will need to be developed to generate much more significant funding contributions from these various sources, among others.

A major potential source of funding could be BC Hydro, particularly in connection with the Site C Power Project which would have an impact on the region's palaeontological resources, should it proceed, and thereby need significant palaeontological research and recovery work prior to any flooding of a new reservoir.

### 3 – REVIEW OF FUNDING SOURCES FOR OTHER PALAEOLOGY CENTRES

In previous research a number of other palaeontology centres in Canada and beyond have been examined in connection with various studies done related to the Tumbler Ridge Museum Foundation and Peace Region Palaeontology Research Centre. We have reviewed the previous studies and chosen to focus in on a few centres within Western Canada that we would regard as being fairly similar in that they are free-standing palaeontology research centres and museum facilities that offer both public programming and scientific programming, either on their own or in connection with larger provincial museums and/or universities. These include the following:

- ◆ Royal Tyrrell Museum – Drumheller, Alberta
- ◆ T-rex Discovery Centre – Eastend, Saskatchewan
- ◆ Canadian Fossil Discovery Centre – Morden, Manitoba.

We have also reviewed information on the new Dinosaur Museum that is being developed near Grande Prairie, Alberta, and has been recently named the Philip J. Currie Dinosaur Museum, after the noted palaeontologist from the University of Alberta that has been undertaking the dinosaur excavation work in that area.

In the following paragraphs we have summarized key findings from this research, which is based on a combination of interviews with senior officials in those institutions, combined with additional research, making use of annual reports or financial statements provided by some of these institutions, along with comprehensive information on their websites.

#### ROYAL TYRRELL MUSEUM

The Royal Tyrrell Museum located near Drumheller, Alberta is considered one of the world's premier palaeontological research facilities and is currently Canada's only large-scale museum dedicated exclusively to palaeontology. The Museum is owned and operated by the Province of Alberta and is operated by Alberta Culture and Community Spirit, which is a department of the provincial government. Everything about the Royal Tyrrell is on a fairly grand scale and the following vital statistics are noteworthy:

- ◆ The building is huge at 120,000 sq. ft., with 45,000 sq. ft. of gallery space and located on a large site, which measures 835,000 sq. ft.

- ◆ In 2010-11 Royal Tyrrell Museum was host to more than 375,000 visitors, including 26,000 students who participated in museum educational programs at the Museum, while an additional 8,000 visited virtually through video conference connections to schools across North America.
- ◆ The Royal Tyrrell Museum houses a total of 130,000 individual specimens and adds more than 2,000 specimens to its collection each year.
- ◆ The original cost to develop the Museum was \$30 million and it first opened to the public approximately 26 year ago in September 1985.
- ◆ The annual operating budget is \$7 million, which half is paid by provincial government grants, an additional \$3 million comes from operations (admission fees, program fees, gift shop, food and beverage), while an additional \$250,000 comes from sponsors
- ◆ The Royal Tyrrell Museum has 140 full-time year-round staff, with an additional 60 full-time positions during the summer. There are 4 senior management positions, 8 full-time palaeontologists and 12 preparation staff.
- ◆ The majority of visitors are Canadians, primarily from Alberta (80%), BC (10%) and other provinces.
- ◆ The Museum has no endowment fund and does not engage in fundraising although it has a Cooperating Society which sells memberships, manages the gift shop, and receives donations, all of which help to support the scientific, educational, exhibit and local community initiatives of the Museum.

## T-REX DISCOVERY CENTRE

This is located in Eastend, Saskatchewan and was built in 2000, although the official opening took place in 2003. The facility is 16,000 sq. ft. and also encompasses a research laboratory, theatre, main display area, education area, gift shop and administration area. Its displays and public programs focus is on the fossil history of Southwestern Saskatchewan, including dinosaurs of the Frenchman River Valley and the extinct mammals of the Cypress Hills. The Eastend Community Tourism Authority was the original sponsoring body for the building of the Centre. Other aspects of the Centre's vital statistics include:



- ◆ Total cost to develop the Centre was \$3.9 million, of which local funding accounted for \$2 million, the Province of Saskatchewan contributed \$1 million, and the federal government \$900,000.
- ◆ Within the 16,000 sq. ft. Centre approximately 8,500 to 10,000 sq. ft. are used for displays, there is a 1200 sq. ft. gift shop, an 800 sq. ft. programs area as well as fossil storage, offices and laboratory.
- ◆ In addition to extensive educational programs aimed at young students, the Centre operates a palaeontological research program in partnership with the Royal Saskatchewan Museum, which conducts the research, as well as handling collections management, preparation and preservation of the fossils.
- ◆ As of 2005 a new non-profit organization, the T-rex Discovery Centre Inc., assumed management of the Centre.
- ◆ The Royal Saskatchewan Museum Fossil Research Station at Eastend dates back to 1994 when it became the site of the excavation of dinosaur Tyrannosaurus rex. The research station was officially established in 1995. The fossil research station moved into the T-rex Discovery Centre in May of 2000.
- ◆ The Centre is open daily year-round and has an adult admission fee of \$8.95.
- ◆ In 2010 the Centre had 8,500 paid visitors, approximately half of which came from South Saskatchewan and Southeastern Alberta. Approximately 10% of visitors arrive in school groups and the majority of visitation (70%) occurs from April to September.
- ◆ The Centre has 5 full-time, year-round staff including a General Manager, Outreach Program Coordinator and Gift Shop Manager. In the summer this expands to 11 full-time staff and 4 part-time staff.
- ◆ The Centre is governed by the T-rex Discovery Centre Board, which includes representatives from the local community (Eastend) and from the Royal Saskatchewan Museum.
- ◆ Annual operating costs are well over \$200,000 annually, excluding the palaeontology research program, which is part of the Royal Saskatchewan Museum budget. Operational revenues such as admissions, memberships, gift shop sales and other programs generate in the range of \$116,000 annually, so the rest is made up by various government grants, donations and sponsorships.
- ◆ The annual marketing budget is \$16,000 and the key target markets are Saskatchewan, Alberta, BC and Ontario.

## CANADIAN FOSSIL DISCOVERY CENTRE

This facility is located in Morden, Manitoba and was originally established in 1971. It encompasses 16,000 sq. ft. including galleries (65% of the square footage), the gift shop (5%), office space (15%), and the collections room (15%). The Centre is open year-round and open daily from May to September. The Centre operates its own palaeontological research programs and has two palaeontologists on staff. They do fossil recovery with the help of volunteers. Similar to PRPRC they do research and publish findings in professional and scientific journals, and they also host internships.

The Centre also hosts the Manitoba Palaeontology Symposium, has an affiliation with a North Dakota university, and offers educational outreach programs in connection with Assiniboine Community College. Other aspects of the Centre's operations are noted below:

- ◆ The annual operating budget is approximately \$360,000 and more than one-third of this budget is paid by the local municipality – the Town of Morden – which provides approximately \$130,000 annually as a core operating grant, sometimes supplemented by additional grants for other projects, bringing this to \$150,000.
- ◆ Some additional funding comes from federal and provincial summer student grants. The Centre also received a Federal Museum Assistance Program grant of \$67,000 for 2 years for equipment and supplies.
- ◆ Adult admission is \$6 and the Centre charges \$3.25 per, person for a 90-minute guided tour/educational session for students.
- ◆ In 2010 the Centre had 11,000 paid visitors, with approximately 70% from Manitoba (mainly Winnipeg and Southern Manitoba), 18.4% from other provinces, and 12.4% from the U.S.A.
- ◆ The Centre has four full-time year-round staff including the General Manger, Curator, Assistant Curator and Administrator.
- ◆ There are plans to build a new facility and an additional donation of \$250,000 was received from a philanthropic foundation.
- ◆ The annual marketing budget is \$14,300 and includes website costs, highway signs, some print advertising and brochures, along with some radio advertisements.

## PHILIP J. CURRIE DINOSAUR MUSEUM

This new palaeontological museum is currently being developed on a 10-acre site, 22 km west of Grande Prairie, Alberta, just north of the Town of

Wembley. The idea for the museum originated from the extensive excavation work being done in nearby Pipestone Creek where a major dinosaur bonebed was discovered. The principal palaeontologist working on the project is Philip J. Currie, who is a palaeontologist and is professor and Canada Research Chair in dinosaur palaeobiology at the University of Alberta.

The Museum has been designed and access roads have been provided to the site. Approximately one-third of the funding objective of \$26 million has been raised and an additional



\$9 million has been committed by the Province of Alberta. Once these funds have been received, construction of the building will commence and fundraising for the final third of the capital funds will continue, as these funds will be needed to develop and fabricate the various exhibits, displays and programming aspects of the building and site. It is anticipated that the Museum will open during the summer of 2013, assuming construction starts by the spring of 2012.

The Museum will encompass a total of 41,000 sq. ft. with two-thirds devoted to dinosaur displays and one-third devoted to the oil and gas industry.

- ◆ Almost 50% of the space will be for exhibits, galleries and the gift shop.
- ◆ Other features of the complex will include a small restaurant that will seat 40 people, a tourist services kiosk for Alberta Tourism, and interpretive trails and landscaped gardens on the site.
- ◆ Various school and public programs will be offered and currently the museum organization offers summer public programs such as a dinosaur-themed theatrical performance at the Pipestone Creek Campground, a Pipestone Creek Dinosaur Bonebed Tour, a summer day camp for children, and other events and activities.
- ◆ School programs are currently offered on-site at Pipestone Creek or in schools.
- ◆ Dr. Philip Currie and the University of Alberta continue to work on a number of palaeontological projects in the area including the Pipestone Creek Bonebed, Wapiti Bonebed and Spring Creek Bonebed, among others.
- ◆ The Currie Museum is affiliated with the University of Alberta, Grande Prairie Regional College, as well as the Royal Ontario Museum (ROM).

- ◆ The Museum development project and ultimately the Museum is being operated by the River of Death & Discovery Dinosaur Museum Society.
- ◆ It is anticipated that the Currie Museum will be open daily year-round and will initially charge an admission of \$8 for adults and \$5 for seniors and youth.
- ◆ The Museum has received significant public sector funding contributions from the City of Grande Prairie, County of Grande Prairie, various departments of the Alberta provincial government, and the federal government via Western Economic Diversification.
- ◆ Private donations and sponsorships have also been significant and approximately \$650,000 was raised from a celebrity fundraiser featuring Dan Aykroyd and some of his entertainment industry friends.
- ◆ Considerable corporate donations, sponsorships and private donations have also been received, along with contributions from some of the small local municipalities.
- ◆ The museum development already employs a core staff including an Executive Director, a Palaeontologist, Education Manager, Communications and Marketing Manager, and an Administrator. This group reports to the Board and is in charge of the day-to-day activities associated with the fundraising, programming, development approvals and design of the new Museum.

## CONCLUSIONS REGARDING COMPARABLE CENTRES

The smaller centres in Eastend, Saskatchewan and Morden, Manitoba have not been as successful at fundraising as the PRPRC, although it is noteworthy that they also both receive substantial annual support from their local municipalities in each case. These two palaeontology research centres operate in affiliation with their provincial museums, although the Canadian Fossil Discovery Centre does have two palaeontologists on its own staff, similar to PRPRC.

The Royal Tyrrell Museum is a large-scale provincial museum in its own right and a world leader in palaeontological research and, through its affiliations with the University of Alberta, it has spawned Western Canada's noted palaeontologists including those at the PRPRC.

The Philip J. Currie Dinosaur Museum development project appears to be proceeding to construction in the near future. It has been successful at raising millions of dollars in capital funds, but appears to have a larger base of core annual funding (over \$500,000 annually) than the PRPRC, as a result

of city, county and provincial grants for the development period. This is more evidence of the need for the PRPRC to have a larger base of core operational funding in order to commit sufficient staffing and financial resources to its operational and fundraising activities.

It is also clear that the public programming at all of these palaeontology centres has a strong summer season focus, tied to the peak tourist season.

## 4 – SHORT AND LONG TERM FUNDING REQUIREMENTS FOR PRPRC

Extensive documentation was provided to the consulting team by the Peace Region Palaeontology Research Centre and the Tumbler Ridge Museum Foundation to enable them to analyze the short and long term funding requirements. In general the consulting team was impressed with the success of the PRPRC and TRMF at raising funds from numerous public and private sector sources, as well as the careful manner in which these funds are managed and spent.

### SHORT-TERM OPERATIONAL FUNDING REQUIREMENTS

In Figure 4.1 we have outlined the short-term operational funding requirements for the PRPRC. This would be based on augmenting full-time and seasonal staff to a level, which would enable the Centre to accelerate its research program and enhance its offerings to visitors. It would also enable the palaeontologists to take the time off they require to complete their Ph.D. degrees which are important to enhance their credentials within the scientific community, notwithstanding their significant achievements to date.

**Figure 4.1: Short Term Operational Funding Requirements**

Expense or Revenue Category	\$	Sub-Totals
<b>SALARIES, WAGES AND BENEFITS</b>		
<b>Full-Time Permanent Staff</b>		
Salaries and Wages	\$300,160	
Health & Benefits Plan \$2,000.00/person	\$12,000	\$312,160
<b>Part-Time &amp; Summer Staff</b>		
Book-Keeper (part-time)	\$18,000	
Gift Shop/Admissions (May - August) \$14/hr	\$13,440	
Education/Tours (May - June) \$16/hr x 2	\$21,760	
Building Maintenance (part-time)	\$6,000	\$59,200
<b>Total Salaries, Wages and Benefits</b>	<b>\$371,360</b>	<b>\$371,360</b>
<b>BUILDING EXPENSES</b>		
Lease	\$1	
Estimated Heating	\$21,000	
Estimated Electrical	\$7,000	
Property Taxes		
Insurance (Director's & Possessions)	\$7,000	
Annual Audit	\$5,000	\$40,001

Expense or Revenue Category	\$	Sub-Totals
<b>MUSEUM OPERATIONS</b>		
Field Operations	\$50,000	
Education and Tour Programs		
Equipment	\$1,000	
Education Van (15 Seat) & Insurance	\$15,000	
Supplies (plaster, paper, etc.)	\$1,000	
Promotion & Marketing	\$1,000	
Fuel	\$1,500	
Travel (Symposia, Public Outreach, etc.)	\$5,000	
Office (Internet, Phones, Paper, etc.)	\$10,000	
PRPRC Hosted Symposium	\$10,000	
Gift Shop Re-Stock	\$3,000	\$97,500
<b>Total Expenses</b>	<b>\$508,861</b>	<b>\$508,861</b>
<b>ANTICIPATED REVENUE BY SOURCE</b>		
District of Tumbler Ridge Grant-In-Aid	\$200,000	
Peace River Regional District	\$200,000	
Gift Shop Revenue (Projected)	\$12,000	
Gallery Admissions Revenue (Projected)	\$30,000	
Education & Tour Program Revenue	\$5,000	
Education & Tour Fund-Raising Revenue	\$20,000	
HST Rebates (est.)	\$5,000	
Summer Student Funding	\$6,000	
Symposium Funding	\$10,000	
Field Operations Funding	\$10,000	
Other	\$11,000	
<b>Revenue Total</b>	<b>\$509,000</b>	<b>\$509,000</b>

Source: Peace Region Palaeontology Research Centre

## LONG-TERM CAPITAL FUNDING REQUIREMENTS

Over the longer term, the overall goal of the PRPRC is to build a large-scale purpose-built palaeontology research centre and museum. This would clearly cost tens of millions of dollars and likely need to be phased in a series of stages. A large-scale fundraising program will be required to achieve this. The concept is to build BC's equivalent of Alberta's Royal Tyrrell Museum to be a suitable repository for much of BC's extremely rich fossils heritage.

The space program envisaged by the palaeontologists for this ultimate long term facility development is shown in Figure 3.2, indicating the principal functional areas and associated square footages.

**Figure 3.2: PRPRC's Ideal Purpose-Built Facility Space Allocations by Functional Area**

Overall Category	Function	Sq. Ft.	Category Totals
Collections	General Collections	40,000	50,000
	Type Collections	4,000	
	Unprepared Collections	4,000	
	Collections Offices & Records	2,000	
Research	Curator's Offices & Laboratories (6)	7,200	15,100
	Reference Library	4,000	
	Student Offices	1,200	
	Conference Room	1,000	
	Dark Room	200	
	Graphic Design	500	
	Central Data Storage (NAS)	1,000	
Technical Areas	Mechanical Preparation	4,000	20,800
	Acid Preparation (2 labs)	600	
	Light Preparation	3,000	
	Thin Sections	200	
	Moulding & Casting	2,000	
	General Storage	5,000	
	Exhibit Storage	5,000	
	General Staff Room	1,000	
Utility Areas	Mechanical	1,000	1900
	Electrical	600	
	Custodial	300	
Public Areas	Admissions	1,000	57,900
	Gift Shop	1,500	
	Visitor Information Centre	700	
	Education	1,200	
	Theatre	3,000	
	Concession Area	500	
	Gallery	50,000	
Administration	Reception	200	4,700
	Bookkeeping	500	
	Records	1,000	
	Public Relations	400	
	Fund-Raising Office	400	
	Administrative Meeting Room	1,500	
	Chief Administrator's Office	700	
Outbuilding	Carpentry	1,200	3,600
	Welding	1,200	
	Mechanical	1,200	
<b>Total</b>			<b>154,000</b>

Source: Peace Region Palaeontology Research Centre

This is clearly a long term vision and will be a multi-million dollar facility. It will also be a major regional employer within the Peace River Regional District and a tourism destination attraction, in addition to being a centre for palaeontology scientific research and education. While the size proposed is significantly larger than the principal Royal Tyrrell Museum building (although they have other buildings), the PRPRC Chief Curator emphasizes that much of the square footage would essentially be comprised of warehouse-type space that can be built for a fraction of the cost of formal museum/display space.

It will be important to settle on a target amount for the capital fundraising program for the new purpose-built facility. What actually gets built will be dependent upon the funds ultimately raised, construction and development costs at that time, and the priority needs for the new facility. It may be possible to build the new facility in stages or phases as capital funding permits, although it will be important that the first stage or phase has enough critical mass for the Centre to be a financially viable operation.

## OPERATIONAL FUNDING REQUIREMENTS FOR PURPOSE-BUILT CENTRE

The operational funding required for a large-scale purpose-built Centre will be on a much larger scale than at present, although would be supported by larger-scale operating and programming revenue as well. The proposed long term purpose-built building is at least five times as large as the current facility which, as discussed, is understaffed.

Even allowing for operating efficiencies and energy per square foot savings of a large new building, it is likely that operating costs would be at least five or six times the current operational costs in order to have enough staff for research and public programming, plus the necessity of higher paid senior management positions in order to attract experienced professionals to run this large-scale facility. At five times the current operational costs of approximately \$300,000 annually (based on 2010 financials) the annual operational costs of the large-scale facility would be \$1.5 million. At six times the current operational costs this would be \$1.8 million.

While the larger scale facility would generate much more revenue from programming and admissions, using the Royal Tyrrell Museum as a comparison, this would likely be in the range of 40-45% of the total operating budget, so there would be a significant need for ongoing public sector and endowment fund support, along with other corporate and philanthropic contributions, in order to sustain the operating budget.

It should also be noted that an operating budget in the range of \$1.5 to \$1.8 million annually would only cover a very modest staffing complement and minimal program offerings compared to the Royal Tyrrell Museum, which has a much larger \$7 million annual operating budget.

## **5 – FUNDING STRATEGY FOR PEACE REGION PALAEOLOGY RESEARCH CENTRE**

The Peace Region Palaeontology Research Centre has a strong record of achievement during its relatively short history of less than 10 years in existence. It has established an internationally recognized palaeontology research program, primarily based on field work undertaken within the Peace River Regional District and other parts of northeastern BC. The Centre and the Tumbler Ridge Museum Foundation have been successful in attracting considerable funding from the private sector and senior levels of government (provincial and federal) to leverage the ongoing funding provided by the District of Tumbler Ridge and funds contributed by the Regional District through its economic development commissions. The result has been development of a full-fledged Palaeontology Research Centre with a public display gallery, known as the Dinosaur Discovery Gallery, now a major tourist attraction for the region.

The PRPRC is playing an important role in the identification, interpretation, and preservation of the province's important palaeontological resources. The outreach and educational programming offered in Tumbler Ridge and throughout the region has made significant social/cultural and educational contributions to the well-being of regional residents.

As the Centre is now at a turning point in its evolution, there is a need to commit to a larger core operating budget to enable the initiative to continue to evolve. The provincial, national and international significance hinges on the importance and success of the Centre's scientific program, but to date the palaeontologists have had to devote much of their time to the management and administration of the Centre, particularly the Dinosaur Discovery Gallery and tourism oriented aspects of the operation. With additional core funding, the palaeontologists would be able to move ahead more quickly with their field projects which include excavation of some of the most complete dinosaur fossils that can be found anywhere. Results of these field projects could form future displays at the Dinosaur Discovery Gallery, further enhancing its tourism potential.

### **FUNDING FROM NON-LOCAL GOVERNMENT PUBLIC & PRIVATE SOURCES**

There are a range of possible sources that can be tapped into including various provincial and federal government programs such as the following:

- ◆ Grants from the Northern Development Initiative Trust
- ◆ Provincial Museum grants
- ◆ Federal museum grants from the Department of Canadian Heritage
- ◆ Infrastructure grants that occur from time to time and can be used for major economic development and tourism related projects.

The TRMF has been successful in accessing grants from many sources in the past including the following:

- ◆ Western Economic Diversification Fund
- ◆ Softwood Industry Community Economic Adjustment Initiative
- ◆ Pine Beetle Recovery Program
- ◆ Irving K. Barber Scholarship
- ◆ Gaming Commission Direct Access Program
- ◆ Service Canada
- ◆ Human Resources and Skills Development Canada
- ◆ North Peace Economic Development Initiative
- ◆ South Peace Economic Development Initiative
- ◆ Northern Development Initiative Trust
- ◆ BC 150
- ◆ Workplace Training For Innovation Program
- ◆ Workshare Program.

Therefore, any ongoing funding contributions made by local governments are effectively leveraged from various other public sector grant programs operated by the provincial and federal governments.

## **ECONOMIC VALUE OF THE CENTRE TO THE REGION**

The PRPRC makes a significant economic contribution to the District of Tumbler Ridge, Peace River Regional District and the Province of British Columbia. Some aspects of the economic value of the Centre are easily quantified while others are not.

- ◆ For example, there is a significant economic value in the palaeontological resources that are being identified, interpreted and preserved by the scientific team from the PRPRC. However, the identification,

interpretation and preservation of palaeontological resources provides an economic value to science and education that is not easily quantified.

- ◆ Palaeontology makes important contributions to such scientific disciplines as geology, biology and botany.
- ◆ There are also examples of the dollar value of some fossils or palaeontological resources. In 2008 a study was completed for the province on the costs and benefits of fossil management, which has contributed to development of the province's fossil management framework.
  - In this study it was pointed out that one of the best-known examples of the monetary value of an excavated fossil was the 1997 sale of Tyrannasaurus Rex "Sue", which was a 90% complete Tyrannasaur fossil and was sold to the Field Museum of Natural History in Chicago for \$8.36 million. However, we do not suggest that BC fossils be sold to make a profit – this example is merely to illustrate the potential monetary value.
  - The scientific team at PRPRC are aware of similarly significant fossil specimens within the northeastern BC that over the long term it intends to excavate and could be housed in a new purpose-built Palaeontology Research Centre and Museum.

### Current Economic Impacts

Beyond the actual value of the palaeontology resources that are being identified, interpreted and preserved, and the resulting knowledge that is disseminated, the Centre makes an important direct economic contribution to the District of Tumbler Ridge, Peace River Regional District and the Province of British Columbia. Much of its relatively modest overall budget translates directly into jobs and expenditures within the Region.

In Figure 5.1 we have summarized the ongoing annual economic impacts associated with PRPRC for fiscal 2011-12. We have used the provincial and federal governments fiscal year (April 1 to March 31) as a point of reference, since the majority of funding that is received by the Centre is tied to this fiscal year, rather than the calendar year. The objective is to show the overall economic impacts for a full 12-month period, per Figure 5.1.

Figure 5.1: PRPRC Ongoing Annual Economic Impacts for 2011-12

Economic Impact Category	Estimated Impacts for Fiscal 2011-12
<b>Employment at PRPRC:</b>	
Curators	2 full-time
Technicians	3 full-time
Archivists	2 full-time
Financial Records Archivist	1 full-time
Book-keeper	1 part-time (year-round)
Gallery Host	1 full-time seasonal
Education Program Coordinator	1 full-time seasonal
Tour Guide	1 full-time seasonal
Palaeontology Field Assistant	1 full-time seasonal
Tour Guide Assistants	2 part-time seasonal
Gallery Hosts	2 part-time seasonal
Total Employment at PRPRC	17 F/T, P/T and seasonal
<b>Local/Regional Expenditures by PRPRC:</b>	
Wages and salaries	\$350,000
Purchases of goods and services supplied within region (incl. 2011-12 renovations)	\$440,000
Total Local/Regional Expenditures	\$790,000
<b>Tourism Spending by PRPRC Visitors from outside region:</b>	
In Tumbler Ridge*	\$64,500
Elsewhere in Regional District*	\$150,500
Total Incremental Tourism Spending	\$215,000
<b>Total Direct Contribution to Regional Economy for 2011-12</b>	<b>\$1,005,000</b>

\* Assumes 30% accrues in District of Tumbler Ridge and 70% elsewhere in PRRD as majority of visitor accommodation is located outside Tumbler Ridge; based on 50,000 visitors annually to a large-scale purpose-built PRPRC

Source: Analysis of PRPRC data and information by Economic "Growth Solutions Inc.

Several observations can be made about the economic impacts including the following:

- ◆ **For 2011-12 the Centre is employing 17 full-time, part-time and seasonal staff.** Therefore, it is already a significant employer in its own right and, as budgets permit, both the full-time and part-time/seasonal components of the staffing are expected to grow.
- ◆ **There is an additional employment multiplier effect beyond the 17 jobs that is not shown here.** This multiplier effect results from the fact that those employed by the Centre spend considerable portions of their

income on goods and services supplied by businesses within the region, helping to support jobs in those businesses, which is the indirect employment impact or multiplier effect. Without a sophisticated regional econometric model, it is difficult to estimate any such multiplier in a reliable manner, but it is fair to say that there is an additional incremental indirect/induced employment impact from the direct jobs created at the Centre.

- ◆ **PRPRC will spend close to \$800,000 within the region in 2011-12.** This is in part because of a continuing renovation project that is occurring at the Centre. Local/regional expenditures include the wages and salaries paid to the Centre's full-time, part-time and seasonal staff along with the purchases of goods and services supplied from within the region. The anticipated renovation project accounts for approximately \$400,000 of the \$440,000 shown for the purchases of goods and services supplied within the region.
- ◆ **Tourism spending by visitors from outside the region exceeds \$200,000.** The PRPRC has developed its Dinosaur Discovery Gallery, which includes a small video theatre, to a level where a formal admission fee has been charged in 2010 and 2011 and visitation has continued to increase. As this is now a major tourist attraction for the region, it is possible to attribute an incremental tourism spending impact to those visitors who come to the Centre from outside the District of Tumbler Ridge and Peace River Regional District, which was approximately 58% of total visitation for 2010. It is likely that visitation for 2011 will end up being approximately the same as for 2010 at 3600 visitors (almost 3100 by Labour Day so far this year), in spite of extremely bad weather which hindered visitation earlier in the spring and summer.

Estimates of tourism spending were taken from a study completed in 2009 on the value of tourism to the South Peace Region. In this study it appeared that the average expenditure per visitor within the region, per day was \$103.

- We have assumed that those from outside the District of Tumbler Ridge and Peace River Regional District who visited the Centre spent an extra day in the region, since the majority of these visitors would likely be travelling on Highway 97 and would require an extra night in the region in order to make this side trip.
- As the majority of the accommodations within the region are located outside the District of Tumbler Ridge, we have assumed that approximately 70% of this dollar impact would accrue elsewhere in the region (e.g. Chetwynd, Dawson Creek, and Fort St. John, where most accommodations are located) with approximately 30% within the District of Tumbler Ridge.

- A comprehensive survey of visitors would be required to verify such assumptions, but based on our understanding of visitor travel patterns within the broader region, these assumptions seem reasonable.
- ◆ **Contribution of more than \$1 million to regional economy in 2011-12.** This is shown in Figure 5.1 and includes the local/regional expenditures by PRPRC as well as the incremental tourism spending by PRPRC visitors from outside the region.

Based on the preceding analysis, it is clear that the PRPRC is already making a significant economic contribution to the District of Tumbler Ridge and Peace River Regional District, since the majority of funds and expenditures associated with the Centre flow in from outside the District and Regional District. It is fair to say that the PRPRC has virtually created a new “industry” for the region, which is focused on the science of palaeontology and is appropriately located here because of the extent and significance of the palaeontological resources of this region and other parts of northeastern BC.

### Future Potential Impacts

Earlier in this report, we presented the PRPRC’s vision for a large-scale purpose-built Palaeontology Research Centre and Museum to be developed within the region in the future. It is possible to make some broad order-of-magnitude projections of how the current economic impact would increase based on this large-scale Centre being fully developed. This is shown in Figure 5.2 and is based on the following assumptions:

- ◆ Employment at the PRPRC would be five times what it is currently (this is likely a very conservative estimate). As a result wages and salaries in 2011 dollars would be approximately five times what they are now.
- ◆ Purchases of goods and services supplied within the region would be \$1.1 million. This is based on scaling up by a factor of 5 the approximately \$220,000 annually that might be sourced from within the region, in the absence of a major renovation project.
- ◆ The resulting total local/regional expenditures by the Centre would be in excess of \$2.8 million annually in 2011 dollars, again based on a very conservative projection.
- ◆ As a new large-scale purpose-built Centre is expected to become a major tourism destination attraction for the region, total visitation could easily be in the range of 50,000 annually, with approximately 80% of visitors from outside the District of Tumbler Ridge and Peace River Regional District. We have shown the resulting total incremental tourism spending in 2011

dollars, which is \$4.12 million, based on the \$103 (2011 dollars) of spending per visitor per day.

**Figure 5.2: PRPRC Potential Future Annual Economic Impacts of Large Purpose-Built Palaeontology Research Centre**

Economic Impact Category	Estimated Impacts for Purpose-Built Centre
Employment at PRPRC	80 F/T, P/T and seasonal
<b>Local/Regional Expenditures by PRPRC:</b>	
Wages and salaries (excl. benefits)	\$1,750,000
Purchases of goods and services supplied within region	\$1,100,000
Total Local/Regional Expenditures	\$2,850,000
<b>Tourism Spending by PRPRC Visitors from outside region:</b>	
In Tumbler Ridge*	\$1,236,000
Elsewhere in Regional District*	\$2,884,000
Total Incremental Tourism Spending	\$4,120,000
<b>Total Direct Contribution to Regional Economy</b>	<b>\$6,970,000</b>

\* Assumes 30% accrues in District of Tumbler Ridge and 70% elsewhere in PRRD as majority of visitor accommodation ins located outside Tumbler Ridge; based on 50,000 visitors annually to a large-scale purpose-built PRPRC

Source: Extrapolation of data in Figure 5.1 and analysis by Economic Growth Solutions Inc.

As shown, the total direct contribution to the regional economy of a large-scale purpose-built Centre could easily be in the range of \$7 million annually, as shown in Figure 5.2. Once again this is likely an overall conservative estimate, but it shows that the Centre has the potential to be a major economic generator for the region, over and above its increasing role as a provider of social/cultural and educational benefits and the identification, interpretation and preservation of the province's valuable palaeontological resources.

## ASPECTS OF PRPRC REGIONAL GOVERNMENT COULD FUND

The PRPRC has approached the Peace River Regional District to contribute to its annual operating budget on an ongoing basis and provide matching funds against the \$200,000 annually already contributed by the District of Tumbler Ridge. Recognizing the role and mandate of regional government, it is important that any such contribution be made from within the regional government's mandate. The PRRD is mandated to provide funding for economic development services and economic development projects, which

is the funding envelope from which the Regional District could consider advancing funds for this important economic development project.

- ◆ As noted, in addition to creating an additional important economic enterprise for the region, the PRPRC is virtually creating a new scientific industry for the region.
- ◆ Beyond the direct economic value and scientific/educational value of the enterprise, it is making an important contribution to the tourism component of the economy, which is expected to become even more significant as the Centre grows and develops further.

To ensure that any such funding provided by the Regional District is consistent with its economic development mandate, the funding could be earmarked for supporting the aspects of the Centre's operation that most directly contribute to economic development, which are the tourism and public visitation aspects of the operation that make it an important contributor to the tourism sector of the regional economy. This would include the following:

- ◆ Wages and salaries of staff (plus related expenses) associated with the Dinosaur Discovery Gallery and visitor aspects of the operation including:
  - Gallery hosts
  - Tour guides
  - Interpretive/public outreach coordinators
  - Marketing, promotion, advertising and public relations, including the web site.
- ◆ Development of interpretive displays and information/educational materials
- ◆ Additional renovations and augmentation of facilities and services for visitors to the Centre and its public programming.

It should also be pointed out that the identification, interpretation and preservation of palaeontological resources or fossils, does constitute a heritage activity and the Regional District does already fund such activities under its Recreation and Cultural Grants-in-Aid Program, providing funds to such organizations as historical and heritage societies. We have reviewed the BC *Heritage Conservation Act*, which defines *heritage objects* and *heritage sites* as: "having heritage value to British Columbia, a community or an Aboriginal people". *Heritage value* in turn means: "the historical, cultural, aesthetic, scientific or educational worth or usefulness of a site or object."

It is clear that palaeontological resources have an important historical dimension relating to the geological history of the province and region, as well

as a significant scientific and educational worth or usefulness. Therefore, we believe that the Regional District could legitimately make a contribution to some of the scientific aspects of the PRPRC's program, particularly the preparation and interpretation of palaeontological objects and resources that ultimately will be displayed in the Centre or used in its interpretive programs.

## RECOMMENDED ONGOING LEVELS OF SUPPORT FROM DISTRICT AND REGIONAL DISTRICT

Based on the economic, scientific, educational and heritage value of the PRPRC to the District of Tumbler Ridge and Peace River Regional District, we are recommending that both organizations provide core funding support to the Centre, which will enable it to more effectively leverage additional funds and expand its scientific and tourism-oriented programming.

### District of Tumbler Ridge

The District of Tumbler Ridge has shown great foresight in supporting the PRPRC on an annual basis since its inception. As a result, literally millions of dollars have flowed into the District in the form of federal and provincial grants, private sector contributions, and tourism economic impacts. As shown in our current economic impact analysis for the Centre, the \$200,000 annual contribution that the District normally makes to the Centre's operation is leveraged several-fold via additional grants, corporate contributions and economic impacts that accrue to the community and surrounding region.

Beyond the strong financial argument for continuing to support the Centre, other benefits which accrue to the District and its residents include:

- ◆ The Centre and its palaeontological activities have created provincial, national and international publicity for the District of Tumbler Ridge. The media publicity over the years has been extensive and included nationally televised interviews along with numerous newspaper and magazine articles, in addition to what is published in scientific journals.
  - Recently, in the spring 2011 edition, *British Columbia* magazine devoted its cover and a 10-page full colour article on the activities of the PRPRC, particularly in relation to its current hadrosaur excavation.
  - With an overall readership estimated at more than 1.4 million per issue in Canada alone (over 2 million including U.S. and overseas readers), this kind of publicity for Tumbler Ridge is worth tens of thousands of dollars in advertising value. It enhancing the profile of the whole region and contributes to tourism visitation and interest in the area as a place to visit, to live and to do business.

- During the summer of 2011 a crew from *Canadian Geographic* magazine spent several days on a field expedition with the PRPRC's palaeontologists, likely leading to an upcoming feature in that magazine which has an estimated total readership of more than 4.4 million people per issue.
- ◆ The PRPRC makes an important social/cultural and educational contribution to the well-being of the District's residents and visitors.
- ◆ The Centre in effect helps to create a social infrastructure within the community and the region that includes education (especially the school programs associated with the Centre), the recruitment and retention of workers and small business entrepreneurs, who are attracted by the presence of community and regional amenities and social infrastructure.

### Peace River Regional District

The rationale for financial support from the Peace River Regional District is largely similar although it is important to emphasize that the economic and non-economic benefits of the PRPRC are not restricted to the District of Tumbler Ridge and accrue in significant proportions to the region as a whole.

- ◆ While the full-time employees for the Centre generally live within the District of Tumbler Ridge, they do purchase goods and services on a regular basis from throughout the Regional District, particularly in the larger communities that offer a much larger range of goods and services than what is available in Tumbler Ridge.
- ◆ Seasonal employees and contractors have frequently been hired from other parts of the Regional District.
- ◆ A considerable proportion of the goods and services purchased by the Centre are from outside the District of Tumbler Ridge, but within the Peace River Regional District.
- ◆ A significant proportion of the tourism impact of the Centre accrues to the Peace River Regional District, which has the majority of the region's accommodation, restaurant and retail facilities, which are in limited supply within the District of Tumbler Ridge.
- ◆ The Centre provides outreach programming for other communities within the Regional District that have palaeontological displays or resources (e.g. Hudson's Hope, Chetwynd and Fort St. John)
- ◆ The majority of the palaeontological resources identified by the Centre's staff are within the Peace River Regional District and outside the District of Tumbler Ridge and most of the fieldwork is occurring within the Regional District.

- ◆ Matching funding by the Regional District will show a strong regional commitment to the Province, helping to facilitate provincial funding support, recognizing that the palaeontological resources being identified, interpreted and preserved are important provincial heritage resources.

## STRATEGY FOR SECURING PROVINCE'S RECOGNITION AND FUNDING SUPPORT

The PRPRC is playing an important role in the identification, interpretation and preservation of British Columbia's palaeontological resources. While the Centre is not designated as an official provincial repository for fossils, it has de facto been playing this role in that the existing provincial repository (Royal British Columbia Museum) does not have an active palaeontological research program, nor the current space and resources to store, prepare and preserve the fossil specimens.

The Centre has had discussions with the Province in relation to this potential role. This comes under the jurisdiction of the new Ministry of Forest, Lands and Natural Resource Operations. In particular, the Strategic Land Policy and Legislation Branch is responsible for developing the *Fossil Management Framework* for British Columbia. According to the Branch, this Framework is guided by four key fossil management principles that have been endorsed by the Province and have already resulted in a new regulation which excludes fossils from the definition of mineral under the Mineral Tenure Act. These fossil management principles are:

- ◆ Fossils and fossil sites are important to British Columbia as heritage resources.
- ◆ The order of priority for fossil management is science, natural heritage, education and, where appropriate, commercial use.
- ◆ The order of priority for extraction or excavation of fossils is science, natural heritage, education and, where appropriate, commercial use. Non-extractive commercial use has precedent over extractive commercial use.
- ◆ A fossil management framework that recognizes the heritage value of fossils, the need to protect significant fossil sites and the interests of stakeholders is necessary.

In our discussion with the Land Policy Analyst at the Branch, we understand that the criteria for provincial repositories are still being developed in consultation with the Royal British Columbia Museum. It is recognized that designated provincial repositories are important for BC to be able to retain significant palaeontological specimens. To date the most significant examples and palaeontological finds in BC are being displayed at museums

in other provinces such as the Royal Tyrrell Museum in Alberta and Royal Ontario Museum in Toronto. There is significant scientific, educational, economic and cultural value in BC being able to store and display its own palaeontological resources within the province.

We recommend that the Centre pursue the following strategy for gaining status as a provincial fossils repository:

1. Continue with ongoing discussions with representatives of the Strategic Land Policy and Legislation Branch and the Royal British Columbia Museum.
2. Communicate the importance of this designation to provincial MLAs who represent the region by conducting personal briefings with each MLA and their senior staff, indicating the importance of this designation to the future development of the Centre and the economy of the region. Much of the material presented in this study could be used in support of such a briefing.
3. Work with provincial officials and the Royal British Columbia Museum to establish a more specific timeframe for completing the province's fossil management framework and designating the PRPRC as an official provincial repository for palaeontological resources. In particular, it is important for the province to establish the criteria which must be met by any provincial repository for palaeontological resources. This can easily be done by reference to similar criteria that exist in other provinces such as Alberta.
4. Assess what steps the PRPRC needs to take in order to meet agreed upon provincial criteria to be a provincial repository for palaeontological resources.
5. Seek funding for any identified initiatives and projects that are required to meet the province's criteria as a provincial repository.
6. Liaise with appropriate provincial staff and elected officials in an interactive manner until the official designation has been made by the province.
7. Seek provincial funding support on an ongoing basis for aspects of the Centre's operation that support the important provincial repository function of the Centre.

## 6 – CASE STATEMENT FOR PROVIDING ONGOING FUNDING SUPPORT

The observations, suggestions and recommendations in this section of the report are based on a thorough review of available information about the development of the Peace Region Palaeontology Research Centre (PRPRC) from its earliest beginnings. This includes an examination of its achievements in securing funding from a variety of sources, a review of financial documents and plans and proposals for the future of the Centre, along with information gleaned from numerous documents and information sources made available to us.

Our research also included interviews with some Peace River Regional District staff and Board members, members of the Board of the Tumbler Ridge Museum Foundation, civic leaders and staff in Tumbler Ridge including Mayor Larry White, Centre Curator Richard McCrea, regional tourism officials, local news media, and others who have an interest in the Centre's future.

### FUNDRAISING CONTEXT

It was in the year 2000 – barely 11 years ago – that two young boys spotted dinosaur tracks in the rocks along a creek near Tumbler Ridge. Three years later the Museum Board created the Peace Region Palaeontology Research Centre, and today it occupies a 25,000 square foot former school building. The gymnasium has since been renovated to become the Dinosaur Discovery Centre and the rest of the building accommodates labs and workrooms furnished with highly technical equipment, fossil collections storage facilities, offices and other administrative areas.

The Centre also has two full-time palaeontologists on its staff and the Curator of the PRPRC, Richard McCrea, is Canada's foremost authority on dinosaur tracks. He and his wife, palaeontologist Lisa Buckley, both of whom are Ph.D. candidates, are the cornerstones of both the scientific and tourism aspects of the Centre. It is a credit to the District of Tumbler Ridge, the Museum Foundation Board and the leadership in the Peace River region that so much has been accomplished in so little time.

From the beginning the Centre has received strong financial support from the District of Tumbler Ridge, which recognized that its appeal as a tourist attraction would help to diversify the local economy, which is primarily

focused on the energy sector. That financial support continues, but the core funding needs continue to grow as the Centre evolves. Local industry, which is experiencing a re-birth because of the worldwide demand for coal, as well as the oil and gas activity in the region, has been an enthusiastic and generous supporter of the Centre. The Peace River Regional District (PRRD) has also provided funding through local economic development commissions, in recognition of the growing role the Centre can play as a regional tourism facility.

Community leaders in Tumbler Ridge and across the Peace River region are strong supporters of the Centre and its work, and generally see a strong role for it in helping to sustain and grow tourism in the area. Community and regional leaders interviewed by the consultants also recognize the need to diversify the core operational funding of the Centre to include not only the District of Tumbler Ridge, but also the PRRD and the Province who have not provided core operational funding to date, but have contributed on a one-off basis to specific projects.

## SIGNIFICANCE OF THE CENTRE

Those dinosaur tracks spotted along a creek south of Tumbler Ridge opened a whole new frontier in the palaeontological history of BC, western Canada and the world. Like a snowball rolling downhill, it gets larger by the day. The key activities and achievements to date have certainly been noteworthy and have attracted a lot of media attention:

- ◆ Over the past decade, scores of trackways have been discovered in the region, representing an internationally significant concentration of dinosaur footprints, all easily viewable by guided tours or on your own.
- ◆ Hundreds of dinosaur bones and other fossils have also been discovered, and they are among the oldest in western Canada. The fossils are catalogued and stored in the PRPRC where the collection now numbers more than 1,500 specimens, including priceless marine vertebrate specimens, fossil fish and marine reptiles. The Centre has gained a reputation for having one of the finest collections anywhere, and routinely attracts leading palaeontologists from around the world, drawn to the richness of the collection.
- ◆ The Centre is now engaged in excavating British Columbia's most complete dinosaur, a duck-billed Hadrosaur dating from the Cretaceous Period, 65 to 90 million years ago.

- ◆ Aside from the scientific work, the newly developed Dinosaur Discovery Gallery, with its intimate video studio, offers visitors a dramatic and compelling snapshot of life in the Dinosaur era.
- ◆ The PRPRC has put Tumbler Ridge on the map as a locale for important dinosaur discoveries and palaeontological research. It is the repository for most of BC's vertebrate palaeontological resources, and has earned itself the reputation as BC's Centre of Excellence in Vertebrate Palaeontology.
- ◆ Children have a natural curiosity about the world of dinosaurs. During its first several years of operation, the Centre has delighted and enthralled many hundreds of young children through visits and tours, its summer day camps program, and through local publicity.
- ◆ If the current status of the Palaeontology Research Centre is impressive, its potential is truly enormous. The PRPRC continues to expand and refine its displays as the fieldwork yields more results.

The Centre's prospects are bright indeed, as it undergoes further enhancement as a visitor attraction, drawing tourists to the region from the west, the rest of Canada, the United States and overseas.

## FUNDING SUPPORT NEEDED TO HELP THE CENTRE ACHIEVE ITS POTENTIAL

The Peace Region Palaeontology Research Centre is ready to make a dramatic move to its next stage of development. However, in order to get there it needs to take some significant steps.

### Ensuring the Centre is Market Ready for Tourism

The Centre needs to ensure that it is fully market-ready for tourism. The national, provincial and regional tourism industry organizations (Canadian Tourism Commission, Tourism BC and Northern BC Tourism Association) require that major attractions to meet certain conditions and standards in order to be marketed to major vacation packagers and tour operators provincially, nationally and internationally. The market-ready criteria advocated by Tourism BC and the Northern BC Tourism Association are as follows:

#### *Visitor Ready Criteria*

According to Tourism BC, "visitor ready" refers to: "a business which has all of their licenses, permits and insurance in place in order to operate legally." To be classified as "visitor ready" the business or enterprise must meet the following criteria:

- ◆ Maintain good standing of all applicable business licenses, insurance, and legislative requirements.
- ◆ Maintain a staffed business location with a set schedule of operating hours.
- ◆ Provide a contact telephone number or email contact year-round. If closed for season, provide automated response through voicemail and or email.
- ◆ Have branded on-site signage.

The PRPRC currently meets the first three of these requirements and as part of the upcoming renovations will put in place new signage to meet the fourth requirement.

### ***Market Ready Criteria***

Again according to Tourism BC, “market ready” refers to a business or enterprise that markets to potential visitors, communicates with potential visitors year-round, and is ready to accept advanced reservations. To be classified as “market ready” the business or enterprise must meet the “visitor ready” criteria plus the following:

- ◆ Provide a published pricing policy.
- ◆ Have a published consumer billing, payment, and cancellation policy.
- ◆ Have marketing materials such as brochure, rack card or website.
- ◆ Have site-based parking in close proximity.
- ◆ During operating season, maintain a 24-48 hour response time; or less, to inquiries and a 24 hour response time to reservation/booking requests.
- ◆ Be prepared to communicate and accept reservations by telephone, fax and/or e-mail and provide same day confirmation of booking arrangements.
- ◆ Have high resolution images and video footage for promotional and training purposes.
- ◆ Have frontline staff who are trained in customer service (such as WorldHost® or equivalent customer training program)
- ◆ Be an active stakeholder or eligible to become a stakeholder of your local tourism association.

To fulfil all of these requirements in a comprehensive manner will require additional staffing commitment to the visitor oriented component of the

PRPRC, which requires additional operational funding. This will also require enhancements to the Centre including significant improvements to the exterior of the building, which are now in the planning stages, expansion of its hours of opening, providing more published (print and electronic) details of its offerings for visitors, including the walking tours of the dinosaur trackways, and so on. Without meeting all of these visitor ready and market ready conditions the Centre will be limited in its ability to draw larger numbers of visitors each year.

### **Creating a Greater Region-wide Presence**

In order for it to attract a broader base of support across the Peace River region, the PRPRC needs to expand its operations with a vigorous and creative outreach capacity. Activities should include an extensive school-based program where volunteers or staff from the Centre visit elementary schools to offer a half-day session on dinosaur education. Such a school-based program would strengthen the perception of the Centre as a regional facility. The power of an eight-year-old coming home from school with a replica dinosaur tooth and a great story to tell, is a sure-fire way to achieve broad regional recognition and support from regional residents and businesses. Staff from PRPRC have indeed undertaken outreach initiatives to schools in the region – what is needed is a more extensive and systematic effort in this regard, which requires additional funding and staff resources.

Other outreach activities such as Fossil Road Shows, lectures and public presentations should continue and be expanded. Collaborations with educational institutions including Northern Lights College have an educational component and benefit, but can also lead to greater support for the Centre and its activities in the region.

In addition, if the summer Dino camps experience could be offered in regional Centres, such a program would have a lot of appeal. An overnight camping experience to view the trackways near Tumbler Ridge could be another strategy for appealing to children and youth. The Centre's current staff and volunteers have the expertise, creativity and imagination to develop an expanded dynamic outreach program, if additional financial and staff resources can be put in place to support this on an ongoing basis.

### **Professional Status**

Even though the Peace Region Palaeontology Research Centre is barely eight years old, it is building a national and international reputation as a scientific centre for the study of fossils and dinosaurs. It provides other

scientists and academics with the opportunity to study specimens unique in Canada, if not the world.

- ◆ Symposia, like the one held in Tumbler Ridge in May of 2011, help to support the international scientific relevance of the Centre, which reinforces the importance of the Centre for the region and for BC.
- ◆ Another element which gives the Centre great credibility is the work of its two well-respected resident palaeontologists, both doctoral candidates. They are in the process of completing their Ph.D. degrees, which will further enhance their profile as leading palaeontologists within the scientific community, among supporters, and among existing and prospective funders.
- ◆ The Centre's palaeontologists have been called upon to provide professional opinions and assessments of palaeontological resources in other jurisdictions within Canada and internationally. Recently, the PRPRC's Curator, Richard McCrea, has been assigned a palaeontological assessment project by the State Government of Western Australia, working closely with the world's foremost authority on dinosaur tracks, Dr. Martin Lockley of the University of Colorado. The assessment is being done in connection with a proposed \$30 billion liquefied natural gas (LNG) project at James Price Point in the Kimberley region of northwestern Australia. Apparently there has been extensive media coverage in Australia on the presence of dinosaur tracks near James Price Point.

There are also opportunities to partner with other major institutions in BC, leveraging the PRPRC's growing status as a major player in the field. It also happens to be the only active palaeontological research program that is BC-based and focused on the province's own palaeontological resources. None of BC's universities offers significant courses of study in palaeontology and the Royal BC Museum in Victoria, the agency best positioned to fill the palaeontological research void, does not have a palaeontologist on staff. The Centre could potentially pursue a win-win alliance with the Royal BC Museum, which would benefit from a more substantial palaeontological component – at same time the PRPRC would benefit from the additional recognition provided by affiliation with a high profile provincial institution, along with potential incremental funding support from this relationship.

Another relationship could certainly be developed with the University of Northern BC, being the closest degree-granting institution to the Centre. In spite of its location in Northern BC, UNBC currently has no geology program, which the PRPRC's palaeontologists are qualified to teach along with palaeontology. Again, such an affiliation could help to broaden the reputation

of the Centre in academic circles, which would certainly enhance its status in the minds of the public and of corporate supporters.

### Increased Staffing

The Centre needs to grow, and for this to happen some of the burden of day-to-day management and operational activities needs to be removed from the shoulders of the two palaeontologists, particularly the Chief Curator, Richard McCrea. At minimum this requires the hiring of an administrator or manager who can oversee visitor operations, bookkeeping, purchasing, advertising and promotion and importantly, fundraising and applying for grants. There is also a need for some secretarial and administrative support, and a ramped-up staffing model for the busy summer season.

An organization structure is required which flows from the Board of the Tumbler Ridge Museum Foundation through Richard McCrea as Curator of the PRPRC, to appropriate full-time staff for both the scientific and operational functions of the Centre. With such a model, the tourism side of the operation can grow, under the leadership of the Curator whose major energies could then be devoted to community outreach, fieldwork and other scientific endeavours. This will, in turn, enhance the tourism oriented components of the operation.

## ADDITIONAL SHORT TERM CORE OPERATIONAL FUNDING REQUIRED

This more robust management and operational model requires funding – reliable core funding that would allow the Centre to vigorously pursue its objectives without the need to lead a “hand-to-mouth existence”. The model in the short term, which is in everyone’s mind, is ideally a three-partner operational funding arrangement with \$200,000 coming from each of the District of Tumbler Ridge, the Peace River Regional District, and the Government of British Columbia. A core budget in excess of \$600,000 would provide stability to the organization by ensuring that costs of key full-time, part-time and seasonal staff and core operations are covered. This would then allow the Centre to leverage significant additional dollars from a variety of sources to be discussed below.

### Rationale for Short Term Funding

The rationale for each of these levels of support is as follows:

- ◆ **The District of Tumbler Ridge** is the smallest of these three jurisdictions, but stands to benefit the most from local employment and purchasing and from the impacts of increasing tourism activity. This has

always been the rationale for its support for the Centre, and our projections regarding potential growth indicate that this level of financial support will yield even greater downstream benefits as the Centre grows and the District of Tumbler Ridge's core support leverages significant additional funding from the other partners.

- ◆ **Peace River Regional District (PRRD)** benefits from the enhanced reputation of the region as a tourism destination, which strengthens the economic development and business opportunities in the region. Increased outreach into regional communities, as described earlier, would add both an economic development and an educational/recreational component.
  - In relative terms, the PRPRC is still in its infancy – its major growth lies ahead and it is well-positioned to leverage the funds required to realize its goal of becoming the single most important tourism draw in the region.
  - Added to that, over the next decade the Centre will in all likelihood attract millions of payroll dollars into the region from sources beyond its core funding.
  - The recommended level of support from the PRRD is also important to enable the Centre to leverage other support from corporations, as well as senior levels of government.

We recommend, however, that the Peace River Regional District earmark its funds for the PRPRC to be specifically for tourism and economic development related activities, as well as culture/heritage/recreation, in line with the PRRD's economic development and culture/heritage/recreation mandates for the region.

- ◆ **The Government of British Columbia** has an opportunity to take a leadership role in preserving and protecting the palaeontological history of this province. From what we have previously discussed, BC has internationally significant and as-yet undiscovered riches in palaeontology, and it is strongly concentrated in this region. Supporting the PRPRC is an opportunity to help ensure the future of this resource for a minimal level of annual financial support, as outlined earlier. The Union of BC Municipalities passed a resolution calling for designation of a provincial repository for fossils, in recognition of the need to protect and preserve these unique resources.

We are aware that previous initiatives in this regard have not borne fruit. In common with other provinces, the BC government may be reluctant to set a precedent for this level of ongoing operational funding. The approach with the greatest likelihood of success would be one that produces the desired result for the PRPRC, without creating a fresh

stream of demands on the provincial budget from other similar organizations – therefore, the provincial significance must be emphasized.

It is our view that a core operating budget in excess of \$600,000 would provide the stability the Centre needs to achieve its growth objectives. This view is supported by documentation received from the Palaeontology Research Centre, as well as our discussions with community leaders, TRMF Board members and senior staff of the Centre.

### **Enhancing Capacity-Building**

Over the past few years the PRPRC has shown a significant capacity to raise funds and expensive donated services from the corporate community. Whether it is because of the corporate community's desire to demonstrate its commitment to the region where it conducts its business, or a result of the infectious enthusiasm and charisma of the Curator, Richard McCrea, the Centre has captured the corporate imagination. There is every reason to believe that the PRPRC will build on its successes in this regard, and will be able to add significant corporate contributions – in cash and in-kind – to finance its capital needs. This capacity needs to be supported with appropriate staffing resources in order to sustain long-term success – hence the need for additional core funding support.

### **A Strong Vision for the Future**

The Palaeontology Research Centre has developed an ambitious vision for the future which envisages a new purpose-built provincially significant facility ranging in size up to 150,000 square feet, and costing many millions of dollars to build. It is intended to be the British Columbia equivalent of Alberta's Royal Tyrrell Museum, recognizing that BC has equally significant palaeontological resources. Whatever the final determination on this building program, it is clear that the Centre has already established a credible reputation in the region and the province for delivering value for dollar. The corporate community has come to the table with generous donations for capital and other purposes in the past, and there is every reason to believe that there is significant potential for sizeable capital contributions from the private sector, especially major energy resources companies that are active in the region.

The Centre faces the dilemma of all growing organizations, in that it needs to spend money that it does not currently have in order to achieve a set of objectives which are both realizable and desired by the community and its funders. Its immediate needs include the following:

- ◆ Additional full-time, part-time and seasonal staffing, as outlined earlier
- ◆ Funds to renovate the exterior facade of the PRPRC building and some of the interior to ensure it is fully visitor ready and market ready from a tourism industry point of view.
- ◆ Marketing and promotional funds to more solidly position the PRPRC in the regional and provincial tourism industry.
- ◆ Meeting appropriate criteria as a provincial repository for fossils and positioning itself appropriately to realize its goal of securing financial support from the Government of British Columbia. This latter task could easily take two years to achieve.

If the Peace River Regional District support can be secured for the next fiscal year and the District of Tumbler Ridge support is maintained, the Centre will be well-positioned to achieve the short-term goals, which are necessary if it is to continue to work toward its long-term vision.

## 7 – COMMUNICATIONS PLAN TO BUILD FUNDING SUPPORT FOR PRPRC

The Peace River Regional District will need to determine whether or not it will proceed to provide the required ongoing financial support for the PRPRC and, if so, how it will increase its funding to the Centre. To ensure that the Regional District's taxpayers are comfortable with a Board decision to partner in the funding support for the PRPRC, it is important to enhance the broader community's awareness and understanding of the role the Centre plays in the economy of the region, as well as its role in identifying, interpreting and preserving important regional and provincial palaeontological resources.

The following communications plan outlines the essential elements which will be useful for enhancing regional and provincial awareness and support. While the mandate of the current study is to provide a plan that will support an early decision regarding incremental operational funding for the Centre, many of the elements discussed here will help to support mid-term and long-term objectives. The Centre will become an even more important aspect of Regional District life over the long term, so it is important to take the steps now to ensure that there is lasting support for the Centre over the years to come.

### OVERALL BRANDING AND LOGOS

Prior to any revamping of existing promotional materials and developing new ones, we recommend that the PRPRC reconsider its branding and logo to ensure that it is benefiting to the maximum from use of the logo. We particularly recommend updating the PRPRC logo, based on the following guidelines:

- ◆ The overall brand is best represented in a wordmark style of logo where the actual words become the logo. Because Peace Region Palaeontology Research Centre has several words we recommend that the logo itself be a wordmark, which would say *Peace Region Palaeontology*. The dinosaur silhouette could appear above the stylized letters in the word mark to complete the logo design.
  - In general logos based on acronyms are not advised unless the acronym is so widely known (e.g. IBM) its use is commonplace.
  - On business cards and letterhead the *Peace Region Palaeontology* word mark would always be accompanied by the full name of the Centre, along with full contact information.

- ◆ The *Peace Region Palaeontology* wordmark should be both distinctive and memorable and the clear association with dinosaurs and fossils should be evident, for example, by continuing to use the dinosaur silhouette above the new wordmark.
- ◆ We recommend that a professional design firm with suitable experience be retained to develop the new logo/wordmark.
- ◆ Once fully developed the new logo and branding should be used on everything – all print and electronic communications, the website, advertisements, media releases and signage for the Centre.
  - The new branding/wordmark becomes the trademark for the Centre and it is the consistency and repetition of this trademark that helps to build awareness throughout the region, the province and beyond.

The Dinosaur Discovery Gallery should be part of the overall branding scheme and a companion wordmark/logo could be developed for it, using the same design style as for the Centre. Consideration could be given to renaming the Dinosaur Discovery Gallery the *Dinosaur Discovery Centre*, which is more broad-based in its connotation while “Gallery” seems a little restrictive.

The new wordmarks should be used on the Centre’s exterior and interior signage, where appropriate, which is to be developed as part of the upcoming renovation project. In promotional campaigns for the Centre the new *Peace Region Palaeontology* and *Dinosaur Discovery Centre* logos/wordmarks could be accompanied with an appropriate theme or positioning line such as:

- ◆ “Walk with the Dinosaurs”
- ◆ “Travel Back in Time”
- ◆ “100 Million Years Young”.

These are just preliminary suggestions, but frequently a theme line or tagline can enhance the marketing and awareness impact of an effective wordmark/logo.

## PROMOTIONAL MATERIALS REQUIREMENTS

We have reviewed many of the promotional materials in circulation, produced by and for the Centre, as well as for local tourism industry promotion, and offer the following comments.

### Existing Promotional Materials Create Ongoing Awareness

The brochure entitled, *A Guide to the Dinosaur and Fossil Attractions of the Tumbler Ridge Area* is excellent; well-written, informative, complete and reasonably well-illustrated.

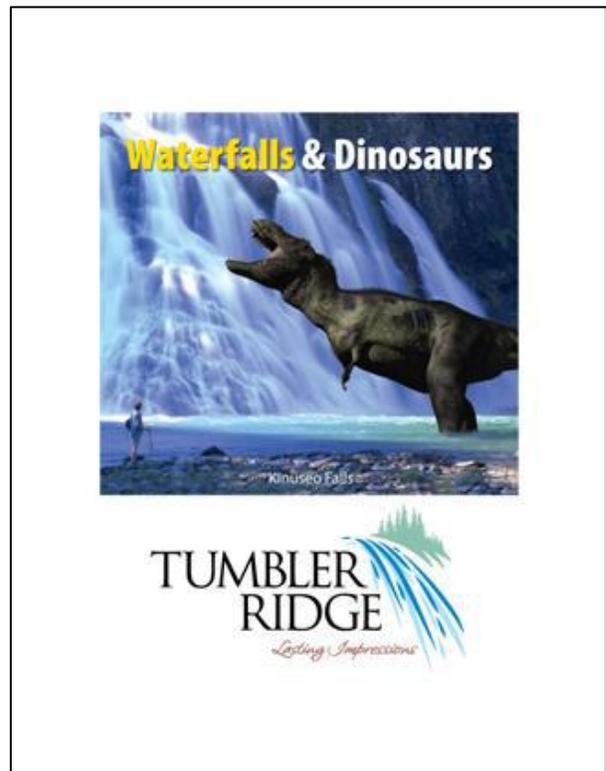
The *Northern Dino Tour* brochure produced by the Northern Rockies Alaska Highway Tourism Association also does a good job of highlighting Tumbler Ridge and the Peace Region Palaeontology Research Centre as the focus of major dinosaur displays and trackways in the region. As this publication is now out of date, the website noted on the cover – [northerndinotour.com](http://northerndinotour.com) – does not function.

The brochure entitled *The Tumbler Ridge Dinosaur Footprints* (apparently produced in 2004) has some good content, but should be taken out of circulation or updated to include details of the Dinosaur Discovery Gallery. An updated version would benefit from enhanced professional design, typography and printing.

Likewise, the 36-page local tourism promotion brochure, entitled *Tumbler Ridge, Lasting Impressions*, does a good job of giving tourists enough information to make a decision to visit the area and the back cover promotes the Dinosaur Discovery Gallery.

These Brochures are distributed at major visitor information centres throughout Northern BC and Northwestern Alberta. The more broadly they can be distributed throughout BC and Alberta, the better.

Another local tourism promotional concept that has been developed is the *Waterfalls and Dinosaurs* imagery shown on this page, which is ideal for advertisements, billboards and brochure covers promoting the Tumbler Ridge area and its two leading tourism assets.



### **Additional Promotional Materials Needs**

All of these promotional materials play an important part in the Centre's ultimate success, but there is a need for new and enhanced marketing and promotional materials as the Centre assumes a more important role in the region.

#### ***New Tourist Oriented Brochure***

The Centre needs a good new full-colour brochure on the PRPRC and its Dinosaur Discovery Gallery which would be reprinted each year, updating residents from the region and other prospective visitors regarding the changes and new exhibits at the Centre, highlights recent field research, and the various programs and activities offered. Local residents who are enthusiastic supporters could be enlisted as ambassadors for the PRPRC, and could be given some incentive (such as free admission) when they return a second time in the season to visit the Dinosaur Discovery Gallery accompanied by visiting friends and relatives.

That brochure should highlight such programs as summer camps, school tours, walking tours and other programming which might be oriented toward local residents as well as visiting tourists. Much of the content and the visuals for this new brochure on the Centre is contained in the two existing brochures – Peace Region *Palaeontology Research Centre* (produced in 2010) and *A Guide to the Dinosaur and Fossil Attractions of the Tumbler Ridge Area*.

#### ***Promotional Piece for Encouraging Funding Support***

As part of this project we are designing a preliminary promotional piece which is intended to support the Regional District's initiative to provide ongoing core funding support for the Peace Region Palaeontology Research Centre. This could be used initially as a pdf and in print until funds permit development of a more elaborate fundraising brochure that could be used to attract all types of donations and funding support (both private and public sector), as part of a well-orchestrated fundraising campaign.

## **WEBSITES ENHANCEMENT**

The Tumbler Ridge museum Foundation's website ([www.trmf.ca](http://www.trmf.ca)) is well-designed and comprehensive, but it is not completely up to date. Websites are a tremendously powerful marketing tool, but lose effectiveness if they appear to be out of date, causing website visitors to wonder if the business or enterprise is still operating. Common reasons for websites being out of date

are the lack of staff and financial resources needed to keep them up to date, pointing again to the need for incremental core funding for the PRPRC.

The Centre's own website ([www.prprc.com](http://www.prprc.com)) needs some significant work as parts of it are several years out of date. It needs to be re-thought from the point of view of its objectives, and its form then needs to serve its function.

- ◆ The existing website, which is documentary in nature, could be updated to exist as a separate technical stream in the main PRPRC website, to appeal to academics and others who are interested in the history and development of the Centre and the ongoing palaeontology research activities.
- ◆ A second dominant stream should focus on the tourism component, beginning with the Dinosaur Discovery Gallery and discussion of the particular palaeontological environment of this region.
- ◆ As much as possible, all aspects of the new website should be interactive. Video should be used extensively, and the site needs to be entertaining and educational.
- ◆ The website also needs interactive elements that will engage young and old alike, with games and quizzes and other components with which visitors – particularly young visitors – can interact. The website must be designed to excite the mind and motivate people to visit the Centre.
- ◆ It should also include more commonplace elements such as an online newsletter and/or blog – perhaps *Dinosaur News* – along with new video clips of recent field research activity, links to other interesting or useful websites, and visitor and contact information.
  - There are a number of short videos on Youtube that could be utilized as part of the website experience, and current technology makes it relatively simple to launch additional videos on Youtube that can then be accessed through the PRPRC website.

The Centre possesses a rich cache of materials from which to build the really comprehensive and interactive website just described. Under the guidance of the right professional website design firm, the Centre's website could become leading edge and a great vehicle for creating awareness, interest in and support for the Centre. A significant budget would need to be devoted to this effort.

The PRPRC website could benefit from a more memorable name, for those who guess at the URL. The following names are all available with the .ca designation: Dinosaur Gallery, TumblerRidgeDinosaurs, BCdinosaurs, PeaceRegionDinosaurs, DinosaurTracks, DinosaursInBC. We would

recommend that several of these types of names be purchased, and all can point seamlessly to the existing prprc.ca site.

We recommend that to some extent the information on the two websites – prprc.com and trmf.ca – be shared so that it is viewable from either one. We also strongly recommend that in redesigning the websites, a content management system such as *WordPress* or *Drupal* be incorporated into the design. Alternatively, if using an Adobe program such as *Dreamweaver* to develop the website, then the content management program, Adobe *Contribute* should be purchased and PRPRC staff trained to use it for regular updating of the website. This strategy will enable Centre staff to update information quickly and easily with a minimum of instruction. This avoids the costly process of sending minor updates and changes to the web design firm for entry.

## ESTABLISHING A STRONG SOCIAL MEDIA PRESENCE

We have entered an era where there is an expectation that organizations will have a presence on *Facebook* as well as on *Twitter* and other social media. These activities are extremely valuable for supporters and followers of such organizations. Participation is free, but managing a *Facebook* page and a *Twitter* account does take some staff time and forethought.

Much of what we hear about the use of social media tends to revolve around personal uses. However, businesses and other organizations are increasingly making good use of these communications tools to reach their markets or constituents, especially the younger demographic groups. Examples of uses the PRPRC could consider include:

- ◆ Posting photos and accompanying text on *Facebook* could provide a quick update on the latest palaeontological find, news of a special event, or a sneak peek at a recently completed exhibit in the gallery.
- ◆ A *Twitter* message could give a heads-up that an interesting article about the PRPRC appeared in a certain publication, complete with the link, while another “tweet” could provide a quick update on a current excavation.

Individuals and organizations who are interested in the PRPRC and its activities would appreciate receiving these heads-up notifications. We have noted good use of *Facebook* by the Centre during the past summer to give people updates on the excavation of the Hadrosaur. This is an excellent and economical way to keep in touch with and communicate with groups of supporters and prospective visitors, with a relatively modest cost in staff time.

As a practical consideration, reporters now routinely check the websites of certain organizations for the latest news on labour negotiations, business news and staff changes, and they also “follow” people in the news on *Twitter* to learn what they’re doing, and because news releases are now often highlighted in “tweets”. With some thought and ingenuity, the PRPRC could productively add social media to its communications toolbox.

## MEDIA AND PUBLIC RELATIONS ACTIVITIES

The PRPRC has done an excellent job over the past several years of generating media publicity. The palaeontological finds make for interesting good news stories that can be fed into the voracious 24-hour electronic and print media news cycle. With additional staff and financial resources it should be possible to further leverage the ongoing media interest in the Centre and its activities with an even more proactive and coordinated media relations program. All media relations activities, including individual media releases, start with the story you want to tell and have passed on to others in various forms.

### Developing and Telling Compelling Stories

It’s all about the Hadrosaur. The uncovering of the duck-billed Hadrosaur from the creek bed this summer and next can be the cornerstone of a compelling and ongoing media story.

- ◆ By comparative example think of the drama which the world witnessed when those 33 miners were entombed under 2,300 feet of rock in northern Chile for more than two months in the fall of 2010.
- ◆ Now think of ramping-up the excitement leading to uncovering more of the Hadrosaur fossil, confirming its identity, discussing the implications of finding other dinosaur teeth nearby, anticipating revealing more of the skeleton, and the drama of preparing and flying it out by helicopter.
- ◆ TV media could be invited to the site to shoot video, or Centre staff could send B-Roll to local TV stations and still photos to newspapers, along with narrative commentary from the palaeontologists. With some effort, a good deal of excitement could be generated in the larger community, as more and more of the Hadrosaur is exposed.
- ◆ Consider a Hadrosaur-naming contest. Would the winning entry be “Donald”, the duck-billed Hadrosaur? Perhaps the contest winner would be able to spend a full day on-site with the palaeontological crew unearthing the Hadrosaur.

The continuing story of the fossil provides the opening to talk in the media about the impact the Centre has on the local economy and tourism, and how the local funds provided are able to leverage additional needed financing from other levels of government, and from industry.

In the process, a lot of goodwill could be generated with local industry when their contributions of helicopter time and other assistance are highlighted. As in the past, local politicians can be involved, suited-up and given some tools to use in helping with the excavation. Those photos can also be spread far and wide, including into the mail slots or office e-mails of every MLA in Victoria, and into the annual reports of local businesses that helped out.

### **Engaging Local Media**

Local radio, television and print journalists are generally predisposed to see the Centre in a good light, because it provides good visuals and story material. It is important to trade on this good relationship to ensure it is easy, convenient and satisfying for reporters and editors to help tell the story.

- ◆ It starts with developing and maintaining a comprehensive media list complete with key names, phone numbers and e-mail addresses, as well as notes as to deadlines, specific preferences, resources at their disposal, and their level of interest in the subject.
- ◆ It is important to treat all media fairly and respect reporters or editors who take the initiative to develop and follow-through on their own story ideas. Maintaining strong professional relationships with reporters and editors is a key ingredient in any successful media relations campaign.

News organizations are very good at sorting through news releases and deciding what they can cover and what they will pass on. Develop a sense of what interests your local media and send news releases as frequently as required. Spend time and energy in helping reporters who contact you. Reporters are almost always in a hurry as they have tight deadlines to meet, so be sure they can get access to the news source in the organization in a timely fashion. Be sure to follow-up with detailed information as soon as possible after any enquiry.

Developing strong professional relationships with local media is your best guarantee of strong media support for your campaign.

### **Staging Special Events**

The Centre may consider instituting a special weekend at the beginning of the season for staging a special show for local residents to encourage them

to visit and recommend it to their friends and relatives. The event could include brief presentations from the palaeontologists on their current projects.

A strong organization with a solid core of volunteers can be mobilized to organize a wide range of special events, from special tours to public presentations to dinners, walks, and other public engagement activities which have a fundraising component. It is rarely a good idea to copy someone else's event exactly, but often one can derive inspiration from a successful idea. Earlier in this report we mentioned a celebrity fundraiser organized by the Phillip J. Currie Dinosaur Museum nearby in Grande Prairie, Alberta.

- ◆ The *Aykroyd Family and Friends Dinosaur Ball*, headlined by Dan Aykroyd and the Canadian Tenors, raised significant sums of money, but also attracted the attention of major media and, thereby, the local community.
- ◆ Therefore, the value of the event went well beyond the actual funds raised to creating a much greater awareness of the Museum project throughout the region and beyond, which will contribute to future fundraising success and help to build future visitation.

## DIRECT CONTACT WITH KEY ORGANIZATIONS AND INDIVIDUALS

Keeping our eye on our two objectives, we need to provide continuing reinforcement of the desirability of supporting the work of the Centre as a tourist attraction and as a local/regional tool of economic development, while also laying the groundwork for an approach to the provincial government for their support.

### Potential Options for Provincial Support

In the grand scheme of things, \$200,000 is not a large sum of money for a provincial government whose budget exceeds \$40 billion. It is most likely a ministry-level decision. The strategy is to identify the government program or programs which are the closest logical fit with the objectives we wish to serve, and prepare the groundwork accordingly in support of the request for funds. It should be stressed, however, that ongoing annual operational funding can be more difficult to come by than one-off capital or operational grants associated with a specific project.

Several potential sources of provincial support include:

- ◆ The Ministry of Jobs, Tourism and Innovation, which has a grants program.

- ◆ The Royal BC Museum, which as stated earlier, can benefit from the Centre's breakthroughs in palaeontological discoveries.
- ◆ The University of Northern BC, who can also add palaeontology to its curriculum.
- ◆ BC Hydro, which has and will continue to have significant operations in the region which will impact on the province's rich resource of palaeontological fossils.

### **Proactively Building Broad-Based Support**

The first step is to identify and select the most likely prospective sources of ongoing financial support, and develop a plan of approach. The overall communications plan framework which will support and complement any of those fundraising initiatives should include the following principal components:

The central part of this communications plan would be to inform the broad range of persons who are in a position to influence the ultimate decision-maker. The technique is to create a broad and deep level of support among political leaders province-wide, with particular focus on elected officials from the region:

- ◆ This would include Peace River Regional District Directors, Mayors and members of municipal councils from the major centres in the region, MPs and MLAs from all parties, school trustees, and key administrators.
- ◆ All of the people noted above need to receive solid information as to the operations, priorities and plans of the PRPRC, as well as regular updates on events as changes occur.
- ◆ Key individuals need to be more directly involved in tours or information sessions at the Centre, and as many as possible need to have the hands-on experience of visiting a dig site and participating in some of the work. Engaging people in such activities tends to make friends for life, and they become great spokespersons for the cause.

We also recommend preparing and maintaining an updated list of key corporate supporters whose companies are active in the area:

- ◆ It is important to keep them informed, and also recruit some of them to participate with the Regional District in any approach to the provincial government for financial support.

- ◆ Corporate executives often have their own spheres of political interest, and their involvement with the PRPRC demonstrates to government that there is broad community support.
- ◆ Materials to be developed for this group should include a regular flow of news releases, and a special briefing package which would include news coverage, brochures, budgets and work plans for the short term.

## 8 – FUNDING IMPLEMENTATION PLAN

We have prepared an overall Funding Implementation Plan designed to strengthen the public sector funding base for the Peace Region Palaeontology Research Centre. In particular, the strategy is designed to encourage the District of Tumbler Ridge to continue with its annual \$200,000 contribution, recognizing the significant ongoing and future impacts of this development for the District's economy and society, as well as encouraging a similar matching contribution from the Peace River Regional District because of the significant contribution to the broader regional economy made by the Centre, along with its cultural and educational value.

In addition, it is important that the Province of British Columbia recognize and support the role of the PRPRC in identifying, interpreting, preserving and displaying some of BC's most significant palaeontological resources. This requires that the Province officially recognizes the Centre as a provincial repository for fossils and is willing to provide financial support on an ongoing basis for undertaking this important provincial role.

### FORMALIZING A FUNDRAISING CAMPAIGN

Typically, an organization such as the PRPRC, which is engaged in a fundraising campaign, establishes a separate Fundraising Committee to take on this challenge. It is most often headed by a volunteer leader from the community/region, typically an influential business leader.

Members from the District of Tumbler Ridge and Peace River Regional District should be appointed to the PRPRC Fundraising Committee on the basis of their ability to help promote the Centre. Representatives from the host organizations, the PRPRC and Tumbler Ridge Museum Foundation (TRMF) should sit on the Committee to provide the liaison function, including the Curator of the PRPRC would be the Centre's staff representative on the Committee.

In a classic fundraising campaign there might also be a fundraising consultant hired on a contract or retainer for the duration of the campaign. Alternatively, the Centre should have an administrative staff member that could provide this support, so that the Curator is not overly tied-up with this.

The rationale for establishing a special purpose Committee with membership from outside the PRPRC and TRMF is to enhance your ability to influence the

**October 13, 2011**

ultimate decisions to support the Centre, by showing broad support from community and regional leadership.

- ◆ The Chair's job is to show that a broad community/regional coalition believes this funding is important and necessary.
- ◆ The documentation used by the Committee in support of its activities needs to be crisp and to the point, and it should have attachments which answer all the detailed questions such as budgets, program priorities, future plans, and other relevant information.
- ◆ The value proposition used in the fundraising campaign needs to be creative, results-focused, persuasive and be constructed to demonstrate the net benefit to organizations that it is hoped will provide support. It is also important to demonstrate to potential government supporters that they can provide funding for this particular unique enterprise without opening itself to demands from other similar organizations.

## IMPLEMENTATION STEPS/ACTION PLAN

The following is an outline of the principal steps that need to be taken to secure the required ongoing operational funding support from the District of Tumbler Ridge, Peace River Regional District and the Province.

### Maintaining District of Tumbler Ridge Funding Support Levels

During the 2010-11 fiscal year it was necessary for the District of Tumbler Ridge to reduce its funding to the PRPRC well below the \$200,000 level that had been earmarked annually. This had a very negative impact on the Centre and curtailed a number of activities including progress on important field research.

Therefore, it is important to ensure that the District's Council, staff and residents have a strong appreciation of the significant contribution of the Centre to the local economy and society because of the Centre's economic impacts along with its heritage, scientific and educational value to the community. At the same time it is also important to ensure that local corporate sponsors who have contributed financially and "in-kind" to the PRPRC's operation continue to be supportive.

In order to strengthen this ongoing support from the District and the business/corporate community, we recommend the following implementation steps:

1. **Present the current study findings to the District's Mayor and Council for their review and comment.** This presentation and briefing

**October 13, 2011**

session could be undertaken as part of a regular Council Meeting or could be the subject of a special Council Meeting at the wishes of the Mayor and Council. It is important that the Council is knowledgeable about the economic, scientific and educational importance of the Centre to the local community and the broader region. This will enable them to assure their constituents that the District's ongoing investment in the Centre is money well spent that is having significant ongoing and future positive impacts for the economy and the community at large.

2. **PRPRC and Tumbler Ridge Museum Foundation Board Members** should be at the session to respond to questions about the Centre and its current and future activities, as well as to formally request their grant-in-aid funding for the upcoming fiscal year, with the written grant-in-aid request on hand.
3. **Council briefing by palaeontologists regarding scientific and visitor-oriented activities.** The Centre's Curators would provide an update to Council regarding the scientific activities that were undertaken during 2011, particularly the continued excavation of the hadrosaur, ongoing progress with the new Dinosaur Discovery Gallery and renovation to the building, as well as this year's visitation statistics, programs and activities. It will also be helpful to emphasize the extent to which the District's annual funding contribution has been significantly leveraged by contributions from other public and private sources and these could be listed off in the presentation.
4. **Issue a media release and hold a press conference** regarding the Centre's tremendous progress during 2011, completion of the present study, and the additional renovations and expansion of staffing at the Centre as it proceeds into 2012.
5. **Circulate the most recent print and electronic promotional materials** on the PRPRC, including any developed in connection with the current study or as a result of it.

### **Funding Support from Peace River Regional District**

This will involve a somewhat similar process to that for the District of Tumbler Ridge. It is important that the Regional District's Directors are well-briefed about and comfortable with the findings, conclusions and recommendations of this study. Therefore we recommend the following implementation steps:

1. **Brief individual Regional District Directors regarding the results of this study.** Prior to presenting the study Final Report to the Regional District Board as a whole, it would be appropriate to ensure that the individual Directors are already up-to-speed regarding the key findings,

**October 13, 2011**

conclusions and recommendations of the consulting team. We believe these briefings could be handled by the PRRD's CAO and/or senior management by telephone and/or in person with the individual Directors, as appropriate.

2. **Determine the best approach for allocating the funds within the budget process**, should the Board approve the funding support. BC's regional districts have a complex budgeting process with individual detailed budgets for various funding envelopes that are within their legislative mandate. The Centre will fall under Economic Development and also under Recreation and Culture grant-in-aid funding, because of its heritage value and the programming it offers that fits within the recreation and culture mandate. It will be important for the Regional District's finance and accounting staff to determine how this proposed annual contribution of \$200,000 will fit within the Regional District's overall financial resources.
3. **Present study Final Report at Regional District Board Meeting.** The lead consultant on this project, John Murray of Economic Growth Solutions Inc. and Meadfield Consulting Inc., should be on hand to present the Final Report at a Regional District Board Meeting and field questions from the Chair and individual Directors, to ensure they have all the information they require to make an informed decision regarding extending annual funding support to the PRPRC.
4. **Adopt study recommendations and table resolution for funding support.** Assuming that the Regional District Board is onside with the study's recommendations, it may be appropriate at this meeting or a subsequent meeting (possibly after the election) to table a resolution that would extend funding support to the PRPRC, as requested, recognizing the significant economic value to the region, along with the heritage, scientific and educational value. It should also be noted that the Regional District's dollars are leveraged by an equal contribution from the District of Tumbler Ridge and significant additional annual contributions from various provincial and federal grants and corporate and private donations.
5. **Discuss strategy for seeking the support of the Province as another core funder of the Centre.** Based on the suggested strategy in this report, the Regional District Board could discuss how individual Directors and senior management could participate in building provincial government financial support for the Centre and for its designation as a provincial repository for fossils.

October 13, 2011

## Encouraging Provincial Funding Support

Developing provincial support for the Centre is partly connected with the Province's Fossil Management Framework, which the Centre has already been involved with. It is important that the Province's senior politicians are well aware of the important role the Centre is already playing in preserving the Province's extremely valuable fossils' heritage. The Province has already acknowledged the importance of its palaeontological resources by changing the *Mineral Act* to exclude the definition of fossils as a mineral. This enables fossils and fossil sites to be protected under the *Heritage Conservation Act*. We recommend the following steps to further engage the Province's support:

1. **Recruit a Fundraising Campaign Committee chair.** Ideally this would be an influential local business person as discussed earlier, who can chair the overall Fundraising Committee for the PRPRC and TRMF.
2. **Recruit other Fundraising Committee members.** This should include the following individuals, among others:
  - Mayor of Tumbler Ridge and/or CAO
  - One or more well-connected local/regional business leaders
  - Curator of the PRPRC
  - Peace River Regional District Chair and/or CAO
3. **Brief and orient the Chair and develop the approach to the Province.** This briefing and orientation could be provided by the Board of the PRPRC and TRMF along with the Centre's Curators and the CAOs for the District of Tumbler Ridge and Peace River Regional District.
4. **Prepare a provincial briefing package.** This would contain a number of documents including the present study report or an Executive Summary of it, current and recent promotional materials on the PRPRC, the Palaeontology Symposium Abstracts booklet and other appropriate materials.
5. **Meet as a Committee to review the proposed process.** The Fundraising Committee should meet to agree on the steps it will undertake to build support among senior staff and politicians associated with the Ministries that would likely be involved.
6. **Meet with the local MLA (suggest the Hon. Blair Lekstrom) for a briefing session** and to determine his views on how best to build provincial support for the Centre. A possible agenda for this meeting (which should be targeted for about one hour) should be as follows:
  - Introductions
  - Chair presents the brief, makes the key points

**October 13, 2011**

- Question and answer session
- Seek agreement on next steps and follow-up timing

- 7. Undertake follow-up meetings with officials of appropriate Ministries, agencies and branches.** This would likely include the Ministry of Tourism, Jobs and Innovation, Northern Development Initiative Trust, and the Ministry of Forests, Lands and Natural Resource Operations (The Strategic Land Policy and Legislation Branch, responsible for the fossil management framework for BC).
- 8. Conduct further meetings and communications activities as required.** Clearly there will be a number of follow-up meetings with provincial officials and perhaps other politicians that would be undertaken during the coming months. A similar briefing session could be undertaken in each of the meetings, like the one described above for the region's MLA.
- 9. Work towards an operational funding agreement.** It will be important to emphasize the provincial role that the Centre is already playing in preserving BC's rich fossil resources which, prior to development of the Centre, were largely being exported out of province to other museums such as the Royal Tyrrell Museum in Alberta and Royal Ontario Museum in Toronto.

The preceding implementation recommendations will clearly be refined as implementation progresses. With a diligent effort it is hoped that the Peace Region Palaeontology Research Centre will significantly supplement its core operational funding base and progress toward achievement of its short term, medium term and longer term goals during the coming years.

**October 13, 2011**

**APPENDIX A – PROFESSIONAL PUBLICATIONS AND  
ACTIVITIES OF THE PRPRC**

**October 13, 2011**

## LIST OF PROFESSIONAL PUBLICATIONS AND ACTIVITIES OF THE PRPRC

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The Centre's palaeontologists have been extremely active professionally over the last decade and following is a listing of: their numerous scientific and other professional publications; abstracts and posters they have produced; seminars, talks and delegations they have led; field trips, workshops and symposia organization they have undertaken; palaeontological resource conservation activities; and other reports they have authored.

### SCHOLARLY WORK

Ph.D. Thesis (in progress): "Selected studies on vertebrate palaeoichnology of Western Canada", supervised by Dr. S. George Pemberton (University of Alberta, Edmonton, Alberta) and Dr. Philip J. Currie (University of Alberta, Edmonton, Alberta).

M.Sc. Thesis: "Vertebrate palaeoichnology of the Lower Cretaceous (Albian) Gates Formation near Grande Cache, Alberta", supervised by Dr. Philip J. Currie (Royal Tyrrell Museum, Drumheller, Alberta) and Dr. William A.S. Sarjeant (University of Saskatchewan Saskatoon, Saskatchewan).

### PUBLICATIONS

#### **Refereed:**

Lockley, M.G., R.T. McCrea, and M. Matsukawa, 2009. Ichnological evidence for small quadrupedal ornithischians from the basal Cretaceous of southeast Asia and North America: Implications for a global radiation, pp 255-269. In Buffetaut, E., Cuny, G., Le Loeuff, J., and Suteethorn V. (eds), *Late Palaeozoic and Mesozoic Ecosystems in SE Asia*. The Geological Society, London, Special Publication 315

Buckley, L.G., and R.T. McCrea 2009. The sodium hypochlorite solution for the removal of lichen from vertebrate track surfaces. *Ichnos*, 16: 230-234.

Rylaarsdam, J.R., B.L. Varban, A.G. Plint, L.G. Buckley, and R.T. McCrea 2006. Middle Turonian dinosaur paleoenvironments in the Upper Cretaceous Kaskapau Formation, northeast British Columbia. *Canadian Journal of Earth Science* 43(6): 631-652.

McCrea, R.T., P.J. Currie, and S.G. Pemberton 2005. Vertebrate ichnology, pp. 405-416. In P.J. Currie, and E.B. Koppelhus (eds.), *Dinosaur Provincial Park: A Spectacular Ancient Ecosystem Revealed*. Bloomington and Indianapolis: Indiana University Press, 648p.

McCrea, R.T., S.G. Pemberton, and P.J. Currie 2004. New ichnotaxa of mammal and reptile tracks from the Upper Paleocene of Alberta. *Ichnos*, 11(3-4): 323-339.

Spalding, D.A.E, S.G. Pemberton, R.T. McCrea, and M.G. Lockley 2003. William Antony Swithin Sarjeant (1935-2002): a celebration of his life and ichnological contributions. *Ichnos*, 10(2-4): 57-68.

McCrea, R.T., M.G. Lockley and C.A. Meyer 2001. Global distribution of purported ankylosaur track 5 occurrences, pp. 413-454. In K. Carpenter (ed.), *The Armored Dinosaurs*. Bloomington & Indianapolis: University of Indiana Press.

McCrea, R.T. and W.A. S. Sarjeant 2001. New ichnotaxa of bird and mammal footprints from the Lower Cretaceous (Albian) Gates Formation of Alberta, pp.453-478. In K. Carpenter, D.H. Tanke and M.W. Skrepnick, (eds.), *Mesozoic vertebrate life*. Bloomington & Indianapolis:

October 13, 2011

University of Indiana Press.

McCrea, R.T. 2000. Dinosaur footprints in the Lower Cretaceous (Albian) Gates Formation of Alberta, Canada; their use in palaeobiology and palaeoenvironmental interpretation. *Journal of the Paleontological Society of Korea*, Special Volume #4: 169-178.

Robson, S.P. and R.T. McCrea 1999. Paleontology summer day camps for children. *Geoscience Canada*, 28(4): 195-197.

McCrea, R.T. and P.J. Currie 1998. A preliminary report on dinosaur tracksites in the Lower Cretaceous (Albian) Gates Formation near Grande Cache, Alberta. In S.G. Lucas, J.I. Kirkland and J.W. Estep (eds.), Lower and Middle Cretaceous Terrestrial Ecosystems. *New Mexico Museum of Natural History and Science, Bulletin 14*: 155-162.

#### **Non-Refereed Articles & Extended Abstracts:**

McCrea, R.T., L.G. Buckley, and T.J. Shaw 2011. "3-D Imagery and its Utility in Palaeontology", pp. 63-70. In R.T. McCrea (ed.), *9<sup>th</sup> British Columbia Paleontology Symposium/ 3<sup>rd</sup> Peace Region Palaeontology Symposium Abstracts Volume*. Dawson Creek: Peace Photographics, 70p.

Buckley, L.G. and R.T. McCrea, 2011. A new avian ichnogenus and ichnospecies from the Early Cretaceous (Albian) Boulder Creek Formation of northeast British Columbia: using the present to interpret the past, pp. 49-51. In R.T. McCrea (ed.), *9<sup>th</sup> British Columbia Paleontology Symposium/ 3<sup>rd</sup> Peace Region Palaeontology Symposium Abstracts Volume*. Dawson Creek: Peace Photographics, 70p.

McCrea, R.T. 2011. Palaeontology and industry in British Columbia: a perspective, pp. 43-44. In R.T. McCrea (ed.), *9<sup>th</sup> British Columbia Paleontology Symposium/ 3<sup>rd</sup> Peace Region Palaeontology Symposium Abstracts Volume*. Dawson Creek: Peace Photographics, 70p.

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## **SEMINARS, TALKS & DELEGATIONS**

Palaeontology and industry in British Columbia: a perspective, 9<sup>th</sup> British Columbia Paleontology Symposium/ 3<sup>rd</sup> Peace Region Palaeontology Symposium, Tumbler Ridge, British Columbia, May 21, 2011.

Update on the P.R.P.R.C. & T.R.M.F.'s dinosaur excavation, 9<sup>th</sup> British Columbia Paleontology Symposium/ 3<sup>rd</sup> Peace Region Palaeontology Symposium, Tumbler Ridge, British Columbia, May 21, 2011. 8

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The Peace Region's palaeontology museum project. Delegation at the Peace River Regional District Meeting, Dawson Creek, British Columbia, November 10, 2010

The Peace Region's palaeontology museum project. Delegation to Fort St. John Council, Fort St. John, British Columbia, March 28, 2011.

**October 13, 2011**

PRPRC 2010 Field Results (British Columbia's first complete dinosaur). Delegation at the Peace River Regional District Meeting, Dawson Creek, British Columbia, November 3, 2010.

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Field and museum accomplishments of the TRMF & PRPRC (2000-2009). 1<sup>st</sup> Annual Peace Region Palaeontology Symposium. Tumbler Ridge, British Columbia, May 23, 2009.

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The Peace Region Palaeontology Museum Project. North Peace Economic Development Commission, Fort St. John, January 19, 2009.

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'Dinosaur footprints of Kakwa Provincial Park, B.C.', May 31, 2007. Grande Prairie Regional College Speakers Series, Grande Prairie, Alberta.

'Canada's largest dinosaurs' May 20, 2007. Seventh British Columbia Palaeontological Symposium, North Island College, Courtney, British Columbia.

'Dinosaur tracksites of British Columbia' November 15, 2006. Royal British Columbia Museum, Victoria, British Columbia.

'Vertebrate tracks of western Canada'. November 15, 2006, Victoria Palaeontological Society, 9 University of Victoria, Victoria, British Columbia.

'Canada's largest dinosaurs: ichnological evidence of the northernmost record of sauropods in North America'. October 22, 2005, Sixty-Fifth Annual Meeting, Society of Vertebrate Paleontology, Mesa, Arizona.

'Tracking Dinosaurs in the Peace Region and British Columbia's First Dinosaur Excavation'. August 28, 2005 Canadian Palaeontology Conference and British Columbia Palaeontology Alliance Conference, The Exploration Place, Prince George, British Columbia.

**October 13, 2011**

'Fossil vertebrate tracks of western Canada'. Alberta Palaeontological Society, Ninth Annual Symposium Mount Royal College, Calgary, Alberta, March 19, 2005.

'British Columbia's newest dinosaur discoveries'. Royal Tyrrell Museum of Palaeontology, Drumheller, Alberta, March 11, 2005.

'An account of Canada's first dinosaur track finds from the Peace River Canyon, northeastern British Columbia'. January 20, 2005. Tumbler Ridge Community Centre, Tumbler Ridge, British Columbia.  
'Dinosaur hunting in British Columbia', with Lisa Buckley, September 30, 2004. Hosted by the Grande Prairie Regional College "Speakers Series", Grande Prairie, Alberta.

'Dinosaur and other vertebrate tracks from Grande Cache, Alberta'. September 28, 2004. Hosted by Alberta Community Development, Grande Cache Interpretive Centre, Grande Cache, Alberta.

'Dinosaurs of the Tumbler Ridge area: British Columbia's first dinosaur dig', with Lisa G. Buckley, June 16, 2004. Hosted by the Dawson Creek Rotary Clubs, Kiwanis Performing Art Center, Dawson Creek, British Columbia.

'Dinosaur and other footprints of the Peace River Canyon, northeastern British Columbia', June 11, 2004. Hosted by the Hudson's Hope Museum, Hudson's Hope Library and the District of Hudson's Hope, Hudson's Hope, British Columbia.

'The discovery and excavation of British Columbia's first dinosaurs, from the Tumbler Ridge area', Special Presentation for Living Landscapes: Peace River Northern Rockies, May 27 & 28, 2004. Hosted Royal British Columbia Museum, North Peace Historical Society, and Northern Lights College. Northern Lights College, Ft. St. John, British Columbia.

'The discovery and excavation of British Columbia's first dinosaur bones', Keynote speaker, with Lisa G. Buckley, April 23, 2004. Edmonton Geological Society Annual General Meeting, Cloverdale Community Hall, Edmonton, Alberta.

'Excavating British Columbia's first dinosaurs, and other palaeontological projects in the Tumbler Ridge area', with Lisa G. Buckley, March 20, 2004. Alberta Palaeontological Society, Eighth Annual Symposium, Mount Royal College, Calgary, Alberta.

'Dinosaur footprints from the Lower Cretaceous (Albian) Gates Formation of western Canada', February 6, 2004. South Dakota School of Mines and Technology, Rapid City, South Dakota.

'Tumbler Ridge dinosaur excavation update'. August 4, 2003. Tumbler Ridge Community Centre, Tumbler Ridge, British Columbia.

'The excavation of British Columbia's first dinosaur bones'. July 2003. Tumbler Ridge Community Centre, Tumbler Ridge, British Columbia.

'Fossil tracks from Tumbler Ridge: a brief history of collaboration between amateurs and academics'. 10 March 15, 2003, Alberta Palaeontological Society, Seventh Annual Symposium, Mount Royal College, Calgary, Alberta

'Huellas de vertebrados del oeste de Canada'. November 9, 2002, VII Semana Nacional de Paleontologia 2002, Y el Museo del Desierto, Saltillo, Coahuila, Mexico.

'Forelimb impressions associated with a large theropod trackway from the Gates Formation (Lower Cretaceous: Albian) of western Canada'. October 9, 2002, 200 Years of Vertebrate Paleichnology Symposium, Sixty-Second Annual Meeting, Society of Vertebrate Paleontology, Norman, Oklahoma.

**October 13, 2011**

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'Vertebrate footprints and trackways from the Mesozoic of western Canada'. March 12, 2002, The Fraser-Ft. George Museum, Prince George British Columbia.

'The distribution of vertebrate ichnotaxa from Lower Cretaceous (Albian) Gates Formation tracksites near Grande Cache, Alberta: implications for habitat preference and functional pedal morphology.' January 20, 2001, Alberta Palaeontological Society, Fifth Annual Symposium Mount Royal College, Calgary Alberta.

'Dinosaur footprints in the Lower Cretaceous (Albian) Gates Formation of Alberta, Canada; their use in palaeobiology and palaeoenvironmental interpretation.' August 4, 2000, Kosong, Korea.

'A diverse dinosaur and bird footprint site from the Lower Cretaceous Gates Formation near Grande Cache, Alberta', April 9, 1999, Royal Tyrrell Museum of Palaeontology.

'A preliminary report on dinosaur tracksites in the Lower Cretaceous (Albian) Gates Formation near Grande Cache, Alberta', Oct. 7, 1998, Devil's Canyon Science and Learning Center, Fruita, Colorado.

'Dinosaur tracks from the Lower Cretaceous of Grande Cache, Alberta', Feb. 6, 1998, Department of Geological Sciences, University of Saskatchewan.

'New Lower Cretaceous dinosaur tracksites from Grande Cache, Alberta and the global track record of ankylosaurs', Nov. 27, 1997, The Royal Tyrrell Museum of Palaeontology.

## **FIELD TRIPS, WORKSHOPS & SYMPOSIA ORGANIZATION**

Workshop on 3-D imagery in palaeontology, 9<sup>th</sup> British Columbia Paleontology Symposium/ 3<sup>rd</sup> Peace Region Palaeontology Symposium, Tumbler Ridge, British Columbia, May 22, 2011.

9<sup>th</sup> British Columbia Paleontological Symposium, Tumbler Ridge, British Columbia, May 20-23, 2011

1<sup>st</sup> – 3<sup>rd</sup> Annual Peace Region Palaeontology Symposia, Tumbler Ridge, British Columbia, 2009-2011  
Workshop on fossil tracks Alberta Palaeontological Society, Calgary, Alberta March, 2008.

Workshop on fossil tracks for Peace Region Palaeontology Society, Mount Royal College, Calgary, Alberta, 2007. 11

Palaeontological field trip to fossil track sites near Tumbler Ridge, Canadian Palaeontological Conference/British Columbia Palaeontological Association Conference, 2005.

Alberta Palaeontological Society field trip to Tumbler Ridge area track sites, 2004

Alberta Palaeontological Society field trip to Grande Cache track sites, 2003

University of Alberta Ichology Research Group field trip to Grande Cache track sites, 2003

Canadian Palaeontological Conference field trip to Grande Cache track sites, 2003.

**October 13, 2011**

200 Years of Vertebrate Paleontology Symposium, Sixty-Second Annual Meeting of the Society of Vertebrate Paleontology, Norman Oklahoma, October 9, 2002.

## **PALAEONTOLOGICAL RESOURCE CONSERVATION ACTIVITIES**

Author of the 'Proposal for Conservation and Protection of a Portion of the Carbon Creek Area (NTS 93 O/15) A Significant Fossil Dinosaur Track Locality Near Hudson's Hope, March 20, 2011.

Member of B.C. Parks Palaeontological Advisory Committee – Palaeontological Resources of Kakwa Provincial Park, British Columbia. March 29, 2005 – present.

Contributor with Lisa G. Buckley to guidance for the B.C. government's "Fossil Management Framework", towards legislation for B.C. fossils and fossil sites (summer, 2005).

Contributor with Lisa G. Buckley for designation of protective status for two tracksites in the Gething Formation of British Columbia (application in review).

Palaeontological contributor to an application for Non-Staking Reserves for six fossil vertebrate localities in B.C.'s Peace Region 2003 - 2005.

Palaeontological advisor and advocate for the Grande Cache tracksite's designation as a Provincial Historic Resource which was formalized in the spring of 2006.

## **REPORTS**

McCrea, R.T., and L.G. Buckley 2006. *Research on the Fossil Vertebrate Tractsite in Kakwa Provincial Park* (August 5 - 30, 2006. Unpublished report for B.C. Parks, December 7, 2006: 19p.

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*Tourism Analysis: Dinosaur Tracks in the Grande Cache Area.* Presented to Alberta Economic Development by Strategy Plus, IRIS Environmental Systems, Insight Research Solutions Inc., and Richard T. McCrea, March, 2001: 140p.

**October 13, 2011**

**APPENDIX B – NOTES FROM INTERVIEWS/RESEARCH ON  
COMPARABLE CENTRES**

	<i>Page No.</i>
◆ Royal Tyrrell Museum – Drumheller, Alberta	B-2
◆ T-rex Discovery Centre – Eastend, Saskatchewan	B-5
◆ Canadian Fossil Discovery Centre – Morden, Manitoba	B-8
◆ Philip J. Currie Dinosaur Museum – Wembley, Alberta	B-12

**Royal Tyrrell Museum  
Drumheller, Alberta**

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Andrew Neuman, Executive Director

The Royal Tyrrell Museum is one of the world's premiere palaeontological research facilities and Canada's only museum dedicated exclusively to palaeontology. It is home to approximately 130,000 individual specimens and adds over 2,000 new specimens annually. The Museum opened in 1985 and is operated by Alberta Culture and Community Spirit and generates the highest economic output of all Alberta Government heritage attractions. In 1990 it received the Queen's "Royal" appellation. It is concerned with the collection, protection, presentation and interpretation of Alberta's fossil history. Over 500,000 visitors came in its first year.

**Facilities, Programs and Services**

- The facility is 120,000 sq. ft. and encompasses a 45,000 sq. ft. of displays (about 1/3) and warehouses, prep lab, library, offices and has the legal responsibility for all of Alberta
- Walking trails ( 50 minutes)
- Cafeteria with patio
- Picnic area in S.E. Corner of property
- Palaeo Play Park for kids 3 –12
- Cost to develop was \$30 million – paid by the Alberta Provincial Government
- School and outreach programs (which are award-winning)
- Summer public programs
- Restaurant and gift shop
- Alberta Public Works has offices with the Museum and takes care of their maintenance requirements
- Alberta Culture and Community Spirit (CCS) programs.

**Cooperating Society**

- A non-profit, charitable organization it has looked after the management of the Museum Gift Shop since 1993
- Sells memberships which give unlimited admission, subscription to *Tracks & Traces*, 10% discount in the shop and/or cafeteria, and 50% discount to other provincially operated museums and historic sites
- 1-year membership is \$35 and 2 years is \$65 for adults.
- Large groups and corporations can purchase memberships from the Raptor level for \$500 up to the Tyrannosaurus level for \$50,000.
- Through donations and memberships the Society plays a key role in helping the Museum realize its mandate.

## Research Activities

- They handle research for all of Alberta. Under the legislation, the Crown owns and operates. Associated with the University of Calgary and the University of Alberta.
- Affiliated with the Royal Alberta Museum in Edmonton and member of the Alliance of Natural History Museums (about 15 members)
- Some of their management staff are adjunct professors and teach at nearby universities and supervise graduate students.

## Hours and Rates for Admission

- They are open 7 days a week from 9am to 9pm
- In the winter they are only open from 10am to 5pm and closed on Mondays
- Adults – \$11.00, Seniors – \$8.00, Youth (7-17) \$6. Children 6 & under are free.
- Cooperating Society Members are Free
- Those with *Experience Alberta's History Pass* are Free
- Audio guides can be rented in English and French
- Wheelchairs and strollers can be rented at a nominal fee
- Cafeteria holds 150
- All proceeds from the Gift Shop support exhibits, research and educational activities.
- Parking is free.

## Visitation Profile

- They received over 375,000 visitors in 2010/11
- 26,000 students and 8,000 via video conference
- The majority come from Alberta and South Central Alberta – about 80%
- Ontario and Saskatchewan - 5%, BC – 10%, Manitoba – 3%, US – 3%, UK – 1%, Australia – under 1%, Germany 1% and Europe and Japan – 1%
- Get visitors from 129 countries
- 20,000 to 30,000 visitors in school groups
- Getting a lot of independent groups organizing their own tours – groups of RVs etc.
- Meetings are mostly families from South Central Alberta
- 80% of their business comes in July and August
- Winter is very low and school groups come in the spring and fall.

## Organization, Management, Governance

- In the Summer they have 200 full time 140 the rest of the year
- They have four senior management positions, 8 palaeontologists and 12 preparation staff.

- They are governed by the Provincial Government and it is a non-profit Board with representatives from the local community.

## **Revenues, Expenses, Government Grants & Donations**

- \$3 million revenue from operations
- \$3.5 million from government grants
- \$250,000 per year from sponsors

## **Budgets**

- Operating budget is \$7 million

## **Fundraising**

- No real fundraising at the moment
- No endowment fund

## **Marketing and Promotion**

- Budget: \$50,000 to \$70,000
- Have a marketing group that gets free publicity from organizations
- Film crews
- Newspaper
- Partnerships with the Calgary Zoo
- Sponsors like the CBC, Coop Stores and Frito Lay chips
- Have worked with the Calgary Stampeders but this partnership did not generate enough visitation to continue.
- *Tracks and Traces* is published twice a year at a cost of \$10,000
- Ads in the *South West Saskatchewan Guide*
- Key target markets are Province of Alberta, especially South Central Alberta and the main focus is on families, baby boomers, adults and tour groups.

## **T. rex Discovery Centre Eastend, Saskatchewan**

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Sean Bell, General Manager

The T. rex Discovery Centre was built in 2000 and officially opened in 2003 and is managed by the T. rex Discovery Centre Inc. It has displays and public programs that focus on the fossil history of South Western Saskatchewan, including the dinosaurs of the Frenchman River valley and the extinct mammals of the Cypress Hills.

### **Facilities, Programs and Services**

- The facility is 16,000 sq. ft. and encompasses a research laboratory, theatre, main display area, education area, gift shop/administration area.
- State-of-the-art theatre is used for video presentations during the T-rex Tour. This facility is also used for live music, lectures, town meetings, computer-aided slide presentations with audio capability as well as feature length DVD movies with Dolby Digital 5.1 surround sound
- Cost to develop was \$3.9 million – Local funding was \$2 million, Province of Saskatchewan was \$1 million and the Federal Govt. was \$900,000.
- The Eastend Community Tourism Authority (ECTA) was the original sponsoring body for the building of the Centre.
- Within the Centre 8,500 - 10,000 sq. ft. used for displays. The rest is used for Programs (800 sq. ft), 100 seat theatre, fossil storage, offices, laboratory, and shop (1200 sq. ft.)

### **Programs**

- Discovering Dinosaurs
- What Big Teeth You Have
- Bone Bed Dig Pit
- They're Alive
- Rocks: My World
- Fossil Finders
- Replica Fossil casting
- Dino Day Camp (ages 6-12) \$35 per child + bring lunch
- Birthday parties (\$10 room rental + \$5 per child + choice of movie in the theatre with free popcorn
- Scotty's Birthday Party is August 13 and he is 65,000,020 years old.
- Colouring pages on the website

## Research Activities

- The Royal Saskatchewan Museum does all of their research and the RSM is responsible for conducting research as well as the collection, preparation and preservation of the fossils.
- Apart from the RSM, also affiliated with the McGill School, The University of Alberta and the University of Calgary

## Hours and Rates for Admission

- They are open 7 days a week from September to June, 9am to 5pm
- July 1 to August 31, daily 9am to 7pm
- Adults – \$8.95, Seniors – \$8.45, Students – \$8.45, Youth (6-17) \$6, and Family (2 adults and 2 children) \$26.50. Children 5 & under are free.

## Visitation Profile

- The Centre received 8,500 paying visitors in 2010
- The majority come from South Saskatchewan and S.E. Alberta – 50%
- Others from Cypress Hills Provincial Park
- 10% are school groups
- 100 persons In meetings in 2009
- They get most visitors from April to September – 70%. In the winter they get less than 5%.

## Organization, Management, Governance

- In the Summer they have 11 full time and 4 part-time
- In the Spring/Fall they have 5 full time
- In the Winter they have the 5 full time staff.
- Senior management positions are: General Manager, Outreach Program Coordinator and a Gift Shop Manager (names above)
- They are governed by the T.rex Discovery Centre Board – representatives are members of the community of Eastend and representatives from the Royal Saskatchewan Museum.

## Revenues, Expenses, Government Grants & Donations

- \$116,000 revenue from operations
- Admissions & memberships: \$53,000

- Guided tours: Don't charge for guided tours
- Gift shop sales: \$54,000
- No restaurant
- Other programs – \$11,000
- \$27,000 from government grants
- \$8,500 as a Provincial Museum Grant
- \$17,000 from the Federal Government
- \$2,000 from corporations

## **Budgets**

- Payroll: \$194,000
- \$5,000 for visitor oriented programming costs
- \$6,300 for maintenance costs.

## **Fundraising**

- No real fundraising at the moment
- No endowment fund

## **Marketing and Promotion**

- Budget: \$16,000
- Joint marketing with local operators
- South West Saskatchewan Guide
- Key target markets are Alberta, BC and Ontario - families, retirees, those with science related interests and regional market.

## **Canadian Fossil Discovery Centre Morden, Manitoba**

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Tyler Schroeder, General Manager  
Anita-Maria Janzic, Curator

The Canadian Fossil Discovery Centre (CFDC) was established in 1971 and is operated by the CFDC Board run by President, Henry Penner. The displays take up half the square footage and the other major components of the indoor space are the offices, gift shop, gallery, collection, activity room, rental space.

### **Facilities and Services**

- The facility is 16,000 sq. ft. and encompasses offices, the galleries, the Gift Shop and the collection: The galleries – 65%, collections room – 15%, office space – 15% and Gift Shop – 5%
- The operating budget is \$360,207
- They receive \$20,000 from the Fed Govt for summer student grants and \$3,500 from the provincial govt for summer student grants.
- The Town of Morden provides them with \$126,000 in core funding annually.

### **Programs**

- School Programs
- Guided tours - with tour guide - \$2.50 per person for a 30-minute tour plus 30-minutes education
- \$3.25 per person for a guided tour for 1 hour + 30 minutes education
- Kids Day Camp runs from 9am to 11:45 and costs \$12.00 per person. Attendees are 91% from Manitoba and 7% from outside the province
- Host your Event - Facility rentals and birthday parties etc. They can also cater these functions. Room rental is about \$50.00.
- Bus tours are now mainly school groups as they have not got into the Bus Tour operator business yet.
- They also run Fossil Dig Adventure Tours for children & families with multiple packages, some including accommodation etc.
- Fossil Friend volunteers.

### **Research Activities**

- They run all their own paleontological digs, do fossil recovery with the help of volunteers. They have 2 palaeontologists (Anita-Maria Janzic (who I interviewed) and Joseph Hatcher, Asst. Curator.
- They do research and publish findings and host internships

- Host Manitoba Palaeontology Symposium
- Some affiliation with North Dakota University
- Educational outreach programs with Assiniboine Community College.

## Hours and Rates for Admission

- They are open 7 days a week from May to September from 10am to 5pm
- In the winter, they are open from 1pm to 5pm
- Adults - \$6, Students - \$3 and Family (2 adults and 3 children) \$12
- Wheelchair accessible with free parking.

## Visitation Profile

- They received 11,000 paying visitors in 2010
- The majority (69.2%) came from Manitoba (mostly Winnipeg and Southern Manitoba)
- Rest of the Provinces – 18.4%
- U.S.A. 12.4%
- They track the information through their guest book and surveys.
- Local and regional residents - 6.5%
- Winnipeg - 21%
- Individual tourists - 6%
- Regional – 16%
- Schools groups at the museum – 29%
- School groups at digs – 21%
- Facility rentals – about 150 persons.
- Visitors come mostly May to September – 50% with August being the busiest month.

## Organization, Management, Governance

- In the Summer they have 4 full time and 2 students
- In the Spring/Fall they have 4 full time and 3 ambassadors
- In the winter the Centre has 4 full time staff.
- Senior management positions are: General Manager, Curator, Asst. Curator (names above) and an administrator.
- They have 2 palaeontologists, Anita-Maria and Joseph and no additional research personnel

- They are governed by a Board of Directors - representatives are members of the community of Morden, a Professor at the University of Manitoba, partnerships and a rep from the Town of Morden

## Revenues, Expenses, Government Grants & Donations

- Admissions & memberships: \$27,000
- Guided tours: \$22,000
- Gift shop sales: \$21,000
- No restaurant
- Donations: \$10,680
- Fundraising: \$8,340
- Rentals: \$3,100
- Municipal Grants: \$130,896 + \$28,330
- Federal Grant: \$14,489 - for summer students
- \$67,000 for 2 years – Grant from Museum Assistance Program (from Canadian Heritage) for equipment and supplies
- Provincial Grant: \$7,547
- \$12,000 – Manitoba Community Service Council
- \$8,000 – Manitoba Ministry of Culture, Heritage & Tourism
- \$250,000 from the Thomas Sill Foundation towards building a new facility hopefully soon as the Business Plan has been submitted.

## Budgets

- Payroll: \$179,453
- \$7,000 for exhibits and galleries
- \$5,000 for the Gift Shop
- \$11,866 for visitor oriented programming costs
- \$1,420 for the laboratory

## Gift Shop

- Sells plush toys
- Posters
- CFDC Branded clothing, T shirts & hats
- Content must have some synergy with the Centre and have educational value.

- Carnegie collection (dinosaurs properly made)

## **Fundraising**

- No real fundraising at the moment but will have to organize and run it when the new museum building starts
- Not aware of an endowment fund

## **Marketing and Promotion**

- Budget: \$14,269
- Website
- Highway signs
- Pamphlets for Outreach Events
- Radio
- Print ads in Manitoba Guide and North Dakota Guide
- Key target markets are Winnipeg and regional area.

**Philip J. Currie Dinosaur Museum  
Grande Prairie, Alberta**

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Brian Brake, Executive Director

Other current full-time staff includes a Palaeontologist, an Education Manager, a Communications and Marketing Manager and an Administrator. The Project office is located in the Minhas Industrial Park, just west of Evergreen Park in Grande Prairie.

The Philip J Currie Dinosaur Museum will be a LEED-certified educational and research facility in the heart of Alberta's Peace Country. The Museum will feature an elaborate architectural design by Toronto-based Teeple Architects. It will include extensive gallery spaces, two classrooms, a 64-seat theatre, research and collections areas, a restaurant, gift shop, and tourist services within the three-level design. High windows and a spacious interior with a unique timber truss design will create a truly exceptional museum experience.

The Currie Museum will be built on a 10-acre site, 22 km west of Grande Prairie on Hwy 43, just north of the town of Wembley, in the farmlands of northwestern Alberta. There will be sculpted gardens with private alcoves ideal for families and picnics. The site will be re-vegetated with native plants and will feature additional artifacts and interpretive trails to extend the learning experience outdoors.

Scheduled for opening in July of 2013, this facility will highlight the region's internationally significant fossils and serve as a hub for learning, science and enjoyment.

**Facilities, Programs and Services**

- The facility has been designed and will be 41,000 sq. ft. – 2/3 dinosaur displays and 1/3 will be devoted to oil and gas.
  - 21,173 sq. ft. will be for exhibits, galleries and gift shop
  - 4,023 sq. ft. for 2 educational classrooms (32 students in each)
  - 991 sq. ft for the 64-seat theatre (with sliding doors to classrooms)
  - 4,500 sq. ft. for research area, lab and collections, etc.
  - Boardroom for 20 people will be 440 sq. ft.
  - Admin offices will be 1,420 sq. ft.
- Tourist services kiosk (Alberta Tourism) will be 753 sq. ft.
- Restaurant for 40 people (will be rented out to Harvey's) – 1,900 sq. ft.
- Gift shop
- Interpretive trails and landscaped gardens
- School and public programs will be offered
- Exhibits in new Museum will include: Pipestone Creek Bonebed, Excavation and Discovery, Alberta's New Species, Peace Region Palaeontology and Natural Resources
- Pipestone Park Campground is close to the current site of palaeontological activity (Pipestone Creek) and is situated 19km south of Wembley, approximately 16 km from the actual Museum site

## Current Public Programs

- Summer public programs are offered as follows:
  - Dinosaur-themed theatrical performance (free) – Pipestone Creek Campground - July - August - 1 hour - Saturdays & Sundays at 2 pm
  - Also currently feature a Dinosaur Bonebed Tour – (June to August) 2 hours \$2 per person \$5 - family - Fridays, Saturdays & Sundays
  - Fossil Hunter Geocache in the Pipestone Creek Campground – fun family event - Saturday, September 10, 2011
  - Summer camp, day care, seniors programs
  - Dinosaur playground / ball diamond in Pipestone Creek Campground
- While the current public programs are only available during the summer months, the Museum's team is flexible and accommodating. The educator or palaeontologist will try their best to fulfill the needs of visitors, be it a corporate presentation, or a hands-on experience for a summer camp, day care or seniors' home.
- Curriculum-based Kindergarten to grade 12 school programs are offered on-site or in schools.
- Plan to have guest speakers on Thursday nights together with wine and cheese.
- Also plan on having Family Days twice a year
- The new Museum is intended to be a centre of excellence, and will have a mandate to mentor the smaller museums in the province.

## Current Research Projects

- Pipestone Creek Bonebed – Philip J. Currie, Professor and Canada Research Chair in Dinosaur Paleobiology at the University of Alberta
- Wapiti Bonebed on the Pachyrhinosaurus
- Spring Creek Bonebed on Hadrosaurs (duck-billed dinosaurs)
- Hadrosaur found on the banks of the Red Willow River, west of Grande Prairie. Skeleton will be featured in the main gallery of the new museum.
- Dr. Philip Currie and the University of Alberta are continuing work here to learn more about the animals and about the calamity that ended their lives 73 million years ago.
- Affiliated with the University of Alberta in Edmonton and the Grande Prairie Regional College
- Also affiliated with the ROM and have sent architect and palaeontologist there to learn about that facility and its development.
- Other research projects to be announced.

## River of Death & Discovery Dinosaur Museum Society

- Responsible to the County of Grande Prairie for fundraising, design, building and setting up operations of the new museum
- After the museum is built the Society will take over ownership.
- So far there are 500 paid memberships or family memberships
- Seniors and under 18 – \$30 per year; other individuals – \$30 and family admission – \$50. This gives them free admission for the first year.

**Season of Operation and Admission Fees**

- The Museum will be open 7 days a week year-round
- Adults – \$8.00, Seniors – \$5.00, Youth (7-17)
- The currently offered Summer Public Programs last 2 hours and cost \$2 per person or \$5 per family – objective is to keep the local community engaged.

**Visitation Profile**

- The currently offered programs attracted approximately 1,800 visitors in 2011 plus 800 students.
- Looking to Alberta and other parts of North America for majority of visitors
- President of Explorers' Club of America was at the Aykroyd fundraiser and they will be organizing two 5-day programs on palaeontology at a cost of \$10,000 per person, as a donation to the museum with accommodation and meals included.
- The Museum wants to be the northwest hub of the Dinosaur Trail. There are 27 outstanding palaeontological sites in Alberta and they also intend to tie-in with the sites in Tumbler Ridge and Northeastern BC.
- Population of Grande Prairie is 70,000 and the city attracts 581,000 visitors a year – the new Museum would give them one more reason to stay longer in Grande Prairie.

**Organization, Management, Governance**

- In the summer they plan to have 60 staff and 40 the rest of the year
- There are currently five management/administrative positions including 1 palaeontologist, plus 2 research assistants
- The project is currently known as the Pipestone Creek Dinosaur Initiative Project, but when the museum is built this staff will be integrated into the Museum
- Board of Directors is comprised of 15 people from Grande Prairie – 1 lawyer, 2 accountants, some with political connections, former mayor of Grande Prairie, Economic Development Officer, members from the County and members with educational background.
- The new Museum will be governed by the Society with its 15-member Board and the Manager of the Museum will be the Executive Director of the Society.

**Capital and Operating Costs**

- Cost to develop the Museum is currently estimated at \$27 million – they ultimately hope to raise 1/3 from local sponsors/donors/fundraising activities, 1/3 from the provincial government, and 1/3 from the federal government.
- To date more than \$8 million has been raised for the capital program – local sponsors have contributed \$4.5 million, the provincial government has provided \$3.6 million and the federal government has provided \$540,000 through Western Economic Diversification. Alberta's Culture & Community Spirit has contributed \$1,500,000.
- The Museum expects to have \$1.65 million in annual operating expenses and \$1.35 million in operating revenue, resulting in a budget shortfall that will need to be funded from other sources (grants, donations, etc.).

- \$75,000 has already been spent on a story development expert from Toronto who has worked for the Smithsonian.

### **Museum Start-up and Capital Funding**

- The Society received a County grant for start-up of \$1.88 million, \$900,000 of which will be used for GPRC (Grande Prairie Regional College) programs and to promote palaeontology and setting up post secondary programs – the rest goes towards their monthly budget of \$45,000
- City of Grande Prairie is contributing \$1.5 million over 3 years – (\$500,000 now, \$500,000 in 2012 and \$500,000 in 2013)
- Millions of dollars of provincial funding have already been received:
  - MCFEP grant of \$1 million - Government of Alberta
  - Rural Alberta Development Fund – \$827,500
  - Alberta Provincial Rural Agricultural Fund Grant – \$500,000
  - Alberta Culture and Community Spirit \$1.5 million
- Federal funding to date from Western Economic Diversification – \$540,000
- Private donations and sponsorships have been significant
  - \$650,000 from the Dan Aykroyd fundraiser (including in-kind contributions)
  - \$150,000 from EnCana who sponsored the dinner for the above fundraiser
  - \$590,000 in various in-kind contributions
  - Other corporate cash or in-kind contributions such as \$90,000 from Brandt Tractor Ltd. (in-kind)
  - Numerous other corporate contributors and individual donors.
- Other small local municipalities have contributed \$112,500
- County purchased the land and gave \$1,520,000 for part of phase 1 in developing roads and the bonebed and paying architects
- A total of \$8,270,000 has been collected so far for the capital program – government grants make up 50%
- The Province has promised an additional \$9 million – once these funds are in place they will in a position to start construction (hope to tender construction in April 2012).
- They have already hired a company, PCL, which is looking after the approvals and the construction project.

### **Specific Fundraising Activities**

- The Dan Aykroyd “Dino Ball” celebrity fundraiser held on July 23, 2011 is most notable:
  - With over 700 guests, celebrity host Dan Aykroyd, the Canadian Tenors, avant-garde fossil-inspired décor, and a gourmet five-course meal, the *Aykroyd Family and Friends Dinosaur Ball* was a hallmark event.
  - It was held at Grande Prairie’s Crystal Centre, and was a glitzy affair where guests rubbed shoulders with celebrities including Dan Aykroyd and, philanthropist Robert Kennedy Jr., among others.
  - The elite silent auction was an attraction in itself and included two luxury weekend escapes – to Los Angeles and New York (including dinner with the Aykroyds), a

beach holiday getaway, and a day spent on the bonebed working with Dr. Phil Currie himself, to name just a few.

- All 70 tables were sponsored for between \$5,000 and \$25,000 each.
- Media attended from across the country and ABC Television will be airing a 5-part palaeontology series entitled *Born to Explore* in November 2011.
- The ultimate goal of this event was to raise funds to complete the Philip J. Currie Dinosaur Museum.
- Now that the Dinosaur Ball has been launched it will be an annual fundraising event.
- The Museum hopes to have an endowment fund and raise \$3 million within 10 years.

## **Marketing and Promotion**

- The principal marketing undertaken so far has been development of the website for \$16,000
- The Project Office also sells t-shirts and golf shirts to raise funds and promote the Museum project.
- There are also brochures and teaching materials with the new logo.