



SASKATCHEWAN GAMING CORPORATION  
ANNUAL REPORT 2003/2004

OPERATING AS CASINOS REGINA AND MOOSE JAW

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## C O R P O R A T E   O V E R V I E W

- SGC is a Treasury Board Crown Corporation that was established in 1994 to operate casino gaming in partnership with the Federation of Saskatchewan Indian Nations (FSIN).
- The Corporation is responsible to the Saskatchewan government through a Board of Directors appointed by Cabinet. Three Board members are nominated by the FSIN.
- The Corporation operates Casino Regina and Casino Moose Jaw under the regulatory authority and supervision of the Saskatchewan Liquor and Gaming Authority (SLGA).
- One hundred per cent of SGC's profits are delivered back into Saskatchewan communities. 25% of SGC's profit is distributed to non-profit, community organizations through the Community Initiatives Fund and the Metis Development Fund, 25% goes to our partners, the FSIN to fund initiatives in First Nations communities, and 50% is distributed to important provincial programs through the province's General Revenue Fund.
- Casino Regina opened to the public on January 26, 1996. Casino Regina's Show Lounge opened to the public in November 2001.
- Casino Moose Jaw, which is connected via a skywalk to the Temple Gardens Mineral Spa in Moose Jaw's historic downtown, was opened on September 6, 2002.
- The total combined workforce for Casinos Regina and Moose Jaw is 767 employees. Aboriginal employees represent 50.5% of the total workforce. Women represent 54.6% of the total. Visible minorities represent 7.2%, and people with disabilities represent 5.4% of the workforce.
- In-scope gaming operation staff at Casino Regina are represented by the Public Service Alliance of Canada. In-scope food and beverage employees at Casino Regina and all in-scope employees at Casino Moose Jaw are represented by the Retail, Wholesale and Department Store Union. (RWDSU).
- Casino Regina has 780 slot machines including our specialty games and multi-line games in 1¢, 2¢, 5¢, 10¢, 25¢, \$1, and \$2 credits. It has 33 table games. Casino Moose Jaw has 215 slot machines and 7 table games. Both operations are open seven days a week.

## 2 0 0 3 / 0 4   R E S U L T S   A T   A   G L A N C E



- Net Revenues in 2003/04 were \$90.9 million.
- 2003/04 operating expenses were \$54.4 million.
- Slot revenues were \$77.9 million.
- Table revenues were \$9.4 million.
- Average attendance figures 5296 at CR; 1374 at CMJ.
- Annual payroll of \$22.3 million.
- Capital expenditures in 2003/04 of \$3.48 million.
- Maintains its head office in Regina.
- Has capital assets of \$57.7 million.
- The pay-out percentage on slot machines has remained stable at 93%.

*For more information about Casino Regina and Casino Moose Jaw, check out [www.casinoregina.com](http://www.casinoregina.com) and [www.casinooosejaw.com](http://www.casinooosejaw.com).*

# MANDATE, MISSION, VISION AND VALUES

## Mandate

To offer casino entertainment – generating quality employment, economic benefits for the community; and profit for Saskatchewan people, in partnership with First Nations.

## Mission

To provide outstanding entertainment in a fun, friendly and exciting atmosphere.

## Vision

To be a leading full-service casino operator, committed to excellence, with a strong, proud, diverse team.

## Key Values

### Our Guests

We believe that the continued success of Casinos Regina and Moose Jaw will depend on providing excellent customer service and consistently offering fun, friendly and exciting entertainment in first-class facilities in a socially responsible and safe manner.

### Our Staff

We believe that the key to providing excellent customer service is having friendly, motivated employees who take pride in their workplace and their jobs. To accomplish this goal we provide meaningful jobs with competitive wages and benefits, training and opportunities for career advancement. We encourage innovation, open communication and team work.

### Our Partnership

We are proud of our historic partnership agreement with the Federation of Saskatchewan Indian Nations. We respect cultural and individual diversity and are proud to have one of the most culturally diverse workplaces in the province. We are committed to providing a safe, positive workplace where patrons and staff are treated with dignity and respect. Fundamental to that commitment is a policy of zero tolerance of harassment.

### Our Integrity

We will continue to work to steadily improve our profitability in a socially responsible manner with full public accountability and the highest level of gaming integrity possible.

### Our Community

We are proud that all of our profits are invested in Saskatchewan communities. We take pride in being a good corporate citizen and working with local business and tourism partners to provide indirect and direct economic spin-offs and to improve the quality of life in our community.

## MINISTER'S LETTER OF TRANSMITTAL



To Her Honour  
The Honourable Lynda Haverstock  
Lieutenant Governor of Saskatchewan

Your Honour:

I am pleased to submit the annual report of the Saskatchewan Gaming Corporation for the period ending March 31, 2004. This report includes the financial statements in the form required by Treasury Board and in accordance with the Saskatchewan Gaming Corporation Act, 1994.

It was with a great deal of pleasure that I accepted the role of Minister responsible for the Saskatchewan Gaming Corporation in November

2003. I had the honour to act as Minister from 1995 to 2001 when the Corporation was still in its infancy. Since my original tenure as Minister, the Corporation has grown and developed into a mature organization with revenues greatly surpassing original forecasts of \$20 million. For the fiscal year 2003/04, the Corporation earned a net profit of 36.5 million for the people of Saskatchewan. Our government is proud that all of the profits generated by Casinos Regina and Moose Jaw stay in the province and benefit Saskatchewan residents.

But Casinos Regina and Moose Jaw have always been about more than just revenue. Both casinos act as anchors to their communities' downtown and are pivotal tourism draws. Casinos from across Canada turn to SGC for advice on training initiatives, customer service programming, and service delivery strategy. The Corporation's success at employing and training Aboriginal people has won SGC numerous accolades and awards.

I would like to thank the Corporation's Board of Directors, management team, and staff for another successful year. You are a team that gets stronger with each passing year, making me proud to be associated with such a fine group of people.

Respectfully submitted,

Joanne Crofford  
Minister Responsible for the Saskatchewan Gaming Corporation

## CHAIR OF THE BOARD'S MESSAGE



Regina, Saskatchewan

The Honourable Joanne Crofford  
Minister Responsible for Saskatchewan  
Gaming Corporation

Madame Minister:

On behalf of the Board of Directors, I am pleased to submit the 2003-04 annual report of the Saskatchewan Gaming Corporation for the period ending March 31, 2004.

SGC can stand proud as an example of excellence, integrity and innovation. The Corporation is recognized as an employer of choice and is sought after as a source of best practices. Casinos Regina and Moose Jaw continue to make major contributions to the

cities of Regina and Moose Jaw, leading by example in their development of community relationships and volunteer participation.

Through a variety of innovative programs such as the Aboriginal Management Development Program and partnerships with such organizations as the First Nations University of Canada, SGC is also making a major contribution to Aboriginal employment in the province.

On behalf of the Board of Directors and staff at SGC I would like to thank Mr. Joe van Koeverden for his many contributions to SGC and to the community over the past five years and wish him the best in the future.

I would also like to thank the rest of the management and staff at SGC for their diligent work and dedication to the Corporation. We met or exceeded our corporate objectives and each year the Corporation continues to set higher standards for customer service and commitment to staff and the community. It is with pride that I serve as Board Chair.

Sincere thanks is also extended to members of the SGC Board of Directors who can always be counted on to serve the organization with pride and commitment. In particular, I would like to acknowledge the work of Mr. Eddie Head and Mr. Del Anaquod who served the Board and our business partners, the Federation of Saskatchewan Indian Nations, well during their tenure as Board members. It was with regret that they resigned their positions earlier in the year.

Respectfully submitted,

A handwritten signature in black ink, appearing to read 'T. Waller'.

Thomas J. Waller, Chair of the Board  
Saskatchewan Gaming Corporation



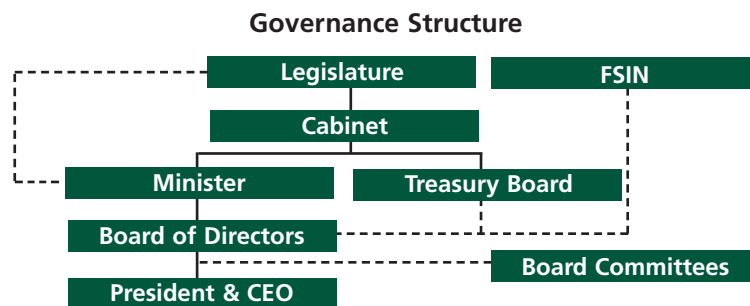
## BOARD OF DIRECTORS



From left to right:  
Larry Spannier, Larry Deters, Ron Martin,  
Sandy Boughen, Tom Waller

The Saskatchewan Gaming Corporation Act, 1994 provides, in part, as follows:

- 6 (1) The Corporation shall consist of seven persons appointed by the Lieutenant Governor in Council.
- (2) The Lieutenant Governor in Council shall appoint as members;
  - (a) three persons nominated by the Chief's Legislative Assembly of the Federation of Saskatchewan Indian Nations, and
  - (b) four other persons.





## P R E S I D E N T ' S   R E P O R T



Over the past eight years, the Corporation has gone through a period of unprecedented growth and expansion. Gross revenues doubled and the bottom line improved by more than \$20 million. The business grew through expansion into the entertainment business and by adding our second location in Moose Jaw. During this period we also made great strides in improving customer service. During the year under review we were proud to introduce our new Double Diamond Customer Service Program which provides measurable benchmarks for service delivery and recognizes stellar employee performance.

With everything that we have accomplished in the last few years, we are now moving into a period of different challenges. We have reached the original revenue projections by the Province of Saskatchewan and now that we are entering our ninth year of operation, we are a mature organization. Although we do have plans to grow our business in the next fiscal year, it will be a small increase in revenues in comparison to what we have done in the past.

In the next few years we will look at maintaining our corporate initiatives to be an employer of choice in the province, to have a reputation for solid fiscal management, and to be top tourism draws and community partners in the cities we operate in.

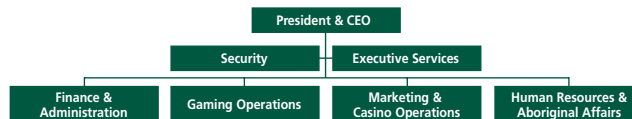
On behalf of the Executive team, I would like to thank our Board of Directors for the important role they play in leading the Corporation. We have assembled a very capable team at Casinos Regina and Moose Jaw and together we look forward to many new challenges and opportunities in the new year.

Twyla Meredith  
Acting President and CEO

## STRATEGIC DIRECTIONS



Doug Casper, Executive Director of Security; Bill Davies, Director of Executive Services, Twyla Meredith, Acting President and CEO; Max Dressler, V.P. of Gaming Operations; Elma Shoulak, V.P. of Human Resources and Aboriginal Affairs; Gerry Fischer, V.P. of Marketing and Casino Services.



Management and staff at Casinos Regina and Moose Jaw are proud of achievements that have been made in meeting our strategic directions and objectives.

Our 2003/2004 annual report is organized on the basis of the four strategic directions and the objectives, measurable goals, and key activities which flow from them.

- A. Outstanding Entertainment Value, Customer Service and Guest Relations*
- B. Motivated, Representative, Stable and Highly Trained Employees*
- C. Public Acceptance, Corporate Image, and Responsible Partnership Relations*
- D. Financial Performance and Accountability*

The order of the strategic directions is significant in that the company has made entertainment value and customer service the top priority of the organization. With the recognition that customer satisfaction is closely linked to employee satisfaction, our second strategic direction focuses on the development of our workforce. Our third strategic direction reminds us of the importance of the communities we operate within.



## STRATEGIC DIRECTIONS

### *A: Outstanding Entertainment Value, Customer Service and Guest Relations*

Although “financial performance and accountability” are listed as the fourth strategic direction this in no way diminishes the importance the Corporation places in this area. We continue to proudly work with the Provincial Auditor and other management consultants to continually safeguard the Corporations’ assets and build upon already excellent management systems.

To deliver outstanding entertainment value and customer service, where our guests see that we have gone beyond their expectations to create a welcome, fun and exciting atmosphere and entertainment experience.

In support of this strategic direction, three specific goals were established.

#### **Goal #1: To achieve a consistent and high level of customer service.**

SGC was pleased to rate 4.5 out of 5 in Customer Satisfaction (on a scale of 5 is excellent and 1 is unacceptable). This satisfaction index is determined through a number of measurement tools including exit surveys, mystery shoppers and formal surveys. We were able to achieve this high score by implementing the following key activities:

#### **Double Diamond Customer Service**



Customer service has always been an important focus for the Corporation but we took it to a whole new level in 2003/04 with the introduction of our new branded customer service program. The objective of the Double Diamond Service Program is “to create in every employee the commitment to positively impact the guest experience”.

Training modules were written and delivered to over 700 employees and a distinct Double Diamond logo and branding strategy was developed. The Double Diamond Program has been very popular with staff and feedback from our guests demonstrates that its goal is being achieved.

The program features measurable customer service standards and benchmarked expectations for service delivery.



## STRATEGIC DIRECTIONS

*A: Outstanding Entertainment Value, Customer Service and Guest Relations*

Employees at all levels of the Corporation were consulted in the development of the program in order to ensure that it met the needs of the diverse workforces at Casinos Regina and Moose Jaw. The Corporation is very proud of the final result and feels it represents current “best practices” in the area of employee recognition.



Players attend a Players Club pancake breakfast at Casino Regina

### Player Relations Strategy

Strategies were developed to increase customer loyalty and retention, contributing to a higher frequency of visitation, incremental spend and overall attendance.

We are pleased to report that our Player Relations Programs continued to grow in 2003/04. The Corporation maintains active databases of gaming patrons at both casinos that have proven invaluable marketing tools. The Corporation also introduced an email newsletter in this fiscal year which alerts guests about upcoming entertainment lineups at the Casino Regina Show Lounge and other events. By using these databases, player events and direct mail programs are being used to create customer loyalty and increase frequency of visitation.



Our Players Club Program continued to be refined and rewards offered including free parking from our Points Earned Rewards Kiosk (P.E.R.K.), discounts at the Last Spike, Show Lounge and cash back incentives have remained very popular with players. Familiar “Players Only” events continued to prove popular among guests including our annual pancake breakfast, SGC Charity Classic and “Dinner’s on Us”. Several new initiatives were also introduced. One of the most popular events was our “Players Club Summer Games” held each Monday in the Show Lounge during the summer months. More than 6,400 guests attended these events, and 8 of the 12 shows established new attendance records in the Show Lounge.



## STRATEGIC DIRECTIONS

*A: Outstanding Entertainment Value, Customer Service and Guest Relations*

Players Club dance parties were filled to capacity and guests were invited to private shows by performers such as Rory Allen and Walter Ostanek. Around 1,085 guests also enjoyed trolley bus tours of the Festival of Lights in Wascana Park. Four Players Club Slot Tournaments brought over 1,000 participants together to share total prize money of over \$80,000. Flu shots were also provided free of charge to over 300 Players Club members.

### Research

Consumer research programs are maintained in order to evaluate the level of customer satisfaction, public acceptance of the Corporation, employee satisfaction and brand awareness.

Exit surveys are conducted quarterly to obtain “on the spot” feedback from guests about customer satisfaction. Surveys are also conducted from guests both in and out of the province to gauge our share of market, share of voice, comparative ratings, and general advertising recall. Other types of focus testing, surveys, questionnaires etc. are conducted on an as needed basis.

In order to evaluate our progress in standardizing and maintaining customer service levels, we continue our Mystery Shopper Program. Trained representatives from an outside agency visit the casinos as ordinary customers to provide feedback on how well we were doing in meeting our service standards. Criteria include: appearance, initial contact, interaction, knowledge, ownership and accountability. Mystery shoppers participate in all of the activities and attractions that our guests take part in and provide recommendations on areas where we could improve our service.





## STRATEGIC DIRECTIONS

*A: Outstanding Entertainment Value, Customer Service and Guest Relations*



Casino Regina welcomed more than 1.9 million people in 2003/04.

up by nearly 100,000 from the previous year. Door counts at Casino Moose Jaw were also up from approximately 350,000 in the previous year to nearly half a million this year.

**Goal #2 To increase the average daily attendance.**

Both of our casino properties have computer-based systems to record the number of guests entering and exiting during operating hours. This system provides an ongoing record of the attendance level in the casinos and also provides the total door count for each operating day.

More than 1.9 million people visited Casino Regina in 2003/04,

### Marketing and Advertising

Our creative and hardworking marketing team continued to develop promotional campaigns and advertising strategies that attracted new customers and rewarded existing clientele. The Two of a Kind campaign that emphasized branding the two casino properties together continued to show good results in customer recall. The Two of a Kind message was also branded with all tourism initiatives. We were proud to receive an award for communications excellence by the International Association of Business Communicators for this campaign.



"Two of a Kind" campaign material.



## STRATEGIC DIRECTIONS

*A: Outstanding Entertainment Value, Customer Service and Guest Relations*



SGC's innovative and creative promotions.

A number of Mystery Jackpots were held throughout the year where lucky guests walked away with prizes like a Hummer and Mini Cooper S's or Cadillacs. Guests' response to Progressive Jackpots, where one or more machines share a common jackpot that increases with each game, continued to be strong. Casino Regina's Money Train, a 16-foot replica steam engine with a gigantic slot machine, was the biggest progressive jackpot the casino has ever had. The lucky winner took home more than \$400,000.



Casino Regina Money Train.



## STRATEGIC DIRECTIONS

*A: Outstanding Entertainment Value, Customer Service and Guest Relations*



Tourism partner: Temple Gardens Mineral Spa

Casino Moose Jaw's first anniversary allowed management and staff to meet the general public and celebrate everything this new business has brought to the Moose Jaw community.

Working hand in hand with our tourism partners to attract new visitors to the Regina-Moose Jaw area remained a strong focus for our marketing team this year. Together with Tourism Regina and Tourism Moose Jaw, Tourism Saskatchewan, South East Saskatchewan Tourism

Association and the Canadian Tourism Commission, the popular Stay and Play program continued to be refined. Local hotels supported the initiative by offering attractive rates to out-of-town guests. Discounted prices or special incentives were offered by the Regina Pats, the Globe Theatre and Casino Regina's Show Lounge, the Tunnels of Moose Jaw, the Yvette Moore Gallery and the Western Development Museum.



## STRATEGIC DIRECTIONS

*A: Outstanding Entertainment Value, Customer Service and Guest Relations*

### Bus Tour Program

This year, Casino Regina and Casino Moose Jaw had a total of 43,000 bus guest visitors. Similar to previous years, we used shared co-operative marketing and special incentives to attract tour operators and guests.



Event at Casino Regina Show Lounge.

### Entertainment Strategy

Casino Regina's Show Lounge continues to add an exciting dimension of entertainment to Regina's downtown that benefits the entire community. The Corporation works closely with our tourism partners to time major entertainment packages for major conventions and special events.

Sponsorships and reduced rates to the Show Lounge help facilitate tourism opportunities and increase appeal to event planners.

Approximately 86,000 guests visited the Show Lounge; an increase of about 15% over 2002/03.

Over 160 entertainment performances were presented which included 81 performances by local entertainers as opening or headliner acts. Canadian music legends like Buffy Saint Marie, Natalie MacMaster, Tom Cochrane, Ian Tyson, Ronnie Milsap and others performed to appreciative crowds.

Sporting events were also introduced into the Show Lounge with a number of NFL and CFL football games televised on the big screen for sport enthusiasts. The Show Lounge was used to support a number of community events and non-profit organizations throughout the year. Casino Regina also went "Flat-out" for Grey Cup 2003. A number of events were hosted in the Show Lounge including the Grey Cup Kick-off Party and even a Grey Cup Sunday church service.





## STRATEGIC DIRECTIONS

### *A: Outstanding Entertainment Value, Customer Service and Guest Relations*

The Corporation is currently in the process of developing an entertainment strategy for Casino Moose Jaw which will be tied closely to the new Moose Jaw Cultural Centre, which is scheduled to open in 2004. SGC looks forward to presenting a show produced by Regina's Globe Theatre as part of the opening of this new facility. The Cultural Centre will play a prominent role in SGC's entertainment strategy for Casino Moose Jaw patrons.

#### **Goal #3 – To provide exceptional gaming entertainment value to our guests.**

##### **Slot Development Strategy**



There are 215 slot machines at Casino Moose Jaw

Keeping up with the latest trends in the industry and introducing new games based on guest feedback and market research remains something our operations team can be proud of. The past year saw many exciting new initiatives within the Slot area that included the addition of 125 more slot machines to our complement, bringing the corporate total to 995. Casino Regina now boasts 780 machines while Casino Moose Jaw has 215.

Our properties have slot machines from six different manufacturers – one of the widest selection in Canada. We have games from as far away as Spain, Austria and Australia. Approximately 20% of our slot machines are replaced each year.

Due to guest demand, more Keno and traditional spinning reel slot machines were installed in Casino Moose Jaw. The multi-line video slots continue to be extremely popular, with some new themes introduced in 2003-04 such as “Kenny Rogers the Gambler”, “Pink Panther”, “The Creature from the Black Lagoon”, and others that are proving very popular with guests.

Multi-denomination machines that allow the player to select from a range of denominations on individual machines were introduced to both casinos. Feedback to date remains very positive, as does the reception to the first “toony” machines which were introduced in December 2003. A second oversize Titan video slot machine was also installed in Casino Regina due to increased demand.



## STRATEGIC DIRECTIONS

*A: Outstanding Entertainment Value, Customer Service and Guest Relations*

Excitement and enthusiasm was generated by both newcomers and seasoned veterans to our Players Club Slot tournaments.

Casino Regina also piloted a “Service Delivery Through Technology” initiative this year which has had positive response by guests. This strategy allows staff to refill secondary coin hoppers which automatically empty their coins into the main hopper when the machine is running low on coins. The result is that guests enjoy play without interruption.

### Table Games Development Strategy

Table Games at Casinos Regina and Moose Jaw have continued their reputation as a strong attraction for our many guests who prefer this exciting entertainment. This is especially true for our core games such as Blackjack, Roulette and Poker.



Exciting table games at Casino Regina.

New pit designs which emphasize the social nature of these games, successful promotions that have attracted new players, and a refined strategy to reward existing patrons generated positive results. Research into new games continues on a regular basis, and resulted in introduction of games like Three Card Poker in Moose Jaw. Three Card Poker was so popular in Regina that a second table was recently introduced.

Continued focus on promoting the successes of Casino Regina's three Poker Classics has also played a hand in the success in the Table Games area. Our Tuesday and Saturday weekly poker tournaments are also gaining in popularity. Casino Regina has one of the largest poker rooms in western Canada and three times a year Casino Regina becomes the foremost Poker venue in the country, hosting the largest and most successful Poker Tournaments in Canada. Each year the tournaments keep getting bigger and bigger with more players and prize money.





## STRATEGIC DIRECTIONS

*A: Outstanding Entertainment Value, Customer Service and Guest Relations*

Casino Regina attracts players from all over Canada, the US and even overseas for the Canadian Poker Championship which is held in conjunction with the annual Harvest Poker Classic. Casino staff were pleased that the reigning Canadian Poker Champion, Mike Kirby, is from Regina. Mike beat a field of 206 players to claim the biggest single prize in Canadian poker tournament history of \$30,540.



SGC's provincial gold medal server shows off the new menu at The Last Spike.

### Food and Beverage Strategy

A new Food and Beverage model was introduced to Casino Moose Jaw which features new menu offerings which have proven very popular with guests. The new service provides particular value to growing bus tour clientele.

The Last Spike Restaurant also introduced a new menu with a long list of items to satisfy the appetite at the most reasonable prices around.

We continued to offer complimentary non-alcoholic beverages on both gaming floors, value priced menus, and bar service throughout the casinos. Breakfast specials and other segmented player incentives continued to be offered as "traffic drivers" and guest rewards.

### Guest Services Strategy

Employees were proud to pilot our new Ambassador Tour of Casino Regina which takes VIPs and dignitaries on an insider's tour of our flagship property. This tour allows us to give the "royal treatment" to our most important guests and dignitaries.

A strategy to reward and recognize our valued customers was also further refined and developed this fiscal year.



## STRATEGIC DIRECTIONS

*B: Motivated, Representative, Stable and Highly Trained Employees*

At SGC we believe that the key to providing excellent customer service is having friendly motivated employees who take pride in their workplace and their jobs.



New employees undergo training at the SGC Learning and Development Centre.

### **Goal #1 – To be an employer of choice in the industry and the province.**

To accomplish this goal we provide meaningful jobs with competitive wages and benefits, training and opportunities for career advancement. We encourage innovation, open communication and teamwork. Our staff turnover rate of less than 15%

is far below the 200% average in the hospitality industry and 35% turnover rate in the gaming industry. This means that we have both the benefits of a stable workforce and the challenge of less opportunity for upward mobility. This makes our efforts to reward and recognize exceptional performance by our employees even more essential.

The creation of initial benchmarks for an Employee Satisfaction Index that can track areas that need improvement will help the Corporation continue to enjoy a good relationship with our valued employees. Work will continue on the refinement of this important measurement tool in 2004/05.

The Corporation is also proud of our efforts to hire employees that reflect the rich diversity of our community. As of March 31, 2004, the total combined workforce for Casinos Regina and Moose Jaw was comprised of 767 employees. Women represent 54.6% of the total workforce; Aboriginal employees represent 50.5% (more than 33% of Managers are Aboriginal); Visible minorities represent 7.2%; and people with disabilities represent 5.4% of the workforce.

We were very honoured to receive an award from the Regina and District Association for Community Living for our efforts to provide employment opportunities for people with intellectual disabilities. We were commended for our efforts to demonstrate a positive, affirmative attitude and willingness to promote inclusive employment practices in our community.





## STRATEGIC DIRECTIONS

*B: Motivated, Representative, Stable and Highly Trained Employees*

### Key activities supporting this goal:

#### Internal Communications Strategy

Internal communication is a key challenge for all businesses, especially those like SGC that have diverse workforces with employees from numerous cultural backgrounds, educational and life experiences, and occupations.

With this in mind, an internal communications needs assessment was recently completed to review internal communications gaps, including a clarification of the mandate for internal communications vehicles.

The importance of face-to-face communication between immediate supervisors and their direct reports as the preferred method of communication continued to be emphasized in training opportunities and performance reviews. While team meetings and direct interaction between employees and their supervisors continued to be the primary method for transmitting key business objectives and expectations, it was supplemented by bi-weekly and quarterly newsletters which were revised in 2003/04 to include more essential business information that employees need to conduct their jobs.

#### Learning and Development Strategy

During this fiscal year the Corporation implemented and evaluated the impact of our Essential Workplace Skills, Core, Management and Leadership Development training programs. A strategic plan was established through the annual identification of corporate and individual learning needs through needs assessments designed to determine gaps in employees' current level of knowledge, skills and required behaviours.



An SGC employee takes advantage of the Learning and Development Resource Centre computer.





## STRATEGIC DIRECTIONS

*B: Motivated, Representative, Stable and Highly Trained Employees*

The review demonstrated some areas for improvement that were acted upon, including the hiring of a new Career Development Counselor to provide Interview Skills Workshops and other professional development opportunities. Employees also now have access to a Resource Centre which contains books, video and audio cassettes and other material on a wide variety of career-related topics. The intent is to promote self-directed learning.



SGC employees participate in Family Fun Days – a community partnership with Regina Downtown.

SGC remains convinced that outstanding customer service has a lot to do with our high standards of training. We are proud that we have qualified as a Saskatchewan Best employer every year since 1999. Since 2000, SGC has consistently received certification awards from the Saskatchewan Tourism Education Council (STEC) for having over 60% of our employees certified.

Casinos Regina and Moose Jaw account for 15.3% of total bartenders certified within the province of Saskatchewan, 12.5% of food and beverage services certified in Saskatchewan and 34% of tourism visitor information counselors certified within the province.

This year, we were very proud that one of our employees won the gold medal at the Food and Beverage Skills Canada Competition and one of our employees recently received the highest mark in the province on a national certification exam.

SGC is currently in the process of integrating two national certification programs into its existing training portfolio. The Casino Dealer and Casino Slot Attendant are national certification programs recently developed by the Canadian Tourism Human Resource Council. SGC and the Saskatchewan Tourism Education Council were proud to lead the way in the implementation of this initiative. We have also developed an in house Food Safe Program that has been approved and recognized by the Regina Health District.

## STRATEGIC DIRECTIONS

*B: Motivated, Representative, Stable and Highly Trained Employees*

### **Performance Management System**

Considerable effort has been undertaken to implement an effective Performance Management System for all employees ensuring each employee has the opportunity to receive feedback on a quarterly and annual basis. The new Double Diamond performance standards have helped make it easier for managers to link customer service standards with specific measurements, something that has helped simplify the performance review process.

An Attendance Management pilot project was also launched in Casino Moose Jaw to resounding success. Absenteeism remains around the 5% mark at Casino Moose Jaw, a rate far below industry norm. Plans are already well underway to introduce this program to Casino Regina's gaming floor.

### **Labour Relations with In-Scope Employees**

Negotiations with the Public Service Alliance of Canada, Union of Saskatchewan Gaming Employees (PSAC/USGE), the union representing the gaming employees of Casino Regina, commenced in the summer of 2003. These negotiations, once complete, will represent the third collective agreement the parties have shared since the start of operations at Casino Regina. These talks, at time of printing, are still underway with significant progress having been made by both parties. It is expected that that final agreement will be signed off in the very near future.

Negotiations with the Retail, Wholesale, Department Store Union (RWDSU), representing the employees of Casino Moose Jaw, started in 2003. Substantial progress in the production of this first collective agreement has been made with both parties eagerly anticipating the final product. The work to date has focused on the production of a collective agreement that takes into account the unique and distinctive differences between Casinos Regina and Moose Jaw while recognizing that specific similarities exist and the significant experience SGC has gained by operating Casino Regina.





## STRATEGIC DIRECTIONS

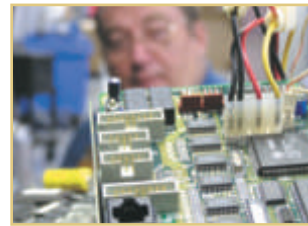
*B: Motivated, Representative, Stable and Highly Trained Employees*

SGC and the RWDSU have also worked collaboratively with the implementation of a number of joint committees, which would have normally flowed from a completed, in force collective agreement.

Contract talks with the RWDSU, the union representing the Food and Beverage employees at Casino Regina, are scheduled to commence by the end of fiscal 2003/04. This collective agreement expired in February 2004. These negotiations, once complete, will represent the fourth collective agreement the parties have shared since the start of operations at Casino Regina. SGC anticipates productive and congenial talks with the union resulting in the timely production of a collective agreement both parties will be pleased with.

### Healthy and Safe Workplace

In the fall of 2003 block shifting for a select group of full time gaming employees was introduced for a 6-month trial period. Evaluation of the trial is currently underway with preliminary results looking promising. Block shifting and other mechanisms to reduce the stresses of shift work on employees' personal health and family lives are part of a joint employer and union commitment to create a more family oriented and health conscious workplace.



SGC employee performing maintenance on a Casino Regina slot machine.

SGC had taken a number of measures to increase workplace safety, reduce workplace accidents and Workers Compensation Board claims and ultimately reduce the employer toll these claims have. SGC has completed and implemented a Safe Work Procedure manual for all areas and departments. Manuals are available to all employees in their unit offices and describe what safety measures are required to perform routine tasks in a safe and healthy manner. The Corporation has initiated, with the introduction of a Human Resources Officer (AMDP financed), an individual case management approach to Workers Compensation Claims which is also promising results.



## STRATEGIC DIRECTIONS

*B: Motivated, Representative, Stable and Highly Trained Employees*



Exceptional customer service is an integral part of operations at SGC.

### Employee Appreciation

As an employer of choice it is paramount to recognize and validate the contributions of employees. SGC introduced our Double Diamond Recognition Program in the fall of 2003 and early indications are that it has been well-received by employees. Through the program, management are able to recognize staff that have shown exceptional customer service.

SGC also understands the need to continue to monitor employee satisfaction through quantitative and qualitative research. An employee satisfaction survey was conducted by an outside agency in November. A final report is nearly completed and results will be shared with staff early in the new fiscal year.

**Goal #2 To maintain a representative workforce with special attention to our mandate of 50 per cent Aboriginal employees at all levels of the organization.**

### Aboriginal Capacity Building

With the pending demographic changes in Saskatchewan, SGC continues to take a leading role in assisting the community in the area of Aboriginal capacity building. More than 50% of our workforce is Aboriginal, and more than 33% of managers are Aboriginal.

SGC will continue to develop and maintain relationships with First Nations and Métis groups, agencies, organizations and education institutions to enhance this role even further in the future.





## STRATEGIC DIRECTIONS

*B: Motivated, Representative, Stable and Highly Trained Employees*

A number of exciting initiatives are planned or underway that support the development of our Aboriginal employees and the professional tourism industry. One such initiative is the Aboriginal Apprentice Initiative in our Food and Beverage area. Through a partnership with the Saskatchewan Tourism Education Council, SGC is cross-training a number of apprentices in a second occupation such as bartending, which will create a pool of journey persons available to support development of a professional tourism workforce not only within the casinos but across the tourism industry.



Over 60% of SGC's employees are nationally certified through STEC.

### HR Planning

SGC is proud to be considered an industry leader in the area of Human Resource Planning. The Corporation has pursued groundbreaking paths for successfully recruiting, maintaining and developing a diverse workforce.

Essential to this plan has been the development of succession plans for positions at the senior management and executive team levels to ensure progress is met in achieving our goal of a representative workforce.



## STRATEGIC DIRECTIONS

*B: Motivated, Representative, Stable and Highly Trained Employees*

### **Aboriginal Management Development Program**

The Corporation is continuing to enhance and support our Aboriginal Management Development Program. The AMDP is a long-term program designed to assist the Corporation to achieve its objective of employing 50% Aboriginal people at all levels of the Corporation.

Individuals participating in this program participate in work-based projects and assignments, which enhance their learning and put the theory they are learning in academic institutions into practice.

The Casino Management and Gaming Administration Degree program at the First Nations University of Canada is a key element of this program. This program assists employees in acquiring the necessary theory in managing the operations of a casino.

The Corporation was pleased to expand the AMDP program to Casino Moose Jaw in 2003/04.



AMDP candidate Joe Pelletier.



## STRATEGIC DIRECTIONS

### *C. Public Acceptance, Corporate Image and Responsible Partnership Relations*

To increase our visibility in the community as a model corporate citizen, highlighting the benefits that the Corporation brings to the community and Saskatchewan people including our public policy objectives and unique partnership with the Federation of Saskatchewan Indian Nations.

#### **Goal #1: To be a highly visible, model, corporate citizen.**

Specific questions have been included in our provincial phone surveys as well as guest exit surveys to gain a measure of public perception. News reports, guest correspondence and telephone contact, as well as relationships with non-profit organizations are also regularly monitored.

#### **External Communications Plan**

A strategic, integrated approach has been undertaken to corporate communications that SGC believes continues to enhance our promotional opportunities while ensuring appropriate government and board engagement in communications activities.



Stay and Play program,  
in partnership with  
Tourism Regina.

#### **Stakeholder Relationships**

Through a collaborative effort of all members of the Executive Team and many employees at the Senior Management level, the Corporation has developed and sustained relationships with key community stakeholders and businesses that relate to our core business objectives.

SGC staff regularly sit on tourism boards and committees – at the provincial level with Tourism Saskatchewan, at the regional level with Tourism Regina and Moose Jaw, and at the local level on a number of initiatives with organizations such as Regina Downtown and Bid Regina.





## STRATEGIC DIRECTIONS

### *C. Public Acceptance, Corporate Image and Responsible Partnership Relations*

SGC also continues to refine and develop further relationships with Aboriginal, disabilities, and visible minorities communities as part of our employment strategy. Sponsorships of events such as the annual Treaty 4 Gathering in Fort Qu'Appelle, the Aboriginal Government Employees Network, the Canadian Paraplegic Association Wheelchair Relay, and other fundraising and awareness events organized by disability and multicultural organizations ensure that our presence is felt in these important communities.

A targeted program for Aboriginal contracts is also underway and is being specifically monitored to look for impacts on the use of Aboriginal suppliers and other contacts within this important community.



Representatives from the Saskatchewan Stockgrowers Association at the "I Love Beef" fundraiser.

#### **Sponsorship Strategy**

SGC takes pride in being a model corporate citizen and working with local business and tourism partners to provide indirect and direct economic spin-offs and to improve the quality of life in our community. From organizing events, participating in corporate fundraising events, to donating promotional items, Casino Regina and Casino Moose Jaw touch thousands of people each year.



This year, we were major sponsors of the Saskatchewan Air Show in Moose Jaw and the Grey Cup in Regina. We partnered to bring Buffy St. Marie to the Western Canadian Music Awards. We were a key community booster in the "I Love Regina" campaign. We hosted an "I Love Canadian Beef" fundraiser to support the Saskatchewan beef industry and we were key players in bringing the National Boxing Trials to Regina. We also regularly provide sponsorships to help local organizations raise funds for worthy causes such as the burn unit and the YWCA.

Whenever the opportunity arises, SGC maximizes tourism opportunities by partnering with organizations such as the Tunnels of Moose Jaw, Temple Gardens Mineral Spa, Globe Theatre and the Delta Hotel.



## STRATEGIC DIRECTIONS

### *C. Public Acceptance, Corporate Image and Responsible Partnership Relations*



SGC encourages responsible gaming at Casinos Regina and Moose Jaw.

#### **Responsible Gaming**

Although problem gaming affects only a small minority of the public, SGC understands the importance of continuing to promote responsible gaming practices. We are a member of the Saskatchewan Responsible Gaming Association, which works closely with the Canadian Mental Health Association and other community stakeholders such as the Regina Committee on Problem Gambling and the Moose Jaw Committee on Problem Gambling, to minimize the negative social impacts of problem gaming.

The Corporation is pleased to have partnered with the Manitoba Lottery Corporation, the Addictions Foundation of Manitoba and Saskatchewan Health to deliver a “Train the Trainer” program for Problem Gambling Intervention to senior SGC staff in 2003/04.

A number of SGC employees are now certified to deliver this training program for our Casino Managers and senior Pit and Slot Shift Managers. Saskatchewan Indian Gaming Authority (SIGA) and Saskatchewan Liquor and Gaming Authority (SLGA) officials were also certified in this training program. This province-wide casino initiative is something we are confident will make a difference in addressing issues related to problem gaming that arise in various locations throughout Saskatchewan.

The problem gambling help line is also now advertised on all automated teller machines within the Corporation, as well as on the sides of slot machines and literature is displayed in prominent places throughout our properties with helpful advice and contact numbers.

As part of our mandate to be proactive in the area of responsible gaming, Casinos Regina and Moose Jaw also maintain a voluntary admission ban program. Players who are experiencing problems can have themselves banned from the casinos for a specified period of time. A total of 120 individuals chose to voluntarily ban themselves from gaming activities at Casinos Regina and Moose Jaw during 2003/04.





## STRATEGIC DIRECTIONS

### *C. Public Acceptance, Corporate Image and Responsible Partnership Relations*

#### **Goal #2 – To maintain a safe and crime free environment for both staff and guests.**

Great care is taken to ensure a safe and secure environment for our guests and staff, which includes the safeguarding of the assets of our guests, our employees and those of SGC.

#### **Security Strategy**

SGC has committed itself to going above and beyond legislative requirements to ensure our personnel are properly prepared to meet the duty requirements of the gaming and hospitality industries. We will continue to improve our recruiting, selection and training of our security personnel. Detecting as much as possible at the door, combined with proper training, equipment, internal controls, and procedures, helps ensure a safe and secure environment.

During this fiscal year SGC security staff also took on a new role. The Corporation was pleased to partner with the Regina/Qu'Appelle Health Region to install Automatic External Defibrillators (AEDs) on the premises. Our security staff have been trained how to use the devices.

AEDs were developed to increase the survival rate for people suffering sudden cardiac arrest. When a person suffers a heart attack their chances of survival decrease 10% per minute. The national average for survival is only 5%. Casino Windsor in Ontario was a leader in this concept in Canada, and their survival rate when using AEDs is 65%. That's why SGC has taken a lead role in the community and is one of the first AED sites up and running.



Security personnel maintain vigilance at SGC.



## STRATEGIC DIRECTIONS

### *C. Public Acceptance, Corporate Image and Responsible Partnership Relations*



Table games surveillance at SGC.

#### **Surveillance and Investigations Strategy**

A new incident tracking system has been introduced to both Casino Moose Jaw and Casino Regina. This system provides for a more efficient recording and recovery of information and allows for better analysis of incidents and concern areas within the casinos. The system allows for sharing of specific information with other units and

will greatly impact the sharing of information as it relates to banned persons and other aspects concerning problem gaming. The system positions us for future initiatives in areas such as facial recognition and a national and international network of casino security information.

Greater focus has been placed on increased training for security personnel, which included more classroom instruction both internally and through the RCMP training extension program.

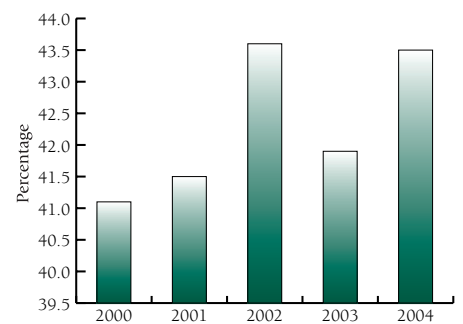
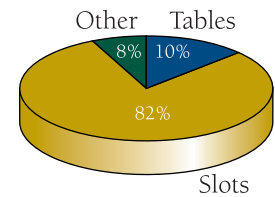
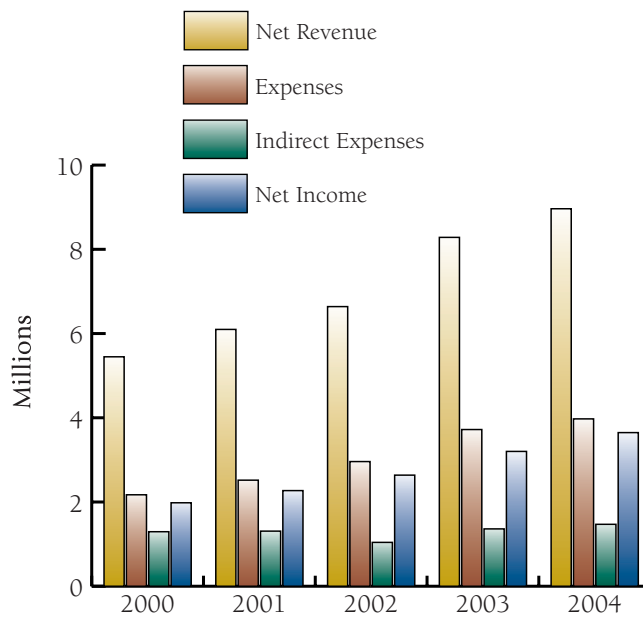
Our focus for the next fiscal year will be in the areas of continually improving customer service, and ensuring that we remain current with technology and equipment to meet our commitment to ensure a safe and crime free environment for guests and staff. This next year will be the first of a three-year initiative to convert Casinos Regina and Moose Jaw to digital recording of the surveillance operation.



# STRATEGIC DIRECTIONS

## D. Financial Performance and Accountability

To consistently achieve optimal financial performance and health for the Corporation, within the guidelines of our mandate, meeting our social responsibility toward gaming and maintaining the highest standards of financial integrity.





## STRATEGIC DIRECTIONS

### *D. Financial Performance and Accountability*

**Goal #1: To achieve the corporate growth and profitability as reflected on the Income Statement.**

SGC posted a net income of \$36.48 million in fiscal 2003-04, an increase of \$4.47 million (14%) over the prior year.

Net revenues for the year were \$90.9 million, up \$8.1 million or 9.8% over the previous year. Slot revenues increased \$7.8 million, of which \$5.7 million is attributed to a full year of operations at Casino Moose Jaw. Although slot revenue has continued to grow at Casino Regina, the rate of growth has been negatively impacted by the placement of new VLT's throughout the province.

Table revenue increased \$0.4 million or 4.95% over the prior year; half of the increase is due to a full year of operation at Casino Moose Jaw. We have continued to see growth in table revenue due to a return in its popularity.

Other revenues, which include food & beverage, parking, Show Lounge, interest, rent and ATM fees, increased \$1.1 million from the prior year. CMJ saw an increase of \$300,000 primarily in its food & beverage area as a result of a full year of operation. Casino Regina also saw an increase in its food & beverage operations of \$680,000 as a result of well received marketing activities involving both Players Club Members and the general public.

SGC increased the couponing to its guests by over \$900,000 from the prior year; almost \$400,000 of that increase was seen in Casino Moose Jaw. The increase at Casino Regina was seen in numerous areas: improved guest services on the floor by providing complimentary pop and coffee; increased bus guest visits; and promotions aimed at our Players Club Members and the general public.

Expenses rose from \$50.8 million in 2002-03 to \$54.4 million in 2003-04, a 7.1% increase. This increase reflects a full year of operation at Casino Moose Jaw (\$1.9 million increase) as well as increased costs associated with our equipment operating lease, and operating costs such as salaries, repairs, and insurance.

SGC achieved a 43.4% net operating income (as a percentage of net revenue), meeting our goal of having a minimum 42%.



## STRATEGIC DIRECTIONS

### *D. Financial Performance and Accountability*

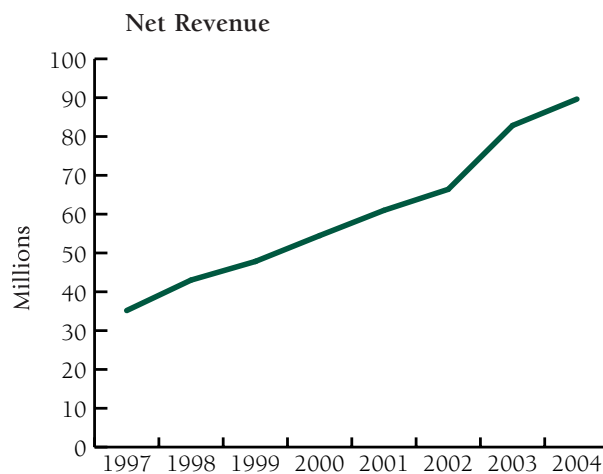
#### Key Activities:

##### Revenue Growth Expense Management Strategies

Casino operations have now stabilized, with minimal revenue growth projected for the next few years. Although the forecast is for continued growth, the increase in revenues will be smaller than in the past. One area that the Corporation is optimistic may present revenue growth in the future is in the area of management consulting. A number of private sector casino operators in other provinces have expressed interest in establishing relationships with SGC. As “Interim Managers” SGC would assist new casino developers in getting their operations up and running.

Our primary strategy to increase revenue will be to continue focusing on customer satisfaction and fine-tuning our Double Diamond Employee Recognition Program. There is a clear co-relation between employee satisfaction and customer service, leading to guest loyalty and increased revenue.

The Corporation will also continue to take great effort in managing expenses in the upcoming fiscal year, using industry best practices as guidelines.





## STRATEGIC DIRECTIONS

### *D. Financial Performance and Accountability*

**Goal #2 To strengthen the Corporation's Balance Sheet by growing its asset base while effectively managing its cash and financing requirements.**

#### **Key Activities:**

##### **Capital Replacement Strategy**

A multi-year capital plan based on an annual budget level of 4% of revenues has been developed. During the 2003/04 fiscal year close to 75% of the Corporation's capital budget was used to purchase new slot machines. Guest response to new games has been very positive. Customers continue to commend us on the wide selection of games that are offered at our casinos and our efforts to introduce new machines on a timely basis.

##### **Cash Management Strategy**

A strategy has been developed to maximize the return on cash while ensuring the Corporation's working capital and borrowing requirements are met. SGC is limited in what it can do in this regard because it is required by Treasury Board to forward its previous year's Net Income to the General Revenue Fund by October 1 of the following year. At that point, SGC usually draws upon its line of credit to meet cash flow requirements. In addition, SGC is 100% debt financed and is not permitted to maintain a reserve for capital retained earnings.

The Corporation's cash management strategy includes a quarterly capital purchase plan to improve the accuracy of the cash management forecast. A number of options were also explored this year which have increased the movement of cash off the gaming floor and into the bank both in amount and timing.



## STRATEGIC DIRECTIONS

### *D. Financial Performance and Accountability*



Bags of tokens to fill slot machine hoppers.

**Goal #3 To accurately forecast and analyze corporate financial results and trends to allow for timely reaction to changes.**

SGC's original budget had reflected a net income of \$42.3 million, based on net revenues of \$101 million and expenses of \$58.7 million. SGC posted a net income of \$36.5 million, with net revenues of \$90.9 million and expenses of \$54.4 million.

Early in the year, SGC realized the budget would not be attainable due to two primary factors: the budget was set in October of the preceding year, consequently there was no operating history for CMJ; and the placement of new VLT's throughout the province added a new competitive market. SGC responded immediately by adjusting its forecast for the remainder of the year.

#### **Key activities**

##### **Business Unit Modeling:**

With a view to seeking out more efficient and effective ways to do business, we continued to fine-tune our budgeting and forecasting processes. Our existing corporate budgeting and forecasting model that has served us so well in the past is being complemented by the development of a department/unit model. We are confident this will make our forecasting more accurate than it has been in the past.

Through the years, this model has become a relatively reliable predictive tool on a corporate basis, however we will continue to examine system options to provide more accurate and timely management information to assist managers in managing personnel, operations, budgets and key indicators. Executive management is currently reviewing an inter-provincial study done by KPMG of Canadian gaming industry best practice benchmarks.





## STRATEGIC DIRECTIONS

### *D. Financial Performance and Accountability*

#### **Systems Strategy**

Internal systems are always under a constant evolution, however in the year under review new opportunities to move forward with new technology presented themselves.

A systems audit was completed that identified areas that need to be prioritized during the upcoming fiscal year. This audit is assisting us in developing a corporate wide vision for Information Technology to ensure the smooth evolution of our systems and the ability to manage resources. The long-term systems strategy will address replacement of existing systems, improved management information and the delivery of system services to the Corporation.

**Goal #4 To conduct all corporate business with the highest standards of integrity, following approved policies and procedures and providing full accountability.**

SGC is proud of the internal control systems we have put in place to ensure that our business is conducted within the highest standards. All corporate transactions comply with approved policies as determined by our Board of Directors and the Government of Saskatchewan as audited by internal, external, regulatory and taxation authorities. All financial reports are accurately completed within prescribed timelines and are issued without audit reservations.



Slot machines at Casino Regina.



## STRATEGIC DIRECTIONS

### *D. Financial Performance and Accountability*

#### Key Activities:

##### Internal Control Systems

Internal control systems are continually reviewed in order to meet the highest standards of integrity and meet with all regulatory obligations or audits and internal control standards.

The Corporation also continues to provide support and leadership to the following activities related to strengthening SGC's Internal Control Systems:

- Providing support to the Holland Casino's Operational Audit team and monitoring and reporting progress on implementation and recommendations coming out of their audits;
- Continuing to provide leadership and support to the operational areas as they explore procedural changes to become more efficient and customer friendly, yet maintaining a secure system of internal controls.

##### Financial reporting systems

Accurate, timely and relevant information is provided to management, the Board of Directors, the Government and to the public. Results are posted on our corporate website on a quarterly basis and shared with employees on a timely basis so that they understand how their contributions relate to the fiscal well-being of the Corporation.



Cash ready to be counted from a slot machine bill acceptor.

## STRATEGIC DIRECTIONS

### *D. Financial Performance and Accountability*

#### **Risk Management**

SGC is proactive in managing the corporate risks, including changes to the industry and the business environment. A multi-disciplined Risk Management Committee continually assesses key risks. A corporate business continuity plan has been developed in the event of a crisis. A plan has also been developed to address recurring “insurance” incidents with a goal to minimize the number of incidents and to reduce the annual insurance premium costs.

The Corporation has identified five areas of risk that it must manage well to ensure its continued success and long-term viability. These key areas are:

- Ensuring fairness and integrity in gaming operations;
- Maintaining Casinos Regina and Moose Jaw’s competitive positions as top tourist destinations;
- Meeting government expectations for reasonable profitability and performance accountability;
- Offering quality employment and career opportunities consistent with employment equity objectives; and,
- Operating in a socially responsible manner.



## ON THE COVER

### Ward Schell



Saskatchewan artist and illustrator Ward Schell received his art education at the Emily Carr School of Art in Vancouver and at the University of Regina. His strong following and reputation has been built on the intimacy and color of his landscapes and the diversity and range of subject in his murals. Ward's work has been collected publicly and privately around the world.

In his mural "Jazz and Dance", commissioned for Casino Moose Jaw, Ward captures the essence of the fashion and liveliness of the roaring twenties through his use of the Art Deco style of the time. If one looks closely, they may recognize familiar buildings of Moose Jaw's past and present as they fill the mystical frame of a time gone by.

Ward resides at Regina Beach with his wife Jen and their golden retriever, Sasha.



For further details on Casinos Regina and Moose Jaw's initiatives and operations,  
to receive copies of the audited consolidated financial statements, to receive  
the audited financial statements for SGC Holdings Inc. (the holding company  
for the corporation's assets) or to request copies of this annual report,  
contact SGC Communications at:

1880 Saskatchewan Drive  
Regina, Saskatchewan  
S4P 0B2

Telephone: (306) 787-1590  
Fax: (306) 787-5880

In Canada, call toll-free:  
1-800-555-3189

or visit our websites at [www.casinoregina.com](http://www.casinoregina.com) and [www.casinomoosejaw.com](http://www.casinomoosejaw.com)



# CASINOS

Regina & Moose Jaw

Casino Regina Casino Moose Jaw