Cape Breton Regional Municipality

Special Council Meeting

AGENDA

Wednesday, June 8th, 2016

2:30 p.m.

Council Chambers
2nd Floor, City Hall
320 Esplanade, Sydney, NS
Cape Breton Regional Municipal Council

Wednesday, June 8th, 2016

2:30 p.m.

AGENDA ITEMS

1. **Business Cape Breton (BCB) – Consideration of the BCB 2016/17 Business Plan:** (See page 4)

2. **2016-17 Sustainability Requests:** Jennifer Campbell, Manager of Finance (See page 29)

3. **Projected 5 Year Capital Replacement for Fire Vehicles:** Chris March, Deputy Fire Chief (See page 32)

4. **Cape Breton Drag Racing Association – Land at Victoria Junction:** Demetri Kachafanas, Regional Solicitor (See page 37)

ADJOURNMENT
BUSINESS CAPE BRETON

Proposed Business Plan 2016-2017

Submitted by:
Eileen Lannon Oldford, CEO
Business Cape Breton

April 2016
Business Plan Format:

In preparing this Business Plan, Business Cape Breton has used the Program Logic Model, a performance-based model that is used by Treasury Board of Canada. Using this format, the plan is presented in a very clear and precise manner that allows the emphasis to be placed on the core components and their evaluation.

This model identifies what work BCB will accomplish for the upcoming fiscal year (implementation of core component objectives), what the potential results (outputs – key indicators/deliverables) will be, and the differences these results will make in our region (outcomes). Business Cape Breton will use the same format when reporting on the results of the Business Plan at the end of each fiscal year. Members of BCB's staff have been trained and have used the application of the Program Logic Model for over twelve years. Specific projects, initiatives, and activities will be identified and assessed by the model in BCB's Year-In-Review Report.
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EXECUTIVE SUMMARY

BCB will guide and navigate regional economic development projects and initiatives on behalf of CBRM while providing support to businesses, operating as connectors among economic development partners, supporting business growth and retention, and providing support and leadership on CBRM economic priorities.

Supporting small, local businesses and economic development initiatives, BCB will bring together business communities, the province, the municipality, and other groups involved in economic development. Led by Board of Directors with extensive business experience, BCB will operate as connectors among economic development partners, support business growth and retention, and provide support and leadership to CBRM and their economic development priorities.

The *Business Cape Breton Association* (referred to as *Business Cape Breton or BCB*) will deliver specific strategic priorities that include programs, projects, and initiatives that will work to move the mandate of the CBRM forward and will be tied into the various strategies for the region. As mentioned in the opening, Business Cape Breton’s business plan is developed based on the Logic Model. Business Cape Breton’s representatives will work with the CBRM’s municipal unit to identify their priorities and to determine how they can assist their economic development direction for: *Business Development, Economic Development, and Community Economic Development.*

BCB will prepare a Communication Plan that is focused on effectively communicating the importance of what has been accomplished through cooperation with demonstrated partners (public/private/community) by using examples of the accomplishments that will be achieved through the implementation of the core components outlined in this business plan.

REGIONAL OVERVIEW

Nova Scotia is a dynamic and creative province, with skilled and ambitious people and an entrepreneurial spirit. We are capable of taking bold measures and risks, and of coming together as a unified community to build a better future. We are welcoming of newcomers to Nova Scotia, supportive of our disadvantaged citizens, committed to our students and youth, and champions of our entrepreneurs and businesses. We believe in education, skills and innovation, and we compete and win globally. Nova Scotians have a shared commitment to investing in our people and growing our one economy to build a unified, progressive, innovative, and change-oriented society. Nova Scotia is a small province, but it has tremendous assets – most notably, the capabilities of its people and their spirit and determination to make this province the best place in the world to start and grow a business, live and work, and raise a family. (*Now or Never: An Urgent Call to Action for Nova Scotians, Feb. 12, 2014*)
In the Province of Nova Scotia, a coalition has been set up to develop an action plan for Nova Scotia’s New Economy based on the vision and goals outlined in the *Now or Never: An Urgent Call to Action for Nova Scotians*. This report clearly states the challenges and opportunities faced by Nova Scotians.

If Nova Scotia’s economy were performing well today in providing jobs, sustaining communities and supporting high quality public services, the wise advice would be to stay the course and avoid major changes. But this is not our situation, nor does the future outlook promise relief.

The economic and population challenges we now face in Nova Scotia, and dramatically so in our rural regions, demand new vision, innovative approaches, greater collaboration and a greater willingness to take on the risks associated with economic change and progress. (*Now or Never: An Urgent Call to Action for Nova Scotians, Feb. 12, 2014*)

With continued out-migration, an aging population, and high unemployment, Cape Breton is facing some very serious economic and social challenges. According to the Nova Scotia Labour Market Report (Employment Insurance – January 2015), the number of Nova Scotians receiving regular EI benefits increased in seven (7) counties (Yarmouth, Digby, Hants, Colchester, Richmond, Cape Breton and Victoria) compared to the same month a year ago (three of these counties being on Cape Breton Island).

As a region, we need to work together to address these very serious challenges by identifying, assessing, and implementing viable opportunities that will have the greatest impact on the region. Cape Breton is known around the world as a tourism destination. It continues to win awards and recognitions as a destination of choice. It is also attracting attention as an event destination for various size events. Cape Breton has the third largest urban area in Atlantic Canada (Cape Breton Regional Municipality) with the potential of developing the Port of Sydney. Tourism and natural resources are key to future development in other regions of Cape Breton.

Business Cape Breton is presenting within this Business Plan the role it will take in assisting partners in moving CBRM forward. Business Cape Breton will work with partners to address some of these issues through Business Development, Economic Development, and Community Economic Development.

In summary, the significant turnaround in the Nova Scotia economy that the Commission feels is necessary will require much stronger business growth than we are seeing in the province. We need more start-ups and, in the larger scheme of things, it does not matter whether they are goods producers, service sector firms, or creative sector enterprises. And their size doesn’t matter or whether they are conventional private businesses, or co-operatives or social enterprise. We just need them to grow, employ more people, and participate in out-of-province trade. (*Now or Never: An Urgent Call to Action for Nova Scotians, Feb. 12, 2014*)
LOGIC MODEL

As mentioned in the opening, Business Cape Breton has used the Program Logic Model, a performance-based model, to develop this plan. Using this format, the plan is presented in a very clear and precise manner that allows the emphasis to be placed on the core components and their evaluation. The following section will outline the components of the Logic model by identifying what Business Cape Breton will work to accomplish (implementation objectives), what the potential results (outputs – key indicators/deliverables) will be, and the outcomes (the differences these results make in the region) for the fiscal year – April 1, 2016, to March 31, 2017. Business Cape Breton will use this same format when preparing the Year-In-Review Report that will outline the results and level of success of the activities under each core component.

Strategic Objective:

Business Cape Breton works diligently to align its efforts to support the endorsed strategic direction of the CBRM in creating prosperous growth for Cape Breton. Business Cape Breton will deliver programs and initiatives outlined under the following BCB core components to assist CBRM in guiding, supporting, and navigating regional economic development while providing support to businesses, operating as connectors among economic development partners, supporting business growth and retention, and providing leadership on economic priorities components.

Core Components:

Note: Business development services are provided under two processes; The Small Business Development Program and Business Cape Breton Operations. The remaining two core components are completed only under Business Cape Breton Operations.

BUSINESS DEVELOPMENT

Objective: To support the successful creation, operation, and growth & retention of small business on Cape Breton island.

ECONOMIC DEVELOPMENT

Objective: To promote and facilitate regional economic development goals of CBRM while providing leadership, support and navigation on targeted economic development initiatives & support to businesses, operating as connectors among economic development partners, and supporting business growth & retention.
COMMUNITY ECONOMIC DEVELOPMENT

Objective

To develop, promote, and implement projects and initiatives specific to CBRM.

Logic Model with Core Components

Each of the Core Component sections will present activities and measurement of results, projects and initiatives including immediate and medium-term outcomes (difference made in the region).

CORE COMPONENT: BUSINESS DEVELOPMENT

OBJECTIVE:

To support the successful creation, operation, and growth & retention of small business on Cape Breton Island.

ACTIVITIES:

Services under the Cape Breton Small Business Development Program:

1. Entrepreneurship Awareness
2. Productivity and Business Skills Training
3. Business Counselling

OUTPUTS (RESULTS - ANTICIPATED KEY INDICATORS/DELIVERABLES OF THE PROGRAM/INITIATIVE):

Services under Cape Breton Small Business Development Program

1. Entrepreneurship Awareness:
   • # of individuals who participate in ‘Entrepreneurial Awareness’ activities.
   • # of activities planned, coordinated, and hosted to attract individuals who are considering entrepreneurship or individuals who are currently engaged in the process of becoming an entrepreneur.
   • # of topics covered during these activities that help increase the understanding and interest in entrepreneurship.
   • # of inquiries from individuals who are interested in starting a business.
   • # of surveys completed that indicate that the client is ‘Somewhat or Very Much’ satisfied with the activity.
   • Build on BCB’s network for referrals (banks, community groups, municipal reps, MLAs, etc.)

2. Productivity and Business Skills Training:
   • # of programs, initiatives, or sessions held that assist existing or potential business owners with specific training.
   • # of individuals who participate in the programs, initiatives, or sessions.
3. Business Counselling
   • # of individuals engaged in business plan development with the Business Counsellors.
   • # of individual clients who are seeking information to start up, expand, or refocus an existing small business.
   • # of referrals to other individuals, agencies, and organizations for particular expertise.
   • # of referrals to internal training coordinator.

OUTCOMES (DIFFERENCE IT MAKES - IMMEDIATE AND MEDIUM-TERM)
Cape Breton Small Business Development Program
1. Entrepreneurship Awareness:
   • Awareness increases understanding and interest in entrepreneurship.
   • Keeps the idea of entrepreneurship in the forefront of individuals seeking to explore a business opportunity.
   • Provides the opportunity through events, networking, seminars, conferences, workshops, and projects to become aware of entrepreneurial information. Individuals are linked into the process that can help them if they wish to pursue this direction.
   • Awareness can pave the way for new ideas engagement and overall success with the potential to develop future entrepreneurs.
   • Encourages the current mindset and culture to think in a more business friendly way and become less risk adverse.
   • Creates an environment with a positive attitude towards entrepreneurship. A positive attitude can mean the ability to try again after taking a big gamble even if you failed before.
   • Provides the opportunity to work in groups and utilize creativity and business skills.
   • Increases capacity, interest, and competence among young people thinking about entrepreneurship as a viable career option.
   • Provides an environment to take on leadership roles, responsibility, utilize the abilities of others, to think about new challenges, and to foster a desire to exceed expectations.
   • Makes contacts that provide practical help to those who want to make the transition from employment to self-employment.
   • Exposes individuals to the benefits of entrepreneurship and encourages discussion of challenges.
   • Creates a predisposition to pursue entrepreneurship as a career option.
   • Creates awareness of the resources in our region that support the creation of business ventures.
   • Provides opportunity for generating business ideas.
2. Productivity and Business Skills Training:
   • Develops the skills needed to plan and launch a business.
   • Maintains a network of speakers and workshop leaders in business topics.
• Helps one to understand the personal traits and behaviors associated with successful entrepreneurial performance; i.e., risk taker, independent, commitment, goal oriented, focused, organized, time manager, etc.
• Provides the opportunity to start a long-term effort to increase the number of entrepreneurial individuals in society and provides training programs based on the client’s needs.
• Shares with participants the knowledge, business skills, and team building methods that are perceived as essential leadership attributes required of successful entrepreneurs.
• Provides occasions for individuals to learn about various types of business structures.
• Increases understanding by general public or very specific targeted groups regarding entrepreneurship concepts from the most basic to the very complex.

3. Business Counselling:
   • Informed individual clients who are seeking to start up, expand, or refocus a small business.
   • Individuals with the capacity to develop and monitor their business plan including the dimensions of marketing, sales, financing, etc.
   • Clarifies operational requirements.
   • Informed individuals with regards to application process for licensing, patents, leasing of property, agreements for new products.
   • Individuals trained in what it takes to apply for bank loans and/or government funded programs.
   • Sets realistic and timely goals.
   • Understanding of the resources available through referrals to other individuals, agencies, and organizations with particular expertise – lawyers, accountants, exporting, patents, licensing, etc.

ACTIVITIES

Services under Business Cape Breton Operations:
Projects & initiatives that support and assist the creation, operation, and growth of small business on Cape Breton Island:
   1. Tracking Reports (Municipal)
   2. Developing, supporting, managing, and/or implementing CBRM business projects & initiatives, business recruitment efforts
   3. Develop and launch ‘Think Cape Breton First’ Program for support to island-wide local businesses.
   4. Port-Related Businesses, marketing and Foreign Trade Zone.

OUTPUTS (RESULTS – ANTICIPATED KEY INDICATORS/DELIVERABLES OF THE PROGRAM/INITIATIVE)

Services under Business Cape Breton Operations
1. Tracking Reports (Municipal)
• Business Start-Ups and Expansions
• Projected Investment
• Projected Jobs
• Projected Payroll
• Counties — Location of Business
• Business Retention Reports — September/March

2. Develop, support, manage, and/or implement projects & initiatives that support creation, operation, retention and growth within the region:
   • # of projects & initiatives that Business Cape Breton has developed, managed, and/or implemented that impact and support the business sector across Cape Breton.
   • Depending on the project or initiative, identify the impact it has had on the region.
   • Business recruitment efforts identified.

3. Develop and launch ‘Think Cape Breton First’ Program.
   • A new brand developed based on ‘Think Cape Breton First.’
   • Promote new brand and guidelines for the program.
   • Development of the promotional materials.
   • # of promotions developed and implemented.
   • # of businesses, organizations, or sectors requesting to be involved with promoting and using the new ‘Think Cape Breton First’ brand.

4. Port-Related Businesses.
   • # of Port-Related Businesses that BCB works with in helping establish, expand, or locate to the region.
   • Support to the Port Team with branding and development of marketing materials.
   • Type of support provided to Port-related businesses whether new or existing.
   • Promotion of CBRM Foreign Trade Zone.

OUTCOMES (DIFFERENCE IT MAKES - IMMEDIATE AND MEDIUM-TERM)

Business Cape Breton Operations

1. Tracking Reports (Municipal)
   • A region building an entrepreneurial spirit.
   • Cape Bretoners investing in themselves and Cape Breton.
   • Job Creation
   • Creating an entrepreneurial environment within our region.

2. Develop, support, manage, and/or implement projects & initiatives that support creation, operation and growth within the region:
• Demonstrated partnerships for researching, assessing, developing, and implementing viable projects and initiatives.
• A region informed on the latest opportunities, trends, and resources available.
• Enhanced awareness for focused impact and communications.
• Priorities identified and supported based on resources available.

3. Develop and launch ‘Think Cape Breton First’ Program:
   • Consumers investing in the economy by supporting local businesses.
   • Positive economic impacts received by the local business community within various sectors of the economy.
   • Awareness by the residents of the importance of spending locally and how they can help make a difference.
   • Awareness of the contributions made to the local economy by local businesses for charity drives, sports teams, school projects, etc.

4. Focus on Port-Related Businesses.
   • Increased productivity in companies and businesses by identifying opportunities with Port development.
   • Increased number of new entrepreneurs receiving information to assist them in having the confidence to invest in their own business and take advantage of port-related activities.
   • Increased new businesses offering new services to the region and/or increased employment opportunities.
   • New businesses contributing to the overall wealth of the community and assisting in strengthening the region. (Municipal Report)
   • Survival rate of new businesses increased and Retention Report (September/March).

CORE COMPONENT: ECONOMIC DEVELOPMENT
Business Cape Breton Operations

OBJECTIVE:
To promote and facilitate regional economic development goals of CBRM units while providing regional leadership on targeted economic development initiatives & support to businesses, operating as connectors among economic development partners, and supporting business growth & retention (island-wide).

ACTIVITIES:
Services under Business Cape Breton Operations:
1. Identify economic development initiatives, programs, or projects that support the direction of the CBRM.
2. Provide marketing and promotions support to the Port Team for the commercialization of the Port of Sydney.
3. Provide branding & promoting of Business Cape Breton and its role throughout Cape Breton.

OUTPUTS (RESULTS-ANTICIPATED KEY INDICATORS/DELIVERABLES OF THE PROGRAM/INITIATIVE):
1. Identify economic development initiatives, programs, or projects that support the direction of our municipal partner.
   • # of initiatives, projects, and programs being evaluated or in process.
   • # of initiatives, projects, and programs completed within budget and on time.
   • # of partnerships leveraged.
   • Type of support received from BCB – facilitation, coordination, or management.
   • Sectors impacted by the initiative, projects, and programs; i.e., labour or construction (infrastructure); tourism (business related), etc.

2. Provide marketing and promotions support to the Port Team for the commercialization of the Port of Sydney.
   • Development of promotional materials, presentations, information packages, etc.
   • # of ‘business visits’ organized, planned, and implemented.
   • Promotional projects or initiatives supported by Business Cape Breton during the fiscal year.
   • # of events, meetings, tradeshows, etc. to market and promote the commercialization of the Port of Sydney and local businesses.

3. Provide branding & promoting of Business Cape Breton.
   • Implementation of Communication Plan.
   • # of promotions developed and implemented.
   • # of presentations, meetings, and information sessions held to promote the work of BCB.
   • Development of promotional materials with new brand.
   • #’s reached through the development and circulation of news releases through traditional and social media outlets.
   • # of partnerships, committees, special meetings, etc., that BCB staff is invited and participated.

OUTCOMES (DIFFERENCE IT MAKES- IMMEDIATE AND MEDIUM-TERM)
Services under Business Cape Breton Operations
1. Identify economic development initiatives, programs, or projects that support the direction of CBRM.
   • Partners working toward common goals with regard to development opportunities in order to build a stronger CBRM and Cape Breton.
• Promoted our region that is unified with one voice, focused, and ready to work together to address major challenges facing the area.
• Attract investment, create sustainable wealth, and establish long-term competitive advantage.
• An integrated approach among partners to work together on identifying opportunities and the economic development impact to our region.
• Strengthen the private/public sector investment proposition.
• Communities supporting the development of priority and CBRM’s key economic driver – Port of Sydney.

2. Provide marketing and promotions support to the Port Team for commercialization of the Port of Sydney.
   • A region with the ability to collect timely and relevant information including statistics and details on businesses, local workforce, and issues of interest to attract new business opportunities.
   • New wealth development by investors along with an increased awareness and use of Cape Breton data.
   • Businesses encouraged to establish or to relocate bringing new investment and improving economic conditions by providing opportunities for a different set of skilled individuals.
   • Strong relationships developed between business and the community to provide a regional view to potential companies.
   • A region monitoring its progress through use of recognized economic indicators.
   • A region retaining youth by identifying jobs (direct) and by filling employer requirements with spin offs jobs (indirect).

   • Through the implementation of the Communication Plan, the credibility of the organization and its relevance to the economic growth of the region will be reinforced.
   • Better understanding of the role of Business Cape Breton and how it assists businesses (potential, new, and/or existing) through its various programs.
   • A region working together to identify and address issues for CBRM and the betterment of all of Cape Breton.
   • A region without duplication of efforts.
   • New strategic partnerships.
   • Cooperation among partners working together.
CORE COMPONENT: COMMUNITY ECONOMIC DEVELOPMENT
Business Cape Breton Operations

OBJECTIVE:
To develop, promote, and implement projects and initiatives specific to CBRM.

ACTIVITIES:
Services under Business Cape Breton Operations:
Develop and implement specific deliverables identified by CBRM.

OUTPUTS (RESULTS – ANTICIPATED KEY INDICATORS/DELIVERABLES OF THE PROGRAM/INITIATIVE):
1. Develop and implement specific deliverables identified by the CBRM.
   • # of projects or initiatives supported by Business Cape Breton during the fiscal year.
   • The extent of BCB’s involvement in these projects or initiatives.
   • The total amount of project dollars managed by BCB for the region.
   • # of partners BCB works with on the various projects & initiatives it supports.
   • Demonstration of the number of partners that BCB is able to bring to the table to deliver projects & initiatives for the various municipal units within the region.

OUTCOMES (DIFFERENCE IT MAKES – IMMEDIATE AND MEDIUM-TERM)
1. Develop and implement specific deliverables identified by the CBRM.
   • Identified priorities within the CBRM.
   • Demonstrated partners working together to study, assess, develop, and implement viable projects or initiatives.
   • Initiatives built on past projects that received support from government and stakeholders.
   • A region that is informed on the latest opportunities, trends, promotions that are available.
   • Consensus in economic development priorities for the CBRM.
   • Relationships nurtured that lead to the development of opportunities.
   • Improved capacity for development of opportunities.
   • An environment for success is created and is working to ensure a healthy future.
   • Focused approach to CBRM priorities.
   • Increased effective use of limited resources.
   • Regions supporting the direction of key stakeholders through creating projects or initiatives that support their direction.
   • An environment will be created where leadership skills are nurtured and skill transfer occurs.
   • Acceptance & application of due process and accountability.
   • Enhanced communications between CBRM and BCB to increase awareness of the establishment, progress, outcome, and benefits of projects affecting the entire island.
PROJECTIONS — SMALL BUSINESS DEVELOPMENT PROGRAM

| 1. Entrepreneurship Awareness | # of Participants 250 |
| 2. Productivity and Business Skills Training | # of Participants 200 |
| 3. Business Counselling/Business Plan Engagement | # of Participants 60 |
| 4. Surveys | # of Participants 200 |

PROJECTIONS — BUSINESS CAPE BRETON OPERATIONS (Municipal Business Report)

| 1. Business Start Ups and Expansions | 28 |
| 2. Projected Investment | $2.8M |
| 3. Projected Job Creation | 50 |
| 4. Projected Pay Roll | $2.2M |
| 5. CBRM Projects & Initiatives: | # implemented - 8 |
| 6. Think Cape Breton First: | # of Promotions 4 |
| 7. Port Related Businesses | # of Marketing Initiatives 5 |
| 8. Foreign Trade Zone | # of Business Visits – Port Related 5 |
| a. To Be Established | May 2016 |
| b. Promotion | Acquire Approval FTZ Marketing Program |

Note:  *Average payroll $78,262 per business
*Average Investment $100K per business

EVALUATION

In using the Logic Model, Business Cape Breton has been very clear and concise in explaining exactly what the intended results (outputs) of these core components will be and the potential impact on our region (outcomes). As mentioned, Business Cape Breton will track the progress of each core component to ensure that the proposed activities are completed and the outputs are recorded. In analyzing the results (outputs) of each core component. The results (outputs) will then be examined to determine if these implementation objectives are continuing to meet the objectives of the core components and CBRM. Specific projects, initiatives, and activities will be recorded and assessed by the model in Business Cape Breton’s Year-In-Review Report. During this examination, other variables that are out of Business Cape Breton’s control or management will be taken into consideration.
ORGANIZATIONAL STRUCTURE

Board of Directors

LeRoy Peach, Chair - Director
Parker Rudderham, Vice Chair - Director
Marlene Lovett, Secretary/Treasurer - Director
Duke Fraser - Director
David Podborski - Director
Danny Ellis - Director
Brad MacDonald - Director
Cecil Saccary - Director
Alastair MacLeod - Director
Eileen Lannon Oldford, CEO - (Staff - Ex. Officio Member)

Board Governance

Business Cape Breton has a Policy Governance Board of Directors with broad representation of business and community individuals. These members have knowledge and experience with human resources procedures, contracts & proposals, finance, business, and economic development along with leadership skills. Board members are committed to Business Cape Breton’s strategic objective and core components and have signed on to commit their time and are open to learning. Leadership and decision making in areas of policy, due diligence, and strategy are under the authority of the Board. A succinct balance of accountability, respect, and trust exists between board, management, and staff.

Staff

Eileen Lannon Oldford, CEO
Joyce MacDougall, Training Coordinator
Shannon McNeil, Business Counsellor
Sara Saltor Burke, Business Counsellor
Barb Vallis, Senior Financial Officer
Jo-Lanna Murray, Senior Development Officer
Wayne Scott, Development Officer
Joanne Boland, Development Officer
All members of Business Cape Breton’s staff are graduates from Bachelor and/or MBA programs with five members having over 20 years’ experience and three with almost 10 years’ experience. Members have experience in the fields of Public Relations, Management, Private Sector, Government, and Economic Development; as well, many staff members are also very active community volunteers.

Organizational Competencies

The members of Business Cape Breton staff bring to this organization many years of experience in economic development. Working in similar organizations has provided individuals with the necessary skills to succeed in a multi-task environment. Examples of the core competencies that are sustainable advantages or strengths include:

- Team attitude focused to deliver and work with all stakeholders.
- Ability to listen, organize, facilitate, coordinate, and implement projects, initiatives, and programs of strategic value.
- Possess a variety of project development capabilities including proposal writing and implementation.
- Demonstration of respect for process and inclusion.
- The qualifications and abilities to work well with many diverse entities and groups.
- Ability to manage expectations.
- Positive attitude and always looking for ways to achieve the end goal that will work for all partners.
- Ability to assume a leadership role when necessary but also able to act as a trainer, coordinator, facilitator, navigator, or connector.
- Capable of assuming a variety of roles and adept at multitasking.
- Ability to bring partners in economic development together to address specific issues of concern to the region.
- Experience in being accountable and transparent to all partners and practicing good governance.
- Proven ability for establishing a vision, objectives, goals, and project leveraging capabilities.
- Successful track record in delivery of special initiatives, business development, and project implementation.
- Experiences include:
  - Project Management
  - Communication Processes/Planning
  - Project Proposals
  - Financial Management
  - Administrative/Support Services
- Project Tracking
- Business Counselling
- Business Training Programs
- Funding Applications
- Annual Business Plans/Business Plan Development
- Board Training
- Business Recruitment Efforts
- Research
- Event Hosting
- Committee Services
- Planning
- Human Resource Development and Management
- Public Relations
- Marketing/Promotion
- Facilitation – Stakeholders/Partners/Groups/Organizations
- Entrepreneurship Awareness
- Host Job Fairs/Organize Regional Business Tours
- Recruitment of Businesses Investment in Cape Breton
- Risk Management

Accountability Process

- Full Internal & External Audits (Financial)
- Board Governance Training
- Logic Model – designed & used by Treasury Board of Canada
- Staff Training
- Public Presentations
- Regular Reports (capturing contract deliverables)
- Legislated under Society Act of Nova Scotia
APPENDIX A

BUSINESS CAPE BRETON –
CORE OPERATING BUDGET
INCLUDING NOTES TO BUDGET
Business Cape Breton - Operations

April 1, 2016 to March 31, 2017

<table>
<thead>
<tr>
<th>BUDGET ITEMS</th>
<th>PROPOSED</th>
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<tbody>
<tr>
<td><strong>Revenues</strong></td>
<td></td>
</tr>
<tr>
<td>CBRM</td>
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<td>PNS</td>
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<td>Cost Recovery</td>
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<td>Total Revenues</td>
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<td><strong>Expenses</strong></td>
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<td>Travel – Staff</td>
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<td>Prom./Market./Partnership Initiatives</td>
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<td>Miscellaneous</td>
<td>$500</td>
</tr>
<tr>
<td>Bank Charges</td>
<td>$1,200</td>
</tr>
<tr>
<td>Insurance</td>
<td>$4,000</td>
</tr>
<tr>
<td>Contingency</td>
<td>$5,000</td>
</tr>
<tr>
<td>Total Expenses</td>
<td>$465,912</td>
</tr>
</tbody>
</table>

March/16
Business Cape Breton Operations

Budget

April 1, 2016 – March 31, 2017

Notes to Budget:

The budget presents proposed allotment for fiscal year April 1, 2016 – March 31, 2017.
The budget amount is $465,912

Rent - $41,100

Board Expense - $8,000
Expenses applicable to board travel, accommodations, representation at conferences and meetings, etc. for BCB Board.

Salaries/Benefits - $329,539
Applicable to five staff members, two positions cost shared through another program. Group benefits adjusted (historically group benefits have an increase each year by service provider).

Supplies Services - $8,000
Basic office supply inventory and other service providers ie. Recycling, shredding, etc.

Travel - $10,000
CEO and Staff travel cost recorded as per travel policy.

Marketing/Promotion – Partnership Initiatives - $20,000
Costs applicable towards marketing effort engaged with partners for business promotion, support, addressing of business issues or concerns, plus sponsorships, ads, features, etc.

Telecommunications - $6,000
Contributions towards phone, fax, internet, etc.

Furniture/Equipment - $8,000
Costs applicable to upgrades when necessary, postage machine, copier rental, computers, etc.

Professional Services - $17,000
Costs applicable to audit/network support/legal/website enhancement, etc.

Professional Development - $3,000
Staff Development – Applicable seminars/conferences and training, networking luncheons, memberships approved by CEO.
Printing - $4,000
Copier printing/cost for outside printing

Postage/Misc/Bank Charges/ - $2,273
Basic costs plus any applicable increase.

Insurance - $4,000
General Office Package and Board Liability Insurance.

Contingency - $5,000

Cost recovery of $18,000 is applied against the overall budget.
### Small Business Development Program

<table>
<thead>
<tr>
<th>Revenues</th>
<th>YEAR 16/17</th>
</tr>
</thead>
<tbody>
<tr>
<td>Municipal Contribution</td>
<td>$63,562</td>
</tr>
<tr>
<td>ACOA</td>
<td>$255,080</td>
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<tr>
<td>Revenues</td>
<td>$8,108</td>
</tr>
<tr>
<td>InKind</td>
<td>$23,356</td>
</tr>
<tr>
<td><strong>Total Revenues</strong></td>
<td><strong>$380,106</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Expenses</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Operations</td>
<td>$123,114</td>
</tr>
<tr>
<td>Training Initiatives</td>
<td>$34,480</td>
</tr>
<tr>
<td>Marketing Promo</td>
<td>$26,512</td>
</tr>
<tr>
<td>Salaries/Benefits</td>
<td>$196,000</td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
<td><strong>$380,106</strong></td>
</tr>
</tbody>
</table>

**Notes to Budget**

**Operations:** Cost to provide financial administration, reception, oversight, management, human resources, travel, rent, telecommunications, office furniture, equipment, bank charges, postage, supplies, services, audit.

**Salaries/Benefits:** Costs applicable to wages and benefits for three employees (2 Business Councillors, 1 Training Coordinator)

**Training Initiatives:** Costs applicable to the following:
- $10,000 - WIB Conference
- $6,460 - Off Island guest speakers for events - WIB Conference, Dinners, cost applicable to travel, fee, and sundry costs
- $18,000 - Business Luncheons
  - Dinners
  - BIZ at Breakfast Speaker Series

  Leadership Training Program - Sundry costs only
  - Mentorship Program
  - EIA Video Series Training
  - Entrepreneurial Workshops - Island Wide
  - Cape Breton Victoria School Board - Proposed Initiatives
  - New Business Basics Program

Costs applicable to facility costs, equipment rentals, light refreshments, materials, audio, and any costs to have an entrepreneurial client involved in workshop/presentations and/or new initiatives.

**Marketing/Promotions:** Costs applicable to:
- Cable/Radio/Print Ads
- Entrepreneurial billboards/booth displays, etc.
- Poster/Banners/Video/Table Displays (pictures/testimonials, print articles, etc.)
## BUSINESS DEVELOPMENT – Municipal Report

### Start-Ups and Expansions - April 1, 2013 to March 31, 2016

<table>
<thead>
<tr>
<th>County</th>
<th>Businesses</th>
<th>Start Ups</th>
<th>Expansions</th>
<th>Projected Payroll</th>
<th>Projected Job Potential</th>
<th>Projected Value of Investment</th>
</tr>
</thead>
<tbody>
<tr>
<td>CBRM</td>
<td>82</td>
<td>58</td>
<td>24 (13 completed)</td>
<td>$3,609,802</td>
<td>183</td>
<td>$7,876,926</td>
</tr>
<tr>
<td>Inverness</td>
<td>6</td>
<td>5</td>
<td>1</td>
<td>$123,750</td>
<td>7</td>
<td>$375,900</td>
</tr>
<tr>
<td>(Port Hawkesbury)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Richmond</td>
<td>8</td>
<td>5</td>
<td>3</td>
<td>$315,000</td>
<td>14</td>
<td>$1,162,243</td>
</tr>
<tr>
<td>Victoria</td>
<td>12</td>
<td>7</td>
<td>5 (1 completed)</td>
<td>$805,195</td>
<td>36</td>
<td>$1,271,800</td>
</tr>
<tr>
<td><strong>TOTALS</strong></td>
<td><strong>108</strong></td>
<td><strong>75</strong></td>
<td><strong>33 (14 completed)</strong></td>
<td><strong>$4,853,747</strong></td>
<td><strong>240</strong></td>
<td><strong>$10,686,869</strong></td>
</tr>
</tbody>
</table>
## BUSINESS DEVELOPMENT – Municipal Retention Report

<table>
<thead>
<tr>
<th>County</th>
<th>Businesses</th>
<th>Start Ups</th>
<th>Expansions</th>
<th>Projected Payroll</th>
<th>Projected Job Potential</th>
<th>Projected Value of Investment</th>
</tr>
</thead>
<tbody>
<tr>
<td>CBRM</td>
<td>76</td>
<td>52</td>
<td>24 (13 completed)</td>
<td>$3,374,198</td>
<td>173</td>
<td>$7,766,926</td>
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<tr>
<td>Inverness</td>
<td>5</td>
<td>4</td>
<td>1</td>
<td>$98,750</td>
<td>6</td>
<td>$170,900</td>
</tr>
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<td>(Port Hawkesbury)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Richmond</td>
<td>8</td>
<td>5</td>
<td>3</td>
<td>$315,000</td>
<td>14</td>
<td>$1,162,243</td>
</tr>
<tr>
<td>Victoria</td>
<td>10</td>
<td>6</td>
<td>4 (1 completed)</td>
<td>$736,651</td>
<td>30</td>
<td>$1,171,800</td>
</tr>
<tr>
<td><strong>TOTALS</strong></td>
<td><strong>99</strong></td>
<td><strong>67</strong></td>
<td><strong>32 (14 completed)</strong></td>
<td><strong>$4,524,599</strong></td>
<td><strong>223</strong></td>
<td><strong>$10,271,869</strong></td>
</tr>
</tbody>
</table>
MEMO

Date:       June 3, 2016
To:        Mayor and Council
From:      Jennifer Campbell, CPA, CA Manager of Finance
Re:        2016-17 Sustainability Requests

Included in the Recreation Budget for 2016-17 is $1,137,062 for the Sustainability Fund.

The following is a synopsis of current funding available and applications received as of May 13, 2016, the application deadline.

Funding available:
2016/17 Sustainability Fund Budget $1,137,062
Less: Multi-year applications previously approved (365,000)

Funding available for current year applications $772,062

Current year applications
Applications referred to council (> $50,000) 1,513,969
Other applications (< $50,000) 1,600,067

Total applications to process 3,114,036

Fund Shortfall $ (2,341,974)

The applications referred from the committee to Council for evaluation are as follows:

1) Albert Bridge Volunteer Fire Dept: $185,000 to upgrade efficiency and appearance of community hall.

2) Arts and Culture Round Table as presented at the April 19, 2016 Council Meeting.
   a. Artist Grants Fund $30,000
   b. Creative Economy Growth Plan $50,000
3) Cantley Village Recreation Association: $50,000 to upgrade playground to multi-use green space. Total project $211,114 with funding applications totaling $150,742 pending from other provincial and federal programs.

4) Camp Bretondean Inc. $54,064 to replace 4 roofs, 4 shower stalls, wiring, renovate kitchen etc.

5) CB Centre for Craft: $178,225 for current ($99,717) and the balance of prior years’ ($59,879) taxes owing. Requesting permanent exemption from taxation.

6) CBRM Blossoming (Business Cape Breton) as presented in the February 2016 Stakeholder Budget Consultation Session. $150,000 for each of 2016, 2017, 2018. Community sponsorship of $50,000 annually reflected in the application.

7) CBRM New Year’s Eve: $50,000 for community event. Project cost contingent on sponsorship levels.

8) Cape Breton Track & Field Assoc.: $100,000 over 4 years to host the Royal Canadian Legion National Youth Track and Field Championships 2019-2020. Timing of cash flow to be confirmed by applicant. Provincial and federal applications totaling $300,000 pending.

9) Friends of George’s River Fire Hall Assoc.: $49,999 to replace windows, doors, siding, and ventilation systems. Total project $91,943 with funding application to ACOA of $30,650 pending.

10) Gabarus Volunteer Fire Dept: $75,000 to complete addition to fire hall. Total project cost $175,000 which commenced April 2011.

11) North Sydney BIDA: $50,000 to support improvements to the North Sydney Ballast Grounds area related to the installation of a TransCanada Trail Blue Route Access Point. Funding applications from TCT Trail Gap Construction Program pending for an additional $50,000.

12) Northside Community Pool: $60,000 annual operating grant.

13) 2016 Nova Scotia Mi’kmaq Summer Games $50,000 plus $8,000 in kind

14) Savoy Theatre: $100,000 annual operating grant.

15) 2018 Scotties Tournament of Hearts: $150,000 over 2 years to host the 2018 Canadian Women’s Curling Championship. Cash flow split over 2 years. Provincial funding of $150,000 confirmed; Federal funding of $150,000 pending. Contingent on acceptance of bid by Curling Canada.

16) Talbot House Society: $49,999 to upgrade washrooms. Total project $69,000.

17) Undercurrent Youth Centre $52,000 to assist with purchase of a building.

18) District 7 Sports Complex (Whitney Pier Rink): $104,682 to replace condensers and fans, as well as puck boards, drainage, doors and parking lot repairs. Total
project $314,046 with provincial and federal funding applications totaling $209,364 pending.

In order to ensure that the fund is not overdrawn, the committee requires Council to review, evaluate, and award these applications. The committee can then evaluate the remaining applications and award based on the residual fund balance.

Sincerely,

ORIGINAL SIGNED BY

Jennifer Campbell, CPA, CA  Manager of Finance
On Behalf of the Sustainability Committee
Cape Breton Regional Fire and Emergency Service, Committee Report – Fire Vehicles and Equipment:

At the Fire and Emergency Services Committee meeting held on May 24th, 2016, the Committee directed staff to prepare an issue paper for the General Committee meeting, to provide a comprehensive breakdown (spreadsheet) concerning the Fire Vehicles and Equipment Budget of $1,000,000, including how the money would be allocated. It was also requested that the Report include all future requests including estimated costs, and issues of a pressing nature.

It was noted this report is for Council review and consideration and that a special meeting of Council will follow the General Committee meeting to deal with the budgetary aspect if required. The General Committee meeting is scheduled for Wednesday, June 8th, 2016 commencing at 9:30 a.m. we will require your Issue Paper by Wednesday, June 1st for inclusion in the agenda package.
INFORMATION PAPER

TO: General Committee
FROM: Chris March,
A/Deputy Fire Chief
DATE: June 1, 2016
RE: Projected 5 Year Capital Replacement for Fire Vehicles

This Matrix illustrates the required replacement of fire apparatus based on the Underwriter’s requirement for replacement of engines & pumpers of 25 years and the Cape Breton Regional Fire & Emergency Service tanker policy replacement of 30 years. This Matrix does not show if extenuating circumstances, mechanical or damage issues, cause the replacement to be required prior to the Underwriters required or The C.B. Regional Fire & Emergency Service policy replacement dates. Both new and used pricing are shown for the current 2016-2017 year as budget is complete. Prices for the four (4) following years are only shown as new apparatus pricing.

There are three (3) factors that will affect the given prices for apparatus as acquired in May of this year, 2016. Each year the price can increase from:

1. 1.5 to 2.5% the Cost of Living Index,
2. fluctuations in the Canadian dollar, increase or decrease,
3. NFPA requirement changes adding to the cost of the apparatus.

In the projected five (5) year Matrix provided above, the cost of apparatus were calculated increasing the price each year by 2.5 % and taxes are included in the “Total” price.

Prices acquired for a Custom Pumper, Commercial Pumper and a Pumper Tanker, acquired as of May, 2016 are as follows:

- Custom Pumper: $464,646
- 4 Door Commercial Pumper: $376,568
- 2 Door Pumper/Tanker: $334,980

The Matrix below illustrates what C.B. Regional Fire & Emergency Service fire department’s apparatus require replacement. In some cases new apparatus would be purchased for more suburban departments with higher call volumes and those department’s apparatus would be cascaded to the rural departments where the replacements are required.
<table>
<thead>
<tr>
<th>Year</th>
<th>Department</th>
<th>Vehicle Replaced</th>
<th>Replacement Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016-2017</td>
<td>Sydney</td>
<td>2014 Engine (cascaded)</td>
<td>$465,000</td>
</tr>
<tr>
<td></td>
<td>Sydney</td>
<td>2007 Brush Truck (cascaded)</td>
<td>$55,000</td>
</tr>
<tr>
<td></td>
<td>Sydney - Volunteer</td>
<td>2005 Chev Silverado</td>
<td>$55,000</td>
</tr>
<tr>
<td></td>
<td>Mechanic</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Birch Grove</td>
<td>Rescue Van</td>
<td>$50,000* Tax included</td>
</tr>
<tr>
<td></td>
<td>Christmas Island</td>
<td>1988 Tanker</td>
<td>$335,000 new $105,000 used</td>
</tr>
<tr>
<td></td>
<td>South Bar</td>
<td>1990 Pumper</td>
<td>$375,000 new $119,000 used</td>
</tr>
<tr>
<td></td>
<td>Tower Road</td>
<td>1991 Pumper</td>
<td>$375,000 new $110,050 used</td>
</tr>
<tr>
<td>Sub- TOTAL</td>
<td></td>
<td></td>
<td>$1,710,000 $959,050</td>
</tr>
<tr>
<td>Total New (A)</td>
<td>Total Used (B)</td>
<td></td>
<td>$1,781,147 (A) $998,011 (B)</td>
</tr>
<tr>
<td></td>
<td>George’s River</td>
<td>1993 Engine</td>
<td>$384,375</td>
</tr>
<tr>
<td></td>
<td>Sydney</td>
<td>2015 Engine (cascaded)</td>
<td>$476,625</td>
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<tr>
<td>Sub- TOTAL</td>
<td></td>
<td></td>
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<td></td>
<td>$1,298,751</td>
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<tr>
<td>2019-2020</td>
<td>Southside Boularderie</td>
<td>1989 Tanker</td>
<td>$351,750</td>
</tr>
<tr>
<td></td>
<td>Westmount</td>
<td>1995 Pumper/Tanker</td>
<td>$351,750</td>
</tr>
<tr>
<td></td>
<td>Marion Bridge</td>
<td>1995 Pumper</td>
<td>$351,750</td>
</tr>
<tr>
<td>Sub- TOTAL</td>
<td></td>
<td></td>
<td>$1,055,250</td>
</tr>
<tr>
<td>Total New</td>
<td></td>
<td></td>
<td>$1,100,478</td>
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<tr>
<td>2020-2021</td>
<td>Florence</td>
<td>1996 Engine</td>
<td>$403,125</td>
</tr>
<tr>
<td></td>
<td>Boisdaile</td>
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<td>$360,125</td>
</tr>
<tr>
<td>Sub- TOTAL</td>
<td></td>
<td></td>
<td>$763,250</td>
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<td>Total New</td>
<td></td>
<td></td>
<td>$795,962</td>
</tr>
<tr>
<td></td>
<td>East Bay</td>
<td>1991 Tanker</td>
<td>$369,128</td>
</tr>
<tr>
<td></td>
<td>Big Pond</td>
<td>1991 Tanker</td>
<td>$369,128</td>
</tr>
<tr>
<td>Sub- TOTAL</td>
<td></td>
<td></td>
<td>$738,256</td>
</tr>
<tr>
<td>Total New</td>
<td></td>
<td></td>
<td>$769,897</td>
</tr>
</tbody>
</table>
Chris March  
Deputy Chief  
Fire & Emergency Services  
Cape Breton Regional Municipality

If the Cape Breton Regional Municipality was to purchase used replacement apparatus in this current year only, 2016-2017 and new apparatus is the four (4) subsequent years, the total Capital expenditure for the five (5) years would be **$4,963,099** an average capital expenditure of **$992,620** per year for five (5) years.

It should be noted that if “The Cape Breton Regional Fire & Emergency Service” continues to purchase used fire apparatus, it is important that Fire Service Administration maintain and acquire the flexibility necessary to purchase these apparatus as they become available. Not having that flexibility impedes our ability to purchase fire apparatus that suit our departmental needs when they become available and to purchase apparatus cost effectively.

**Original signed by:**

Chris March, BBA  
A/Deputy Fire Chief  
Cape Breton Regional Fire & Emergency Service
Fire Vehicles and Equipment:

**Motion:**
Moved by Councillor Saccary, seconded by Councillor Doncaster, to refer the Fire Vehicles and Equipment Budget ($1,000,000) as presented in the Capital Budget to the May 24th meeting of the Fire and Emergency Services Committee to discuss the allocation of same, and to be brought back to the June meeting of Council for ratification.

**Motion Carried.**
The legal department received a request from Public Works Government Services Canada ("PWGSC") and the Cape Breton Drag Racing Association to acquire the former Victoria Junction Lands from the Federal Government and immediately transfer it to the Association for the use of a drag strip.

PWGSC has contacted CBRM to ask if we could help facilitate the transfer as it appears PWGSC presently has no process or structure implemented to sell or transfer the land directly to the group. They are asking CBRM to act as conduit in relation to the transfer. Basically, PWGSC would convey title to the land to CBRM and on the same date, CBRM would convey it to the Cape Breton Drag Racing Association for nominal consideration. CBRM would in no way incur any liability or costs associated with the transfer of the subject property. CBRM would merely facilitate the transfer to the Association.
Upon review of all relevant information presented to me, it is the recommendation of the legal department to accept the aforementioned property from PWGSC and convey it to the Cape Breton Drag Racing Association at no cost to CBRM.

Background material on the Association and letters of support are attached for your review.

I therefore request for a Motion to authorize the conveyance of the property to CBRM and the subsequent conveyance of the property to the Cape Breton Drag Racing Association on the condition that BRM does not absorb any fees or cost associated with this matter.

Thank you.

Sincerely,

Original signed by

Demetri Kachafanas
Regional Solicitor

DK/spk
May 12, 2016

To whom it may concern:

We are the Cape Breton Drag Racing Association. We are a not-for profit registered society (Reg. Id. - 1670746) and have been promoting our sport in Cape Breton and the Maritime provinces for several decades. Over the last sixteen years we have partnered with the Sydney Airport Authority to present Drag Racing to Cape Breton at the Sydney Airport facility.

During that time we have contributed over $350,000 to J.D. McCurdy Airport operations. Individual events have attracted as many as 3000 spectators and 180 racing teams. Our events have attracted over 27,000 fans and have drawn in competitors from all over the Atlantic Provinces as well as Ontario, Quebec, and the USA. We have funded local and other suppliers and businesses in amounts of tens of thousands of dollars. Our patrons, both local and “from away” have spent tens of thousands of dollars at local businesses within this municipality.

After sixteen years of operations we have no debt, no outstanding bills or loans. We have shown a profit in each year of operation even when weather has restricted our activities. We currently have assets valued in excess of $150,000. We possess all of the electronic equipment (hardware and software) as well as the expertise to stage and operate races at any suitable location.

As you may be aware, though our relationship with the Sydney airport has been cordial and beneficial to both parties, the difficulty in utilizing the airport facility for our purposes has been increasing. Over the past decade our association has been attempting to gain the use of the former “Wash Plant” facility for our sport. This possibility seemed to be well underway when the dissolution of ECBC was announced.

With the assistance of financing from the Coastal Business Development Bank (CBDB) and our own reserve fund, we currently have the required monies to complete the purchase of the Victoria Junction property. The value of which has been determined to be $206,000 plus legal fees. Our proposal is to purchase this property with the assistance of the Cape Breton Regional Municipality to help facilitate the transaction. This proposed transaction will not bear any costs to the residents of the CBRM.
It is our intention to provide a safe and control environment for drag racing. The motto of our association states, “Let’s take racing off the streets” and we firmly believe that for sixteen years we have made the streets if our area much safer. The young drivers in our area can enjoy the highest levels of safety and mentoring from our more senior drivers. We have letters of support (see attached) from numerous organizations representing snowmobilers, antique car enthusiasts, motorcyclists, ATV groups, and others.

It is the Cape Breton Drag Racing Association’s intention to facilitate the motorsports activities of these groups as well as satisfying the other community needs as they might arise.

Currently this unused location has the correct highway access and zoning to make this a world class facility. This facility will be located 5300 feet from Grand Lake Road and 5800 feet from Lingan Golf and Country Club. This is more than three times the distance from the golf club to existing Miners Memorial Speedway. As well the orientation of the drag strip will direct sound away from both the golf club and Grand Lake Road. (See attached map)

In closing we wish to emphasize that we are a non-profit community group with a proven track record (over sixteen years) who only wish to safely promote our sport as well as other motor-sports and community needs. We are convinced that this venture will be good for the community and all those involved, not only in a societal way, but economically as well. We now ask your assistance in facilitating the purchase of this Victoria Junction property.

Signed:

The Executive of the Cape Breton Drag Racing Association

Gary Pozzebon  902-849-6123  902-565-6505
Gerard Bryden  902-567-1351  902-322-2171
Ron Desveaux  902-862-3516  902-549-2003
Craig MacInnis  902-849-9658  902-565-4664
Tom Aucoin  902-567-1500  902-574-0213
Mr. Gary Pozzebon  
PO Box 63, Station A  
Sydney, NS B1P 6G9  

March 15, 2013  

Isle Royale ATV Club  
Attn: Dan Fraser  
1237 Ligan Road  
Sydney, NS B1N 3K8  

Letter of Support-Cape Breton Drag Racing Association-VJ Plant Property  

Dear Mr. Pozzebon:  

Further to our conversation February 26, 2013 and the letter of intent you provided to me, this is to inform you that your proposal relating to the acquisition of the former Wash Plant Property and the plans you have for the area were brought to our monthly club meeting on March 12, 2013. Following an explanation of your proposals, the 48 members present at the meeting overwhelmingly endorsed your plans to secure this property for the purposes you proposed.  

The one concern the members raised related to the passage along the edge of the property as they travel from the Ligan Road area towards Grand Lake Road and I assured them that you are aware of such activity and would not interfere with such travel. In fact, you suggested there would likely be a fence or barrier along the edge of the paved portion of the asphalt pad and the existing roadway would likely be maintained intact. Upon hearing this, they requested I send you a letter of support without delay.  

You will find enclosed, the front page of a Trail Inspection Audit Report that the Club commissioned and which Pathways of Cape Breton conducted and prepared. Page 34 of that report, which is attached, is quite clear in that the Victoria Junction Property is seen as an excellent one for the very purpose you have outlined and as you intend to develop.  

Therefore, on behalf of the Isle Royale ATV Club members, it is my pleasure to provide you with this letter of support and wish you every success in securing the section of the VJ Plant Property which you have outlined.  

Sincerely,  

Original Signed By  

Dan Fraser, President  
Isle Royale ATV Club, Sydney
Trail Inspection Audit Report

Isle Royale ATV Club
Sydney & Area
Cape Breton County

Prepared by:

PATHWAYS
ASSOCIATION

Completed
By:
Darrell Taylor
It is imperative that work be done over the next year to secure the permission, address environmental concerns and prepare Development plan. Funding deadlines start on Feb. 3, 2010.

The following are recommendations based on assessment and for future development:

1. Isle Royale and Marconi work together to form an alliance with each other, Northside ATV Club and any like-minded groups that want to see multi-use trails developed and be united on the Trail initiatives.

2. To follow through with plans to develop the Pipe Line Trail and ignore the other 2 trails (Ash Road, Rail Trail). The other 2 trails may become an option only if the Pipe Line Trail doesn’t become a reality.

3. Start to acquire permission from landowners. The municipality should be approached first with the trail proposal, the clubs goal, type of trail development, benefits to communities, economic impact, management, etc. The county like any government body will require time to see how it fits their plans and what the long term implications of the development will be. Because the county will be involved in much of the trail development in both in Isle Royale and Marconi area’s, it will be essential that Municipality is a partner in the development. It will be important to try to get the Municipality to think progressive and look at the big picture for the future. Talk to the Active Transportation Committee with regards to vision. Try to make sure that the plan doesn’t get bogged down in bureaucracy. Try to see where common ground is. One year from now is funding opportunity time.

3. Discuss with Devco the vision of the Clubs, what lands the clubs want to use, how the land will be used and the long term management of the land. Although not part of this project, the Victoria Junction Wash Plant offers so much potential for the motorized segment of the population. If the property could be secured by the club it would own portion of the trail first and foremost but the land could be used for training, mud pulls, drag races etc. It offers areas for parking, buildings for shelter and easy access to highway and to the trails. It could offer economic opportunities for the club and the community. The property is large with a paved surface with ditching all around it. In-fill from highway ditching could be placed on the area providing an environmentally friendly area to do motorized and/or non motorized activities. The property could also be used as a trail head.

4. Talk to the Province, DNR Parks with respect to obtaining sections of the tram and rail lines. The Club should look at acquiring Letter of Authority on crown land and land that they may acquire. Lobby them to acquire these lands.

5. Educate and inform landowners what the clubs would like to do, benefits to community, where trail is going. Identify any restrictions they may have. Having the private land owners on side will help with perceived view of the plan by the Municipality and Devco.
Marconi Trailblazers ATV Club
C/O Allister MacLean
20 Hillier St.
Glace Bay, NS B1A 1A4

April 5, 2013

Mr. Gary Pozzebon
PO BOX 63, Station A
Sydney, NS B1P6G9

Dear Mr. Pozzebon

Further to our conversation on February 26, 2013 requesting support from the Marconi Trailblazers ATV Club for a proposal by the Cape Breton Drag Racing Association to acquire land on and around the former DEVCO Wash Plant Property. This item was brought up at our March meeting and was unanimously endorsed by our club.

This area is part of a Trail Study we had completed recently, of which mention was made that this would make a great area for a Motorsport Park which would be of benefit to the whole community. It would also certainly benefit the local economy with the many visitors from away that would come to your facility.

The Marconi Trailblazers along with the Isle Royale ATV Club in Sydney hope that we will be able to have continued access to trails in this area which connect the Grand Lake Rd area to the Kilkenny Lake and Summit Dump Trails in New Waterford.

Therefore, on behalf of the Marconi Trailblazers ATV Club, I would like to provide you with this letter of support and wish you every success in securing this section of the former Victoria Junction Property which you have outlined.

Sincerely

ORIGINAL SIGNED BY

Allister MacLean
President-Marconi Trailblazers ATV Club
Mr. Gary Pozzebon  
PO Box 63, Station A  
Sydney, NS B1P 6G9  

March 15, 2013  
Gary Fukala  
ATV Safety Instructor  

Letter of Support Cape Breton Drag Racing Association-VJ Plant Property  

Dear Mr. Pozzebon:  

Follow up to our conversation a couple weeks ago regarding your proposal relating to the acquisition of the former Wash Plant Property, and your thoughts of allowing space for an ATV safety training area and the possibility of other ATV events within the Wash Plant Property centrally located in the C.B.RM. would provide a central location for ATV events and could provide a large impact on tourism to the area with such a place for hosting jamboree.  
I do offer my support to you and your organization for the acquisition of this property.  

Co-operatively  

Gary Fukala  
ATV Safety Instructor  
6 Murray St. Glace Bay  
Nova Scotia B1A3K5  
902 842 1015
CABOT SNOWMOBILE CLUB
21 Mitchell Place
Sydney, NS B1P 1T8
902-539-5414

Cape Breton Drag Racing Association
P.O. Box 63
Station A
Sydney, NS B1P 6G9
Ph 902-849-6123

Attention: Mr. Gary Pozzebon, President

Re: Motorsports Facility at Former V.J. Coal Wash Plant

Dear Sir:

We understand that you are making efforts to develop a multipurpose motorsports venue on the former CBDC Victoria Junction Coal Wash Plant property.

We are aware of the extensive unused existing asphalt surface (400’ wide x 2600’ long) and adjacent roadway, ditching and former industrial atmosphere of the site.

This idea of a motorsports venue was tabled at our monthly club meeting of March 14, 2013. The subject was discussed and our members can foresee many snowmobilers participating in both summer and winter drag racing events. It would also be an ideal location for snow-cross events and safety training of new snowmobilers. The membership voted unanimously to forward our acknowledgement and support of your proposed development on that site.

Please consider this letter as our acknowledgment and support of a proposal to develop a motorsports venue at the above noted site.

Wishing you success in your endeavor.

Sincerely,

ORIGINAL SIGNED BY

Richard Joseph
President, Cabot Snowmobile Club
March 18, 2013

Enterprise Cape Breton Corporation
P. O. Box 1750
Sydney, Nova Scotia B1P 6T7

Re: Cape Breton Drag Racing Association Proposal

Dear Sir or Madam:

I am writing this letter on behalf of the Cape Breton Antique & Custom Car Club.

Upon review of information received from the Cape Breton Drag Racing Association with respect to their proposal to develop a motorsport/recreational facility at the former Victoria Junction Coal Preparation Plant, we are pleased to advise that the Cape Breton Antique & Custom Car Club supports this proposal. We believe that this facility will enable many activities, both summer and winter, to take place that normally would not be considered.

We, the Cape Breton Antique & Custom Car Club, give our full support of this venture.

Sincerely,

ORIGINAL SIGNED BY

Jo Anne Nobletti, President
Cape Breton Antique & Custom Car Club

cc: Cape Breton Drag Racing Association
March 14, 2013

Cape Breton Drag Racing Association,

The Atlantic Drag Racing Association has recently been informed that you will be seeking a more permanent home for your drag racing facility. I would like to offer this letter of support for your new endeavor and extend an offer of assistance for anything that the association may be able to provide you with during your transition. It would be beneficial to both the CBDRA and the ADRA if there was a new facility constructed in your area and the proposed geographical location of this facility would certainly make Cape Breton a highlight on the Atlantic Drag Racing Association’s points series tour. Currently there are racers competing in our points series from NS, NB, PEI, and Nfld as well as appearances of racers from Quebec, Ontario and the Eastern United States. Most of our races attract hundred’s of competitors and their families. A well advertised racing event will also bring thousands of spectators to the area; all of which help boost tourism and inject money into the local economy. Your events in the past have been run very professionally and provide a good family atmosphere for all to enjoy. Once again, we are very pleased to hear of your efforts to find a new home for your facility and please don’t hesitate to contact us for anything.

Jason MacNeil

President
Atlantic Drag Racing Association
February 28, 2013

To Whom It May Concern,

It has been brought to our clubs attention that the Drag Racing Association are looking to purchase land in the Victoria junction area. We think this is a great opportunity for the Drag Race Association a well as some more local clubs to have a perminate location that would better suit there organizations. Our club fully supports the decision by the Drag Race Association to purchase this land. We are excited to see the outcome and will be waiting to hear the results.

Yours Truly,

ORIGINAL SIGNED BY

Paul Isnor
Cape Breton R/C Modelers President
April 26, 2013

SENT VIA EMAIL

Mr. Gary Pozzebon, President
Cape Breton Drag Racing Association
PO Box 63 Station A
Sydney, NS B1P 6G9

Re: Victoria Junction Property

Dear Mr. Pozzebon;

As you realize, our team is a volunteer non-profit organization. Like many non-profit groups, fundraising appropriate monies to maintain operations is always a concern. For the past four summers, your organization has provided our team with ongoing opportunities to fundraise by providing us with a venue and consumers to offer food services to where no others exist. By providing these opportunities, your organization has assisted us with raising tens of thousands of dollars, all of which is needed to assist with our operational costs.

It is our understanding that Cape Breton Drag Racing Association is hoping to acquire the former Victoria Junction property on Grand Lake Road for various purposes, one as a location to hold future drag races with the hopes of the construction of a motorsports complex and recreational facility. None of which currently exist in our community.

Cape Breton Search and Rescue supports your efforts in acquiring the Victoria Junction property. We realize that through your organizations visions that this property will provide a host of opportunities to many individuals, organizations and our local economy.

Thank you for understanding our team’s needs. It means a great deal to us that the Cape Breton Drag Racing Association has an understanding of the challenges that we currently face from funding to facility needs and that you are so willing to assist us in any way that you can.

Best of luck with your endeavors, we look forward to seeing you at the races!

Yours sincerely,

Sharon MacSween
President
Cape Breton Search & Rescue Association
April 22, 2013

To whom it may concern:

I am writing this letter in support of the Cape Breton Drag Racing Association and their interest in the Victoria Junction Site. We have utilized the site in the past for our paramedic driver training programs and remedial driver's education. We would continue to work with the association to utilize the site for driver training 2 or 3 times per year for full training and periodically for re-training. If any further information is required please contact me.

Thank You

ORIGINAL SIGNED BY

Craig 'Popwell'
Regional Manager
EHS Cape Breton
902-564-0332
November 19, 2015

Cape Breton Drag Racing
Mr. Gerard Bryden
Po Box 63, Station A
Sydney, NS   B1P 6G9

Dear Mr. Bryden,

As one of our most loyal and valued donors, we invite you to join us to celebrate the holiday season and healthcare in Cape Breton.

On December 9th, 2015, we are hosting a donor holiday reception at the Cape Breton Regional Hospital Cafeteria on Level 1.

Join us as we reflect on a prosperous year and look forward to another year of ensuring world-class care for Cape Bretoners. We couldn’t do it without you!

Join us for some refreshments and to learn about how your gifts have impacted Cape Bretoners far and wide, treated at the Cape Breton Regional Hospital.

Donor Holiday Reception

December 9th, 2015

6 p.m – 7:30 p.m.

Cape Breton Regional Hospital Cafeteria

Thank you for your commitment to treating more Cape Bretoners at home.

Please RSVP by December 4th, 2015 to Jennifer at: 902-567-7752 or Jennifer.mackillop@nshealth.ca

Sincerely,

The Board and Staff at the Cape Breton Regional Hospital Foundation
April 8, 2016

Mr. Gerard Bryden  
Cape Breton Drag Racing  
Po Box 63, Station A  
Sydney, NS  B1P 6G9

Dear Mr. Bryden,

Thanks to you, $4,300,000 is being invested into healthcare in Cape Breton!

Mr. Bryden, I am thrilled to share with you our 2015 Report to Donors. In the report, you will learn more about the incredible impact your generosity is having on Cape Bretoners and patients from across our Island and beyond.

As you read about the progress you made possible—from securing radiation care for the next decade, to providing safe, affordable housing for people with mental illness, I hope you feel as proud as I do!

I am also pleased to share our financial highlights from 2015. With every gift you make, you trust us with your hard-earned dollars. Your donations are used efficiently to have the greatest impact on patients at the Regional Hospital. As you will see on page three, our total fundraising expense ratio continues to be much lower than then industry standard.

Last year, more than 700,000 patient visits were made to the Regional Hospital. From caring for a premature baby to a loved one in their final days, none of this work is possible without you. Thank you again for your loyalty and support.

Until no patient needs us, we need you!

Sincerely,

[Signature]

ORIGINAL SIGNED BY

Rochelle Hatcher  
Community Fundraising Officer  
Cape Breton Regional Hospital Foundation

P.S. Thanks to you, $4,300,000 is being invested to strengthen healthcare for Cape Bretoners! I hope you enjoy reading about the patients you are helping with your loyal support. If you would like a copy of our audited financial statements, please visit www.BecauseYouCare.ca or call Jennifer at (902) 567-7752.
May 15, 2016

Re: Cape Breton Drag Racing Association

To Whom It May Concern:

The Sydney Airport Authority partnered with the Cape Breton Drag Racing Association to run their summer racing program from 2001 to 2015. The Cape Breton Drag Racing Association is a competent organization and has been diligent in meeting their obligation to the airport both from a financial and a compliance perspective.

The airport operates in a highly regulatory environment and the Cape Breton Drag Racing Association organizers and participants were very understanding and cooperative in ensuring the airport’s safety and security requirements were met. SAA Management would visit the site during race weekends to check on the activities and ensure the procedures were being followed. These inspections found that the grounds were well maintained, that they were compliant with the airport regulations and if there was an issue, they addressed it immediately.

The Drag Racing Association met their financial obligations to the airport within the monthly payment terms so collection of the account was never an issue.

It was our experience with the Cape Breton Drag Racing Association that they took pride in their organization and wanted to run it well. They were appreciative that they were able to conduct their races on the airport grounds and made every effort to work with the Airport Authority so that there was no conflict between race activities and airline activities. As the Safety Management System was implemented and the airport became busier, the operational requirements changed and they understood when the airport had to give notice that the race activities could no longer be held on the airfield.

The Sydney Airport has had a long and cooperative relationship with the Cape Breton Drag Racing Association and I have no hesitation in supporting them in their pursuit of a new location.

Sincerely,

ORIGINAL SIGNED BY

Helen MacInnis
Chief Executive Officer