

Cape Breton Regional Municipality

Special Council Meeting

AGENDA

WEDNESDAY, MAY 26, 2021

10:00 A.M.

**VIA
VIDEO/TELECONFERENCING**

Cape Breton Regional Municipal Council

Council Meeting

Wednesday, May 26, 2021
10:00 a.m.

Via
Video/Teleconferencing

AGENDA ITEMS

Land Acknowledgement: Mayor Amanda M. McDougall

Roll Call

1. **APPROVAL OF AGENDA:** (Motion Required)
2. **Welcome and Introductions:** Mayor Amanda M. McDougall
3. **Overview of Island Tourism:** Terry Smith, CEO - Destination Cape Breton
(See page 4)
4. **Public Health and Wellness Implications of COVID-19:** Dr. Kevin Orrell,
Deputy Minister of Health & Wellness
5. **Presentations from Industry Subject Matter Experts:**
 - a) **CBRM Staff: Events and Recreation:** Paul MacDonald, Manager of
Facilities and Kirk Durning, Manager of Recreation (See page 10)
 - b) **National Parks and Historic Sites:** Blair Parry, Field Unit
Superintendent Cape Breton for Parks Canada (See page 21)
 - c) **Culture & Festivals: Celtic Colours International:** Mike MacSween,
Executive Director - Celtic Colours International Festival (See page
25)

Continued...

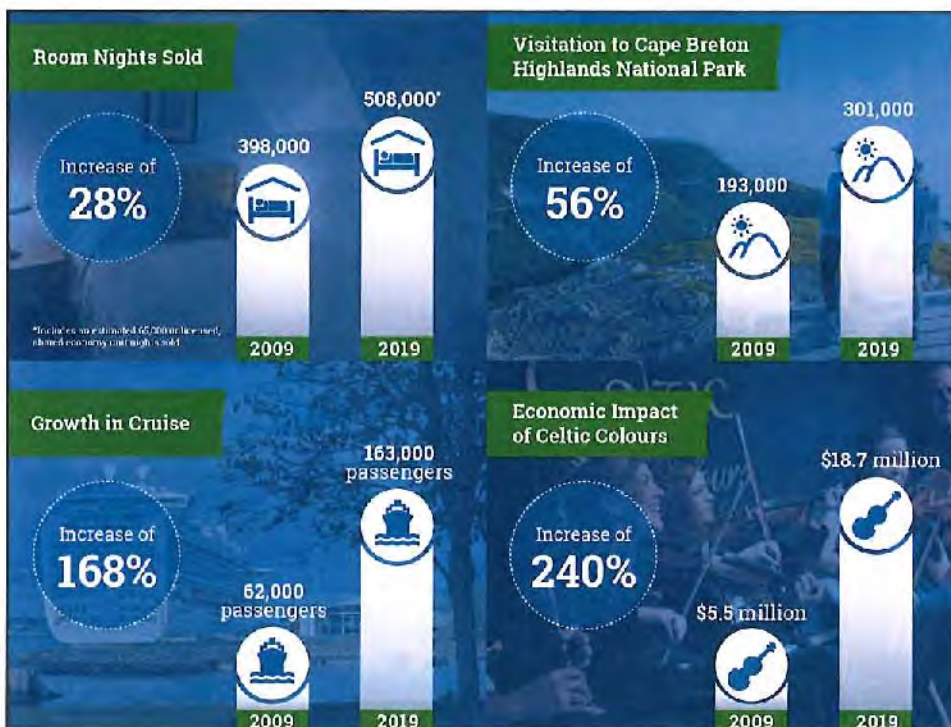
Presentations from Industry Subject Matter Experts (Cont'd):

- d) **Hotel Industry:** Michele Bianchini, General Manager – Cambridge Suites Sydney (See page 26)
 - e) **Restaurant Industry:** Gordon Stewart, Executive Director of the Restaurant Association of Nova Scotia (See page 27)
Note: Chef Ardon Mofford, Governors Restaurant, will also be in attendance.
 - f) **Transportation – Land:** Mitch Carabin, General Manager and Jamie Callaghan, Office Manager - Carabin's & Transoverland (See page 28)
6. **Transportation – Air:** Mike MacKinnon, CEO – JA McCurdy Airport (written submission) (See page 30)
7. **General Discussion**

ADJOURNMENT



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3



4



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GAMECHANGERS

- Cultural Tourism
- Adventure Tourism
- Culinary Tourism
- Events
- Marine Tourism
- Cluster Development

SUPPORTING THEMES

- Experience Development
- Sustainable Tourism
- Tourism Business Climate
- Excellence in Visitor Experience
- Skilled Workforce
- Evolve Destination Cape Breton

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2021 TOURISM SEASON

- Gradual reopening through June
- Atlantic Bubble re-established in early summer
- Opening to the rest of the country by late summer/early fall
- Another challenging year for our industry
- Looking ahead to 2022:
 - Return of cruise
 - Resumption of events
 - US and international visitors



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SYDNEY EVENT ATTRACTION REPORT

April 2021



CAPE BRETON
REGIONAL MUNICIPALITY

GM SPORTS • EVENTS • STRATEGIES

Sydney Event Attraction Model

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GM EVENT INC. IS A NOVA SCOTIA CONSULTANCY FOR HOST CITIES, HOST VENUES, HOST ORGANIZATIONS AND RIGHTS HOLDERS SPECIALIZING IN THE DEVELOPMENT OF STRATEGY AND INDUSTRY LEADING SOLUTIONS FOR MAJOR EVENT ATTRACTION AND HOSTING.

Sydney Event Attraction Model

Why Events?

Sydney and more broadly, the Cape Breton Regional Municipality (CBRM) has an established track record as a host of major events in sport, culture and entertainment. Cape Breton and it's people are hosts by nature with a lineup of annual events and some of the most genuinely hospitable people in Canada.

In 2019, a consultative process was held with stakeholders in the event sector that identified the following advantages related to event hosting:

- The people
- The destination and experiences
- Cultural and other experiences including culinary
- Capacity of a city and culture of a community

Sydney has the sport, entertainment and cultural facilities to serve as event venues and the accommodations to welcome visitors.

Given the competitive nature of event attraction, more municipalities are actively pursuing events as a demand and business generator. With this increasing emphasis on events, establishing the operating model to support event attraction and hosting is a key area of emphasis to deliver the desired outcomes.

The current position of Sydney as a preferred event host destination, the process of event attraction could best be described as ad hoc. In many cases, event attraction has been led by local organizations, venues or other community groups with funding and support requests following the development of an event or successfully winning a bid process. This has caused time, financial and reputational pressure on Cape Breton Regional Municipality and other levels of government and placed the municipality in a responsive posture that is not sustainable.

Event Impacts for Sydney

Hosting major events can help to drive economic (including tourism and hospitality), social (and cultural) and sustainability impacts for a host city and positively influence the quality of life for residents if approached in a planned and strategic way.

Establishing event impacts will help to guide decision-making on what types of events to focus on and help to ensure that investments of time and resources is connected to strategy. This will result in event impacts being more planned and predictable and increase the accountability post-event.

The 2019 Scotties Tournament of Hearts in Sydney generated significant impacts including:

- \$4.1M economic impact (GDP) for Nova Scotia (\$3.7M in CBRM)
- Over 5,000 visitors to Sydney in February 2019
- 98.7% stayed overnight and spent average of 6.2 nights
- Average visitor spend of \$1,600 per person
- \$800K in tax revenue for NS (\$619K for Canada)

Sport Tourism Economic Assessment Model (Sport Tourism Canada)

Sydney Event Attraction Model

To ensure clear and consistent performance measurement for major events, a “triple bottom line” approach can achieve the intended outcomes. The relevant “bottom lines” for major events include:

<p>Economic Outcomes</p>	<ul style="list-style-type: none"> • Event Indicators (Bids, Wins, # Events, Out of Region Attendance >80 km) • Economic Impact (Gross Domestic Product, Jobs, Supply Chain) • Tourism (Room Nights, Length of Stay, Spending) Shoulder/Winter vs Peak Season • Brand (Media Value, Return on Investment)
<p>Social/Cultural Outcomes</p>	<ul style="list-style-type: none"> • Volunteer (Number, Hours) • Community Pride (Public Engagement, Event Awareness, Satisfaction Index) • Culture (Local Performers, Local Culinary, Under-Represented Groups)
<p>Sustainability Outcomes (Meeting the needs of the present with positive impact on the future)</p>	<ul style="list-style-type: none"> • Leadership (Governance, Management, Transfer of Knowledge) • Venues (Existing Venues, Temporary Venues) • Logistics (Accommodation, Transportation, Food Service) • Legacy (Financial, Sport, Culture) • Marketing (Attendance Building, Communication, Social Inclusion) • Environmental (Climate Change, Air, Water, Waste, Biodiversity)

As a next step, CBRM can establish the relevant event impacts to help focus effort and establish priorities for financial and human resource allocation.

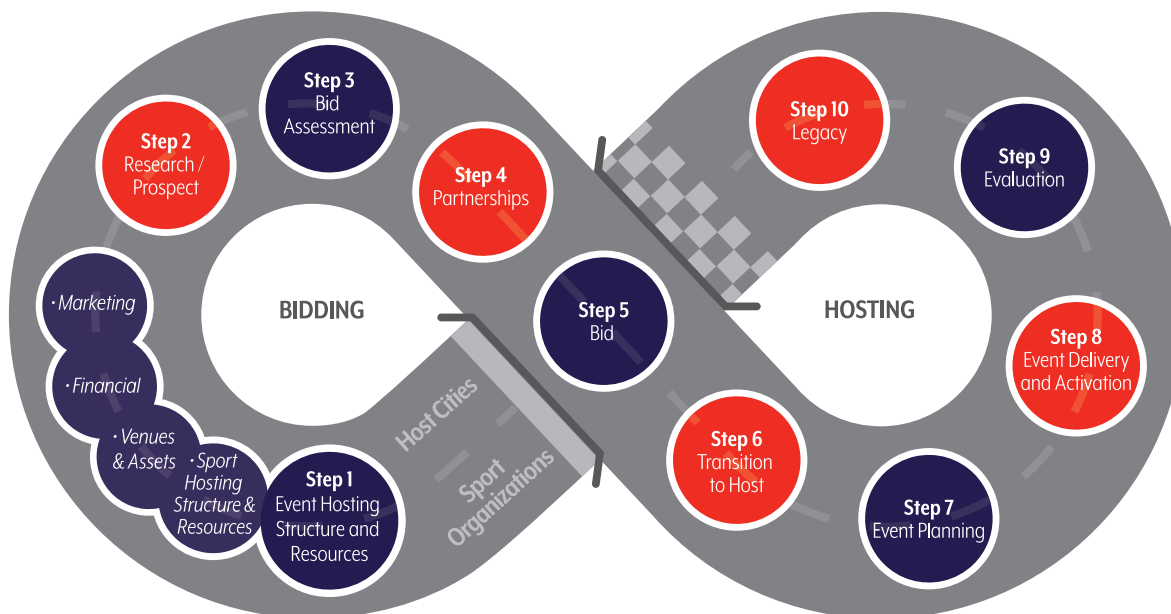
Current State Assessment

As part of a recent project in 2019, a Sport Tourism Assessment Template (STAT) Pro Report was completed. The STAT Pro Report provided findings and recommendations in ten steps of bidding and hosting plus a 59-point action plan for review and potential implementation.

The STAT Pro process is based on Sport Tourism Canada’s Sport Tourism Roadmap. Sport Tourism Canada has developed the Sport Tourism Assessment Template to assist communities of all sizes, budgets and at all stages of their evolution as a sport tourism host market, to assess its current position and identify areas for strategic and tactical development in both event attraction and hosting.

To define the landscape for sport tourism in Canada, STC has developed a tool that provides a consistent and repeatable model for host communities. The STC Sport Tourism Roadmap © is a ten-step cycle that clarifies the bidding and hosting process and helps outline the required elements for a successful sport tourism program.

SPORT TOURISM ROADMAP[©]



Comparison Set

A comparative overview between CBRM and selected municipalities in Canada of similar size and scope in terms of population and infrastructure was completed as part of this project.

The event host destinations selected were based on several factors, including, but not limited to:

- Population size
- Stage of readiness for event attraction and hosting
- Foundational elements including major event budget and staffing resources
- Scope of major event hosting capacity and competitive markets

This snapshot indicates CBRM is very competitive in its capacity as an event hosting destination. These competitive municipalities have various organizational structures, but all work closely with their stakeholders and municipal governments for the purpose of bidding, hosting and servicing major events.

Below is a chart that identifies those factors and where the competitive cities are in terms of their sport tourism structure and governance.

Sydney Event Attraction Model

	Charlottetown, PE	Brantford, ON	Leduc, AB	Kamloops, BC	Moncton, NB
Governance Model	City Led	City Led	City Led	Destination Marketing/ Development	Hybrid
Lead Agency	City of Charlottetown	City of Brantford (Tourism)	City of Leduc	Tourism Kamloops	Events Moncton
Strat Plan	✓	✓	✓	✓	✓
Dedicated FTE	✓	✓	✓	Partial	✓
Event Attraction Funding	Special Event Reserve Fund (SERF)	Tourism Budget (Economic Development)	Sport Tourism Development Grant	Tournament Capital Program	Hotel Levy Event Fund
Revenue Source	Hotel Tax/Municipal Budget	Municipal Tourism Budget	Municipal Budget	Municipal Budget and External Programs	Municipal Budget
In Market Brand	SCORE! Charlottetown	Brantford – Tournament Capital of Ontario	Leduc Sport Tourism	Canada’s Tournament Capital	Events Moncton

Please note that Moncton has been undergoing a transition from a city-led operational model and will be evolving to a hybrid model. This process has been delayed by the COVID-19 pandemic.

Sydney Event Attraction

Event Classification System

It is recommended that CBRM develop an event classification system that will help to provide relevant “lanes” for each event and the potential levels of funding and other resource support. This will also define the classifications of existing events and what support they may or may not continue to receive under a new operating model.

The following sample classifications are presented for consideration by CBRM:

Mega Events – One-time, large scale events that bring significant exposure to Sydney and may require development of new or redevelopment of existing infrastructure. An example is Canada Games which was hosted in 1987.

Major Events – Events that require use of existing infrastructure and may require temporary upgrades, attract inbound visitation from outside Cape Breton and Nova Scotia, incremental economic benefits while providing a platform to engage residents for social and sustainability impacts. Can bring media attention nationally or internationally to support the brand exposure for CBRM. Examples include Scotties Tournament of Hearts, Memorial Cup and Canadian Country Music Awards.

Sydney Event Attraction Model

National Events – Events that bring benefits from outside the region but mainly from within Canada and have some interest within the specific field nationally. Examples include East Coast Music Awards, U-Sport national championships, single-sport nationals and meetings of national organizations or associations.

Core Events – Events programmed for local venues that help to ensure their continued financial sustainability and create content and experiences for residents. This classification is led by Centre 200 staff. Examples – Cape Breton Eagles, touring concerts, family shows and theatre productions.

Homegrown Events – Events that belong to CBRM and benefit residents while helping to define the cultures of the region. Examples include Celtic Colours, Vince Ryan Memorial Hockey Tournament, Makin’ Waves and the Lumiere Art at Night.

Local Events – Events that are created by and occur within CBRM that contribute to the social and cultural makeup of the community or a specific location within the municipality. These events are typically self-funded or funded from other municipal budgets.

For event attraction to be effective and to avoid being all things to all people, efforts of CBRM should be focused on Major and National events. Mega events are typically once in a generation and will require resources beyond the capacity of the team working on event attraction. Homegrown and local events can be supported but it is recommended that this effort be linked to event attraction but not be a primary area of responsibility.

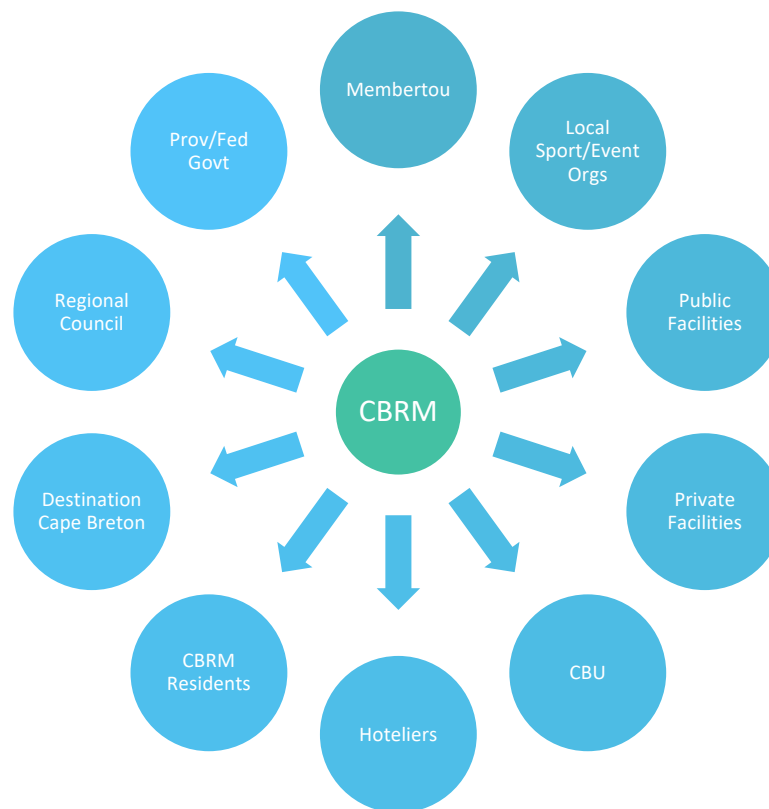
Areas of Focus

Sydney Event Attraction Model

Event Operating Model

For CBRM to take full advantage of its assets, hosting knowledge and expertise, a city-led operating model is recommended. This model will ensure that event attraction can be connected to municipal priorities and that decision-making is linked to identified impact areas to ensure a more outcomes-based approach. With this shift from the current shared leadership approach, event attraction and hosting will become much more intentional with financial and human resources being directed to those project that align with the priorities of CBRM.

Based on the next stages of event attraction and hosting for CBRM, a high degree of collaboration is suggested with the many stakeholder groups that are currently active in event attraction and hosting. The following chart shows the recommended stakeholder structure:



Mandate

CBRM will be the voice for major events in Sydney and the municipality and lead a collaborative and aligned approach on the attraction and hosting of major events for specific impacts. Events Sydney will operate with an outcome-based approach that will guide decision-making and allow for transparency and accountability in delivering economic, social/cultural and sustainability outcomes.

Sydney Event Attraction Model

CBRM will be responsible to lead on projects within specific classifications (National and above) in sport, entertainment and cultural sectors.

Objectives

The recommended objectives for CBRM are:

- To develop and implement an event classification system.
- To develop and implement an event impact model that will inform the outcome-based approach to event attraction and hosting.
- To develop and implement a decision-making process to evaluate each event project and inform decisions on what projects in what years.
- To develop a 5-year rolling event attraction model that can identify target events further out to assess the feasibility and potential to deliver against defined event impact areas.
- To develop alternate revenue streams including the potential for an increase to the hotel marketing levy for the purpose of event attraction and hosting.
- To lead the event partnership network withing CBRM and to represent the municipality at provincial, regional and national levels.
- To be the recognized voice for major sport, entertainment and cultural events in Sydney and CBRM and be stewards of the event brand.
- To make recommendations for the granting of funds to event bid and hosting projects that align with strategy and defined outcomes.

Staffing, Reporting and Accountability

The city-led operating model will be led by existing resources within the CBRM staffing structure with no increase in head count or full-time equivalent staffing positions. The functional responsibility will fall under the Recreation Department who will develop annual business plans and a longer-term strategy for event attraction and hosting within CBRM.

As a program area of CBRM Recreation, event attraction and hosting will enable line reporting through the CBRM organizational structure and ultimate accountability to CBRM Regional Council.

Financial Requirements

The current situation related to financial support is that municipal funds are directed to event attraction and hosting through the Sustainability Fund of CBRM. Based on current practice, some projects are not brought to the attention of CBRM in advance of the bid process, resulting in a reactive position for the municipality and increased chances for reputational and financial risk to CBRM.

For future event support, it is strongly recommended that event hosting projects be required to submit an intent to bid prior to making a bid for a particular event followed by an application

Sydney Event Attraction Model

and/or business plan. This will enable CBRM to evaluate the project in relation to other booked and prospect events to manage the calendar, resources and hosting capacity within a given season or year.

Based on the proposed human resource plan, there is no recommended incremental increase in staffing costs in the short term. This could evolve as levels of activity and support for event attraction and hosting increases and it is recommended that any increases be linked to specific strategy and determined need.

The structure of the budget for event attraction includes two areas: annual operations of the event attraction program and event attraction funds required to support bidding and the financial requirements of hosting.

The operational portion of the Event Attraction budget is recommended to be part of the municipal budget under Recreation section of the CBRM Operating Budget. For comparable sized communities in Canada, the operating budget for the event file is in the \$150,000 - \$300,000 range, depending on if staffing costs are included. These budgets are usually broken down into the following categories:

- Staffing and administration (FTE or contract resources)
- Marketing (marketing Sydney as an event destination)
- Bid development (design and production)
- Hosting support
- Evaluation and reporting

The event attraction fund can be sourced from municipal budgets or other revenue sources. In many jurisdictions in Canada, destination marketing funds or municipal accommodation taxes generate funds that are used for both destination development and event attraction and hosting. This fund can be a reserve that allows for carry over from one fiscal year to the next if not completely spent in a given year. These funds generally allow for the following types of expenses:

- Bid fees (costs to bid, make presentations including travel)
- Event hosting or rights fees (fees made to promoters as a condition of the hosting rights)
- Financial guarantees (some events have financial guarantees, and this type of fund can provide the security for such guarantees)

Additionally, a review of the current hotel marketing levy is recommended to determine if an increase from the current 2% per room night could be increased to 3% with the incremental amount being directed to the future attraction and hosting of major events that will drive visitation and export spending.

Sydney Event Attraction Model

Events Sydney Brand Position

It is recommended that CBRM develop a brand position for the purpose of going to market with customers. In the event space the customer landscape includes:

Primary customer – The event rights holder who can select Sydney as the chosen destination for the event.

Secondary customer – The traveler who can decide to attend the event as a spectator, friend or family member and experience all that Sydney and Cape Breton has to offer.

Tertiary customer – Resident of Cape Breton who can be engaged to support each event and serve as host ambassadors for the community and assist in curating some of the expectational experiences outside of the event venue.

For this exercise, a customer-based perspective on the hosting brand is suggested. From that point of view, Events Sydney or something in that sphere is recommended because of what customers see as their event destination.

Next Steps

The following recommendations are included in this report and can inform the next steps for CBRM:

- Determine preferred event governance and operating model.
- Develop event classification system.
- Determine event impact priorities.
- Develop event decision-making process and criteria.
- Develop 5-year rolling event attraction model.
- Determine revenue development opportunities through hotel marketing levy and/or partnership funding.
- Determine operational practices for event attraction and hosting support.
- Develop event attraction and hosting strategy.
- Establish event brand position.



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Guiding Principles

- Take an adaptive approach to managing the COVID-19 situation.
- Keep health and safety of the Parks Canada team, Canadians and visitors as the first consideration in all decisions.
- Resume operations as quickly and safely as possible to support the local economy's tourism recovery.
- Look at how we can do things differently in the short term, by focusing on outdoor activities such as green spaces, trails and beaches.


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Incremental Service Offer

- Each Parks Canada administered place will resume services and reopen facilities based on their capacity.
- In addition to on-site measures, communicating with visitors early and often via a number of channels is important to let them know what to expect and what is expected of them.
- Supporting proper trip planning is vital.
- Our focus is on outdoor experiences at our national historic sites in CBRM.
- Fortress of Louisbourg will be offering experiences including a few new ones

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Moving Forward – Recovery

- As part of our approach for 2021, we will highlight experiences that are accessible and affordable for local and regional families
- Partners remain critical to our success in pivoting to reach new audiences and to cross promote.
 - Cape Breton Regional Municipality
 - Fortress Louisbourg Association
 - Destination Cape Breton Association
 - Cape Breton Regional Chamber
 - Tourism Nova Scotia
 - Develop Nova Scotia
 - Lumiere
 - Miners' Museum
 - Old Town Hall Glace Bay
 - Three Cultures Tour Initiative
 - Celtic Colours
 - Local Communities

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Moving Forward – Support

- Parks Canada is supporting our partners and stakeholders by participating in their virtual events wherever possible.
- As we look forward to 2022 and beyond, continuing to engage the local and regional audiences and creating a pattern of repeat visitation, will be key ingredients in a successful recovery strategy.
- Possible support from CBRM includes transportation, continued support for community events and development initiatives, and cross promotion of tourism offers.

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**Mike MacSween, Executive Director
Celtic Colours International Festival
170 George St., Suite 321
Sydney, NS B1P 1J2**

Presentation Outline

1. Overview of plans for Celtic Colours International Festival in 2021, with supporting rationale
2. Review of results from 2020 edition of the Festival, and outline of impact over time
3. Future prospects for Celtic Colours, for culture and tourism on Cape Breton Island
4. Recommendations on how CBRM can support our efforts

MICHELE BIANCHINI
General Manager
Cambridge Suites Hotel
380 Esplanade, Sydney, Nova Scotia B1P 1B1

The following are the topics to be brought forward, with suggestions on how the CBRM may assist:

1. Revenue Impact
2. Employee Impact
3. Fixed Expenses
4. What/When Recovery Looks Like



Working for the food & beverage industry since 1947 - 1,550 businesses, 22,500 jobs, \$1.2 billion sales

Topics for CBRM Zoom Meeting

- The marketplace (who is coming)
- Covid impact on restaurant space
- Options for expansion patios/green spaces
- Marketing to pent-up demand
- Restrictions time frame

Carabin's & Transoverland



Tourism Meeting – May 26, 2021

Transoverland is a Charter Bus Company under the Motor Carrier Section located in Reserve Mines. We as a company transport various groups such as Cape Breton Eagles, University Groups, school sports teams of all levels, church groups, weddings etc. We also provide charter bussing for the cruise ships that come in throughout the cruise season with 2019 being our best year to date. 2020 was set to be even bigger and busier, so we spent the money and time in preparing for the season. The Port of Sydney requested us to have 25 busses on the dock daily to provide charter services for the second birth. So, we ensured that we had at least 25 busses ready to go for the 2020 cruise season.

COVID has had an impact on all types of businesses throughout the last year but perhaps nothing bigger than the affect on the tourism industry. Our company has had a 97% decline in revenue since March of 2020 due to the closures and restrictions that were put in place. This type of business has a huge overhead that most people do not realize such as licensing, insurance, routine maintenance, inspection every 6 months just to name a few. For the majority of the last 14 months, we have been completely shut down. We have had a couple stretches with hockey teams going as well as airport pick ups but even they have been on a start and stop basis as the restrictions changed. We are once again completely shut down as we wait for this most recent influx of cases to go down.

A major issue we have been facing is the fact that this type of equipment is not made to sit idle. With most of our units sitting for a year plus, we are realizing just how harmful it is for them to be sitting. Engine troubles and mechanical issues are present, alternators are constantly seized which is leading to increased maintenance costs. For a unit to pass the inspection everything 6 months, we have been spending nearly three times as much as a usual inspection due to the lack of movement. We also wonder that by the time the Port is open and requiring 25 busses again, will these units be too far gone? We are unable to do this alone, if this number of busses will be required daily then something will have to be done to assist in the process. Our busses

Carabin's & Transoverland

not running will also have a negative impact on other parts of the tourism industry as well. We usually have busses going daily to Baddeck, Iona, Cabot Trail, The Fortress etc. Not to mention that we will also require many new drivers as most of our employees had to find new work over the last year.

Over the last year we have tried to survive by expanding on different sectors of the company. We have been bidding on garbage removal contracts and have one tandem truck on the road for work. We are also doing automotive work here at the garage while the busses are not moving. We are doing some work, but our shop is set up for motor coaches and not for everyday vehicles so it is very time-consuming doing tasks that would normally involve equipment such as a hoist. We do not have the proper equipment to be a full-on automotive garage, but we are doing what we can.

Even with the bit of garbage and automotive work we only managed to escape 2020 by the skin of our teeth. We were very hopeful that 2021 would be a step in the right direction in terms of opening and getting back to where we were in 2019. However, it seems as though we are heading for another year much like 2020 in terms of moto coaches. The 2021 cruise season has already been cancelled, sports team had their seasons cut short, and weddings postponed from last year to this year are being pushed back again until 2022. Any deferrals we received from different lenders are all over with or coming to an end this month so every month that goes by we will be falling farther and farther behind. We are unsure of the what the future holds for the company as we can no longer just wait and hope for things to get better. We have made several calls and emails to councillors, MLA, MP trying to explain our current situation. Hopefully, this meeting can get us going to the right direction as we enter the summer currently shut down again.

Carabin's and Transoverland

tranoverland@live.com

902-849-4253

Carabin's & Transoverland
120 Wilson Rd,
Reserve Mines, NS

May 18, 2021

Attention: CBRM Mayor McDougall and CBRM Council

Re: JA Douglas McCurdy Sydney Airport – Summer Tourism Season 2021 Update

Due to the Covid-19 pandemic travel restrictions imposed by the Province of Nova Scotia and the continued Nova Scotia lockdown, commercial air services at JA Douglas McCurdy Sydney Airport will not be restarting in early June as originally planned.

As of this date the following air services are scheduled to operate in the summer period 2021:

Air Canada

- Air Canada service between Sydney and Toronto is now expected to resume on June 25th. These Toronto flights will only operate 3 days a week up until Aug 2nd and then will hopefully increase to daily flights if passenger demand warrants.
- Air Canada service between Sydney and Halifax is now expected to restart on July 1st. Halifax service will operate as a single flight operating 4 times per week. Previous to the pandemic Air Canada operated 2 flights per day, every day of the week.
- Air Canada service between Sydney and Montreal is now expected to resume on June 26th. Service to Montreal will operate daily through the end of October.

WestJet

- WestJet service between Sydney and Halifax is now expected to restart on June 28th. The Halifax service will operate daily. Previous to the pandemic WestJet operated 2 flights a day, every day of the week to Halifax.
- WestJet service to Toronto will not be operating this summer.

PAL Airlines

- PAL Airlines are now planning to start their inaugural, 3 times a week flight to Halifax on June 28th.

Marketing and Promotion

- Airline marketing plans to promote air travel are delayed until the dates when travel restrictions to Nova Scotia might be relaxed are clearer.
- Destination Cape Breton has already engaged with WestJet and PAL Airlines to be ready to promote tourism travel to Cape Breton – “when the time is right”.
- CBRM Chamber of Commerce and The Cape Breton Partnership have supported flying from the local airport to do business and for leisure – even more focus on flying from the local airport is needed throughout the CBRM.

What can CBRM do?

- Not specific to summer 2021 tourism, but CBRM should actively promote and support flying to/from the JA Douglas McCurdy Sydney Airport at every opportunity.
- Your local airport is an important economic driver for the CBRM region – the airport was home to over 140 direct jobs pre-pandemic, creating millions of dollars in spin-off economic activity within the CBRM and for Cape Breton Island. Promote and support the airport more, be proud of it, encourage citizens to support “their” airport.
- Driving to/from Halifax does not support local and local support is absolutely critical for our post-pandemic recovery.
- Engage with federal and provincial representatives and leaders to voice your individual support for the local airport.
- Put a new CBRM “welcome” sign at the airport – the existing sign is dated and too small to see clearly. It does not make a positive first impression on arriving passengers, many of whom will see Cape Breton and CBRM for the first time when they land at the local airport!
- Know our story - the JA Douglas McCurdy Sydney Airport is not owned, or operated by the Federal government. It is operated by the Sydney Airport Authority, which is a not-for-profit organization under the Nova Scotia Society’s Act. The airport is operated for the benefit of the people and businesses of Cape Breton Island - the authority remits significant tax to CBRM – contributing to the municipality’s finances – the airport does not receive municipal services, like sewer, water, road maintenance, or garbage removal. We have managed to survive and at times thrive over the years, but right now your local airport needs CBRM support more than ever – your voices are important if we are to ensure that the JA Douglas McCurdy Sydney Airport remains viable and able to continue to be an economic driver and contributor to the community, well into the future.

Respectfully yours,

Mike MacKinnon
CEO, Sydney Airport Authority

YQY Air Service Table – Summer 2021 vs 2019 (pre-pandemic)

Airline	To/From	Flights per week Summer 2021	Seats per direction each week Summer 2021	Flights per week Summer 2019	Seats per direction each week Summer 2019	% reduction in the number of seats per week, per direction, vs pre-pandemic (2019) levels
Air Canada	Toronto	3	228	7	532	57%
Air Canada	Halifax	4	312	14	1092	71%
Air Canada	Montreal	7	546	7	546	No change
WestJet	Halifax	7	546	14	1092	50%
WestJet	Toronto	N/A	N/A	7	1183	100%
PAL	Halifax	3	111	N/A	N/A	-

