

Cape Breton Regional Municipality

**Special Council Meeting
Stakeholder Budget Consultation Session**

AGENDA

MONDAY, FEBRUARY 5TH, 2018

9:30 A.M.

Council Chambers
2nd Floor, City Hall
320 Esplanade, Sydney, NS

Cape Breton Regional Municipal Council – Special Meeting

Stakeholder Budget Consultation Session

Monday, February 5th, 2018

9:30 a.m.

AGENDA

Roll Call

Time	Group	Spokesperson	Presentation
9:30 a.m.	Cape Breton Food Hub	Jim Mustard, Chair and Alison Giovannetti, Treasurer	See page <u>5</u>
10:00 a.m.	Mayor's Roundtable on Arts & Culture Re: Update on <i>CBRM Creative Economy Growth Plan</i>	Joella Foulds, Chair	See page <u>11</u>
10:30 a.m.	Glace Bay Heritage Museum	Elke Ibrahim, Vice Chair and Curator	See page <u>18</u>
11:00 a.m.	Savoy Theatre	Jennifer Sheppard	See page <u>28</u>
11:30 a.m.	➤ Basketball Cape Breton..... ➤ CB Gymnastics Academy..... Re: <i>Centennial Project Proposal</i>	Chris McPhee Cathy Huntington	See page <u>38</u>
LUNCH BREAK 12 noon – 1:00 p.m.			
1:00 p.m.	Highland Arts Theatre	Wesley Colford, Artistic Director	See page <u>96</u>
1:30 p.m.	Whitney Pier Rink Board	Glenn Williams and Kim Sheppard	See page <u>102</u>
2:00 p.m.	George D. Lewis Gateways to Opportunity Society & Louisbourg & Area Partnerships for Progress Society Re: <i>Gateways to Opportunity Centre</i>	Justin Mahon and Jocelyn Harris-Horne	See page <u>105</u>

Continued...

Stakeholder Budget Consultation Session – February 5th, 2018 Agenda (Cont'd)

Time	Group	Spokesperson	Presentation
2:30 p.m.	Sydney Mines Community Heritage Society	Dr. Stuart Critchley, Curator	See page <u>111</u>
3:00 p.m.	Main-a-Dieu Community Development Association Re: <i>Coastal Discovery Centre</i>	Jenna Baldwin and Trisha Hall	See page <u>158</u>
3:30 p.m.	Camp Bretondean	Fred Boutilier, President	See page <u>162</u>
4:00 p.m.	Destination Cape Breton Association	Mary Tulle, CEO	See page <u>163</u>

Adjournment



Presentation to CBRM Council – 2018

Jim Mustard and Alison Giovannetti

We Make it Easy to Get Products from Local Producers to the Hands of Local Consumers.

Video - [here](#)



Increasing Local Food Consumption



In terms of your local food purchasing habits, during the Food Hub season, did you:

34 responses



- Buy less local food than usual
- Increase local food purchases by over 10%
- Increase local food purchases by over 25%
- Increase local food purchases by over 50%
- Increase local food purchases by 75 - 100%
- Buy about the same amount as usual

Consumer Education



- Newsletters – Bi-weekly
- Workshops X 13
- Social Media – Including Videos
- Health Education

As a result of being in the Food Hub did you learn about more products that you didn't know before?

34 responses



As a result of being in the Food Hub did you learn about more products available in Opa's Eatery?

34 responses



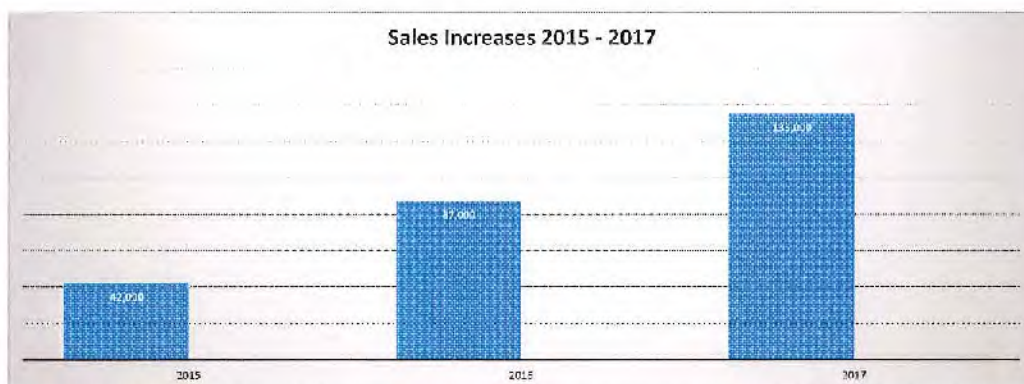
Producer Impressions

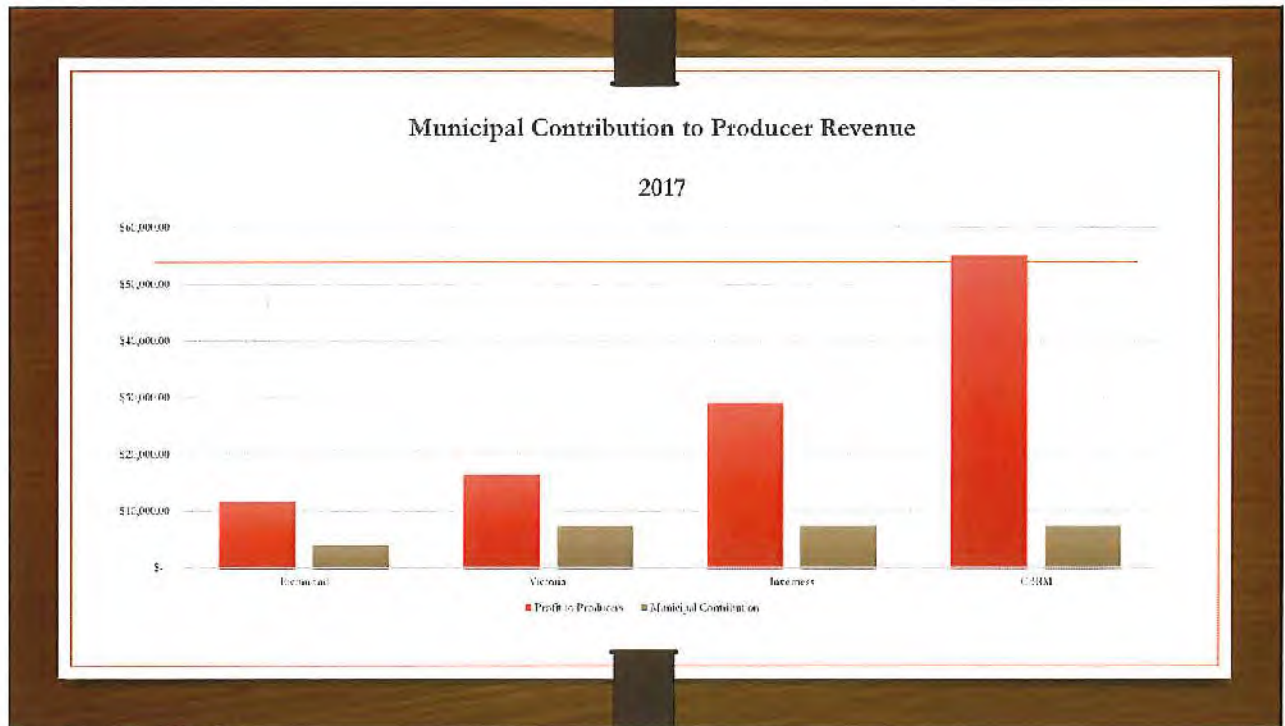
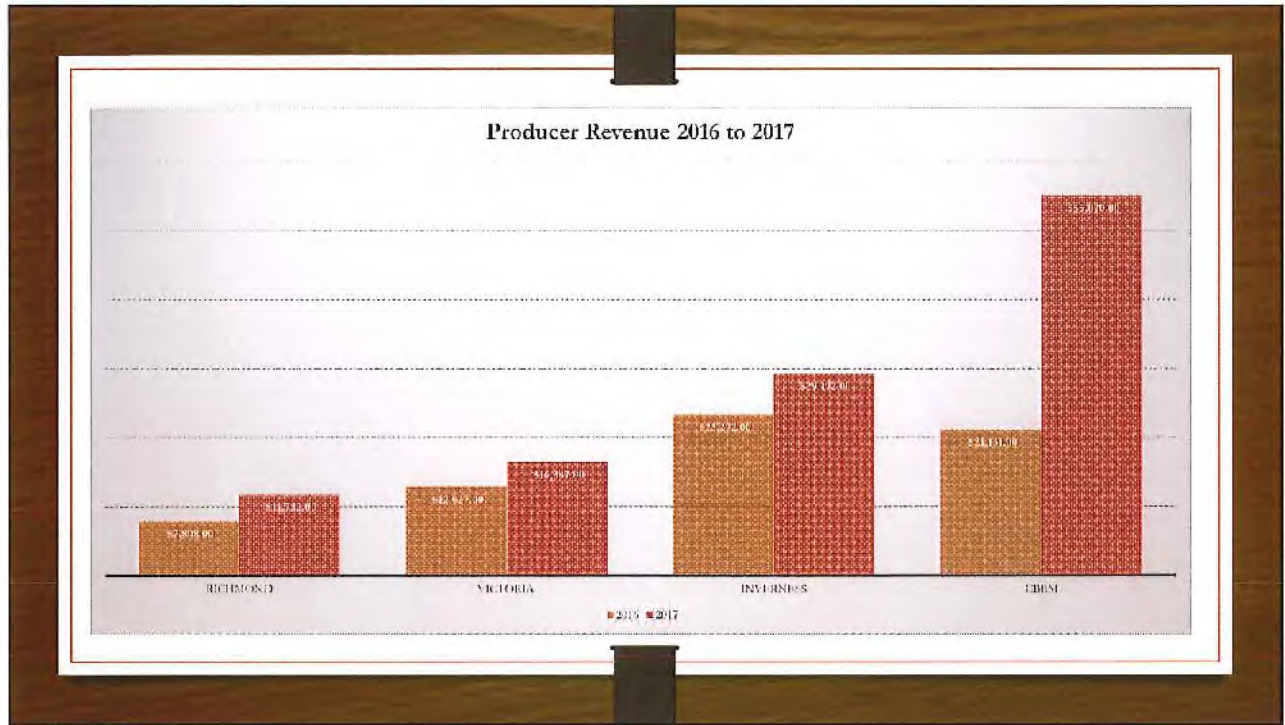


"Having the Food Hub to sell our products helped us to concentrate on the production aspect of our operation, which allowed us to grow enough to make a living from the farm for our family."

Estelle Levangie
Thyme for Ewe Farm
Millville

Overall Sales Increases





FARMING IN INVERNESS.

88

good markets within the county. Altogether, the outlook is good in Inverness for intelligent tillers of the soil.

We take the following facts and figures from the Nova Scotia Provincial Crop Report for 1918:

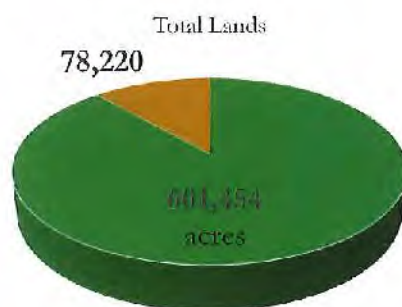
Inverness County Field Crops for 1918.

Field crops	Areas sown, Acres	Total Field
Wheat.....	9,125	44,625 Bushels
Oats.....	13,773	432,055 "
Barley.....	427	12,383 "
Rye.....	3	"
Buckwheat.....	648	9,645 "
Peas.....	154	2,926 "
Beans.....	418	3,778 "
Mixed Grains.....	117	4,212 "
Potatoes.....	4,421	707,360 "
Turnips.....	1,425	926,860 "
Mangolds.....	31	16,500 "
Fodder Corn.....	48	480 Tons
Other Fodder.....	11	88 "
Crops.....	46,043	82,877 "
Hay.....	69,976	"
Pasture.....	395	"
Small Fruits.....	140,000	"

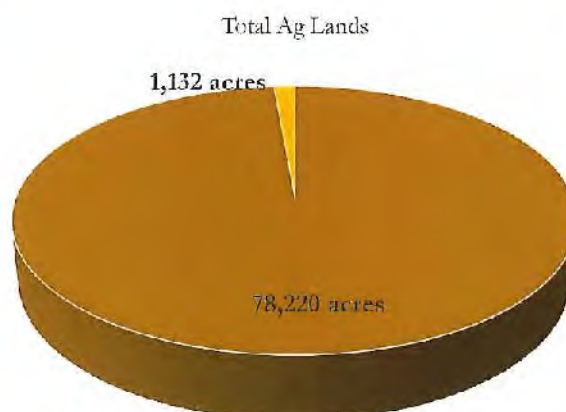
Inverness County, 1918, Estimate Number of Live Stock.

Class of Stock	Number
Horses.....	6,812
Milk Cows.....	12,167
Other cattle.....	20,348
Sheep.....	39,181
Swine.....	3,233
Hens.....	60,917
Turkeys.....	179
Geese.....	1,206
Ducks.....	447

CBRM Land



■ Total Land ■ Agricultural Land

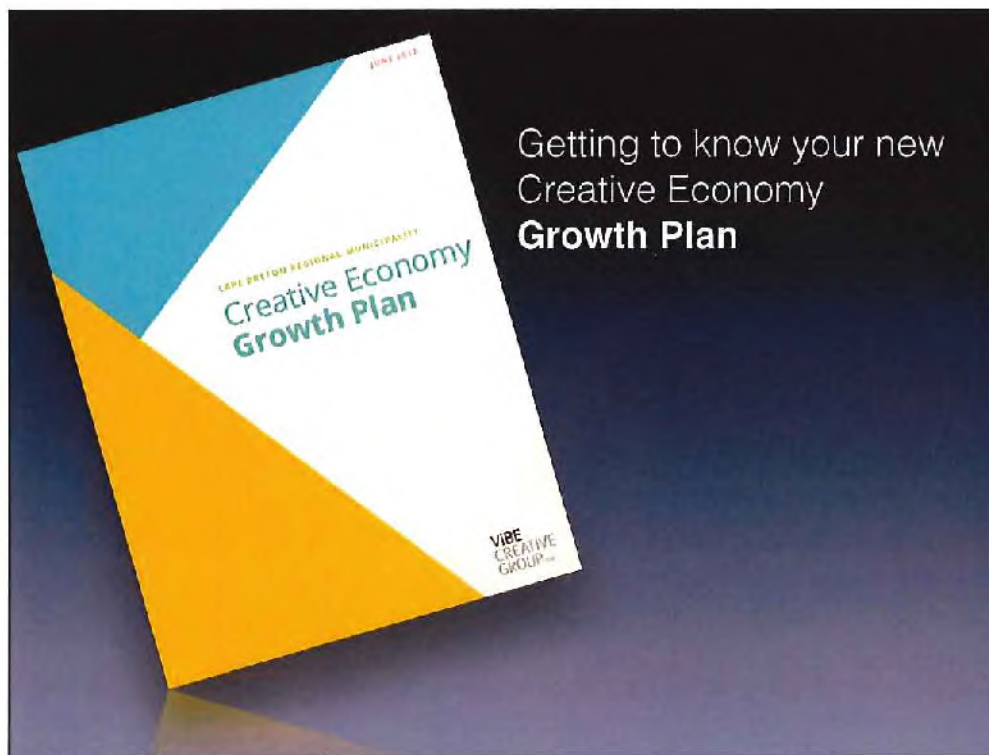


■ Total Ag Lands ■ Ag Lands in Production



Presentation to CBRM Stakeholder Budget Session February 5, 2018

Update on CBRM Creative Economy Growth Plan



Background: Mayor's round table on Arts & Culture

- Brought together at the request of Mayor Cecil Clarke
- Advises the Mayor and Council on Arts, Culture and the Creative Economy in CBRM
- Consists of volunteers from the Creative Sector
- Met monthly since 2015
- Presentations to council in 2016 and 2017



Progress

- Recommended the development of a Creative Economy Growth Plan for CBRM
- Funding requested for the development of a Plan
- Funds approved in 2017 budget, cost shared with ACOA



Progress

- Vibe Creative Group successful consultants
- Roundtable Committee provided ongoing oversight
- Plan presented to Council by Vibe in June 2017



CBRM Creative Economy Growth Plan

- Outlines the value of the Creative Sector to the economy
- Documents wide community consultation
- Consistent with 2017 Nova Scotia and Cape Breton Culture Plans
- Specific objectives with timelines and measurements for success
- Recognizes financial limitations facing CBRM



Major Recommendations

1. Structural change in CBRM administration

- Arts, Culture and the Creative Industries should have its own division under the Economic Development Unit
- Cultural Activities no longer fall under Recreation Department



Major Recommendations

2. Creation of Creative Economy Growth Fund

- Establishment of a Creative Economy Growth Fund through the re-allocation of existing resources
- Estimate of 24% (min) of Sustainability Fund previously allocated to Cultural Organizations or activities become part of the Economic Development budget



Major Recommendations

3. Establishment of a Creative Economy Coordinator Position

- An essential catalyst to mobilize the Plan
- Works within the Economic Development Unit
- Helps manage the Creative Economy Growth Fund
- Identifies and pursues resources and cost sharing for economic development through culture and the creative sector
- Position cost-shared with other levels of government

CONGRATULATIONS !!

This is Your plan

- CBRM has joined municipalities across the country
- The Plan is specific to CBRM but draws upon best practices across Canada
- An important sector to our economy finally has a "home"
- It is an excellent Plan! Provides rationale and a roadmap for success



Opportunities

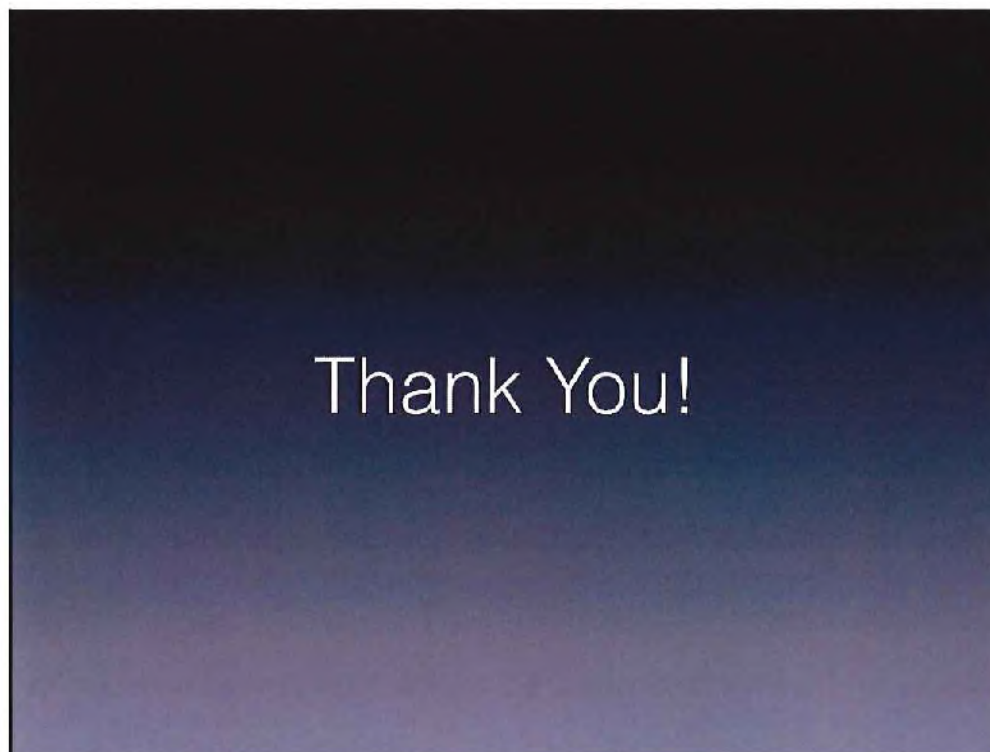
- In spite of a challenging economy, we are rich in cultural resources
- A vibrant creative sector
 - attracts other businesses
 - provides work (jobs) and increases population
 - brings attention to the region and attracts visitors
- The Plan opens up access to a wide range of cost-shared resources
- We have been leaving a lot of money on the table!



Looking Forward

- Council formally approves the Plan and the budgetary commitment
- The Roundtable evolves into the Creative Economy Advisory Committee (CEAC)
- The CEAC invites applications for new members to achieve a diverse mix including First Nations and Youth
- Council, the CEAC and the Sector champions this Plan as a progressive step to diversifying our economy and creating new opportunities









CBRM Clerk's Office,
City Hall, 320 Esplanade,
Sydney, NS, B1P 7B9

Glace Bay Heritage Museum

PO BOX 580 • 14 McKEEN STREET • GLACE BAY, NS B1A 6G4

902-849-1842

January 30th 2018

Re: Request for Annual Financial Assistance from the CBRM
for the **Old Town Hall in Glace Bay**

To Whom It May Concern:

The Glace Bay Heritage Museum Society is the Chief Steward and Custodian of Glace Bay's last public Heritage Building, the 116 year old, 4 storey red brick Old Town Hall, an architectural centrepiece of the down town district.

Formed in early 1999 by numerous volunteers, the charitable and not for profit Society has taken the building from neglect and near destruction to a vibrant centre, that attracts people to our region.

The Society's mandate is twofold: to restore this Heritage Building to its former glory and to operate a museum, that showcases the Heritage and rich History of the former town of Glace Bay. To date the main and second floor have been restored, as well as the exterior lower level entrance with wheel - chair ramp and stairs.

Funding to maintain and operate this is paramount. Through profits from the Museum's unique gift shop, the second hand book store and a variety of fundraisers - too numerous to list here - \$ 20,100 was raised in 2017 (see financial statement).

Although successful in many fundraising ventures, the Society is unable to meet what is needed. It takes an enormous amount of energy, time and manpower to raise what is required.

Therefore was are asking the CBRM for

Annual Financial Assistance of \$ 40,000.

We are extremely grateful to the CBRM for any previous help and are looking forward to a favourable response.

Respectfully,

Original Signed By

Elke Ibrahim, Vice Chair/ Curator, Glace Bay Heritage Museum.

Encl.: please see presentation (3 pages) and financial reports.

A formal request for financial assistance to cover the very maintenance and operation costs for the Old Town Hall.

January 28th 2018

The **Glace Bay Heritage Museum Society** is a charitable, not for profit society formed in early 1999. We are the proud and responsible custodians of the Old Town Hall, a magnificent 4 storey, 116 year old red brick building on McKeen Street in the heart of Glace Bay.

Within a year of Glace Bay's Incorporation as a town, in 1901, this majestic building was erected to house all municipal offices - a mayor's office, council chambers, courtroom, police station and jail, fire department with engine horses and wagons, living quarters for the jailer and caretaker. The Town's folks came here to pay all their bills -

It was a one stop shopping before that term was even invented !

We took ownership, when we heard it was to be demolished. Our mandate is to restore the **Glace Bay Old Town Hall** to its former glory and operate a Heritage Museum. For the past 19 + years we, as volunteers, have been diligently working in fulfilling this promise. The restoration is an ongoing project.

Financial assistance to cover the very maintenance and operation costs has been extremely rare. It takes an enormous amount of energy, time and man power to raise what is required to operate and maintain this unique Heritage Building.

There is nothing like this on the entire Island, perhaps not even in the whole of Nova Scotia - or indeed Canada.

The restored **Old Town Hall**, situated in Glace Bay - once Canada's largest town and hub of the most important national coal industry - now occupies a vibrant Heritage Museum on two refurbished floors.-

Anchored by dramatic exhibits dedicated to the town's founding industries - coal mining and fishing - the Museum is a testament to the struggles and triumphs of its proud people. An entire Marconi Room is dedicated on the second floor to the **Invention of Radio** with numerous artifacts and historic photographs depicting the evolution of wireless communication -

right here in Glace Bay on Table Head ...

So much valuable History !

And all this in the Glace Bay Heritage Museum, located in the Old Town Hall.

On Nov.18th 2017 Historic Sites & Monuments Board of Canada presented the Museum with a Marconi Plaque, celebrating the Inventor's accomplishments in Glace Bay. This Monument will now be prominently displayed on the front lawn of the **Old Town Hall**.

This is an honour and truly unique !

With our Tourist Information Centre, the Isabelle Harris Gift Shop and Second Hand Book Store the Old Town Hall is an integral part of Glace Bay's downtown business core.

Locals, as well as cruise ship tourists and travelers from all around the world, visit our Museum and while experiencing Cape Breton hospitality with a cup of tea and oatcakes, they buy unique items in our Gift Shop - handcrafted by local artists & artisans (we believe in promoting Cape Breton - buy local!) and they might just find that long sought after book in our Second Hand Book Store. They are directed to local accommodations, eateries, shops and the Island's numerous impressive tourists sites.

Some of the other activities that take place in this Heritage Building are: Book Launches & Signings, Short CBU Courses, Re -Unions, Jewellery Shows & Sales, Weddings, Birthday Parties, School & Girl Guide Tours, Cruise Ship Bus Tours, Historical Society Meetings, Testimonials, Christmas Bazaars & Christmas Parties.

We raise funds in a variety of ways - too numerous to list here.

All this is very, very hard work !!

As well we supply summer employment to many University Students and through various grants have provided locals with work for periods of time. We work closely together with the C.B. Restorative Justice Society (providing placements) as well as Community Services.

Our request is for Annual Financial Operating Assistance from the CBRM for \$ 40,000, which are our annual operation costs (financial statements are attached).

Don't forget this elegant, historic building, with Municipal Heritage Status, Built Heritage Trust of Nova Scotia Award and 5 star TripAdvisor ratings, is part of the CBRM !

The Old Town Hall belongs to the people of Glace Bay and area! We are just the custodians

In order to continue our mandate we need your help with the Maintenance and Operation costs of Glace Bay's
last Heritage Building - the Old Town Hall.

Thank you.

January 28th 2018

Elke Ibrahim

Glance Bay Heritage Museum

Statement of Sources and Application of Funds

Jan.1/17 Beginning Cash Balances 21,873.85

Statement Date: Dec.31/17

Sources		Applications	
Memorials--	675.00	Building Expense--	21,420.98
Donations --	5,582.67	Internet--	863.74
Gov. Grants--	44,456.94	Power--	1,842.21
Fundraising (superstore)	2,680.20	Conferences & Fees--	66.15
Student Visits--	50.00	Workmens Comp.---	70.10
Bookstore---	824.89	Students Net Pay---	9,223.75
Mothers' Day Basket--	1,456.05	Heat--	11,775.83
Gift Shop--	6,000.00	Student Pay Remitt--	649.75
Cruise ships	372.00	Employer Pay Deduct---	709.23
Interest--	61.68	Heritage Scholarship--	100.00
Bazaar--	1,132.80	Insurance---	8,992.00
Christmas Basket--	431.00	Miscellaneous--	746.35
Yard Sale--	375.90	Bank Charges--	182.65
Plant Sale--	211.00	Telephone & IT---	924.81
Rentals--	275.00	Water--	342.61
<u>Totals</u>	<u>64,585.08</u>		<u>57,910.16</u>

Continued:

Continued:

Beg.Bal. 21,873.85 + 64,585.08-- 57,910.16= 28,548.77

ACCOUNT BALANCES: Dec.31/17

GIC--- 6,229.53

Petty Cash--- 185.00

Shares--- 239.01

Chequing--- 21,895.23

Total 28,548.77

Glace Bay Heritage Museum Society

Statement of Assets and Liabilities

December 31, 2017

•	Current Assets:		
•	Cash	22,319.24	
•	GIC	6,229.53	
•	Grant Receivable	8,200.00	
•	Gift Shop Inventory	2,600.00	
•	Office Supplies	<u>130.00</u>	
○	Total Current Assets		39,478.77
•	Fixed Assets:		
•	Land & Building	1,050,000.00	
•	Equip & Furnishing	<u>45,000.00</u>	<u>1,095,000.00</u>
○	Total Assets		<u>1,134,478.00</u>
•	Current Liabilities:		
•	Alarm Monitoring	230.00	
•	Insurance	2,514.00	
•	Heating Fuel	1,313.76	
•	Telephone	70.00	
•	Water	91.79	
•	Painting Contract	4,900.00	
•	Asphalt Paving	4,232.00	
•	Concrete & Rails	8,475.50	
•	Glass & Screen Repairs	<u>1,328.25</u>	
•	<u>Total Current Liabilities</u>		<u>23,155.30</u>

Glace Bay Heritage Museum Society
Statement of Sources & Application of Funds (2018)
Jan.1/17 Beginning Cash Balances 28,548.77

Sources:		Applications:	
Government Funding-	1,478.50	Telephone-	69.37
Donations-	307.50	Building Const.	9,362.00
Memorials-	<u>70.00</u>	Heating Fuel-	1,313.76
<u>Total</u>	<u>1,856.00</u>	Insurance-	<u>2,514.00</u>
		<u>Total</u>	<u>13,259.13</u>

Beg. Bal. 28,548.77 + Sour. 1,856.00 – App. 13,259.13 = 17,145.64

Account Balances: *Jan. 29/18*

GIC----	6,229.53
Petty Cash-	185.00
Shares-	239.01
Chequing-	<u>10,492.10</u>
	<u>17,145.64</u> ✓

August 9, 2016
P.O. Box 483
Tavistock, Ontario
N0B 2R0

The Town Hall Heritage Museum
P.O. Box 580
Glace Bay, NS
B1A 6G4

Attention: Ms. Elke Ibrahim, Curator

Dear Ms. Ibrahim:

It was our pleasure for myself and my wife to visit the Museum approximately two weeks ago and we would like to express our appreciation for the tour of this most excellent Museum (Daniel, we believe was the guide) and for the opportunity to meet yourself during the tour.

The volunteers and yourself should be extremely proud of your achievement of turning this building into the "jewel" it now is. Unfortunately, you were just finishing the jail area of the building when we visited so we did not have the opportunity to view it and Daniel mentioned that a future project may be the restoration of the third story of the Town Hall.

All too often, an older building reaches a point where people would sooner abandon or tear it down than to maintain the structure and retain the history and heritage it provides. We congratulate you for your efforts.

Yours truly

Original Signed By

Barton Tettman, P.Eng. (Retired)



116 Commercial St., Glace Bay, NS B1A 3C1
902.842.1599(t) 902.849.3460(f) www.savoytheatre.com

Jan 31st, 2018

To Whom it may Concern

Hello,

My name is Pam Leader and I am the Executive Director of the Savoy Theatre, after hearing from Jennifer Campbell and Marie Walsh, I am hoping to book a time for a presentation to Council at the Feb.5th meeting in the morning if possible.

We would be presenting for a Capital Funding ask towards renovations that are currently underway at The Savoy and a continuation of our Operational Funding. I will send along our presentation once we have a time slot for Monday. If there is anything else you require please let me know

Pam Leader
Savoy Theatre
902-578-7423

SAVOY THEATRE SOCIETY

VOLUNTEER BOARD OF DIRECTORS

Gary Chant, Glace Bay
Sonny MacDougall, Glace Bay
Harrison Budden, Glace Bay
Deana Lloy, Sydney
Damien Barry, Sydney
Paul MacDonald, Membertou
April Cluett, Membertou
Jason Fowler, Glace Bay
Cherie Clarke, Glace Bay

OPERATION REVIEW

SAVOY THEATRE OPERATES WITH A \$1,000,000 ANNUAL BUDGET

MAJOR EXPENSE COMPONENTS

— Payroll	330,000
— Artist and show costs	440,000
— Building operations	270,000

MAJOR REVENUE COMPONENTS

— Shows and Dinner Theatres	725,000
— Government subsidies	175,000
— Fundraising	100,000

- Past two fiscal years operating within 1% of break even.
- Without government support, Savoy Theatre would not exist.

FUTURE OPERATIONS

BOARD ESTABLISHED A THREE PART STRATEGIC PLAN BACK IN 2015

1. Examined line by line all expenditures and established a new operating budget.
2. Seek capital funding to carry out major renovations to address mainly energy efficiencies, audience experience and improved revenue generation, establish an updated operating budget to show positive effects on reduced energy costs and increased revenues
3. Establish the Savoy Theatre Foundation to carry out major fundraising (began in 2018).

CAPITAL PROJECT

FUNDING RECEIVED FOR CAPITAL PROJECT

– ACOA	950,000
– PNS	980,000
– Heritage Canada	1,000,000
– Own Funds	340,000

Savoy is asking CBRM for 340,000 to satisfy their own funds. If not received the board will have to borrow these funds and all operating savings will be used to service the debt

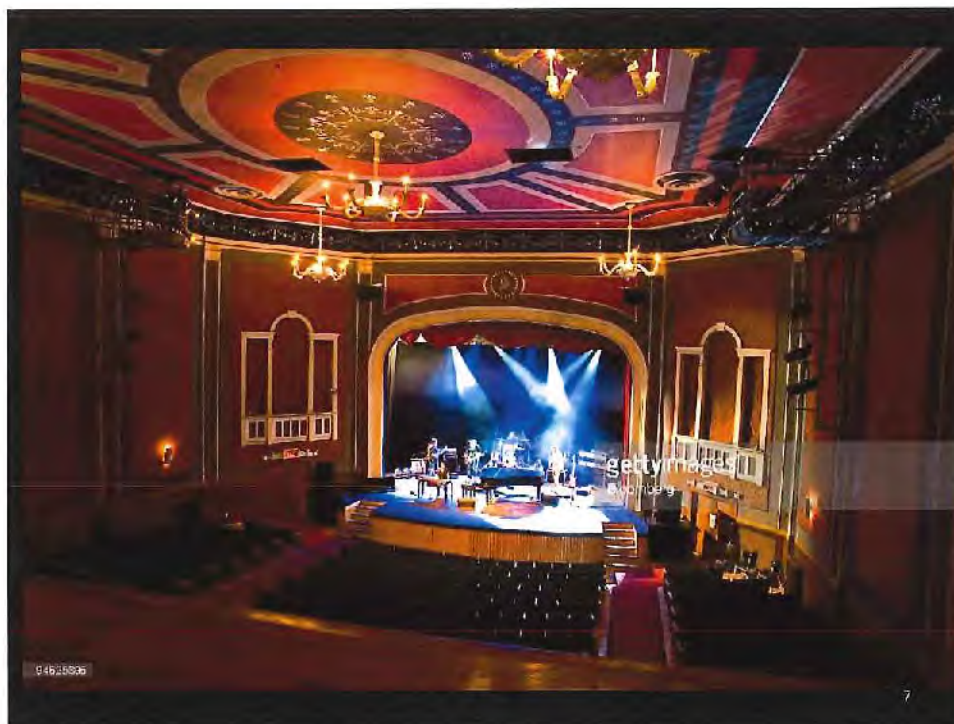
MAJOR COMPONENTS OF PROJECT

- Building structure (external doors, bathroom, improved seating, insulation, etc)
- HVAC (upgrades to all mechanical, heating, etc)
- Sound and Lighting (major improvements with investment in new state of the art equipment)

CAPE BRETON'S ENTERTAINMENT SHOWPLACE

Savoy one of the top attractions of tourists to C.B.

- Tourists take in shows, buy souvenirs and merchandise.
- Restaurants and other businesses benefit.
- Fostering, celebrating and cataloguing island's history and culture for more than 9 decades.
- Offers audiences unique experience, while supporting local and visiting talent.



THE ROAD TO 100 YEARS

A PLAN FOR THE FUTURE

SAVOY-PRODUCED LOCAL SHOWS

Employing island writers, directors, choreographers, actors, musicians, singers, dancers, stage crews, tech crews, graphic designers, printers, bartenders, box-office workers, waitstaff, cooks, cleaners...

Ongoing mentorship opportunities...

Allows artists to hone their craft...

Additional economic benefits...





VISITING PRODUCTIONS

Enjoy the Savoy for its atmosphere, natural acoustics and historical charm.

A VENUE TO BE ACCESSED BY ALL

Renting the space - accessing the venue's equipment and services.



THE SAVOY THEATRE HAS SERVED AS A

- Community meeting place
- Wedding venue
- Funeral parlour
- Boxing arena
- Movie house
- News broadcast location
- Murder Mystery venue
- TV Show location
- Dance recital venue
- School concert venue
- Rehearsal space
- Mentor facility



AGAINST ALL ODDS

- For 90 years, the Savoy has survived multiple fires, years of economic downturn, outbreaks of multiple repairs, roof leaks, near closures, more than a few managers and even a few resident ghostly spirits.



In 2017
35,000 people visited the Savoy
during **167** events

15

SAVOY THEATRE 'S REACH



Property of Cape Breton

16

The Savoy Theatre needs this funding.

At this moment, there exists a core group of dedicated board members, volunteers and staff members and performers who are committed to ensuring this important piece of our culture and economy survives and thrives.



17

THANK YOU

18



Centennial Project:
Advancing Community Sport and Recreation
in CBRM through Collaboration and
Commitment

Recreation is “the experience that results from freely-chosen **participation** in physical, social, intellectual, creative and spiritual pursuits that **enhance individual and community wellbeing.**”



Shared Strategy for Advancing Recreation in Nova Scotia
Province of Nova Scotia, 2015

Signatories

Organization	Name	Contact Information
Basketball CB	Chris MacPhee	902-577-5943 Chris_macphee@hotmail.com
CB Gymnastics Academy	Cathy Huntington	902-578-3956 cbgymnastics@bellaliant.ccom
CB Highlanders	Tyrone Levingston	tyrone@highlandersbasketball.ca
Caledonia Rugby	Warren O'Neill	902-574-1298 Oneill.warren@gmail.com

Table of Contents

Introduction	Page 5
Background	Page 6
Methodology	Page 7
Proposal Map	Page 11
Part #1 Community	Page 12
Part #2 Collaboration	Page 22
Part #3 Commitment	Page 28
Proposed Lease Agreement	Page 42
Proposed Joint Use Agreement	Page 52

Introduction

The importance of sport and recreation to citizens cannot be underestimated. Recreation services are an integral component of a viable, liveable community supporting quality of life. Programs and services that are accessed reduce negative impact on healthcare system; create a sense of belonging and reduces isolation;

Every level of government has a role in providing safe and accessible opportunities for citizens to improve their health; and every citizen and group has a responsibility to support these endeavours.

The Government of Canada continues to monitor health risks related to obesity, physical activity, sedentary behavior, sports, sleep, recreation, and injury. An evaluation completed in 2013, shows a direct correlation between recreation and sport opportunities, and health.

The government mandates of ensuring the health and wellness of citizens can be accomplished through resource investments into programs, services, and infrastructure including facilities and parks.

The enclosed proposal will guide you through the concepts created through a collaborative of community organizations and devoted individuals for the redevelopment of the Centennial Arena and the surrounding facilities for the sole purpose of advancing recreation and sport within the CBRM, improving the quality of life and wellness of all.

Background

In 2015, Basketball Cape Breton (BCB) approached the Recreation Department to consider the possibility and feasibility of using the decommissioned Centennial Arena for the purposes of basketball. At the time, the department was in a transition period to later encompass Parks, Recreation & Facilities, and the organization was working diligently towards increased sustainability and development of partnerships. The possibility of facility leasing and renovation became a long-term priority and goal.

BCB now has firmly established six (6) years of sustainable operations and over the past two (2) has developed a collaboration and network of community sport and recreation organizations that support the development of the Centennial complex and this proposal to the municipality. During that time, Cape Breton Regional Municipality (CBRM) Recreation has become part of a larger department with Parks and Facilities. This restructure provides a unique opportunity for the leadership in Parks, Recreation, and Facilities and to a greater extent the leadership of the municipality to evaluate this proposal that ensures the repurpose and continued operation of Centennial Arena and the surrounding complex as an essential recreation asset within the CBRM.

"Nova Scotia has the **ASSETS** and **OPPORTUNITIES**. It is about us-our courage, our **imagination**, and our **determination** to do better. Most importantly, **WE CAN DO IT** ourselves."

Now or Never: An Urgent Call to Action For Nova Scotians
One Nova Scotia, 2014



Methodology

Collaboration and commitment defined the methodology for the proposal process. The joint team designed the plan with innovative thinking, inclusive practices, and the inspiration of athletes, volunteers and community members at its core. These values coupled with benchmarked evidence formed the approach and included the following:

Collaborative Consultation

Community group boards, volunteers, committees and other stakeholder groups including accessibility groups, funding partners, Municipal Council, Provincial Representatives, and community members were engaged throughout the course of the proposal preparation. A list of stakeholder communications located in Appendix A. During the preparation process, community needs, opportunities and funds were identified, and are outlined throughout the course of the proposal.

One (1) larger-scale sessions were conducted: a multiple community group collaborative session. The session was tailored and facilitated based on the needs of the audience. See Appendix A.

In addition, one-on-one meetings were conducted with stakeholders, Council members, funders, interest groups, and other organizations that would be impacted by the project. In total 51 individuals were engaged throughout the course of proposal development.

Document Review

Understanding the complexity of a shared service delivery model, an extensive document review was conducted to ensure synergies to existing plans and service delivery models. To ensure strategic alignment, and examine feasibility, the following documents were examined:

- ◆ Active transportation and community health in CBRM, March 2013
- ◆ CBRM Budget Consultation Survey Results, 2017
- ◆ Informing the Future: The Canadian Infrastructure Report Card, 2016
- ◆ CBRM Recreation Master Plan, 2017
- ◆ A Framework for Recreation in Canada 2015: Pathways to Wellness, 2015
- ◆ Now or Never, An Urgent Call to Action for Nova Scotians, 2014
- ◆ Recreation Facility Development Guidelines, 2017
- ◆ Shaping Our Future in the Cape Breton Regional Municipality, 2012

Centennial Project Proposal

- ◆ CBRM Task Force: Review Document, 2013
- ◆ A Question of Balance- An Assessment of the State of Local Government in Nova Scotia, 2005
- ◆ Downtown Sydney Urban Core Plan, 2017
- ◆ Shared Strategy for Advancing Recreation in Nova Scotia, 2015
- ◆ 100 More Positive Changes for CBRM, 2016
- ◆ Consulting with Canadians to Build the Investing in Canada Plan, 2017
- ◆ Access and Fairness for All Nova Scotians: The Minister's Advisory Panel on Accessibility Legislation, 2015
- ◆ Shift: Nova Scotia's Action Plan for an Aging Population, 2017
- ◆ Sport Nova Scotia: Strategic Plan, 2012
- ◆ Value of Sport Tourism, Canadian Sport Tourism, 2017
- ◆ Volunteering and charitable giving in Canada, Statistics Canada, 2015
- ◆ Thrive! A Plan for a Healthier Nova Scotia, 2012
- ◆ MBN Canada Performance Measurement Report, 2016
- ◆ Membertou Moves! Membertou's Physical Activity Strategy, 2015
- ◆ CBRM Physical Activity Strategy, 2012
- ◆ CBRM 2016-17: CBRM Sustainability Fund Projects
- ◆ Sustainability Grants 2017/18 Report CBRM
- ◆ Province of Nova Scotia: Physician Recruitment and Retention, 2014
- ◆ Nova Scotia's Culture Action Plan: Creativity and Community, 2016
- ◆ Destination Cape Breton Association Strategy 2017-18
- ◆ Canada Basketball, 2016-17 Annual Report
- ◆ Gymnastics Canada, Annual Report 2016-17

Benchmark Research

- ◆ Regional Municipality of Wood Buffalo, Alberta: Anzac Multi-Sport Complex
- ◆ Halifax Regional Municipality, Nova Scotia: Dartmouth Sportsplex & Sackville Sports Stadium
- ◆ Town of Whitby, Ontario: Iroquois Park Sports Centre
- ◆ Morinville, Alberta: Morinville Arena/Multi-Use Recreation Facility
- ◆ Township of Springwater Multi-Purpose Recreation Complex Feasibility Study
- ◆ Cornwall City Multisport Recreation Complex at the Benson Centre Proposal
- ◆ Municipality of Trent Hills Community Recreation and Wellness Centre Feasibility Study
- ◆ City of Elliot Lake Multiuse Recreation Complex Feasibility Study

Operating Models

Operating Costs and Feasibility

"The CBRM recreation department **supports sustainable sport and youth program delivery** within the context of interrelated physical and mental health [and] CBRM provides support to **community entities** delivering programs that **meet these requirements**."

CBRM Recreation Master Plan



CBRM & Trace Consultants, 2017

Researched Facilities: Operating Model and Exploring Design and Services



Anzac Multi-sport, RMWB, AB



Dartmouth Sportsplex, HRM, NS



Iroquois Park Sports Centre, Whitby, ON



Morinville Arena/Multi-Use Recreation Facility, AB

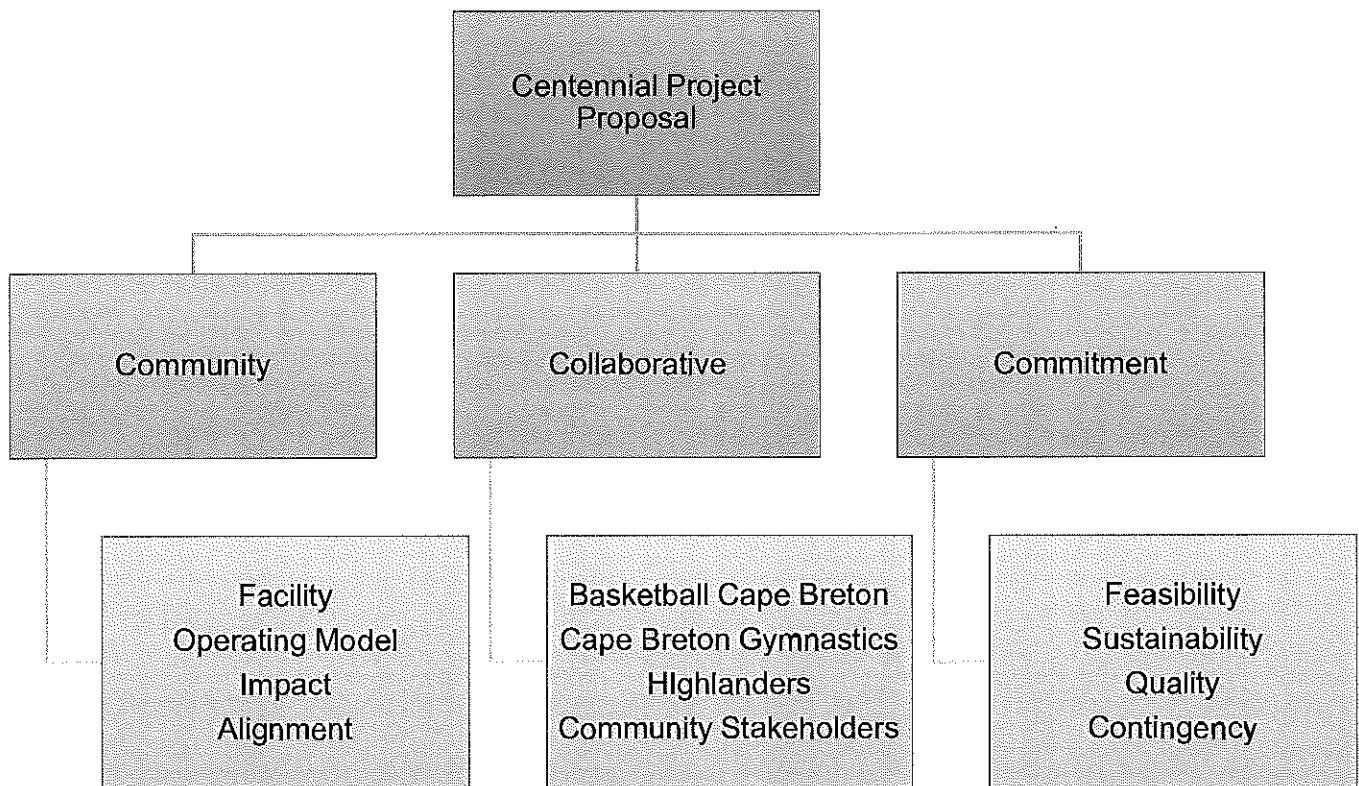


Sackville Sports Stadium, HRM, NS

The proposal is divided into three (3) main Parts:

- 1) Community: facility history and location; proposed operating model, impacts to the community, alignment and synergies to existing strategies and plans
- 2) Collaborative: overview of primary stakeholders and other community stakeholders; proposed implementation plan
- 3) Commitment: feasibility assessment with projected operating costs; sustainability plans and fund development strategies.

Figure 1.0 Proposal Map



Part 1: Community

Facility

The facility is located centrally within CBRM, in the South end of Sydney at 200-205 Hospital Street. In the 2017 CBRM Recreation Master Plan, the facility is identified as an essential recreation asset (Label PL-113). Surrounding the facility are additional essential recreational assets, making this a prime location to position a multi-sport complex. With C200 as an anchor facility, the complex would then consist of the following sites:

PL-112	Centre 200	The heart of the regional arena/rink facility network to be retained and expanded to increase regional attraction to the facility and adjacent lands.
PL-161	Baille Ard Nature Trail	Very well used regional trails park. Owned and managed by private group; however, should receive upgrades to ensure safe and comfortable resident use
PL-113	Centennial Complex	Community rink and gymnastic facility located in adjacent to important regional sport fields. Rink surface to close; however, facility to be retained as recreational asset in keeping with the regional character of the site.
PL-204	Susan McEachern Memorial Ball Park, MacNeill Ballfield, McCormick Ballfield	Very important regional ball and soccer complex, walking track and playground. Artificial turf baseball field anchors the heavily used site

Source: CBRM Recreation Master Plan, 2017

The proximity of the additional essential facilities support the retention of the Centennial for recreation purposes and positions the facility to act as a satellite to C200, which has been identified as an anchor facility and potential hub. Each of these locations can be connected to further a hub and spoke model of service delivery.

Within the facility, there are options to create spaces that serve the needs of two fundamental sports, basketball and gymnastics, while supporting additional community sport groups, and the community at large. The space could consist of floor space, locker rooms, and collaborative office space on the upper level. There is also room available to expand the facility for the purpose of

additional floor space, community meeting areas, or to meet office and storage needs of municipal staff.

Location Analysis

Centennial is ideally located centrally within CBRM. There are three (3) factors used to determine the viability of the site.

CBRM Recreation Master Plan

The CBRM Recreation Master Plan identifies the Centennial Arena as an essential recreational asset, positioned in such a manner that is supported and surrounded by additional essential recreational assets including the anchor facilities of C200 and Susan McEachern Memorial Ball Park.

No such a facility currently exists within the CBRM, and the Centennial site allows for a regionalized approach to the delivery of the proposed services.

Transportation Network

While the facility has one (1) main egress point, the location is situated within existing transit routes, and offers opportunity to provide a transit hub at the facility. This is twofold offering greater accessibility to the facility, and potentially increasing transit usage.

Topography

The carbon footprint of the facility is already established does not require additional acreage within the current plan. While it is amidst of a recognized flood zone, the buildings have proven to not be affected by flooding. The complex itself may require additional drainage solutions to avoid large scale damage such as with Susan McEachern in 2016.

Operating Model

Vision: A regional multi-sport, municipally maintained facility that operates as a collaborative community space to support the growth and development of capacity in basketball, gymnastics, rugby, track and field, baseball, and walking and running.

This vision would ensure BCB has a league that includes all children and ensures their ability to participate in sport. This facility will be:

- A training center for coaches and players with clinics, and resources;
- A community center for gathering, and activities; and
- An opportunity for inclusion and social belonging for residents and visitors of all ages.

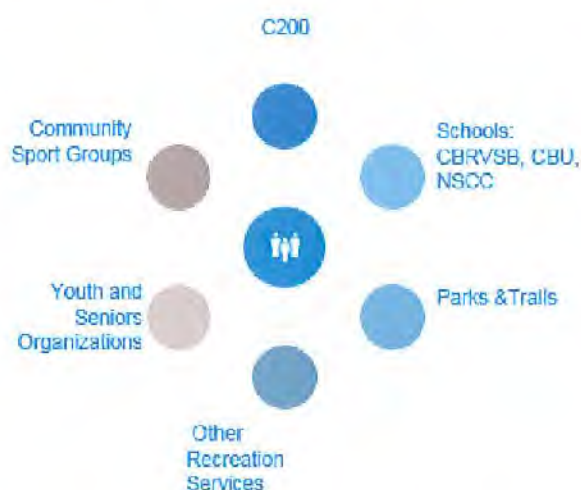
A hub and spoke network model is proposed to CBRM developed upon the collaborative approach capitalizing on existing and possible partnerships, further ensuring the sustainability of operations well into the future.

The model, combined with a community facility lease agreement to the primary tenants, basketball and gymnastics, and regular bookings by the collaborative would serve the needs of the community while considering future interests and development. At the core of the hub and spoke model is the Centennial Facility complex, supporting networked programs and facilities throughout the entire region.

The model is suggested involves a phased approach to infrastructure renewal serving both the immediate need and the impending needs of the community.



Within the model, important recreation and event facilities act as anchors and are essential factors in making the community accessible and inclusive while enhancing vitality and livability, and advancing economic development.



OPERATING MODEL SWOT	HUB MODEL WITH FACILITY LEASE
OPERATING MODEL	C200 anchor Centennial complex operates as recreation operated hub in hub and spoke model with basketball and gymnastics as primary tenants in the Centennial and Bicentennial respectively.
STRENGTHS	Collaborative Effort- strength in numbers
OPPORTUNITIES	Two(2)- three (3) primary tenants alleviates pressure for rent Strategic partnerships Alignment of programs and services for seamless service delivery Increased traffic to site and surrounding sites Connected facilities such as schools can act as 'back-up' for overflow
WEAKNESSES	Partner mandates As growth occurs, subject to elevated governance models possibly slowing flexibility and reducing agility for decisions
THREATS	Number of partners decreases ability for growth in specific sports/ decreases time available In the absence of primary tenants- booking times are subject to failed payments, cancellations, overbooking

The hub and spoke model represents a network of relationships with organizations offering services and programs. Additional layers of spokes can be added to interconnect with economic services such as the downtown business core, or other local vendors; community facilities with programming such as seniors' clubs, and so on as relationships are developed and synergies realized.

"These are not arguments to abandon rural regions and move everything to Halifax and Sydney. The key point is that a small province or region needs a few urban centres to consolidate the elements essential to growth and innovation across its whole economy."



Now or Never: An Urgent Call to Action For Nova Scotians
One Nova Scotia, 2014

Impact

With the explicit understanding the facility (including the grounds and buildings) requires significant renewal funds and Council is presented with budgetary constraints, including conflicting priorities such as revitalization of Bayplex, and regular maintenance to additional arenas. As such, the impacts of the Centennial complex loss must be examined.

The proposed facility complex includes a gymnasium, a decommissioned rink area, soccer field, walking track, fields, and large parking lot. Rationalizing the gym and the rink would result in the following:

- Increased physical and perceived barriers to participating in adjacent sites
- Increased parking constraints for large scale events at Susan McEachern
- Potential loss of current programming being provided to over 550 youth
- Potential loss of jobs that accompany the existing programming
- Potential loss of organized sport being provided to over 600 community residents
- Opportunity loss to host sport events
- Opportunity loss to grow sport and recreation within CBRM
- Opportunity loss of broad scale community engagement
- Opportunity loss to connect multiple facilities to increase community engagement, participation and health

The proposed complex creates a recreation focal point in the center of the municipality, strengthening traffic flows from outer districts, and from visitors, ultimately creating a hub of activity within the urban core. Community recreation, organized sport and fundamental movement programs have been proven to have positive, lasting effects on communities, cities, and municipalities.

Benefits that contribute to a healthier and sustainable community include:

- **Personal health and wellness**
 - Participation in both structured and unstructured recreational and sport activities improves physical, psychological, and emotional health. It can reduce rates of some chronic diseases and fosters social, intellectual, physical and emotional development;
- **Strong communities**
 - Parks, trails, recreation facilities, programs and community sport events are key factors in strengthening communities through social interaction, volunteerism, civic pride and aesthetics;
- **Community Leadership**
 - Recreation and sport are built on some of the largest volunteer bases. This enhances community capacity and helps to sustain services;
- **Social Inclusion**

- Recreation increases cultural unity through experiences that promote cultural understand and celebrate diversity. Equitable access to recreation for all citizens fosters inclusive and vibrant communities;
- **Economic Development**
 - Recreational programs and facilities, community sporting events and larger scale sporting events attract and retain businesses, physicians and families, as well as attract tourists, and increase property values while providing opportunity for youth through engagement, employment and skill development.

Source(s):

(1) *The National Benefits Hub*, an online collection of evidence-based research supporting the benefits statements for recreation. <http://benefitshub.ca>

(2) Browne, Dr. G. et al. *When the bough breaks: provider-initiated comprehensive care is more effective and less expensive for sole-support parents on social assistance*. *Social Science & Medicine*, 2001.

(3) *Parks and Recreation Ontario. Benefits of Recreation and Parks: How Recreation and Parks Contribute to a Healthier and Sustainable Ontario*. (4) *Canadian Parks and Recreation Association/Interprovincial Sport and Recreation Council (February 2015. A Framework for Recreation in Canada- 2015- Pathways to Wellbeing*. www.lin.ca

Sport Tourism and Economic Impact

Renovations to Centennial Arena for basketball and gymnastics would create greater opportunity for local, regional and national sporting events. Events vary in number of participants, number of spectators, length, frequency, status, and legacy, however all events have economic impact at the local level. The sport tourism industry represents “\$5.2 billion in annual spending by domestic and international visitors” and is the fastest growing segment of Canada’s tourism industry. The Canadian Sport and Tourism Alliance’s Sport Tourism Economic Assessment Model predicts and measure the economic impact of hosting sport events in Canadian Communities. Economic impacts are assessed by measuring the economic activity resulting directly from hosting an event, more specifically:

- The spending of out-of-town visitors while they attend the event;
- The expenditures of the event organizers in producing the event; and
- Capital construction costs directly attributed to the event.

Source(s): Statistics Canada, 2014, *The Canadian Sport Tourism Alliance* <http://canadiansporttourism.com/industry-tools/economic-impact.html>

OPPORTUNITY

2017 CSTA identifies multi-sport games as an emergent market

Year	Event	Total Regional Spending	Net Economic Activity (GDP)	Participants
2013	Cape Breton Celtic Classic	\$719,000	\$1.1 M	2,240
2015	Tamarack Ottawa Race Weekend	\$15.1M	\$34.4M	49,439
2015	Tough Mudder Whistler	n/a	\$3.6M	16,360

Source: Canadian Sport Tourism Alliance, 2017

Items of significance:

- The proposed complex could host multi-sport games, which has been identified as an emergent market by CSTA.
- The facility could serve as a practice area for Highlanders professional team that is an economic and sport attraction.

Special Topics- Doctors in Cape Breton

Offering a multi-sport complex with fundamental sports supports current provincial and local efforts to recruit and retain physicians. Initiatives for recruitment involve a community based approach with engagement at the local level.

The multi-sport complex, anchored to C200 and connected to a network of activities, services, programs and facilities can highlight the livability and vitality that exists within the CBRM. This can only enhance current effort that focus on outdoor activities, and the richness of arts and culture in Cape Breton as illustrated on the Doc Cape Breton Island site.

In Barrie, Ontario, Sports and Recreation Services are featured as a component of their physician recruitment strategy focusing on sport and recreation facilities and opportunities for children's camps and programs.

Source:

Doc Cape Breton Island. <https://doctorscapebreton.com/live/>

Barrie Area Physician Recruitment. <http://www.barridoctors.ca/barrie-area-living/sports-recreation/>

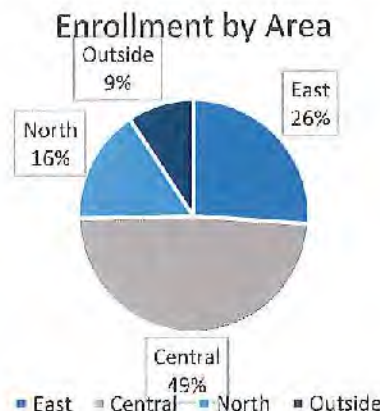
Understanding Local Impacts

Basketball Cape Breton

In 2017, Basketball Cape Breton has 708 registrants. Participation is regionalized with players from all districts in CBRM: East, Central, North as well as outside of CBRM.

Now in its 6th year of operation, BCB has experienced consistent growth and interest.

BCB has been operating by renting gymnasiums where available. In the absence of a stable facility base, programs are at capacity placing the overall growth at risk. Access to the new Centennial will ensure the continued success of players throughout the municipality and beyond.



Gymnastics Cape Breton

Gymnastics Cape Breton is headed into its 6th year of operations and continues to be over-capacity. With over 650 youth gymnasts, the center continues to deliver a quality program but is at risk due to confined space, and lack of upgrades. Instability due to the facility places the programs at risk. Upgrades, revamping of space and a secure lease agreement provides the organization the opportunity to continue to serve residents throughout the municipality.

Gymnastics Cape Breton is an **economic** and **community** phenomenon delivering programs to over **650 participants** with over **30 staff**.

Basketball Cape Breton is a **leader** in coach capacity. Over **30 coaches** deliver the much demanded programs to over **700 players**.

Alignment

The BCB and broader collaborative proposal aligns with many existing strategies and study recommendations. A variety of plans were examined and of those plans, there were many synergies, and opportunities.

In 2017, the CBRM Recreation Master Plan was completed and forms the foundation of this proposal. It is a key document that supports the continued operation of Centennial as a recreational asset. Alignments were also identified in the Mayor's plan, economic plans, tourism plan, and provincial and federal strategies. The following is a brief summary of how this proposal aligns with the intended outcomes of those plans, strategies, and studies (not inclusive).

Plan	Identifier	Synergy
100 More Positive Changes for CBRM	Page 7 Item 30	Multi-sport centre. Explore the opportunity to focus the energy of a dozen sporting organizations in CBRM to develop a sports and recreation hub at formal Centennial Arena Location
CBRM Recreation Master Plan	Page 60 Item PL113	Rink surface to close; however, facility to be retained as recreational asset in keeping with the regional character of the site.
Framework for Recreation in Canada	Page 5 All items	Active Living, Inclusion and Access, Connecting People and Nature, Supportive Environments, and Recreation Capacity
Shared Strategy for Advancing Recreation in Nova Scotia	Page 19 Successful Implementation Page 6 All items	Other sectors adopting or aligning goals and objectives from this strategy [is critical to success of the Provincial implementation] Active Living, Inclusion and Access, Connecting People and Nature, Supportive Environments, and Recreation

		Capacity
Canadian Infrastructure Report Card	Page 38 Reinvestment	Current reinvestment into sport facilities is under target. This initiative would promote meeting the asset management target range of 1.7%-2.5%
Downtown Sydney Urban Core Plan	All	Through connected corridors, the initiative(s) supports in-traffic to the downtown area, creating new opportunities for the urban core
Now or Never	Reference VIII	Nova Scotia has the assets and opportunities with which to build a stronger, more dynamic economy to support higher living standards and population renewal.

Comparator Municipalities

Throughout the development of this proposal, multiple municipalities were examined for best practices, facility design, operating models, and feasibility. Four (4) municipalities were selected for greater review: Regional Municipality of Wood Buffalo, Alberta; Halifax Regional Municipality, Nova Scotia; the Town of Whitby, Ontario; and Morinville, Alberta.

Analysis

The comparator municipalities are similar in population; have similar geographical constraints; and are in varying stages in maturity. Multi-sport complexes exist and are successful under different ownership and operating models that include:

- Municipally owned and operated as a main venue (solo) facility
- Municipally owned and community non-profit operated as part of a multi-facility network; and
- Municipally owned and operated as part of a hub and spoke network of facilities that support the alignment of programs and services provided to the community.

Understanding the Possibilities

Regional Municipality of Wood Buffalo

Not unlike the CBRM's position in Nova Scotia, the Regional Municipality of Wood Buffalo (RMWB) is Alberta's second largest municipality by geographical area. Amalgamated in 1995, the region is currently home to approximately 67,000 residents.

RMWB's Anzac Recreation Centre supports resident and visitor population serving a multitude of needs. Within the facility there is an NHL sized arena, fieldhouse, fitness centre, fitness/dance studio, indoor track, indoor playground, two multi-purpose rooms, meeting spaces and offices. The facility is fully operated by Regional Recreation Corporation (RRC). The RRC was created by the municipality's council to design, build, steward and operate several state of the art community recreation, sport, and event facilities and venues. The RRC is responsible for the success of MacDonald Island Park, Canada's largest community recreation, leisure and social centre.

<http://www.rmwb.ca/>

Halifax Regional Municipality

The Halifax Regional Municipality (HRM) is Nova Scotia's largest municipality and home to over 400,000 residents. The municipality has a robust recreation network based on a hub and spoke model that capitalizes on their 68 municipally owned recreation facilities (sport, art and culture, recreation) to support programs and services. The Sackville Sports Stadium is an example of a municipally operated facility that acts as a hub to the surrounding facilities: Springfield Lake Community Hall; Upper Sackville Community Hall; Beaverbank Kinsac Community Hall; Arts and Cultural Facilities; Playing fields and Ball Diamonds; etc. The Sackville Sports Stadium was reviewed only for the purpose of understanding the hub and spoke delivery model.

Dartmouth Sportsplex is another facility owned by HRM, operated by a community group in alignment with Halifax Recreation programming. The facility is multi-sport and with the new renovation will include: pool; arena; courts for racquetball and squash; fitness studio; weight room; spinning studio; and greater accessibility with a focus on children and youth, community access, and sport.

www.halifax.ca

Town of Whitby

The Iroquois Park Sports Centre is located in Whitby, Ontario. The multi-sports complex is situated on 50 acres of parkland and includes: six (6) arenas; two (2) pools; a fully licensed restaurant and food court; banquet and meeting rooms; a pro shop; and elite athletic training facilities. The outside complex includes six (6) illuminated tennis courts; three (3) illuminated tournament quality baseball diamonds; an additional two (2) unlit diamonds; and a lit tournament quality soccer pitch.

While Whitby is home to approximately 128,000 residents, the Iroquois Park Sports Center draws over two (2) million visitors annually; of which the majority of visitors are families with children aged 5 to 15 years. The facility is owned and operated entirely by the municipality.

Morinville

The Morinville Regional Recreation Complex is currently under construction and expected to be completed in spring 2019. The facility is to contain two (2) ice pads, four (4) curling rinks with an expected 20 sheets, field house, running track, aquatics facility, two (2) fitness centers, studio space, spa, steam room and commons. The Town of Morinville is home to approximately 9,900 residents. Recreation services for residents is mainly comprised of outdoor activities, which is the impetus to build the new facility.

www.morinville.ca

Part 2: The Collaborative

The collaborative is a group of recreation and sport organizations who are providing a community-based service within the CBRM. Each member of the collaborative has a role and interest in the Centennial project design and future use. The movement has been spearheaded by three (3) anchor organizations:

- Basketball Cape Breton;
- The Cape Breton Gymnastics Academy; and
- The Cape Breton Highlanders

Another primary occupant is an applicant for use of the exterior facility:

- Caledonia Rugby

There are direct impacts to additional stakeholders that must be recognized and considered. These groups include:

- Baille Ard Trails Association/ Trail systems
- Baseball Groups
- Track and Field Groups
- Walking and Run Groups
- Community Groups

Input from groups who may be impacted is critical to the collaborative; representatives from the following advocacy and expert groups have been engaged:

- Sport Nova Scotia
- Basketball NS
- Gymnastics NS
- Public Health NSHA

The greater complex would support the following activities for all ages and abilities:

- Basketball
- Gymnastics
- Fundamental movement skills including walking, and running
- Connection to Nature through trails network
- Walking and running sports and Run, Jump, Throw fundamentals
- Introduction and participation in rugby
- Baseball through minor leagues and senior leagues
- Community garden located within proximity at the former South End Community Centre site

Basketball Cape Breton

With support from Sport Nova Scotia, Basketball Cape Breton (BCB) began as a collaborative effort in winter 2012. From onset, the goal was to engage as many community members as possible and provide a unified approach to how basketball was provided within CBRM.

The newly formed BCB Board of Directors believed community engagement was pivotal to the success of this endeavor and began contacting as many people in the community as possible. Ultimately, most everyone in the basketball community agreed that a collective was imperative to the future of the sport in CBRM.

With inclusive values, the BCB mission is to engage as many people as possible in the sport of basketball by creating a vibrant Cape Breton basketball community where every player and coach has opportunity to develop and grow their basketball skills to their fullest potential. Adopting a “cradle to grave” long-term athlete development model, recreational and sport programs are offered to the very young to those young at heart, with emphasis on fun, respect, determination, teamwork and friendship.

BCB is in the business of building lasting relationships within the community. Partnerships with the collaborative are constantly improving through engagement and communications; however, BCB also has strong partners in the community. The board of directors consists of professionals, parents, and other volunteers that bring diversity and strength to the oversight of operations.

There is a potential to increase the partnerships with sponsors. The group is

Total cost of recreation programs and facilities per participant visit based on usage MBN median 2016

\$13.15

BCB provides services at an approximate cost per participant visit

\$4.27

Source(s): Municipal Benchmark Network Canada 2016 performance measure report, BCB enrollment statistics and total costs per participant

currently in a sponsorship agreement with McDonald's, offsetting uniform costs for the next three (3) years. Sponsorship is one facet of a multi-tiered fund development strategy that provides organizational stability.

BCB is also a community leader in coach development. Recruitment is accomplished through engagement of potential coaches, who are then both mentored and educated during their tenure. Coaches come from all areas in the community and are often parents, board members, spectators and interested parties.

Coach education and consistency in delivery is of paramount importance to BCB. As such, the organization invests in mentoring with experienced coaches, as well as continuously seeking opportunities for coach training. Coaches are trained to a minimum of Level 1. The organization is currently investigating a train the trainer program to build even greater capacity into coach development.

The potential to increase the sport is reliant on a secured facility to ensure access. Access to school facilities and other community facilities has proven to be unreliable with cancellations, and booking issues. Having a stable "home base" is critical to the ongoing success of the organization. Evidence of the potency of a home base can be seen in the space adjacent to the Centennial Arena with Gymnastics Cape Breton.

Cape Breton Gymnastics Academy

Cape Breton Gymnastics Academy is the only program delivering gymnastics to the communities of Cape Breton, beginning at eighteen (18) months of age. Each class currently accommodates fifty (5) participants but with additional space, could host up to seventy (70) meeting the community demand for the program.

Cape Breton Gymnastics Academy is an economic driver, having a positive impact on the community by employing twenty-nine (29) part-time and two (2) full time qualified, trained staff. Coaches can begin work as young as fourteen (14) and throughout their lifespan.

The location is tantamount to the success of the program, allowing the organization to be accessed centrally. The current rental rates allow the non-profit to pay competitive wages for coaches, and to 'hold' the program fees at a consistent rate (over the past three years). Programs such as Canadian Tire Jump Start and Sport Nova Scotia Kidsport provide additional supports that all ALL families to access the program. Families are not expected to pay any additional fees or fundraise for equipment. A truly accessible program, CBGA has waived fees where necessary to allow for participation.

The organization is cultivating leadership in the community, allowing young athletes and coaches to guide younger students towards success. There is a continued focus on education, ensuring field trips include learning centers from school boards throughout Cape Breton. Coaches are trained to encourage respect, self-worth and consistently boost self-confidence. The club has a

strong anti-bullying policy that impacts coaches, staff, students and families of participants in a positive way.

The program is truly inclusive, welcoming everyone to participate in uplifting, confidence building, physically active programs.

The CBGA is a primary tenant in the collaborative and as such will engage in a lease agreement with the municipality to continue usage at the current location. Being separated from the recreation component of the facility provides security and storage options for the equipment and gear. Unlike the community portion of the facility, due to these equipment requirements, the club will be restricted to participant-only usage unless determined otherwise by CBGA management.

Cape Breton Highlanders

The proposed facility can provide a practice space for the Cape Breton Highlanders, further expanding their ability to practice, and promote their franchise.

The National Basketball League of Canada (NBLC) is the only professional men's basketball league in Canada. The NBLC began with seven (7) teams in different locations: Saint John, Halifax, Moncton, Prince Edward Island, Quebec and Ontario and continues to expand adding another team in Ontario, Newfoundland, and now in CBRM.

Within CBRM, franchise leadership sought investors and sponsors, as well as opportunities to partner with the municipality to provide games at C200, drawing fans from all over CBRM and the island.

The Highlanders have a robust and comprehensive business plan, capitalizing on private investment, community and municipal partnerships and a growing fan base. The franchise draws 'out of town' and local spending during the 20 home games, and playoff series.

Recruitment efforts can be augmented with a stable practice facility that provides basic team amenities and is accessible when required. There is a natural correlation between the Centennial site as a Highlander practice facility, and the current relationship with C200 and the municipality.

Caledonia Rugby

MINI RUGBY

AGES 3-12

\$6.11 per session

Caledonia Rugby Football operates as a club offering the sport through schools and in partnership with CBRM recreation. Programs start for children as early as three (3) years old and is accessible offering a youth 9-week program for \$55.

The club employs a summer coordinator, and is working with the Provincial association to expand the role to a year-round position to continue implementation of the program into

elementary and junior high schools.

Centennial Project Proposal

Programs are designed to be inclusive with a “cradle to grave” model and current registrants are ages three (3) to age 71. Programs include:

- Mini ages 3-12
- High School Rugby
- U18 Sevens
- University Level non-varsity
- Recreational Flag League

**U18
4 Female athletes chose
to play at Provincial
Level**



Current Enrollment

Mini	60 (one of the largest programs in the province)
High School	225 per year
U18 Sevens	24 Male and Female
University	50 Male and Female
Recreation	78 Male and Female
Senior	25

There are multiple space issues restricting rugby from increasing to full potential. Lack of a central area increases the difficulty to provide equipment to each site with equipment being stored in a decentralized manner at volunteers and coaches' homes. Additionally, without a central regulation field with parameters to separate crowds from the field, there is an augmented risk to officials, coaches, players and spectators. A suitable field would reduce these risks, and enable the club's ability to host Provincial tournaments, having a direct effect on the credibility and growth of the sport and an indirect positive effective on the local economy.

The Atlantic Street soccer field within the proposed Centennial complex provides an ideal opportunity to host field suitable to support the current and expansion needs of the organization.

Baille Ard Trails/ Washbrook

The trails are proposed to link Baille Ard Trail through to Sydney, intersecting at the Centennial location. The trail system provides a unique active transportation and recreation corridor with opportunities for running, walking, hiking, events, and other foot traffic. The trail links the Centennial site to other recreation facilities, namely Baille Ard trails where people can enjoy nature centrally without leaving the city. This is an important outdoor feature adding the hub model of the broader facility.

Sooners Baseball

Within the complex is Susan McEachern Memorial Ball Park. The field is home to the Sydney Sooners and is recognized as an anchor recreational asset, owned by the municipality. The field received extensive upgrades, and later repairs to ensure its feasibility when petitioning for national level event bids. Additionally, upgrades to the exterior complex supports the viability of the site and the potential to attract larger scale events.

The McEachern Memorial Ball Park is connected directly to the Centennial parking lot and could benefit greatly from a facility revamp. The Centennial could offer supportive space and provides alternative activities for visitors and residents during major events.

From a local perspective, augmenting the complex draws increased attention to the Sooners and can increase spectators.

Future Advancements and Expanded Collaboration

Strategically upgrading this centrally located facility can attract vendors to the area, and continuously improve upon partnerships. The site is physically large enough to explore partnerships with additional providers to include activities such as skateboarding, rock climbing, parkour, and more. There can also be facility access for community groups such as the Cape Breton Road Runners, Ultimate Frisbee and other community groups who currently use the broader facility and lands.

The site is linked closely to the previous South End Community Centre location, now being repurposed to support a community garden. The proximity of this site to the proposed complex further enhances the neighborhood and the region by creating a hub of vitality.

The proposed site will also offer opportunity for additional concessions: a potential source of rental income for the municipality.

Part 3: Commitment

Feasibility

Facility infrastructure

A detailed engineering and architectural feasibility study is underway for the municipality and has been issued by the municipality to make an evidence-based informed decision on the future of the Centennial complex. The consultant's recommendation will provide the basis for the capital financial projections.

As a proactive and illustrative measure, capital comparisons and a projected operations budget has been created for the proposed operations. Based upon research draw on a variety of municipal complexes, continued capital investment is a best practice approach to asset maintenance.

Research for operations included feasibility studies conducted as follows:

- Municipality of Trent Hills- Community Recreation and Wellness Centre Feasibility Study
- City of Elliot Lake Multiuse Recreation Complex Feasibility Study
- Cornwall City- Multisport Recreation Complex at the Benson Centre Proposal
- Township of Springwater Multi-Purpose Recreation Complex Feasibility Study

Reports and studies respecting feasibility of operations can be found in Appendix B. Operating costs related to pool and arenas have been reviewed and excluded when preparing calculations.

The project scope was a determining factor into how these calculations were reached. Scope includes creating an accessible, environmental facility that allows for present community demands as well as future needs. It is important to note the provided scope is an overview only, and actual requirements will be provided through municipal architects, and/or engineers.

Scope

Conceptual Design

The collaborative has established a list of basic upgrade requirements, based on the current space and facility condition. The facility is designed as an integrated complex including the building, outdoor playing fields, the parking, playground, and basketball courts.

Centennial Arena

- Office space large enough for two (2) people;
- A boardroom that can be shared with partners and the municipality;
- Canteen and merchandising space in main area at front of building;
- Washrooms and change rooms for participants
- Washrooms for the public

- Storage space approximately 20x 20 with high ceilings;
- Six (6) ceiling nets;
- Two (2) courts with basketball lines;
- One (1) court with multi-sport lines; and
- The right to highlight sponsors and promote BCB within the building.

Bicentennial

- Remove both basketball nets;
- Full set of lockers in both men's and women's locker rooms;
- Replace flooring;
- Repair leaky ceiling and related tiles in kitchen;
- Exterior doors and windows;
- Entryway upgrade to be accessible and welcoming;
- Landing pit in floor;
- Extend wall if possible on ballfield side between 40-110' to include additional equipment and storage;
- Rear wall extension and roof raise to 30' x66';
- Potential for boardroom and office space on second floor

Atlantic Street Field

- Minor upgrades/ regular maintenance to allow rugby onto the field;
- Upgrade track for sport and recreational use

Constraints

It is understood the municipality faces several constraints with the current infrastructure:

- 1) The interconnected roof between the Centennial and the Bicentennial has degraded and needs substantive repair;
- 2) The air quality in the Bicentennial Gymnasium is poor and requires an environmental, and safe solution;
- 3) The recreation department requires municipally owned space to store sensitive sound and event equipment.

It is possible to build additional storage to the rear of the facility, allowing the groups space as outlaid within this proposal, while accommodating Recreation's storage needs, while an appropriate HVAC would solve the air quality issue. Extending the facility towards the ballfields or to the rear of the building and providing a separate entrance is a solution that could work, allowing plenty of room for all groups and providing secured access for CBRM.

It is recommended the project be implemented in multiple phases. BCB and the collaborative will work with the Feasibility Study consultant to support the implementation of the project in allocations that are financially reasonable and community oriented. A sample recommendation of phase breakdown has been included below.

The project consists of four (4) phases and addresses the needs of multiple community sport organizations. Within the four (4) phases, construction and/or renovation should consider (but is not limited to):

Phase 1: Building Facility-Arena

Revamping the interior of the facility to accommodate:

- Two (2)- three (3) basketball courts (lined as identified above);
- Accessible locker rooms and washroom facilities on the main level;
- Necessary ventilation systems, heating/cooling, and/or upgrades to existing system;
- Seating for spectators (reduced from current standard)
- Removal or renovation of flooring to reduce concrete lifts at the rink and seating levels;
- Office space, storage space on second level including upgrades or removal of washroom facilities;
- Exterior aesthetics
- Lighting as required; and
- Required upgrades to ensure environmental stewardship

Phase 2: Building Facility- Gymnasium

- Expansion of floor space including flooring materials;
- Upgrades to entrance for accessibility and safety;
- Necessary ventilation systems, heating/cooling, and or upgrades to existing system;
- Seating;
- Exterior aesthetics
- Lighting as required;
- Any upgrades to ensure environmental stewardship

Phase 3: Outdoor Facility

Renovation to existing baseball fields including:

- Natural turf;
- Upgrades to bleachers/dugouts;
- Fencing repairs/upgrades;

Repurpose of Atlantic Street field to accommodate rugby, and other sport and recreational use:

- Track with a resilient surface;
- Artificial turf where required;
- Upgrades to bleachers
- Repair/ upgrades to fencing

Playground

- Upgrades as required to meet the Canadian Playground Safety Institute Standards

Washbrook Trail System

- Connector paths to the trail system; and

- Any landscaping elements

Phase 4: Civil Elements

Exterior elements including:

- Standard construction curb and gutter;
- Concrete sidewalks;
- Asphalt upgrades to parking area;
- Upgrades to any base materials as required;
- Drainage*; and
- Other landscape furnishings

**While in the center of a historical flood zone, the Centennial building was spared flooding during the 2016 October storm.*

Excluded from Scope:

- Susan McEachern Memorial Ball Park
 - Received \$832,557 collectively from all levels of government (\$230,000 from CBRM) and an additional \$200,000 in repair work post-flood; and
 - Upgrades and equipment applications are currently in progress.
- Source(s): Shannon, C. (2015). CBRM budgets \$4 million for paving.
<http://www.capebretonpost.com/news/local/cbrm-budgets-4-million-for-paving-8615/>
Mortimer, G. (2017). Flood-damaged Sydney ballpark fully repaired*

“Multi-sport centre. Explore the opportunity to **focus the energy** of a dozen sporting organizations in CBRM to develop a sports and recreation hub at former Centennial Arena location. Explore **existing capacities**, community and corporate support for sport of all ages such as indoor tennis, batting cages, gymnastics, skateboarding, climbing wall, volleyball, basketball, ball hockey, baseball and soccer programs run by CBRM recreation staff with offices on site.”



100 More Positive Changes for CBRM
Cecil Clarke, Mayor

Comparator municipalities were reviewed for capital construction costs, operating costs and projected capital investment costs. The following was noted:

- Projects were completed in phases during original builds, some spanning years
- Projects received regular ongoing infrastructure renewal investment to ensure quality asset management
- Projects operated under varying service delivery models, with some receiving investment by the municipality and some operating the facility in full.

Centennial Project Proposal

Of consideration when preparing this schedule was that most facilities reviewed contained ice pads or pools. Based on cost estimates prepared by aodbt for Morinville Arena and Multi-Use Recreation Facility, non-applicable costs, such as arenas and pools, were extracted.

Facility	Type of Build	Costs	Funding	Governance
Dartmouth Sportsplex	Renovation-overhaul (ice and pool)	\$23,000,000	Municipal, Provincial, Federal	Municipally owned, community operated
Iroquois	Phased build ongoing since 1970's Ongoing costs (10-year capital upgrades)	Unknown build costs Maintenance \$9,000,000 over 10 years	Municipal	Municipal
Anzac	New Build (multiple ice surfaces)	\$28,000,000	Municipal	Municipal-Corporate
Morinville	New Build (ice and pool)	\$24,300,000	County and Town	Model TBD

Using the most recent data from research on Morinville, the field house containing the gymnasium was approximately \$6,000,000-\$8,000,000, while an additional open studio costs of approximately \$500,000 for 6,000 ft². This is for a new build without the complexities of renovation. CBRM provided engineers and architects would be needed to estimate costs and to provide a realistic estimate which meets budgetary and funding constraints, as well as fits within the assigned facility space.

Source(s): Whitby Capital Budget Forecast. http://www.whitby.ca/en/resourcesGeneral/cs_2017-Draft-Budget-and-Ten-Year-Capital-Forecast.pdf#page=161

Morinville Arena/Multi-Use Recreation Facility-Capital and Operating Cost Analysis. <http://www.morinville.ca/doc-library/arena/701-morinville-arenamulti-use-recreation-facility-capital-and-operating-cost-analysis/file>

Government of Canada. ACOA. (2017) Halifax Regional Municipality Residents to benefit from Dartmouth Sportsplex Revitalization. https://www.canada.ca/en/atlantic-canada-opportunities/news/2017/11/halifax_regionalmunicipalityresidentstobenefitfromdartmouthsport.html

While research suggests the facility will costs between \$6,000,000 and \$8,000,000, as of January 2018, a consultant has been hired by CBRM to determine actual costs, and assess the feasibility of the facility renovations. A cost estimate will be provided by the consultant, to which funding requests will be based, however, funding would be required from all levels of government for success.

Fund Resource	Required \$XX M (TBD by CBRM Project Consultant)
Municipal	1/3 CBRM
Provincial	1/3 Health and Wellness Funds/ Other as available
Federal	1/3 Infrastructure Funds
Naming Rights	Asset renewal funds
Total	

Ongoing communications with stakeholders in this project plan includes representatives from Sport Nova Scotia, Federal government, Provincial Ministers and MLA's, and the Municipality. Primary tenants/ occupants are willing to complete applications as co-applicants with the municipality as the facility owner, and/or in a supportive role for the Provincial and Federal applications.

Operating

Operating Cost Assumptions

Staffing

Staffing assumptions are based upon current operations, where C200 facility staff are tasked in part to the operations at the Centennial and Bicentennial site. As such, staffing costs are included within the calculations at 1.5 FTEs and is inclusive of benefits. It is further understood, the Recreation department may consider occupancy at the site, and as such will provide certain leadership over operations on a day to day basis. Costs for existing employees have not been considered in the preparation. Additionally, the collaborative will be overseeing respective operations and will not place further staffing demands upon the municipality for program operations.

Utility Costs and Regular Maintenance

Utility costs (electricity, water, sewer) are approximated, keeping with municipal rates, and researched operations.

Minor stationary equipment maintenance will cover internal repairs to flooring, furnishings, tools and ground maintenance.

Major maintenance is a consideration excluded from operating costs, and should be considered capital investment costs to maintain the integrity of the asset.

General Office Costs

General office and administrative costs will be handled by each respective organization. CBRM Recreation office supplies and materials are not considered in the calculations.

A budgetary amount has been considered for costs related to collaborative use such as group marketing, or promotion.

Program costs

Centennial Project Proposal

Program costs refer to program related supplies such as first aid supplies. These costs are directly related to having primary access to the facility, and may or may not have occurred traditionally.

Revenue Assumptions

Rental Fees			
Main Facility Gymnasium #1: Basketball***	\$3400	Monthly	Rent from BCB (current rental \$16,095) and CB Highlanders
Main Facility Gymnasium #2: Gymnastics	\$2500	Monthly	Rent from Gymnastics CB (current rent \$19,200)
Main Facility #1: Community	\$300	Monthly	Community organizations estimated at 10 hours x \$30/hour
Exterior Facility- Atlantic Street	\$200	Monthly	Estimated rugby/ community usage
Other revenue	\$200	Monthly	*additional revenue
Total	\$6200	Monthly	
*Additional revenue is possible from concessions and vending machines, a percentage for large scale events, sponsorship-naming rights, and board advertising. These revenues are difficult to calculate at this time, however are being estimated conservatively at \$200 monthly for the purpose of this exercise. **Naming Rights Revenue Not Included **Detailed financial operating to be provided.			

Program Revenue

With a solidified partnership between CBRM Recreation, BCB and CB Highlanders, there is a potential for recreation based programs that could generate revenue. A co-lead March break camp could easily attract 100 children throughout the week, with an average cost to participant of \$100 for a gross revenue of \$10,000*.

*Recreation programs and BCB programs strive to be accessible. As such, in the scenario provided Jumpstart and Kidsport programs can support offsetting costs to participants.

Pro Forma Projections

Assumptions are based on data retrieved from the four (4) comparator municipalities' feasibility reports, and current and projected operations. Operating costs are based upon a typical year where the facility is fully operational. Because the primary tenants are established, it is unlikely

Centennial Project Proposal

there will be adjustments to their operations. Of note, is that BCB will divert funds currently used to rent school gymnasiums to be absorbed into rent.

With renovations, it is possible the facility will have lower maintenance and investment costs in the early years, increasing as additional maintenance is required.

Capital infrastructure investment has not been considered, however, it is anticipated capital funds will be assigned as an asset management strategy to maintain the integrity of the facility. Realistically, if the facility renovations are quality, replacement costs will exist within the 25-30 year timeline rather than within the first 10 years of operations.

Annual Operating Costs

Collaborative General Costs

Staffing 1.5 FTEs	\$77,520
Facility Equipment and Supplies (first aid, etc.)	\$1000

Total General Costs	\$78,520
----------------------------	-----------------

Maintenance Costs

Utility Costs @ approximate	\$30,000
Cleaning & Maintenance Supplies	\$2,000
Minor maintenance	\$6,000

Total Maintenance Costs	\$38,000
--------------------------------	-----------------

TOTAL OPERATING	\$116,520
------------------------	------------------

ESTIMATED REVENUES

Primary Rent Revenue	\$70,800
Secondary Rent Revenue	\$3600
Exterior Facility Rental Revenue	\$2400
Other Revenue	\$2400
CBRM Program Revenues	\$12,000*
Total Revenues	\$91,200

NET ANNUAL COSTS	\$25,320**
-------------------------	-------------------

*CBRM Program Revenues 8 camp type programs annually with 40 participants at \$37.50 per participant

*deficits could be offset by naming rights sponsorships, grant money from other levels of government, and increases in programming and participation rates

Market

In recognition that recreation patterns are not reflective of political boundaries, the proposal encompasses the facilities, programs and services currently offered within the CBRM. Programs, like BCB, often attract membership from outside the Municipality, due to the availability of facilities

and programs. A designated complex for the purpose of specific sports, due to excess demand and scarcity of program and space availability is expected to draw membership from beyond this market.

Implementation Strategy

The following was completed to assist with the development and implementation of this proposal, and to realize the goal of this facility as a multi-sport recreational hub. The implementation strategy includes meetings, information sessions, engagement and development of communications plans as follows:

1. Meeting with Board for clarity of vision, mission and direction;
2. Briefing session with Provincial representative
3. Councilor briefing sessions were conducted one-on-one to inform Council of the project and group intent;
4. A community sport stakeholder session was conducted on Saturday, December 2, 2017 to assess collaborative readiness and to identify existing and potential synergies.
5. A meeting with CAO to be conducted for information purposes;
6. A meeting with the Provincial representative to be conducted for feasibility purposes;
7. A meeting with community sport stakeholders to update on proposal and to acquire all necessary signatures;
8. A meeting with the Federal representative for feasibility purposes;
9. Formal presentation to CBRM Council at Stakeholders session;
10. Formal presentations as required to support CBRM funding applications to Federal and Provincial funders; and
11. Develop a communications plan for collaborative.

Fund Development Strategies and Sustainability

BCB

The primary source of revenue for BCB is participant registration fees, however, BCB will engage in four (4) major fund development campaigns that involve the board, parents, participants, the business community and other contributing stakeholders. The events include an annual (already successful) golf tournament, a banquet inviting key members of the business and government communities, the Cape Breton Classic, and regular basketball camps. Additionally, the board will invest time to apply for grants through government and sport support organizations to offset costs wherever possible. This could include equipment, events, and program related grants. Of note is that BCB is at participant capacity with the current space availability. With greater space, the organization could increase the number of participants allowed.

Gymnastics CB

The primary source of revenue for Gymnastics CB is participant registration fees. The club currently boasts more participants than space available and has a regular wait list. Coach development and quality programming that is accessible is at the core of the club's success, and

the key constraint to increasing revenue is related to the inefficiencies and deficits in the existing space.

Highlanders

The primary source of revenue for the Highlanders is commission from ticket sales. Additional funds are secured through merchandise sales, sponsorships, television revenues, government support, league revenue sharing, and camps, clinics and combines. An additional strategy is in place to mitigate inflated costs; there is a cap set on salaries to a maximum amount per season.

There are multiple channels to distribute tickets including C200 Box Office, established retail locations, business to business opportunities, telemarketing and direct mail, fair and event booths, and direct invitation.

The organization is engaged at multiple consumer levels including but not limited to working with youth for grassroots basketball development and sponsorship development with businesses throughout the region. The organization is being built on solid relationships and determination for growth and success.

Facility Lease Agreement- Collaborative Commitment

A proposed facility lease, and joint use agreements are included at the end of this document. The lease provides a starting place for the primary tenants and the municipality to formalize the tenants' commitments as identified within this proposal. The lease agreement provided is dependent upon the development of the site as a multi-sport complex.

Governance and Operating Structures

In the review of comparator municipalities, a variety of governance models were assessed. Based on historical data of community operations in CBRM municipal facilities, a facility-lease agreement is the recommended option. Within this agreement, there are some nuances such as providing annual reporting. Doing so will ensure transparency in operations and support the community-municipality relationship as a whole.

Successful sport and recreation facilities have similar operating principles and values. The following principles will be built into the agreements from the outset:

- Responsiveness to demonstrated community needs;
- Shared use and joint programming including restricted use policies;
- Development of fair and consistently applied space allocation;
- Planning in accordance with existing plans and regional development policies;
- A commitment to quality of life, community health;
- Providing a clear vision for the future

Operating principles and values are outlined in the facility lease agreement and joint operating agreements.

Sponsorship and Naming Rights

The discussion of the complex potential at a stakeholder session has already attracted the interest of a financial institution for naming rights. The collaborative understands the naming rights policy is under review and that the municipality is assessing the implications of such a process.

Because of the existing interest for investment, an interim solution is suggested to Council and the municipality to consider a Request for Proposals (RFP) or Expression of Interest (EOI) similar to the RFP issued for the Canada Games Center. The proposal included exclusivity rights, name and/or logo in official facility references; promotional opportunities; hospitality and engagement; and custom signage. A copy of the RFP is in Appendix B for reference.

Understanding some constraints that may be included during a naming rights bid, the collaboration agrees that any sponsorship provided to teams or the organization as required for exclusivity, however, has the flexibility of sponsorship being embedded into team and organizational equipment and clothing, e.g. uniforms, signage. Requires sponsorship to perform.

Quality Commitment and Continuous Improvement

Within the collaborative, the anchor organizations have an intention and commitment to service quality. Strong board governance is paramount to the success of operations, and ethical decision making and reporting will support the relationship with the municipality and the broader community.

BCB, the Highlanders and Gymnastics CB will strive to continually improve the quality, skill, and competency of services and it is the collective intention to provide these services in accordance with contractual, statutory and regulatory requirements relevant to each respective sport, as well as those applicable to the municipality.

Hub Accessibility

“Even when people have skills and knowledge, they face barriers including a lack of time, money and access to opportunities for healthy eating and physical activity” (Thrive!, 2012).

The facility design must include all aspects of accessibility whether physical or social. Efforts by the collaborative and the municipality should include, but is not limited to, the following considerations:

- Supporting newcomers by providing information about the facility and programs designed for inclusion;
- Visuals for signage to help eliminate issues of literacy or language’ accessible entries; accessible washroom facilities including consideration to transgender individuals;
- Official language announcements;
- Reduced-cost or free access to the facility during non-use hours for recreational purpose for groups and individuals;

- Transit hub located near to the facility as part of regular transit operations; and
- Parking accommodations for physical accessibility.

Of note, within the complex, outside there is an existing playground and basketball courts. A prime way to create accessibility is to upgrade these facilities and provide unlimited access to residents and visitors.

Summary

It is estimated that the number of residents and visitors impacted by this facility is about 4000 between coaches, volunteers, participants, and families. With a new facility, this number will balloon into the tens of thousands by adding value to the surrounding communities.

The two (2) organizations, BCB and CB Gymnastics provide employment and leadership development to youth, offering opportunities to grow and invest in their community. The CB Highlanders provide events, entertainment and add a professional sport context to the municipality. There is both an acute and cyclical economic impact from these provided services. Arguably more important, there is an increase in accessible and inclusive programs, a positive increase in the determinants of health, and a community focus that ensures recreation is available to residents, newcomers and visitors alike.

The groups are seeking long-term lease agreements with the Municipality, with an understanding there is a commitment to upgrade and invest in the facility complex for the purposes of these recreational activities.

The groups outlined in the collaborative are only the beginning. There are many more groups who can benefit from a community based sport and recreation facility. This facility is a one-time opportunity that repurposes a significant piece of Sydney's history and embraces a new generation of active, healthy residents. It is now that we have this opportunity, now that we have this impact, and now that we must act. Together.

Frequently Asked Questions

It's just another gym. Aren't there many available at schools?

School space has become increasingly difficult to access. Rates and available times vary from school to school and are often altered without consideration to the users.

Basketball is offered in the school system. Why BCB?

BCB has been established and is growing out of necessity. Teachers are more than ever constrained for time and resources, creating a gap in after school programs. BCB is filling this need as it evolves. This need is being evidenced in the number of registrations.

Why Basketball, Gymnastics, and the Highlanders as primary tenants?

Early on both gymnastics and basketball Cape Breton identified the Hospital Street site as a necessary space to host their respective sports to ensure the continued growth. Both organizations have standing agreements with the Municipality. Any change to the current location that requires the organizations to vacate would have devastating effects on the operations and the 1200 youth that access the respective programs.

There is a direct connection between the Highlanders and the municipality, with the Highlanders offering games at C200. As the team continues to draw audience and experiences increased stability, there is a need for regular, accessible practice space. Because of the current relationship with C200, there is somewhat of a natural fit to have the Highlanders at the proposed Centennial complex.

Further to these reasons, BCB has shown expert leadership in forming a collaborative movement within multiple sports for the betterment of the facility and the region as a whole.

Won't this cut into gymnasium usage at the YMCA/other facilities?

Currently, space booking is at a premium. There are a multitude of organizations seeking gymnasium space for floor hockey, volleyball, basketball, badminton, after school programs, and programs run by the organizations themselves. This results in overbookings, cancellations, and cancelled programs when the facility cannot be accessed. The identified primary tenants, and the facility are not being designed to be a competitive entity, rather the design is to of complement to existing facilities by alleviating pressure and partnering to provide increased programming (hub and spoke model).

You mention badminton and other sports. Why are they not on the list?

Through the development of this proposal, a collaborative was formed with sports that would complement each other with respect to time and space. Additional sports are welcomed. Assessments on available time and other sport requirements will be considered when adding an

organization. The development of the facility naturally alleviates some pressure on other spaces, potentially freeing up time for emerging sports. As well, the hub and spoke model considers satellite facilities that could be married up for alignment of program delivery.

What happened to Bridgeport? I thought that was the new home of BCB?

Bridgeport was an excellent location on an interim basis. With the growth of the organization working within the capacity of the space, more locations were required to meet the membership demand. Centennial was requested to both centralize and provide additional space capacity.

Why aren't there more groups in the collaboration?

The collaboration is based upon groups whose time and space needs are complementary and do not create situations of overbooking, and being crowded out. Space #1 would house BCB and the Highlanders. Both groups are open to community usage of the facility during off times. For the exterior sites, fields can be booked in accordance to current municipal policies.

The primary tenants are willing to pay a premium, consistent rate to have first-come usage of the facility without being exclusive. This model ensures operating costs are covered and the facility remains community accessible.

The population has fallen under 100,000 people. Why do this now?

With an increased barrier to access, gymnasium time is becoming a 'thing of the past'. While the population is declining, there is an increased demand for youth programming and senior programming. BCB, like other members of the collaborative, offers programming for the very young to those very young at heart. All ages can participate. Immigration has been identified as a method of stabilizing the population decline. Basketball, walking, running, rugby, and gymnastics are all offering inclusive programs that support newcomers.

The CBRM Masterplan identifies 26 gymnasiums within the CBRM, suggesting the population is overserved in terms of needs. How can you say this is required?

The 26 gymnasiums are attached to various organizations operating their own programming and services within those facilities. What has been noted by all groups surveyed, including groups like volleyball, is that gymnasium time is often in conflict between groups. Providing a centralized community facility would allow for the growth of a sport in demand, support the city's professional league all while relieving pressure off of other groups. Additionally, as schools are closing the gymnasiums are closing with them. It is important to recognize this could be an opportunity for satellite community sites in each district.

What happens if the CB Highlanders dissolve?

The answer is twofold: (1) For continued success and growth, the CB Highlanders need a secured facility to access for practice and to ensure players are reaching their full potential, and (2) there are multiple opportunities for the proposed training times that include community-based senior and youth recreational programming.

Proposed Facility Lease Agreement

Facility Lease Agreement made as of the _____ day of _____. 2018, the date on which the last signatory signed this agreement.

BETWEEN:

CAPE BRETON REGIONAL MUNICIPALITY,
A municipal body corporate pursuant to the Municipal Government Act, NS ("CBRM")

-and-

BASKETBALL CAPE BRETON
a society incorporated under the Societies Act of Nova Scotia, (the "Society")

WHEREAS:

A. The CBRM is the registered owner of the lands legally described as:

The facilities located at 201 Hospital Street, Sydney, NS (the "Facilities")

- B. The Society wishes to lease the Facilities for the purpose of operating a recreational facility;
- C. Pursuant to the Municipal Government Act, the purposes of the municipality include providing services, facilities or other things that, in the opinion of the Council, are necessary or desirable for all or part of the municipality and developing and maintaining a safe and viable community;
- D. Council of the CBRM believes that the operation of a recreational facility will provide a service to its citizens;
- E. In accordance with and pursuant to the terms of this Agreement, the CBRM agrees to lease the Facilities to the Society for the purposes of operating a recreational facility;

NOW THEREFORE, in consideration of the mutual covenants and agreements contained in this Agreement, and other good and valuable consideration, the CBRM and the Society agree as follows:

ARTICLE 1: DEFINITIONS

In this Agreement, the following words and expression shall have the meanings herein set forth unless inconsistent with the subject matter or context:

- 1.1 "Applicable Laws" means all federal, provincial, regional, local and municipal statutes, laws code, rules, bylaws, orders, including court orders and regulations in effect from time to time during the Term and made or issued by Governmental Authorities having jurisdiction over the parties hereto, the Lands, the Facilities, and any activities carried out in the Lands or Facilities;
- 1.2 "Council" means the elected representative body of the CBRM;
- 1.3 "Facility" means the "Lands" and includes any buildings, machinery, equipment, appurtenances, structure or any other things located upon the Lands for such purpose, all constructed, developed and operated in accordance with the Applicable Laws;
- 1.4 "Governmental Authority or Authorities" means any federal, provincial, municipal, or regional government or governmental authority or other law, regulation, or rule making entity, and includes

Centennial Project Proposal

any court, department, commission, bureau, board, administrative agency or regulatory body of any of the foregoing;

- 1.5 "Society" or "Lessee" means the Basketball Cape Breton Society/ Cape Breton Gymnastics Academy/ Cape Breton Highlanders;
- 1.6 "CBRM" or "Lessor" means the Cape Breton Regional Municipality;
- 1.7 "Municipal Government Act" means the Municipal Government Act;
- 1.8 "Parties" means the CBRM and the Society and "Party" means either of them, as the context requires;

ARTICLE 2: DEMISE AND TERM

2.1 The CBRM hereby leases to the Society and the Society hereby leases from the CBRM the Lands for the term set for the within Section 2.2, and upon subject to the terms, covenants, conditions and agreements contained within this Lease Agreement.

2.2 The Society shall have, hold, occupy and use the Lands commencing the 1st day of _____, 20__ (the "Commencement Date"), and ending the _____ day of _____, 20__ (the "Term"), subject always to earlier termination or renewal of this Lease Agreement and the Term as provided in this Lease Agreement.

2.3 The CBRM or the Society may terminate this Lease Agreement at any time by providing the other party with not less than six (6) months' prior written notice of its intention to do so.

2.4 At any time prior to the expiry of the Term, the Parties may agree in writing to extend the Term upon such conditional as they mutually agree.

ARTICLE 3: REPRESENTATIVES

3.1 For the purposed of this Lease Agreement, the Parties' representatives are as follows:

- a Municipal Administrator
Phone: 902-563-5510
- b President
Phone:

3.2 A Party may advise the other Party of a change in the contact information for that Party's representative at any time in writing.

ARTICLE 4: RENT

4.1 The Society shall pay to the CBRM as rent the sum of ____ per year. This amount is payable upon the Commencement Date and, thereafter, payable on or before _____ of each calendar year during the Term or renewal term.

4.2 The amounts referenced in Section 4.1 shall constitute the "Rent" and such amounts shall be paid to the CBRM without any deduction, defalcation or abatement whatsoever.

ARTICLE 5: UTILITIES AND TAXES

5.1 The rental payment shall include the utilities fees, and is reassessed at the beginning of each Term.

5.2 Where the facility is owned by CBRM, property taxes will be exempted, or included in the agreed upon rental rate, and shall be reassessed at the beginning of each Term.

5.3 Any sums or amounts payable by the Society to the CBRM under this Lease Agreement do not include applicable Goods and Services Tax or similar tax imposed pursuant to the Excise Tax Act of Canada or other legislation. The Society shall be responsible for the payment of all Goods and Services Tax which may become due and owing with respect to any sums or amounts payable by the Society to the CBRM under this Lease Agreement.

ARTICLE 6: IMPROVEMENTS

6.1 Title to and ownership of the Facility and other improvements on the Lands together with all repairs, maintenance, replacement, alterations, additions, changes, substitutions or improvements thereto shall at all times be vested in the CBRM.

6.2 All construction and development of the Facility and any other improvements upon the Lands shall be at the sole cost and expense of the CBRM with no expectation of compensation or contribution from the Society at any time during or after the Term or any renewal term.

6.3 The Facility and any other improvements developed upon the Lands by, on behalf of or with the permission of the CBRM and the Society shall be deemed to be leasehold improvements and shall become the property of the CBRM upon completion of construction.

6.4 Neither the Society, nor any other party shall remove, improve or demolish the Facility or any portion thereof or any other improvement constructed upon the Lands without first obtaining the prior written consent of the CBRM.

6.5 The Facility and the Lands shall be subject to inspection by the CBRM on not less than an annual basis throughout the Term and any renewal term. The CBRM, acting reasonably, may order the removal, demolition, improvement or alteration of the Facility or any portion thereof or any unauthorized improvement constructed upon the Lands, all to be carried out by the Society at its sole cost and expense within the time frame directed by the CBRM.

6.6 The Society shall not permit any builders' or other liens, mortgages, or encumbrances to be registered against title to the Lands. Whenever and so often as any such lien, mortgage or contract shall be registered on title or claim be filed, the Society shall within ten (10) days after the Society has notice of the claim, lien, mortgage or contract, immediately obtain the discharge thereof. This Section 7.8 shall survive any expiry of the Term or termination of the Agreement.

6.9 The Society shall not do any act nor make any contracts so as to encumber or affect in any manner the title and rights of the CBRM in the Lands. The Society acknowledges and agrees that no contract, transfer, assignment, mortgage, judgment, or lien arising out of the transactions of the Society shall in any manner affect the title of the CBRM in the Lands or take precedents to any of the rights or interests of the CBRM herein. This Section 7.9 shall survive any expiry of the Term or termination of the Agreement.

6.10 In the event of any damage or destruction to the Facility or any improvement located on the Lands, the Society shall immediately provide notice in writing of such damage or destruction to the CBRM.

ARTICLE 7: INSURANCE, LIABILITY AND INDEMNITY

7.1 The CBRM shall not be liable for the theft of or damage to any Society owned property at any time in or on the Lands.

7.2 Notwithstanding anything herein contained, the CBRM shall not be liable or in any way responsible to the Society in respect of any loss of life, personal injury, damage of property or any other loss or injury whatsoever arising out of any occurrence in, upon or at the Lands or Facility.

7.3 The Society will indemnify and save harmless the CBRM, its Councilors, employees, representatives, officers, agents, volunteers and insurers (collectively the "CBRM Parties") of and from all loss, fines, suits, claims, demands and actions, damages, costs, liability or expense of any kind or nature to which the CBRM Parties shall or may become liable for or suffer by reason of any breach, violation or non-performance by the Society of any covenant, term or provision hereof, or by reason of any injury occasioned to or suffered by any person or persons, or damage to any property, by reason of wrongful act, neglect or default on the part of the Society or any of its agents, contractors, servants, employees or licensees. The Society further covenants and agrees to pay and to indemnify the CBRM Parties against all legal costs and charges including counsel fees on a solicitor and own client basis reasonably incurred by the CBRM Parties in enforcing the terms, covenants and conditions of this Agreement.

7.4 The Society will indemnify, defend, and hold the CBRM Parties harmless from and against any and all loss, liability, costs, claims, strict liability claims, demands, lawsuits, causes of action, fines, judgments, penalties, damages, expenses and costs (including solicitors fees on a solicitor and own client basis) in connection with actual or alleged damage to the Lands, personal injury, and/or loss of life arising from or relating to the use, occupation and possession of the Lands by the Society and/or by the Society's agents, employees, officers, invitees and directors, except to the extent caused by the CBRM's negligence.

7.5 The indemnification set out in the Sections 7.3 and 7.4 above shall include any and all loss, liability, remediation and clean-up costs, private third party claims, governmental claims, strict liability claims, demands, lawsuits, causes of action, fines, judgments, penalties, expenses and costs (including solicitors fees on a solicitor and own client basis) arising out of or resulting from any actual or alleged violation of any laws, orders, directives, rules, regulations, orders, or decrees, or other similar requirement of any government, court, or authority, that relate to environmental pollution, environmental control, or environmental matters of any kind on the Lands.

7.6 The obligations of the Society to indemnify the CBRM under the provisions of this Article 8 shall survive any termination of this Agreement, anything in this Agreement to the contrary notwithstanding. Nothing in this Article 8 shall create or extend any right for the benefit of any third party.

7.7 Throughout the Term and any renewal term, the Society shall at its sole cost and expense obtain and maintain:

7.7.1 comprehensive general liability insurance, in an amount of no less than Two Million Dollars (\$2,000,000.00) per occurrence, with respect to the activities carried on in and from the Lands and Facility and the Society's use and occupancy thereof, for bodily injury and death, and for damage to the property of others;

7.7.2 director and officer liability insurance in an amount of no less than Two Million Dollars (\$2,000,000.00) per occurrence;

7.7.3 property insurance against all risks of loss or damage (as defined by a standard all risks insurance contract) in an amount equal to the full insurable value, calculated on a replacement cost

basis without deduction or depreciation, including all property of every description and kind owned by the Society or for which the Society is responsible pursuant to this Agreement which is located on the Lands; and

7.7.4 such other coverage as may be required by the CBRM from time to time, acting reasonably.

7.8 All policies of insurance shall:

7.8.1 name the CBRM as an additional insured;

7.8.2 be non-contributing with, and shall apply only as primary and not as excess to any other insurance available to the CBRM;

7.8.3 not be invalidated with respect to the interests of the CBRM by reason of any breach or violation of any warranties, representations, declarations or conditions contained in the policies;

7.8.4 contain an undertaking by the insurers to notify the CBRM, in writing, not less than thirty (30) days prior to any material change, cancellation or termination of coverage.

7.8.5 The Society shall provide the CBRM with proof of insurance, in a form satisfactory to the CBRM acting reasonably, prior to the Commencement Date and, thereafter, on or before January 15 of each year during the Term or any renewal term.

7.8.6 The provisions of this Article 8 shall survive the expiry of the Term or termination of this Agreement.

ARTICLE 8: REPAIRS AND MAINTENANCE OF THE LANDS

8.2 Throughout the Term and any renewal term, the CBRM shall, at its sole cost and expense, keep and maintain in good repair, as would a prudent owner and as is fitting to a recreational development which is open to the public, the Lands and the Facility, excepting from such standard reasonable wear and tear to the extent only that such reasonable wear and tear is not inconsistent with maintenance in good order and condition of the development generally. The word "repair" whosesoever appearing in this Lease Agreement includes maintenance, reconstruction, rebuilding, replacement, restoration and renewal of the whole or any part of the Lands, Facility and other improvements upon the Lands however arising.

Schedule for repairs where possible:

Emergency	Immediate resolve
Urgent	Within one (1) day
Important	Within forty-eight (48) hours
Other	Within one (1) week

8.3 The CBRM or its employees, agents or representatives may at any reasonable time during the Term or renewal term enter upon the Lands and Facility for the purpose of inspecting the condition of the Lands and the Facility and such attendance or inspection does not constitute re-entry. In the event that the CBRM determines that any repair or maintenance is required, the CBRM shall issue a written notice to the Society detailing what repair and maintenance must be undertaken including the time frame in which the work must be completed. The Society shall be responsible to ensure that it adheres to any direction of the CBRM provided pursuant to this Section 8.3.

8.4 Any notice of inspection letter delivered to the Society detailing an inspection and any deficiencies noted shall be in a form established by the CBRM.

8.5 CBRM will install and maintain locked doors(s) at all entrances to the Facilities. Where maintenance is the responsibility of the CBRM, the CBRM and the Society will have unfettered access to the facility.

8.6 If any part of the Lands or Facility becomes damaged or destroyed through the negligence, carelessness or willful act or omission of the Society, its employees, volunteers, agents, servants, invitees, and those for whom the Society is responsible in law, the Society shall be responsible for undertaking immediate repair, replacement and restoration of the Lands or Facility to the same condition that they were in before the damage or destruction, to the reasonable satisfaction of the CBRM.

8.7 Upon the expiration or other termination of this Lease Agreement, the Society shall surrender the Lands in substantially the same condition as existed upon the Commencement Date, save and except the reasonable wear and tear, any alteration, construction and improvements made pursuant to this Lease Agreement, and damage caused by fire, tempest or other casualty not due to the negligent, careless or willful acts or omissions of the Society, its employees, agents, servants, volunteers, invitees, or those for whom the Society is responsible in law.

8.8 The Society shall support efforts and bylaws of the CBRM, and in partnership with the CBRM will not permit the Lands to constitute a nuisance nor unsightly premises within the meaning of the Municipal Government Act or any other Applicable Laws including CBRM bylaws.

8.9 The Society shall give the CBRM prompt notice of: (a) the existence of any conditions upon the Lands or Facility of which the Society is aware which could constitute a hazard to property or persons; and (b) damage or injury to the Lands, Facility or to any person thereon of which the Society is aware howsoever caused; provided that nothing herein shall be construed so as to require repairs to be made by the CBRM except as expressly provided in this Lease.

ARTICLE 9 LICENSES, ASSIGNMENTS AND SUBLETTING:

9.1 The Society will not transfer, assign, license nor sublet this Lease Agreement, the Lands, Facility or any portions thereof without the prior consent in writing of the CBRM, which consent may be withheld for any reason whatsoever. Any consent given by the CBRM pursuant to this Section shall in no way release the Society from its obligations under this Lease Agreement.

ARTICLE 10: COMPLIANCE WITH LAWS, REGULATIONS AND RULES

10.1 The Society shall, at its sole cost and expense, comply with and ensure the compliance with all Applicable Laws applicable to the Lands, Facility and the Permitted Use.

10.2 The Society shall at all times during the Term and any renewal term have and maintain in good standing the approvals required pursuant to CBRM bylaws.

10.3 The Society shall enforce all safety rules as established by the Society, and all safety rules as established by CBRM.

10.4 The Society shall promptly report to the CBRM in writing any safety issues or incidents along with a description of the actions taken by the Society to ensure that such violations or incidents shall not recur.

10.5 The Society shall promptly forward to the CBRM a copy of any personal injury report made.

ARTICLE 11: SOCIETY GOVERNANCE

11.1 The Society shall at all times operate and maintain its good standing pursuant to the Societies Act.

11.2 The Society agrees that the Bylaw will provide for and the Society will at all times comply with the following: a. Directors of the Society will be at minimum 18 years of age; and b. the Society's Board of Directors shall have, as a majority, individuals whose primary residence is located within the geographic boundaries of the CBRM.

11.3 No later than _____ of each year during the Term or any renewal term, the Society shall provide the CBRM with a list of the directors on its Board of Directors together with the municipal address or legal description of each Director's primary residential address.

ARTICLE 12: SURRENDER

12.1 The Society will, at the expiration of the Term or any renewal term or termination of this Agreement, surrender and yield up unto the CBRM, the Lands together with the Facility and other improvements which at any time during the Term shall be made therein or thereon in good substantial repair and condition.

ARTICLE 13: ABANDONMENT

13.1 If the Society abandons or removes itself from the Lands before the end of the Term, then and in such case, the CBRM may forthwith, or at any time afterwards, without notice and without waiving or postponing any rights against the Society, re-let the Lands and Facility or part thereof upon such terms as the CBRM shall deem proper, and apply the proceeds less costs and expenses, including the costs of repairs and collection upon any Rent due or judgment therefore and hold the Society liable for the unpaid balance of Rents and costs as aforesaid.

ARTICLE 14: SOCIETY'S DEFAULT:

14.1 The CBRM shall be entitled to re-enter and take possession of the Lands, with or without terminating the Lease Agreement, at any time after the failure by the Society to perform any term, covenant or condition of this Lease Agreement required to be performed by the Society provided that the CBRM has first provided the Society with written notice of default and the Society has not remedied the default within fifteen (15) days.

14.2 The CBRM may from time to time resort to any or all rights and remedies available to it in the event of any default hereunder by the Society, either by any provision of this Lease Agreement or by statute, at law or in equity and all rights and remedies are intended to be cumulative and not alternative and the express provisions hereunder as to certain rights and remedies are not to be interpreted as excluding any other or additional rights and remedies available to the CBRM at law or in equity.

ARTICLE 15: TERMINATION

15.1 If and whenever: a. any Rent, taxes, rates, assessments or other amount payable by the Society hereunder, including any installment thereof, shall be in arrears and shall not then be paid within thirty (30) days after it is due; or b. any of the Society's other covenants or obligations herein shall not be performed or observed for fifteen (15) days after delivery by the CBRM of written notice to the Society of such non-performance or non-observance; then and in every such case it shall be lawful for the CBRM at any time thereafter at its option by providing not less than thirty (30) days' prior written notice to the Society to terminate this Lease Agreement and all the rights of the Society hereunder, anything in this Lease Agreement to the contrary notwithstanding, and claim as damages the value of the residual Term of the Lease Agreement.

15.2 In addition to all other rights of the CBRM to terminate hereunder, this Agreement may be terminated immediately at the option of the CBRM if:

- a. the Society is adjudged bankrupt,
- b. the Society makes a general assignment for the benefit of its creditors,
- c. the Society files a petition in bankruptcy or insolvency or for any readjustment of debts or creditor's arrangement,
- d. the Society enters into the winding up or the liquidation whether voluntary or otherwise other than for the purpose of reconstruction or amalgamation; or
- e. any execution, attachment or similar process shall be issued against the Society or any encumbrance shall take any action or proceedings whereby all or substantially all of the improvements, fixtures, or Facility on the Lands shall be taken or attempted to be taken by someone other than the Society, unless the execution, attachment or similar process, action or proceeding be set aside, vacated, discharged or abandoned within fifteen (15) days after its commencement;
- f. the Society attempts to make any bulk sale of its property;
- g. at any time any person other than the Society or its permitted assigns has or exercises a right to manage or control the Lands or Facility or any of the operations carried on therein, other than subject to the direct supervision and control of the Society;
- h. a receiver, receiver manager, custodian or any official having similar powers shall be appointed with respect to the Facility or other property on the Lands, the business or affairs of the Society, or any substantial portion thereof with respect to the Society;
- i. in the sole discretion and judgment of the CBRM that the actions of the Society or one of its Directors, members, employees, volunteers or agents has brought discredit to the CBRM;
- j. in its sole and unfettered discretion, CBRM Council determines that the use of the Lands no longer serves a public interest; or
- k. the Lands are not being utilized for a public use with access by the public generally as a recreational facility
- l. the Society brings discredit to the CBRM.

15.3 There shall be no damages owing to the Society as a result of termination of this Agreement pursuant to this Article 15.

ARTICLE 16: GENERAL PROVISIONS:

16.1 Quiet Enjoyment:

By paying the Rent and other charges or expenses required to be paid by the Society under this Lease Agreement, and by duly performing all of the Society's other obligations under this Lease Agreement, the Society shall be entitled to peaceably occupy, possess, enjoy and use the Lands throughout the Term and any renewal term without any interruption or disturbance from the CBRM, or any person, firm or corporation lawfully claiming through the CBRM. Provided always that nothing contained within this Section 16.2 shall limit the rights of access granted to the CBRM.

16.2 Access:

The Society covenants that the CBRM, or its employees, officers, volunteers or agents, may enter upon the Lands and the Facility at any time during to the purposes of inspecting the condition of the Lands and Facility occupied by the Society and confirming the performance of the Society's obligations under this Lease Agreement and pursuant to the Joint Use Guidelines at the end of this document. The Society shall unlock, open, or otherwise remove any and all obstructions, barriers, or other impediments to the CBRMs ability to access to the Lands and the Facility. In cases of emergency, at any time and without notice to the Society, the CBRM shall be entitled to cause the unlocking, opening or removal any such obstructions,

barriers, or impediments without any cost or liability whatsoever to the CBRM, and all of the CBRM's costs of doing so shall be the responsibility of the CBRM. Any such entry onto the Lands by the CBRM shall not, in and of itself, constitute a re-entry, termination, or interruption of the Society's quiet enjoyment under this Lease Agreement.

16.3 Lease Entire Agreement:

It is understood and agreed between the Parties that the terms and conditions set forth herein, together with the terms and conditions set forth in the Joint Use Agreement, rules and regulations and any schedules and plans annexed hereto, embrace all of the terms and conditions of the Lease Agreement entered into by the CBRM and the Society and supersede and take the place of any and all previous agreements or representations of any kind, written, oral or implied heretofore made by anyone in reference to the Lands.

16.4 Severability:

If any provision of this Lease Agreement is illegal or unenforceable it shall be considered separate and severable from the remaining provisions of this Lease Agreement, and the remaining provisions shall remain in force and be binding as though the said illegal or unenforceable provisions had never been included.

16.5 Parties Hereto:

This Lease Agreement shall enure to the benefit of and be binding upon the parties hereto, and their respective heirs, executors, successors and permitted assigns.

16.6 Notices:

Any notice or acceptance required or other communication required or permitted to be given under the terms of this Lease Agreement shall be sufficiently given to the party to whom it is addressed if personally delivered to the party or if forwarded by a reputable overnight courier, or if sent by e-mail or facsimile transmission as follows:

(a) to the CBRM at: Bill Murphy, Via Fax: (902) 563-XXXX Via E-Mail: btmurphy@cbrm.ns.ca
Attention: Director of Parks, Recreation, Facilities

(b) to the Society at: Via Fax: Via E-Mail: 15 Attention: President

Any notice personally delivered before 4:30 p.m. local time at the place of delivery on a business day at the place of delivery shall be deemed to have been received and given on the day of delivery and any notice personally delivered after 4:30 p.m. local time at the place of delivery shall be deemed to have been received and given on the next following business day. Any notice transmitted by facsimile or e-mail before 4:30 p.m. local time on a business day at the place to which it is sent shall be deemed to have been received and given on the day of transmission and any notice transmitted by facsimile or e-mail after 4:30 p.m. local time at the place to which it is sent shall be deemed to have been received and given on the next following business day. Any notice sent by courier, e-mail and facsimile, as aforesaid, shall be deemed to have been received, as set forth above, on the day of delivery by courier and the day the e-mail or facsimile is received, or the earlier of those days if they are not the same day.

16.7 Time of the Essence:

Time shall be of the essence for this Lease Agreement and for each and every part thereof.

16.8 Amendments:

No change or modification to this Lease Agreement shall be valid unless made in writing and signed by the parties hereto.

16.9 Governing Law:

This Lease Agreement shall be construed and enforced in accordance with, and the rights of the parties hereto, shall be governed by the laws of the Province of Nova Scotia.

16.10 Freedom of Information and Protection of Privacy Act:

The CBRM is subject to the Freedom of Information and the Protection of Privacy Act, Nova Scotia, Chapter 5, and notwithstanding the termination or expiry of this Lease Agreement, the Society acknowledges that this Lease Agreement is subject to and may be released pursuant to a request made under the Freedom of Information and Protection of Privacy Act.

16.11 Counterparts:

This Lease Agreement may be executed in any number of counterparts, by facsimile or other electronic form of communication producing a printed copy, each of which when so executed shall be deemed to be an original and such counterparts together shall constitute one and the same instrument and notwithstanding the date of execution shall be deemed to bear the date first written above.

IN WITNESS WHEREOF the parties hereto have hereunto affixed their hands or their corporate seals duly attested to by their proper officers on the date specified on page 1 hereto.

CAPE BRETON REGIONAL MUNICIPALITY

"SOCIETY"

Joint Use Agreement

A Joint Use Agreement between:

CAPE BRETON REGIONAL MUNICIPALITY,
A municipal body corporate pursuant to the Municipal Government Act, NS ("CBRM")

-and-

BASKETBALL CAPE BRETON
a society incorporated under the Societies Act of Nova Scotia, ("BCB")

1.0 Purpose and Objectives

- Purpose:** This report is for information regarding the Joint Use Agreement between Basketball Cape Breton, and the Cape Breton Regional Municipality for the Centennial Facility Site. All other users are primary tenant only without shared access, or scheduled users of exterior facilities.
- Background:** CBRM is investing funds to upgrade and enhance the facilities located at 201 Hospital Street, Sydney, NS currently known as the Centennial Arena.
- Content:** A joint use agreement is a necessary document to establish parameters for the operation and reciprocal use of the spaces within the arena area.

2.0 Facilities to Be Shared

- 2.1 This agreement is limited to the joint-use and sharing of the Centennial Arena (the "facility") and is exclusive of the Bicentennial and the exterior facilities.
- 3.0 Access to Facilities and Equipment
- 3.1 Where Basketball Cape Breton is a primary tenant in the facility, CBRM agrees to make the facility available on a first priority basis, including any requirements for CBRM operated programs and services. It is understood that each party has budget limitations and administrative processes that must be respected in implementing programs and services.
- 3.2 It is understood by the Parties that the facility is intended primarily for recreational purposes and for the benefit of participants and the broader community.
- 3.3 BCB grants to CBRM the right to make use of the facility when the facility is not being used for BCB purposes.
- 3.4 CBRM grants to BCB the right to use the facility at no additional charge for out of ordinary events that may include clinics, camps, and/or additional programming.
- 3.5 All programs and activities scheduled under this Agreement shall comply with the policies and procedure applicable to the facility as established by the Parties. Restrictions on usage

Centennial Project Proposal

may include sports or activities that pose potential damage to flooring, or other facility components (e.g. floor hockey).

- 3.6 The facility will be available for scheduled use by the general public, community organizations and groups on a year-round basis provided that the requested facility is available to be scheduled. BCB will work closely with CBRM to promote an environment of mutual inclusion in decision making relative to access to the facility.
- 3.7 Community facility rental rates will be the sole responsibility of the CBRM, and bookings will be managed by the Recreation department (upon submission of the BCB schedule and with acknowledgement that BCB is a priority booking).
- 3.8 Each party and community-based user shall be responsible to supply its own athletic and other program equipment, with the exception of standards and nets, which shall be made available, on a best efforts basis.
- 3.9 Access to score clocks, audio visual equipment or other equipment belonging to BCB will not be available for broad scale usage.
- 4.0 Cancellations
- 4.1 When the facility is closed due to emergency circumstance, the close of that facility shall result in the cancellation of the other Party's access to that facility. In the case of inclement weather, CBRM cancellations will include the facility.
- 4.2 CBRM reserves the right to cancel the other Party's right to access its facility for emergency maintenance and repair purposes, and will where possible provide the other Party with 24-hour advance notice.
- 4.3 CBRM cancellations for reasons other than emergency is subject to BCB approval and must be communicated in writing 14 days in advance.
- 5.0 Maintenance of Facility
- 5.1 Except for BCB owned equipment, CBRM shall be responsible for maintaining the facility. Costs associated with maintenance have been considered in the leasing agreement.
- 5.2 CBRM shall be responsible for the operating and capital costs of the mechanical and facility related equipment that is jointly shared and/or CBRM owned. Were repairs and/or replacement of such equipment is directly caused by BCB, BCB will contribute 5% of the cost of the repair and/or replacement value.
- 5.3 CBRM will be responsible for all utility costs, including heat, electricity and water and exterior maintenance costs including landscaping, snow removal, and garbage removal of the entire complex and shall bear the cost thereof.
- 5.4 CBRM will be responsible for the general operating costs of the facility. BCB will contribute to these costs as identified in the leasing agreement.

Centennial Project Proposal

- 5.5 BCB has a shared responsibility with CBRM to identify and report to CBRM any safety or health related hazards that are outside the control of BCB. To this end, BCB will support these safety and health efforts by adhering to applicable Occupational Health and Safety Act.
- 5.6 CBRM shall ensure appropriate snow and ice removal for the facilities and parking lots to a standard equivalent to that provided to other municipal properties. CBRM is not obligated to provide snow and ice control services to the facility's athletic fields, sport courts, playgrounds and parks.
- 5.6 CBRM shall ensure that its custodians are present and on duty between the hours of _____ and _____, Monday to Friday, and _____ Saturday and Sunday.
- 5.7 Staff and contractors performing maintenance duties for either Party must be diligent in their attention to operations and the guests at the facility.
- 5.8 BCB agrees to adhere to the Fire Safety Plan and Regulations as required by CBRM.
- 5.9 BCB shall ensure all staffing/volunteer levels are appropriate to the activity, age of participants, and to the facility.
- 5.10 BCB shall grant access to the facility to the Emergency Measures Organization as required.
- 6.0 Delivery of Services: CBRM
- 6.1 CBRM agrees to pay for all costs associated with the use of CBRM caretakers, custodians and/or other security as well as required door monitors, if required, with advance notice provided to CBRM.
- 6.2 BCB may provide its own security/supervision as approved by CBRM. BCB shall have the sole discretion to determine, with 14 days' advance notice to CBRM, when it becomes necessary to schedule additional door monitors, caretakers, custodians, and/or security, include the use of private or specialized security agencies, outside of regularly schedule hours. CBRM shall be responsible for the cost of such requirements.
- 7.0 Agreement Management and Reporting
- 7.1 BCB and CBRM shall be jointly responsible for the management of this Agreement.
- 7.2 Representatives of the Parties shall jointly prepare an outcome report for the joint-use of the Facilities on an annual basis, including a summary of the total annual hours of shared Facility usage by the Parties, respective benefits derived and a list of scheduling and/or operational issues which arose during the preceding year.
- 7.3 CBRM shall conduct formal performance monitoring of the Agreement on an annual basis, based on the following:
- BCB financial statements (provided by BCB)
 - # of community hours, available and scheduled (provided by CBRM recreation)

8.0 Term and Termination

8.1 Unless earlier terminated in accordance with this Agreement, this Agreement shall be effective until the facility is sold or otherwise disposed of by CBRM.

8.2 Either Party may deem it necessary or beneficial to mutually review this Agreement at any time. The Party requesting the review shall do so to the other Party in writing by contacting the following representatives:

Bill Murphy, CBRM
Chris MacPhee, BCB

9.0 Indemnity

9.1 CBRM shall indemnify and save harmless BCB, its governing Board, Officers, Employees, Agents and Volunteers from and against all claims and demands, loss, costs, damages, actions, suits or other proceedings by whomsoever made, brought or prosecuted, in any manner based upon, occasioned by or attributable to BCB's execution of this Agreement or any action taken or things done by or maintained by CBRM except for any claims for damages resulting from negligence or alleged negligence of BCB, its governing Board, Officers, Employees, Agents or Volunteers.

9.2 BCB shall indemnify and save harmless CBRM, its Mayor, Officers, Employees, Agents or Volunteers from and against all claims and demands, loss, costs, damages, actions, suits or other proceedings by whomsoever made, brought or prosecuted, in any manner based upon, occasioned by or attributable to CBRM's execution of this Agreement or any action taken or things done by or maintained by CBRM except for any claims for damages resulting from negligence or alleged negligence of CBRM, its Mayor, Officers, Employees, Agents and Volunteers.

10.. Confidential Information relating to a Party shall be held in confidence by the other Party to the same extent and at least in the same manner as such Party protects its own confidential or proprietary information. Neither Party shall disclose, publish, release, transfer or otherwise make available Confidential Information of the other Party in any form to, or for the use or benefit of, any person or entity without the other Party's consent. Each Party shall, however, be permitted to disclose relevant aspects of the other Party's Confidential Information to its officers, agents, sub-contractors and employees who are parties to a confidentiality agreement on terms at least as restrictive as contained herein and only to the extent that such disclosure is reasonably necessary for the performance of its obligations under this Agreement.

11. Dispute Resolution

11.1 Any dispute between the Parties in relation to matters governed by this Agreement shall be resolved as provided in this Section.

11.2 In the event of a dispute, one of the one of the Parties may give written notice of the dispute (the "Dispute Notice") to the Manager of Facilities or on site CBRM staff as the case might be. Upon receipt of the Dispute Notice, the representative of the Party

served with notice shall have ten (10) days in which to meet and attempt to resolve the matter. If such a meeting does not resolve the dispute, the matter will be referred to the Director of Parks, Recreation, Facilities and Buildings, and the Chief Administrative Officer of CBRM. In the event the Director and the Chief Administrative Officer cannot resolve the dispute within ten (10) days of having been referred the matter, and this time frame for resolving the dispute has not been extended by mutual written agreement between the Parties, the matter shall be referred to the arbitration of a single arbitrator, if the parties agree upon one, otherwise to three arbitrators, one to be appointed by each party and a third to be chosen by the first two named before they enter upon the business of arbitration. The award and determination of the arbitrator or arbitrators or any two of the three arbitrators shall be binding upon the Parties and their respective heirs, executors, administrators and assigns.

12.0 Force Majeure

12.1 The Parties agree that neither Party shall be held responsible for damages caused by delay or failure to perform its undertakings under the terms of this Agreement when the delay or failure is due to fires, strikes, lockouts or other labour disputes between the Parties and their employees, floods, severe weather, acts of God, acts of war or terrorism, riots, civil disorder, rebellions or revolutions in Canada, unlawful acts of a third party, vandalism or sabotage, lawful acts of public authorities, or delays or defaults caused by common carriers, or any other cause beyond the reasonable control of the Parties and which cannot reasonably be foreseen or provided against.

13.0 Assignment

13.1 No part of this Agreement may be assigned by either Party without the express written consent of the other.

13.2 This Agreement shall inure to the benefit of and be binding upon the Parties, their respective successors and permitted assigns.

14.0 Severability

14.1 If any of the provisions of this Agreement is held by a Court of competent jurisdiction to be contrary to law, then the remaining provisions of this Agreement or the application of such provisions to persons or circumstances other than those to which it is deemed invalid or unenforceable shall not be affected thereby, and each such provision of this Agreement shall be valid and enforceable to the extent granted by law.

15.0 Headings

15.1 Section headings are for reference and convenience only and shall not be considered in the interpretation of this Agreement.

16.0 Entire Agreement

16.1 This Agreement, (including the Schedules referred to herein, which are hereby incorporated by reference), constitutes the entire agreement between the Parties with respect to the subject matter hereof. This Agreement supersedes all prior agreements, understandings and negotiations, both written and oral, between the Parties with respect to the subject matter of this Agreement.

17.0 Freedom of Information and Protection of Privacy

17.1 The parties agree for the purposes of FOIPOP that this is a public document.

IN WITNESS WHEREOF the parties hereto have executed these presents as of the day and year first above written. Signed on behalf of:

Basketball Cape Breton:

Name: _____ Title: _____ Date: _____

Witness: _____ Date: _____

Name: _____ Title: _____ Date: _____

Witness: _____

Date: _____

Cape Breton Regional Municipality:

Name: _____ Title: Mayor Date: _____

Witness: _____ Date: _____

Name: _____ Title: Municipal Clerk Date: _____

Witness: _____ Date: _____

Schedule "A"

Purpose of this Agreement: The purpose of this Agreement is to outline the cooperative relationship between the Parties regarding the joint usage and reciprocal access to the facilities described herein. It is hoped that this Agreement will provide the Parties with opportunities to enhance their programs and services through reciprocal facilities usage.

Primary Objectives of this Agreement:

- To establish processes that encourage cooperative working relationships between BCB and CBRM personnel at all levels and to quickly and equitably resolve any disputes which may arise;
- To articulate the mutual responsibilities and conditions of the relationship between the Parties;
- To establish a collaborative process to continually address the needs of both Parties for shared facility usage as well as the recreational needs of the general community;
- To provide a level of access to facilities which meets, if not exceeds, the provisions for use enumerated in the Facility Lease Agreement;
- To encourage mutually beneficial joint use of the facilities described in this Agreement;
- To encourage joint and cooperative ventures between the Parties to this Agreement;
- To establish a mechanism to regularly report on the outcomes of this Agreement and the respective performances of the Parties hereto. Guiding Principles of this Agreement
- It is intended that this Agreement will improve access to the CBRM facility for use by the other Party and will enhance the programs and services offered by the Parties.
- The facilities are to be managed with the concept of shared usage in mind.
- It is intended that a cooperative consultative process involving the Parties shall span the length of the term of the Agreement.
- It is hoped that this Agreement will encourage and promote the effective and efficient use of resources and facilities, optimizing shared use opportunities.
- This Agreement is designed to provide shared access to facilities in the hope of assisting in the advancement of the priorities and operational goals of the Parties hereto.

Appendices:

- Appendix A Stakeholder/ Communications
- Appendix B Studies and Reports



Highland Arts Theatre, 40 Bentinck St, Sydney NS, B1P 1G2

January 31, 2018

To the Municipal Clerk, Deborah Campbell Ryan,

Thank you for your consideration and inclusion of our organization for the annual Stakeholder Budget Session on February 5th.

We look forward to the chance to share our story and progress with council, both the extraordinary successes and our current on-going need.

As far as the goal of our presentation goes, it is two-fold, as per the recommendations of both Chief Administrative Officer, Marie Walsh, and Deputy Mayor, Councillor Eldon MacDonald in council with our Artistic Director and Board of Directors:

The first objective is to update council on the extraordinary growth we have achieved as a not-for-profit, professional theatre company in the past three and a half years. We have been blessed with significant support from the local population and in less than four years have become the first professional member of Theatre Nova Scotia from Cape Breton Island, as well as leapfrogging ahead to become the second largest theatre in the province in terms of audience, output, and annual budget. In 2017, we produced 13 major productions of plays and musicals, with an audience of over 25,000 and annual budget of \$687, 932.05. Our success has breathed new life to the Waterfront District with our doors open to the public 123 nights of the year. We are perhaps most proud of the fact that since we opened in 2014 we have put more than \$800,000.00 in the hands of Cape Breton actors, singers, dancers, musicians, and artists.

While this unprecedented growth is a true Sydney success story, the equally extraordinary cost of running a year-round theatre from a historic building is monumental and with our current funding model, completely unsustainable.

Our second objective is to ask for your help. We are requesting special consideration for operational funding from the city to the amount of \$50,000. This amount represents less than 6% of our board approved annual budget for 2018, yet would be instrumental in taking real steps toward a diversified funding model that more accurately represents industry standards across the country (please see the attached 2018 Budget document). In most professional theatres, the standard budget model is 33% Ticket Revenue, 33% Public Funding, 33% Private Donations. For the past three years we have operated with 95% Ticket Revenue, and were only able to keep the doors open due to the unreasonable commitment of a very small, full-time volunteer board. This method of operation is unsustainable. It needs to change if we are to continue our operations for the next three years and beyond. If it doesn't change, Highland Arts Theatre will surely fall.

We are also pursuing operating funding through provincial and federal sources, and are optimistic despite the sparse funding reality of the current political landscape, yet how can we expect funding from these outside sources if our own municipality does not recognize the artistic, social, and financial contributions we are making to our community.

I have attached a separate document with a brief breakdown of our more pertinent numbers over the past three years. If you have any questions, please don't hesitate to ask.

If you believe in the important work we are doing for downtown Sydney and the cultural scene of Cape Breton, we strongly urge you to consider us in your 2018 budget deliberations.

Thank you so much for your consideration,

Wesley J. Colford
Artistic Director, Highland Arts Theatre

Official HAT 2018 Budget from Artistic Director, Wesley J. Colford

TOTAL EXPENSE PROJECTIONS:

Freight Expenses/Postage	\$1000.00
Season Advertising	\$20,000.00
Business Fees & Licenses	\$600.00
Office Supplies	\$2,000.00
Staff Salary	\$201,000.00
Canteen	\$25,000.00
Production	\$110,000.00
Artist Fees	\$300,000.00
Miscellaneous Expenses	\$500.00
Cleaning Supplies	\$900.00
Repair and Maintenance	\$8,000.00
Oil	\$9,000.00
Telephone	\$1,500.00
Internet	\$1,200.00
Power	\$9,000.00
Accountant	\$2,000.00
Insurance	\$3000.00
Garbage Collection	\$480.00
Banking	\$1,200.00
Website Fees & Services	\$312.00
Venue Rental	\$120,000.00
Ticketing System	\$25,058.00

TOTAL \$841,750.00

TOTAL REVENUE PROJECTIONS:

Season Ticket Revenue	\$300,000.00
Additional Ticket Revenue	\$150,000.00
Concessions	\$75,000.00
Rentals	\$25,000.00
Weddings/Events	\$3,000.00
Grants	\$95,000.00
Sponsorship	\$25,000.00
Resident Company	\$25,000.00
Membership Dues	\$10,000.00
Mural Fundraiser	\$10,000.00
Rotary Show Fundraiser	\$30,000.00
Additional Fundraisers	\$33,750.00
Donations	\$10,000.00
CBRM Operating Contribution	\$50,000.00

TOTAL \$841,750.00

Pertinent Numbers and Facts about the Highland Arts Theatre, February 2018

The Facts:

The Highland Arts Theatre is a registered Not-for-Profit, professional theatre company based in Downtown Sydney, NS in the former home of St. Andrew's Church.

Our mandate is to create a reliable, professional theatrical presence in downtown Sydney, producing quality productions with a special emphasis on Cape Breton songs and stories.

Since June 2014 we have produced 43 original theatrical productions of plays and musicals, each running for 4 to 23 performances. We have hosted more than 110 separate concerts, film screening, and special events.

Since 2014 we have paid more than \$800,000.00 to Cape Breton artists.

Awards and Recognition:

At the 2016 Sydney and Area Chamber of Commerce Excellence in Business Awards, the Highland Arts Theatre was awarded the Arts & Entertainment Award, the People's Choice for Favourite Arts and Culture Experience, and Artistic Director Wesley J. Colford was awarded the Jack Yazer Young Entrepreneur of the Year.

Also in 2016, the original musical *Heart of Steel* by HAT Artistic Director, Wesley J. Colford, was nominated for a Dora Award for "Best Original Musical", one of the most prestigious awards in the country.

In 2016 we became Professional Members of Theatre Nova Scotia – the first professional theatre company from Cape Breton to join the association.

Community Outreach:

We are highly engaged in the community, drawing talent from all corners of the CBRM to cast our productions. Almost everything that we pay for comes from local sources and we have enjoyed fruitful and lasting partnerships with Doktor Luke's Respectable Coffee House, The Cape Breton Fudge Company, Flavour, Governor's Pub and Eatery, Island Chiropractic, Breton Brewery, and Cape Breton Beverages, to name a few.

We have provided a free performance venue for the following artists and organizations: Pride Cape Breton, The Coast Radio, Stone Church Restoration Society, Coro Cantabile, Belkolora, Tar City Productions, St. George's Church, TheatreHub, The Bandshell Players, CapeTrad (Traditional Fiddle Live Stream).

We have provided highly subsidized performance space for the following local artists: The Cape Breton Orchestra, CBC's Light Up a Life Campaign Launch, The Cape Breton Jazz Festival, The East Coast Music Awards, Celtic Colours, Cape Breton Songs and Stories, Go Fly a Kyte Productions, The Lumiere Festival, Paul Gatchell, Jordan Musycsyn, Dave Sampson, Black Tooth Grin, Pretty Archie, The Cape Breton Storytelling Festival, Cape Breton University, and Contact East.

In August 2017 we donated our space to the Cape Breton Dance Community Revitalization Society for three nights, during which they raised over \$30,000 to help renovate local dance schools through their dance production: *Chiaroscuro*.

In November 2017, we were asked to donate our time to create and produce a 50-minute musical production for the Ashby Legion to be performed at Centre 200 as part of their Remembrance Day ceremony. The production featured over 100 local performers, singers, dancers, musicians, and technicians – all of whom donated their time, as did creator/director Wesley J. Colford.

Our Resident Company Training Program has provided training and performance opportunities for over 75 local children and more than a hundred adults ages 13 and up.

In the Context of the Province:

We are the second largest professional theatre in Nova Scotia (in terms of programming, audience patronage, and annual budget).

The largest is Neptune Theatre, which programs approx. 11 productions a year and has an annual budget of 6.64 million dollars, 1.19 million of which is government funding* (according to the most recently submitted budget from the official CRA Charity Listings).

The third largest theatre in Nova Scotia programs approx. 3 productions per year and has an annual budget of \$324,432, of which \$173,175 is government funding (53%).

Our 2017 annual Revenue was \$687,932 with only 6% government funding (largely through Arts Nova Scotia and Canada Summer Jobs). The CBRM contributed \$5000 through the Festivals and Events Funding program for our Summer Festival.

HAT Board of Directors:

Valerie MacMillan, President
Frank Bruleigh, Vice-President
Richard Lorway, Treasurer
Kim Sadley, Secretary
John Malcom
Robert Lewandowski

Numbers at a Glance:

	2015	2016	2017
HAT Season Subscribers	356	978	1546
Total Annual Attendance	13,516	19,863	26,779
Total Productions	13	13	13
Total Concerts/Events	26	36	37
Nights Open to Public	91	123	134
Gross Ticket Revenue	\$222,182	\$516,140	\$542,054
# of Artists Employed	140	182	193
Gross \$ Paid to Artists	\$95,362	\$221,000	\$347,238
Total Annual Revenue	\$330,358	\$534,262	\$687,932
Government Funding	\$1,500	\$12,437	\$43,413

What our Supporters Say:

The following quotations were taken from public Facebook reviews and are a reflection of the general public with no immediate connection, attachment, or bias within the organization:

“Just saw The Cape Breton Liberation Army and it was my favorite so far. I can't remember the last time I laughed this much. The HAT is a treasure for our community.”

“I've had season tickets at Neptune, Manitoba Theatre Centre, Theatre New Brunswick, and the National Arts Centre in Ottawa- and you are right up there by comparison!”

“My husband and I were at the HAT for the first time tonight. We went with friends to see A Christmas Carol, and it was an experience I/we will never forget. For a while we were transported back through time by visual experiences, amazing performances, and such beautiful music and dance. At one point, I couldn't believe there were actually tears running down my face - and I've know the story since I was a child. But to be there tonight was to 'be there' in the story. The acting, singing, dancing, even the laughing and chatter - the whole production was all so professional. I can't believe all of this talent is in Cape Breton! Thank goodness that the HAT exists!”

“After visiting in the summer, the HAT was one of the reasons we started talking about moving home. And it's one of the biggest reasons we stay.”

Mayor Clarke, Council and CBRM staff,

We, the board of Whitney Pier Rink would like to thank you for giving us your time and the opportunity to present our funding request at the 2018 Stakeholder's Budget Session.

What this application seeks to request is funding to cover both a Nova Scotia Power bill and a CBRM water bill accrued by the Pier Rink facility in 2016. By honoring this request, it will relieve some of the stress on our finances, allowing us to make some needed repairs around the rink, such as work on the player's benches, hospitality room floor, repairs to some ceiling tiles, etc.

In 2016, the loss of Sydney Minor Hockey utilizing our facility created an economic downturn for the Pier Rink. In fact, the loss of revenue amounts to \$60,000 per year. The local hockey league had been a major source of revenue for many years.

At that time, there were discussions with the municipality to close the Pier Rink or to keep it open. The decision was made not to close for the season. Where we fell short in 2016, was that we did not have enough revenue coming in to cover the high monthly power bill associated with running a rink and an unfortunate leak in our water piping which led to an unexpected increase in our water bill. Without proper notice we were not able to plan for this loss of revenue.

Currently, we are moving forward and have managed to keep our head above water so far this season. We hope that with CBRM's assistance our newly formed board that we will be able to continue to provide a facility in the community and to get back to the financial position where there will be enough revenue to proficiently run the rink each year and to have money put aside for when we are faced with unexpected costs such as equipment breakdown.

There is much motivation with the new board, we have a great mixture which includes, youth and experienced members. Together we have a vision of what we want the Pier Rink to become and we plan to act as diligently and persistently as have the boards before us. We have accepted the fact that this facility is no long a Minor Hockey venue. However, we do have Women's and Gentleman's Hockey Leagues that are dedicated to our rink and are also involved in promoting our fundraisers and organizing various tournament to create revenue for the rink. Within these leagues, there are many professions and skills that have been offered to assist the continued efforts of the board and staff to keep the facility running. Today we are asking for the same dedication and assistance from CBRM.

Whitney Pier community depends on the survival of the Pier Rink. Offering skating and sports gatherings to adults, families and hockey leagues is not only serving as a space for social contact but it is also becomes an economic spinoff for small business in the Pier which holds our community together.

We have included pictures in our presentation which we believe shows the commitment and devotion that began 50 years ago with the building of the Pier Rink and still stands today.

Thank you



Whitney Pier Rink was built in the community, by the community over 50 years ago and still has a strong presence in Whitney Pier.

Provides a space in the community for residents to exercise during the winter months.



Family skating brings Social Interaction and Family closeness to the community of Whitney Pier.





Full parking lot for first opening weekend of 2017-2018 season of Pier Rink

Various hockey teams socializing in our Hospitality during the first league hockey tournament of 2017-18 season.



The Pier Rink provides a space which allows individuals to participate in a healthy physical activity which contributes to the construction of communication, teamwork and enhances both mental and physical health



February 5, 2018

GATEWAYS TO OPPORTUNITY CENTRE

PRESENTATION TO CBRM COUNCIL



GEORGE D. LEWIS
SCHOOL
EST. 1968

WHO WE ARE

GEORGE D. LEWIS GATEWAYS TO OPPORTUNITY SOCIETY

- FORMED IN APRIL 2016.
- ESTABLISHED TO KEEP THE GEORGE D. LEWIS SCHOOL OPEN.
- DEVELOPED A STRATEGY TO TURN GEORGE D. LEWIS SCHOOL INTO A HUB SCHOOL.
- PARTNERED WITH LOUISBOURG SEAFOODS, A&L SEAFOODS, MAHON'S MECHANICAL AND PARKS CANADA TO OPERATE THE HERITAGE BOAT BUILDING EXPERIENCE ON THE LOUISBOURG WATERFRONT.
- WORKING AT GROWING THE ECONOMY IN LOUISBOURG AND SURROUNDING AREAS.

LOUISBOURG & AREA PARTNERSHIPS FOR PROGRESS SOCIETY

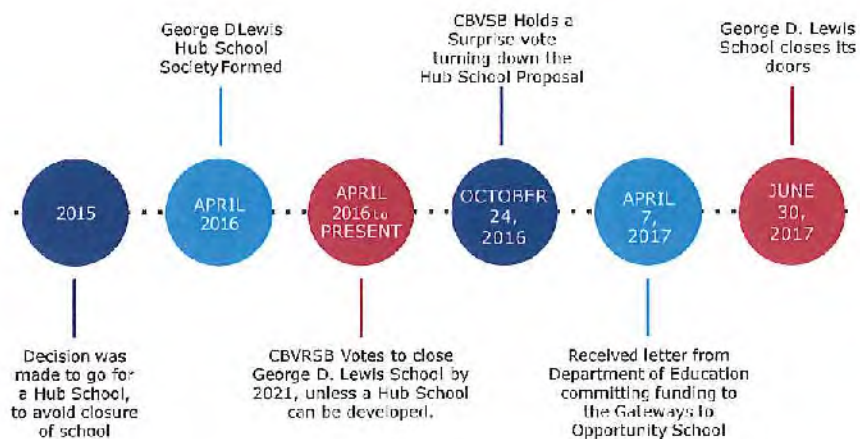
- FORMED IN SEPTEMBER 2017.
- ESTABLISHED TO ENGAGE AND ENHANCE THE QUALITY OF LIFE AND WELL-BEING THROUGH RECREATIONAL OPPORTUNITIES FOR ALL RESIDENTS OF LOUISBOURG AND SURROUNDING COMMUNITIES.
- ENGAGE AND SUPPORT THE LOCAL COMMUNITY THROUGH ORGANIZED EVENTS IN PARTNERSHIP WITH LOCAL COMMUNITY GROUPS, LOUISBOURG PLAYHOUSE, FOGGY VIEW PLAYERS, LOCAL FOODBANK, CHRISTMAS HELPERS, LOUISBOURG FIRE DEPT., ETC.
- ORGANIZING AND WORKING TO INSTALL AN OUTDOOR RINK FOR THE COMMUNITY.
- DEVELOPING PLANS FOR A NEW PLAYGROUND AND OTHER RECREATIONAL AREAS.

PURPOSE

TO ENHANCE AND GROW THE ECONOMIC PROSPERITY AND QUALITY OF LIFE AND WELL-BEING FOR THE COMMUNITY OF LOUISBOURG AND SURROUNDING AREAS IN PARTNERSHIP WITH ITS NEIGHBORING COASTAL COMMUNITIES AND THE CBRM BY CAPITALIZING ON THE ASSETS IN AND AROUND THIS COMMUNITY.



THE HISTORY



OUR GOALS

- TURN THE FORMER GEORGE D. LEWIS SCHOOL INTO AN ECONOMIC AND INNOVATIVE HUB FOR THE COMMUNITY
- DRAW BUSINESSES AND EDUCATIONAL OPPORTUNITIES TO THE CENTRE TO GENERATE REVENUE FOR THE OPERATIONS.
- PROVIDE A SPACE FOR ALL RESIDENTS OF LOUISBOURG, FROM INFANTS TO SENIORS, TO COME AND TAKE PART IN ACTIVITIES AND EVENTS.
- HAVE THE CENTRE BECOME AN INNOVATIVE, ECONOMIC AND CULTURAL HUB FOR LOUISBOURG AND THE CBRM.



PARTNERS... SO FAR



**MATTHEW HORNE
FISHERIES**



**Parks
Canada** **Parcs
Canada**



LOUISBOURG
THE PAST IS PRESENT



**CAPE BRETON
REGIONAL MUNICIPALITY**

**HARRIS
TUTORING**

**MAHONS
MECHANICAL**



**HAVENSIDE
FISHERIES**



A & L Seafood's Ltd
20 Minto Street
Louisbourg NS B1C 1L1
Phone: (902) 733-2900 Fax: (902) 733-2433



CBRM EXPENSES



MACLENNAN JUNIOR HIGH



- ❖ GEORGE D. LEWIS SCHOOL HAS BECOME YET ANOTHER EMPTY BUILDING OWNED BY THE CBRM.
- ❖ CURRENTLY CBRM IS PAYING ALL COSTS ASSOCIATED WITH MAINTAINING THE PROPERTY.
- ❖ THE COST OF DEMOLISHING MACLENNAN JUNIOR HIGH SCHOOL WAS OVER \$230,000.

OPERATIONS COSTS FROM 2014

INSURANCE	\$3,555.41
HEATING FUEL	\$0.00
SEWER & WATER	\$7,043.32
ELECTRICITY	\$64,104.36
MAINTENANCE GOODS & SERVICES	\$8,881.82
SNOW REMOVAL	\$2,634.69
GARBAGE REMOVAL	\$1,716.30
JANITORIAL SUPPLIES	\$4,289.28
CUSTODIAL WAGES	\$64,333.75
TELECOMMUNICATIONS	\$3,739.79
GEORGE D. LEWIS SCHOOL TOTAL COST	\$160,298.72
COST PER SQUARE METER	\$58.57

CAPE BRETON VICTORIA REGIONAL SCHOOL BOARD NUMBERS FOR 2014.

AN ENERGY AUDIT BY EFFECIENCY NOVA SCOTIA HAS BEEN COMPLETED.

CURRENT FINANCIAL SUPPORT

LOUISBOURG SEAFOODS	\$10,000
PARKS CANADA (FORTRESS OF LOUISBOURG)	\$5,000
A&L SEAFOODS	\$5,000
MAHONS MECHANICAL	\$5,000
HAVENSIDE FISHERIES	\$5,000
MATTHEW HORNE FISHERIES AND HARRIS TUTORING	\$5,000
UNB (DEALING DIRECTLY WITH THE CBRM)	\$10,000
TOTAL	\$45,000

HOW WE MAKE THIS A REALITY

CAPE BRETON REGIONAL MUNICIPALITY

- ✓ COMMIT TO A 2 YEAR PILOT TO HELP TO GET TO A POINT OF SUSTAINABILITY.
- ✓ GET THE BUILDING OPERATIONAL BY APRIL 1ST FOR THE UPCOMING VISITOR SEASON.
- ✓ CBRM TO MOVE CURRENT SERVICES FROM FORMER TOWN HALL INTO CENTRE.

GEORGE D. LEWIS GATEWAYS TO OPPORTUNITY SOCIETY & LAPPS

- ✓ CONTINUE TO PURSUE AND ENGAGE WITH POTENTIAL TENNANTS.
- ✓ ORGANIZE EVENTS FOR THE COMMUNITY TO MAKE USE OF THE SITE.
- ✓ CONTINUE TO ENGAGE WITH KEY STAKEHOLDERS AND ALL LEVELS OF GOVERNMENT IN ORDER TO LEVERAGE SUSTAINABLE FUNDING.
- ✓ BECOME "BUILDING MANAGERS" OF THE SITE.

"NEVER DOUBT THAT A SMALL GROUP OF THOUGHTFUL, COMMITTED PEOPLE CAN CHANGE THE WORLD. INDEED, IT IS THE ONLY THING THAT EVER HAS." - MARGARET MEAD.



Mr. Jim Tobin, Chairperson
Dr. Stuart Critchley, Curator
Sydney Mines Community Heritage Society
P.O. Box 112, Sydney Mines, NS B1V 2Y4

January 8, 2018

Mayor Cecil Clarke &
Cape Breton Regional Municipality Council
City Hall
320 Esplanade
Sydney, NS B1P 7B9

Dear Mayor Clarke & Council:

During the 2017 tourist season, the Sydney Mines Heritage Society brought in enough funds from general admissions and the annual Nova Scotia Government CMAP grant to pay all our summer wages and general bills. Where we have a problem is maintaining the three buildings during the off-season when the museums are closed for the season. During the winter months, the heating and electric bills can become very expensive. This is where the Cape Breton Regional Municipality grant helps us maintain the buildings during the off-season and helps us prepare for opening in the spring. Hopefully in the future, we will be able to generate enough money ourselves to cover this cost. However, we are not there yet.

Over the last number of years, the CBRM has greatly assisted the Sydney Mines Heritage Society by granting us \$25,000.00 from the Sustainability Committee. We appreciated this very much, especially since the CBRM has been the sole government sponsor of the Cape Breton Fossil Centre. The Cape Breton Fossil Centre does not receive any funding from the provincial or federal government.

We are hoping that the CBRM will continue to partner with us to ensure that the three museums will continue to serve the public for years to come. Therefore, we

are asking if the CBRM once again can provide us with a grant of \$25,000.00 through the CBRM general budget for 2018. If this can be done, it will certainly be appreciated.

Please find enclosed with this letter, the following documents:

1. The Total Visitors During the 2017 Season
2. The Total Number of School Visits & Students Who Attended, 2017
3. The Total Number of Fieldtrips & People Who Attended, 2017
4. Money Taken In During The 2017 Tourist Season
5. A Presentation About The Sydney Mines Heritage Society, 2018

Contained in the presentation, are a number of slides which demonstrate that we are achieving our mandate because of the very positive feedback from people from around the world, who have visited the three museums. However, this does not mean that we stop growing. We must continue to rework our presentations in the future to ensure people will always want to visit again and again.

Any assistance the CBRM can provide us will be very much appreciated.

Sincerely

~~~~~

Jim Tobin, Chairperson

**Stuart Critchley, Curator**

## Money Taken In During The 2017 Tourist Season

| <u>Date</u>   | <u>Source of Income</u>                                                            | <u>Amount</u> | <u>Total</u> |
|---------------|------------------------------------------------------------------------------------|---------------|--------------|
| Oct. 13, 2016 | Glance Bay High<br>Field Trip to Point Aconi<br>13 Students<br>Grade 12 Class      | \$20.00       | \$20.00      |
| Nov. 25, 2016 | Mountainview Elem.<br>Visit to Fossil Centre<br>Class Lesson & Tour<br>49 Students | \$147.00      | \$167.00     |
| Dec. 27, 2016 | M.V. Osprey Ltd.<br>North Sydney, NS<br>Donation<br>Business Fund Raiser           | \$250.00      | \$417.00     |
| Dec. 29, 2016 | Terry & Nancy Haley<br>Sydney, NS<br>Donation<br>Business Fund Raiser              | \$500.00      | \$917.00     |

|               |                                                                                                    |          |           |
|---------------|----------------------------------------------------------------------------------------------------|----------|-----------|
| Jan. 6, 2017  | Charley Layton<br>Layton's Lumber Ltd.<br>Sydney Mines , NS<br>Donation<br>Business Fund Raiser    | \$500.00 | \$1417.00 |
| Jan. 11, 2017 | Dr. Heidi Higgins<br>Northside Dental<br>Sydney Mines, NS<br>Donation<br>Business Fund Raiser      | \$500.00 | \$1917.00 |
| Jan. 22, 2017 | Claire Andrea<br>Sydney Mines, NS<br>Donation<br>Business Fund Raiser                              | \$100.00 | \$2017.00 |
| Feb. 24, 2017 | Bank of Nova Scotia<br>Sydney Mines Branch<br>Sydney Mines, NS<br>Donation<br>Business Fund Raiser | \$500.00 | \$2517.00 |

|              |                      |          |            |
|--------------|----------------------|----------|------------|
| Mar. 8, 2017 | Unknown Donor        | \$104.00 | \$2,621.00 |
|              | United Way           |          |            |
|              | Donation             |          |            |
|              | Business Fund Raiser |          |            |

Opened For The Season, 2017

|              |            |         |            |
|--------------|------------|---------|------------|
| May 31, 2017 | 6 Tourists | \$23.00 | \$2,644.00 |
|              | Novelties  | \$11.25 | \$2,655.25 |

|              |                |                |           |
|--------------|----------------|----------------|-----------|
| June 1, 2017 | Malcolm Munroe | \$180.00 Owing |           |
|              | Middle School  |                |           |
|              | Sydney         |                |           |
|              | 27 Students    |                |           |
|              | Grade 7 Class  |                |           |
|              | 12 Tourists    | \$46.00        | \$2609.25 |
|              | Novelties      | \$135.75       | \$2745.00 |

|              |            |         |           |
|--------------|------------|---------|-----------|
| June 3, 2017 | 4 Tourists | \$35.35 | \$2780.35 |
|              | Novelties  | \$13.00 | \$2793.35 |

|              |                                         |          |  |
|--------------|-----------------------------------------|----------|--|
| June 3, 2017 | Money Handed into Office For Deposit -- | \$264.35 |  |
|--------------|-----------------------------------------|----------|--|

|              |                                                                      |          |           |
|--------------|----------------------------------------------------------------------|----------|-----------|
| June 5, 2017 | Cabot Educational<br>Centre<br>14 Students<br>Grade 12 Geology Class | \$64.00  | \$2857.35 |
| June 6, 2017 | Memorial High School<br>Grade Nine Class<br>24 Students              | \$88.00  | \$2945.35 |
|              | 6 Tourists                                                           | \$23.00  | \$2968.35 |
|              | Novelties                                                            | \$18.55  | \$2986.90 |
| June 7, 2017 | 3 Tourists                                                           | \$20.70  | \$3007.60 |
|              | Novelties                                                            | \$2.90   | \$3010.50 |
|              | 15 Tourists                                                          | \$54.50  | \$3065.00 |
|              | Novelties                                                            | \$14.40  | \$3079.40 |
| June 8, 2017 | Riverside Elementary<br>Grade 4 Class<br>27 Students, Sydney         | \$100.00 | \$3179.40 |
|              | 18 Tourists                                                          | \$69.00  | \$3248.40 |
|              | Novelties                                                            | \$142.25 | \$3390.65 |

|               |                                                                             |          |            |
|---------------|-----------------------------------------------------------------------------|----------|------------|
| June 9, 2017  | Jubilee Elementary<br>Grade 4 Class<br>22 Students<br>Sydney Mines          | \$80.00  | \$3,470.65 |
|               | 6 Tourists                                                                  | \$23.00  | \$3,493.65 |
|               | Novelties                                                                   | \$8.50   | \$3,502.15 |
|               | 2 Tourists                                                                  | \$16.00  | \$3,518.25 |
| June 10, 2017 | Money Handed Into Office For Deposit = \$778.40                             |          |            |
| June 10, 2017 | 6 Tourists                                                                  | \$23.00  | \$3,541.25 |
|               | Novelties                                                                   | \$7.50   | \$3,548.75 |
|               | 6 Tourists                                                                  | \$23.00  | \$3,571.75 |
| June 13, 2017 | Thompkins Elementary<br>52 Students<br>Grade 3 & 4 Classes<br>Reserve Mines | \$192.00 | \$3763.75  |
|               | 36 Tourists                                                                 | \$138.00 | \$3901.75  |
|               | Novelties                                                                   | \$229.00 | \$4130.75  |
|               | Novelties                                                                   | \$0.80   | \$4131.55  |
|               | 8 Tourists                                                                  | \$32.20  | \$4163.75  |

|               |                                                                       |                |            |
|---------------|-----------------------------------------------------------------------|----------------|------------|
| June 14, 2017 | Malcolm Munroe<br>Junior High School<br>Sydney                        | \$108.00       | \$4271.75  |
|               | 7 Tourists                                                            | \$23.00        | \$4294.75  |
|               | Novelties                                                             | \$1.40         | \$4296.15  |
|               | 2 Visitors                                                            | \$17.25        | \$4313.40  |
| June 15, 2017 | Malcolm Munroe                                                        | \$184.00 Owing |            |
|               | 35 Tourists                                                           | \$115.00       | \$4428.40  |
|               | Novelties                                                             | \$26.45        | \$4454.85  |
| June 16, 2017 | Ferrisview Elementary<br>Grade 3 Class<br>26 Students<br>North Sydney | \$96.00        | \$4,550.85 |
|               | 14 Tourists                                                           | \$46.00        | \$4,596.85 |
|               | Novelties                                                             | \$51.85        | \$4,648.70 |
| June 17, 2017 | 7 Tourists                                                            | \$23.20        | \$4671.90  |
|               | 1 Tourist                                                             | \$7.30         | \$4679.20  |

|               |                                                                        |          |            |
|---------------|------------------------------------------------------------------------|----------|------------|
|               | Novelties                                                              | \$3.35   | \$4,682.55 |
| June 17, 2017 | Money Handed Into Office For Deposit = \$1,087.60                      |          |            |
| June 19, 2017 | Florence Elementary<br>Grade 3 / 4 Class<br>26 Students                | \$96.00  | \$4,778.55 |
|               | 7 Tourists                                                             | \$23.00  | \$4,801.55 |
|               | Novelties                                                              | \$8.00   | \$4,809.55 |
| June 20, 2017 | Coxheath Elementary<br>Grade 4 Classes<br>(Two Classes)<br>41 Students | \$156.00 | \$4,965.55 |
|               | 37 Tourists                                                            | \$115.00 | \$5,080.55 |
|               | Novelties                                                              | \$162.00 | \$5,242.55 |
|               | Novelties                                                              | \$3.00   | \$5,245.55 |
| June 21, 2017 | 7 Tourists                                                             | \$23.00  | \$5,268.55 |
|               | Novelties                                                              | \$31.40  | \$5,299.95 |

|               |                                                                           |          |            |
|---------------|---------------------------------------------------------------------------|----------|------------|
| June 22, 2017 | Bras D'Or Elementary<br>Grade 4 Class<br>28 Students<br>Little Bras D'Or  | \$104.00 | \$5,403.95 |
|               | 7 Tourists                                                                | \$23.00  | \$5,426.95 |
|               | Novelties                                                                 | \$15.00  | \$5,441.95 |
|               | 2 Tourists                                                                | \$15.10  | \$5,457.05 |
| June 23, 2017 | Sydney River Elementary<br>Grade 4 (Two Classes)<br>45 Students<br>Sydney | \$140.00 | \$5,597.05 |
|               | 2 Tourists                                                                | \$16.00  | \$5,613.05 |
| June 24, 2017 | 2 Tourists                                                                | \$11.80  | \$5,624.85 |
|               | 2 Tourists                                                                | \$16.10  | \$5,640.95 |
|               | 7 Tourists                                                                | \$23.00  | \$5,663.95 |
|               | 19 Tourists                                                               | \$56.50  | \$5,720.45 |
| June 24, 2017 | Money Handed Into Office For Deposit = \$1,037.90                         |          |            |

|               |                                                               |          |            |
|---------------|---------------------------------------------------------------|----------|------------|
| June 26, 2017 | Shipyard Elementary<br>Grade 4 Class<br>38 Students<br>Sydney | \$128.00 | \$5,848.45 |
|               | 7 Tourists                                                    | \$23.00  | \$5,871.45 |
|               | Novelties                                                     | \$55.40  | \$5,926.85 |
| June 27, 2017 | 11 Tourists                                                   | \$44.40  | \$5,971.25 |
|               | 7 Tourists                                                    | \$23.00  | \$5,994.25 |
|               | 4 Tourists                                                    | \$20.70  | \$6,014.95 |
|               | Novelties                                                     | \$14.95  | \$6,029.90 |
|               | Novelties                                                     | \$40.25  | \$6,070.15 |
| June 28, 2017 | 17 Tourists                                                   | \$55.20  | \$6,125.35 |
|               | 7 Tourists                                                    | \$20.05  | \$6,145.40 |
|               | 7 Tourists                                                    | \$21.75  | \$6,167.15 |
|               | 3 Tourists                                                    | \$18.40  | \$6,185.55 |
|               | 4 Tourists                                                    | \$18.40  | \$6,203.95 |
|               | Novelties                                                     | \$55.00  | \$6,258.95 |
|               | Novelties                                                     | \$12.00  | \$6,270.95 |

|               |                                                  |          |            |
|---------------|--------------------------------------------------|----------|------------|
| June 29, 2017 | Novelties                                        | \$5.00   | \$6,275.95 |
|               | 28 Tourists                                      | \$69.00  | \$6,344.95 |
|               | Novelties                                        | \$11.00  | \$6,355.95 |
|               | Malcolm Munroe<br>Middle School<br>Grade 4 Class | \$184.00 | \$6,539.95 |
|               | 1 Tourist                                        | \$9.20   | \$6,549.15 |
| June 30, 2017 | 28 Tourists                                      | \$20.60  | \$6,569.75 |
|               | 7 Tourists                                       | \$23.00  | \$6,592.75 |
|               | Novelties                                        | \$8.75   | \$6,601.50 |
|               | 12 Tourists                                      | \$32.50  | \$6,634.00 |
| June 30, 2017 | Money Handed Into Office For Deposit = \$729.55  |          |            |
| July 4, 2017  | 43 Tourists                                      | \$138.00 | \$6,772.00 |
|               | Novelties                                        | \$7.45   | \$6,779.45 |
|               | Novelties                                        | \$11.50  | \$6,790.95 |

|               |                                                 |          |            |
|---------------|-------------------------------------------------|----------|------------|
| July 5, 2017  | 42 Tourists                                     | \$138.00 | \$6,928.95 |
|               | Novelties                                       | \$1.45   | \$6,930.40 |
|               | 3 Tourists                                      | \$19.35  | \$6,949.75 |
| July 6, 2017  | 1 Tourist                                       | \$9.20   | \$6,958.95 |
| July 7, 2017  | 24 Tourists                                     | \$69.00  | \$7,027.95 |
|               | Novelties                                       | \$7.60   | \$7,035.55 |
|               | 7 Tourists                                      | \$23.00  | \$7,058.55 |
| July 8, 2017  | 283 Tourists                                    | \$253.00 | \$7,311.55 |
|               | Novelties                                       | \$18.00  | \$7,329.55 |
| July 8, 2017  | Money Handed Into Office For Deposit = \$975.60 |          |            |
| July 11, 2017 | 23 Tourists                                     | \$54.05  | \$7,383.60 |
|               | Novelties                                       | \$9.20   | \$7,392.80 |

|               |                       |          |            |
|---------------|-----------------------|----------|------------|
| July 12, 2017 | Princess Credit Union | \$250.00 | \$7,642.80 |
|               | Sydney Mines, NS      |          |            |
|               | Donation              |          |            |
|               | Brian McGean, Manager |          |            |
|               | Dr. Lynne Ballew      | \$400.00 | \$8,042.80 |
|               | P.O. Box 1752         |          |            |
|               | Houlton Maine, US     |          |            |
|               | 04730                 |          |            |
|               | 11 Tourists           | \$37.60  | \$8,080.40 |
|               | 7 Tourists            | \$21.00  | \$8,101.40 |
|               | 7 Tourists            | \$23.00  | \$8,124.40 |
|               | Novelties             | \$2.05   | \$8,126.45 |
|               | 7 Tourists            | \$23.00  | \$8,149.45 |
|               | 8 Tourists            | \$23.00  | \$8,172.45 |
|               | Novelties             | \$8.85   | \$8,181.30 |
|               | 15 Tourists           | \$46.00  | \$8,227.30 |
|               | 7 Tourists            | \$22.00  | \$8,249.30 |
|               | 7 Tourists            | \$23.00  | \$8272.30  |
| July 13, 2017 | 83 Tourists           | \$207.00 | \$8,479.30 |
|               | Novelties             | \$20.35  | \$8,499.65 |
|               | Novelties             | \$2.00   | \$8,501.65 |

|               |                                                                                        |          |            |
|---------------|----------------------------------------------------------------------------------------|----------|------------|
|               | 8 Tourists                                                                             | \$31.05  | \$8,532.70 |
| July 14, 2017 | 37 Tourists                                                                            | \$115.00 | \$8,647.70 |
|               | Novelties                                                                              | \$5.55   | \$8,653.25 |
|               | 3 Tourists                                                                             | \$17.30  | \$8,670.55 |
|               | 1 Tourist                                                                              | \$9.20   | \$8,679.75 |
| July 15, 2017 | 62 Tourists                                                                            | \$161.00 | \$8,840.75 |
|               | Novelties                                                                              | \$13.05  | \$8,853.80 |
|               | Novelties                                                                              | \$8.05   | \$8,861.85 |
|               | 8 Tourists                                                                             | \$27.15  | \$8,889.00 |
| July 15, 2017 | Money Handed Into Office For Deposit = \$1559.45<br>+ \$104.00 US Exchange = \$1663.45 |          |            |
| July 18, 2017 | 84 Tourists                                                                            | \$230.00 | \$9,119.00 |
|               | Novelties                                                                              | \$13.85  | \$9,132.85 |
|               | One Marie Moore Print                                                                  | \$100.00 | \$9,232.85 |
|               | 17 Tourists                                                                            | \$46.00  | \$9,278.85 |
|               | Novelties                                                                              | \$19.55  | \$9,298.40 |

|               |             |          |            |
|---------------|-------------|----------|------------|
| July 19, 2017 | 24 Tourists | \$69.00  | \$9,367.40 |
|               | 2 Tourists  | \$17.95  | \$9,385.35 |
|               | 2 Tourists  | \$14.95  | \$9,400.30 |
|               | 2 Tourists  | \$16.10  | \$9,416.40 |
|               | 6 Tourists  | \$20.70  | \$9,437.10 |
|               | Novelties   | \$16.10  | \$9,453.20 |
| July 20, 2017 | 71 Tourists | \$207.00 | \$9,660.20 |
|               | Novelties   | \$14.25  | \$9,674.45 |
|               | 7 Tourists  | \$23.00  | \$9,697.45 |
|               | 8 Tourists  | \$23.00  | \$9,720.45 |
| July 21, 2017 | 15 Tourists | \$46.00  | \$9,766.45 |
|               | Novelties   | \$26.50  | \$9,792.95 |
|               | 8 Tourists  | \$23.00  | \$9,815.95 |
|               | Novelties   | \$17.25  | \$9,833.20 |
|               | 6 Tourist   | \$23.00  | \$9,856.20 |
|               | 7 Tourists  | \$23.00  | \$9,879.20 |
|               | 14 Tourists | \$46.00  | \$9,925.20 |
|               | Novelties   | \$11.50  | \$9,936.70 |

|               |                                                   |          |             |
|---------------|---------------------------------------------------|----------|-------------|
| July 22, 2017 | 14 Tourists                                       | \$45.00  | \$9,981.70  |
|               | 2 Tourists                                        | \$18.40  | \$10,000.10 |
| July 22, 2017 | Money Handed Into Office For Deposit = \$1,111.10 |          |             |
| July 25, 2017 | 116 Tourists                                      | \$322.00 | \$10,322.10 |
|               | Novelties                                         | \$27.25  | \$10,349.35 |
|               | 7 Tourists                                        | \$23.00  | \$10,372.35 |
|               | Novelties                                         | \$28.40  | \$10,400.75 |
| July 26, 2017 | 23 Tourists                                       | \$78.00  | \$10,478.75 |
|               | 2 Tourists                                        | \$18.40  | \$10,497.15 |
| July 27, 2017 | 2 Tourists                                        | \$16.10  | \$10,513.25 |
|               | 16 Tourists                                       | \$46.00  | \$10,559.25 |
|               | 8 Tourists                                        | \$23.00  | \$10,582.25 |
|               | 18 Tourists                                       | \$48.75  | \$10,631.25 |
| July 28, 2017 | 2 Tourists                                        | \$16.10  | \$10,647.35 |
|               | 101 Tourists                                      | \$271.65 | \$10,919.00 |

|               |                                                  |          |             |
|---------------|--------------------------------------------------|----------|-------------|
|               | Novelties                                        | \$3.00   | \$10,922.00 |
|               | 7 Tourists                                       | \$23.00  | \$10,945.00 |
|               | 8 Tourists                                       | \$23.00  | \$10,968.00 |
| July 29, 2017 | 17 Tourists                                      | \$46.00  | \$11,014.00 |
|               | Novelties                                        | \$11.15  | \$11,025.15 |
|               | 7 Tourists                                       | \$23.00  | \$11,048.15 |
|               | 8 Tourists                                       | \$23.00  | \$11,071.15 |
|               | 2 Tourists                                       | \$16.10  | \$11,087.25 |
|               | 3 Tourists                                       | \$18.40  | \$11,105.65 |
| July 29, 2017 | Money Handed Into Office For Deposit = \$1105.30 |          |             |
| Aug.1, 2017   | 48 Tourists                                      | \$138.70 | \$11,244.35 |
|               | 2 Tourists                                       | \$16.10  | \$11,260.45 |
| Aug. 2, 2017  | 29 Tourists                                      | \$92.00  | \$11,352.45 |
|               | Novelties                                        | \$8.05   | \$11,360.50 |
|               | One Marie Moore                                  | \$100.00 | \$11,460.50 |
|               | 3 Tourists                                       | \$16.90  | \$11,477.40 |

|              |             |             |             |
|--------------|-------------|-------------|-------------|
| Aug. 3, 2017 | 42 Tourists | \$115.00    | \$11,592.40 |
|              | Novelties   | \$8.85      | \$11,601.25 |
|              | CBRM Grant  | \$25,000.00 | \$36,601.25 |
|              | 2 Tourists  | \$16.10     | \$36,617.35 |
|              | 3 Tourists  | \$18.40     | \$36,635.75 |
|              | 3 Tourists  | \$18.40     | \$36,654.15 |
| Aug. 4, 2017 | 27 Tourists | \$76.95     | \$36,731.10 |
|              | 16 Tourists | \$34.05     | \$36,765.15 |
|              | 7 Tourists  | \$23.00     | \$36,788.15 |
|              | 14 Tourists | \$44.85     | \$36,833.00 |
|              | 7 Tourists  | \$21.25     | \$36,854.25 |
|              | Novelties   | \$5.30      | \$36,859.55 |
| Aug. 5, 2017 | 2 Tourists  | \$16.10     | \$36,875.65 |
|              | 2 Tourists  | \$11.20     | \$36,886.85 |
|              | 1 Tourist   | \$8.05      | \$36,894.90 |
|              | Donation    | \$1.50      | \$36,896.40 |
|              | 1 Tourist   | \$8.90      | \$36,905.30 |

Aug. 5, 2017      Money Handed Into Office For Deposit = \$25,800.00

|              |             |          |             |
|--------------|-------------|----------|-------------|
| Aug. 8, 2017 | 78 Tourists | \$212.75 | \$37,118.05 |
|              | 7 Tourists  | \$23.00  | \$37,141.05 |
|              | 9 Tourists  | \$34.50  | \$37,175.55 |
|              | 98 Tourists | \$133.15 | \$37,308.70 |

|              |            |         |             |
|--------------|------------|---------|-------------|
| Aug. 9, 2017 | 9 Tourists | \$29.10 | \$37,337.80 |
|              | 1 Tourist  | \$8.05  | \$37,345.85 |
|              | 2 Tourists | \$18.40 | \$37,364.25 |

|               |             |         |             |
|---------------|-------------|---------|-------------|
| Aug. 10, 2017 | 16 Tourists | \$58.50 | \$37,422.75 |
|               | 28 Tourists | \$75.20 | \$37,497.95 |

|               |            |         |             |
|---------------|------------|---------|-------------|
| Aug. 11, 2017 | 9 Tourists | \$32.35 | \$37,530.30 |
|               | Novelties  | \$82.00 | \$37,612.30 |

|               |             |          |             |
|---------------|-------------|----------|-------------|
| Aug. 12, 2017 | 39 Tourists | \$112.05 | \$37,724.35 |
|               | 48 Tourists | \$141.90 | \$37,866.25 |
|               | 28 Tourists | \$103.05 | \$37,969.30 |

Aug. 12, 2017    Money Handed Into Office For Deposit = \$1064.00

|               |             |          |             |
|---------------|-------------|----------|-------------|
| Aug. 15, 2017 | Novelties   | \$200.00 | \$38,169.30 |
|               | 63 Tourists | \$185.30 | \$38,354.60 |
|               | 7 Tourists  | \$21.80  | \$38,376.40 |
|               | 8 Tourists  | \$28.00  | \$38,404.40 |
|               | Novelties   | \$113.20 | \$38,517.60 |
|               | 6 Tourists  | \$23.00  | \$38,540.60 |
|               | 2 Tourists  | \$18.40  | \$38,559.00 |
|               | Novelties   | \$18.20  | \$38,577.20 |

|               |             |         |             |
|---------------|-------------|---------|-------------|
| Aug. 16, 2017 | 29 Tourists | \$92.00 | \$38,669.20 |
|               | Novelties   | \$16.55 | \$38,685.75 |
|               | 2 Tourists  | \$16.10 | \$38,701.85 |
|               | Novelties   | \$24.75 | \$38,726.60 |

|               |              |          |             |
|---------------|--------------|----------|-------------|
| Aug. 17, 2017 | 101 Tourists | \$303.80 | \$39,030.40 |
|               | 2 Tourists   | \$16.10  | \$39,046.50 |
|               | Novelties    | \$3.00   | \$39,049.50 |

|               |             |         |             |
|---------------|-------------|---------|-------------|
| Aug. 18, 2017 | 29 Tourists | \$87.90 | \$39,137.40 |
|               | 16 Tourists | \$60.20 | \$39,197.60 |
|               | Novelties   | \$5.75  | \$39,203.35 |
|               | 4 Tourists  | \$20.70 | \$39,224.05 |

|               |             |          |             |
|---------------|-------------|----------|-------------|
| Aug. 19, 2017 | 58 Tourists | \$166.00 | \$39,390.05 |
|               | 3 Tourists  | \$16.10  | \$39,406.15 |
|               | 11 Tourists | \$39.00  | \$39,445.25 |
|               | 10 Tourists | \$37.75  | \$39,483.00 |
|               | 28 Tourists | \$86.10  | \$39,569.10 |
|               | 7 Tourists  | \$23.00  | \$39,592.10 |
|               | 6 Tourists  | \$20.00  | \$39,612.10 |
|               | Novelties   | \$39.10  | \$39,651.20 |

|               |                                                   |  |  |
|---------------|---------------------------------------------------|--|--|
| Aug. 19, 2017 | Money Handed Into Office For Deposit = \$1,704.90 |  |  |
|---------------|---------------------------------------------------|--|--|

|               |             |         |             |
|---------------|-------------|---------|-------------|
| Aug. 22, 2017 | 29 Tourists | \$84.70 | \$39,735.90 |
|---------------|-------------|---------|-------------|

|               |             |          |             |
|---------------|-------------|----------|-------------|
| Aug. 23, 2017 | 39 Tourists | \$132.80 | \$39,868.70 |
|               | 18 Tourists | \$63.60  | \$39,932.30 |

|               |                                                  |          |             |
|---------------|--------------------------------------------------|----------|-------------|
|               | 16 Tourists                                      | \$32.20  | \$39,964.50 |
|               | Novelties                                        | \$27.60  | \$39,992.10 |
|               | 3 Tourists                                       | \$16.25  | \$40,008.35 |
|               | 1 Tourist                                        | \$6.10   | \$40,014.45 |
| Aug. 24, 2017 | 119 Tourists                                     | \$317.60 | \$40,332.05 |
|               | 9 Tourists                                       | \$34.90  | \$40,366.95 |
|               | 2 Tourists                                       | \$11.50  | \$40,378.45 |
| Aug. 25, 2017 | 7 Tourists                                       | \$23.00  | \$40,401.45 |
|               | 9 Tourists                                       | \$30.20  | \$40,431.65 |
|               | 6 Tourists                                       | \$23.70  | \$40,455.35 |
| Aug. 26, 2017 | 16 Tourists                                      | \$47.25  | \$40,502.60 |
|               | 7 Tourists                                       | \$23.00  | \$40,525.60 |
|               | 59 Tourists                                      | \$146.00 | \$40,671.60 |
| Aug. 26, 2017 | Money Handed Into Office For Deposit = \$1000.40 |          |             |
| Aug. 29, 2017 | 83 Tourists                                      | \$237.85 | \$40,909.45 |

|               |             |          |             |
|---------------|-------------|----------|-------------|
| Aug. 30, 2017 | 98 Tourists | \$268.85 | \$41,178.30 |
|---------------|-------------|----------|-------------|

|               |             |          |             |
|---------------|-------------|----------|-------------|
| Aug. 31, 2017 | 87 Tourists | \$196.07 | \$41,374.37 |
|---------------|-------------|----------|-------------|

|               |                                 |          |             |
|---------------|---------------------------------|----------|-------------|
| Sept. 1, 2017 | Donation by<br>Stuart Critchley | \$900.00 | \$42,274.37 |
|---------------|---------------------------------|----------|-------------|

|  |             |         |            |
|--|-------------|---------|------------|
|  | 25 Tourists | \$61.80 | \$42336.17 |
|--|-------------|---------|------------|

|               |             |         |             |
|---------------|-------------|---------|-------------|
| Sept. 2, 2017 | 17 Tourists | \$46.00 | \$42,382.17 |
|---------------|-------------|---------|-------------|

|               |                                        |            |  |
|---------------|----------------------------------------|------------|--|
| Sept. 2, 2017 | Money Handed Into Office For Deposit = | \$1,710.50 |  |
|---------------|----------------------------------------|------------|--|

|               |             |          |             |
|---------------|-------------|----------|-------------|
| Sept. 5, 2017 | 48 Tourists | \$133.10 | \$42,515.27 |
|---------------|-------------|----------|-------------|

|               |                    |          |             |
|---------------|--------------------|----------|-------------|
| Sept. 6, 2017 | Donation by Stuart | \$522.31 | \$43,037.58 |
|---------------|--------------------|----------|-------------|

|  |             |         |             |
|--|-------------|---------|-------------|
|  | 27 Tourists | \$60.00 | \$43,097.58 |
|--|-------------|---------|-------------|

Total For The Season = \$43,097.58

## Fossil Walks For The 2017 Tourist Season

| <b>Date</b> | <b>Origin</b> | <b># of<br/>Children</b> | <b># of<br/>Adults</b> | <b>Total</b> |
|-------------|---------------|--------------------------|------------------------|--------------|
| June 29     | Texas, US     | 4                        | 4                      | 8            |
| July 4      | England       | 1                        | 2                      | 3            |
| July 6      | Ontario       | 3                        | 4                      | 7            |
| July 8      | Alberta       | 2                        | 5                      | 7            |
|             | Ontario       | 1                        | 4                      | 5            |
|             | United States | 0                        | 7                      | 7            |
| July 11     | Ontario       | 0                        | 5                      | 5            |
|             | Manitoba      | 3                        | 7                      | 10           |
| July 13     | Ontario       | 1                        | 2                      | 3            |
|             | Ontario       | 2                        | 5                      | 7            |
|             | United States | 0                        | 3                      | 3            |
|             | England       | 0                        | 3                      | 3            |

|         |                  |   |   |   |
|---------|------------------|---|---|---|
| July 15 | United States    | 0 | 2 | 2 |
|         | Ontario          | 2 | 2 | 4 |
|         | Glance Bay       | 3 | 2 | 5 |
|         | Sydney           |   | 4 | 4 |
| July 18 | United States    | 2 | 2 | 4 |
|         | Sydney           | 3 | 2 | 5 |
|         | Big Bras D'Or    | 2 | 2 | 4 |
|         | Alberta          | 3 | 4 | 7 |
| July 20 | United States    | 0 | 2 | 2 |
|         | Ontario          | 4 | 2 | 6 |
|         | Ontario          | 3 | 2 | 5 |
|         | Quebec           | 2 | 1 | 3 |
| July 22 | Ontario          | 3 | 3 | 6 |
| July 25 | Alberta          | 4 | 2 | 6 |
|         | Ontario          | 2 | 3 | 5 |
|         | United States    | 3 | 4 | 7 |
| July 28 | Halifax          | 3 | 4 | 7 |
|         | British Columbia | 2 | 3 | 5 |
|         | Sydney, NS       | 2 | 2 | 4 |

|           |                |   |   |   |
|-----------|----------------|---|---|---|
| July 29   | Sydney, NS     | 0 | 2 | 2 |
|           | Glance Bay, NS | 4 | 3 | 7 |
| August 1  | Alberta        | 3 | 3 | 6 |
|           | Glance Bay, NS | 4 | 4 | 8 |
| August 3  | Calgary        | 2 | 2 | 4 |
|           | Glance Bay, NS | 1 | 3 | 4 |
|           | Sydney, NS     | 3 | 4 | 7 |
| August 4  | Maine, U.S.    | 0 | 2 | 2 |
| August 8  | New York       | 0 | 2 | 4 |
|           | Alberta        | 3 | 3 | 6 |
| August10  | Alberta        | 2 | 2 | 4 |
|           | Sydney, NS     | 2 | 4 | 6 |
|           | Newfoundland   | 1 | 2 | 3 |
| August 12 | United States  | 2 | 2 | 4 |
|           | England        | 0 | 2 | 2 |
|           | Quebec         | 4 | 3 | 7 |

|           |                  |   |   |   |
|-----------|------------------|---|---|---|
| August 15 | United States    | 0 | 2 | 2 |
|           | Netherlands      | 0 | 5 | 5 |
| August 17 | Calgary          | 0 | 1 | 1 |
|           | Ottawa           | 0 | 1 | 1 |
|           | Quebec           | 0 | 2 | 2 |
|           | New Waterford    | 1 | 3 | 4 |
|           | New Brunswick    | 4 | 3 | 7 |
| August 19 | Ontario          | 2 | 4 | 6 |
|           | New Waterford    | 2 | 3 | 5 |
|           | Texas            | 0 | 2 | 2 |
|           | New York         | 4 | 3 | 7 |
|           | Ball's Creek, NS | 3 | 2 | 5 |
| August 22 | Sydney Mines     | 0 | 1 | 1 |
|           | Texas            | 0 | 1 | 1 |
|           | Ontario          | 1 | 2 | 3 |
| August 24 | Alberta          | 0 | 4 | 4 |
|           | Halifax          | 2 | 2 | 4 |
|           | Ontario          | 4 | 2 | 6 |

|           |                  |   |   |   |
|-----------|------------------|---|---|---|
| August 26 | Ontario          | 2 | 2 | 4 |
|           | British Columbia | 0 | 3 | 7 |

Number of Fossil Field Trips For the Season = 25

Number of People Participating = 314

## School Visits For The 2017 Season

| <u>Date</u>   | <u>School</u>                                                                                         | <u>Community</u> | <u># of Students</u> |
|---------------|-------------------------------------------------------------------------------------------------------|------------------|----------------------|
| Oct. 13, 2016 | Glace Bay High<br>Geology Class<br>Grade 12 Field<br>Trip to Point Aconi                              | Glace Bay        | 13                   |
| Nov. 15, 2016 | Glace Bay High<br>Class Lesson on<br>Minerals and Rocks                                               | Glace Bay        | 13                   |
| Nov. 25, 2016 | Mountain View Elem.<br>Lesson On Fossils and<br>Tour of Display Room<br>Grade 4 & 5 Class             | Sydney           | 49                   |
| June 1, 2017  | Malcolm Munroe<br>Middle School<br>Grade 7 French Immersion<br>Lesson On Fossils &<br>Tour of Museums | Sydney           | 29                   |

|               |                                                                                                       |                |    |
|---------------|-------------------------------------------------------------------------------------------------------|----------------|----|
| June 5, 2017  | Cabot Educational<br>Centre<br>Grade 12 Geology Class<br>Lesson On Fossils and<br>Tour of the Museums | Neil's Harbour | 14 |
| June 6, 2017  | Memorial High School<br>Grade 9 Class<br>Lesson On Fossils and<br>Tour of the Museums                 | Sydney Mines   | 24 |
| June 8, 2017  | Riverside Elementary<br>Grade 4 Class<br>Lesson On Fossils<br>Tour of the Museums                     | Sydney         | 27 |
| June 9, 2017  | Jubilee Elementary<br>Grade 4 Class<br>Lesson On Fossils<br>Tour of the Museums                       | Sydney Mines   | 22 |
| June 13, 2017 | Thompkins Elementary<br>Grade 3 and 4 Classes<br>Two Classes<br>Fossil Lesson<br>Tour of the Museums  | Reserve Mines  | 52 |

|               |                                                                                                             |              |    |
|---------------|-------------------------------------------------------------------------------------------------------------|--------------|----|
| June 15, 2017 | Malcolm Munroe<br>Middle School<br>Grade Seven (Two Classes)<br>Lesson About Fossils<br>Tour of the Museums | Sydney       | 48 |
| June 16, 2017 | Ferrisview Elementary<br>Elementary<br>Grade 3 Class<br>Lesson About Fossils<br>Tour of the Museums         | North Sydney | 26 |
| June 19, 2017 | Florence Elementary<br>Grade 3 & 4 Class<br>Lesson About Fossils<br>Tour of the Museums                     | Florence     | 26 |
| June 20, 2017 | Coxheath Elementary<br>Grade 4 Classes (Two Classes)<br>Lesson About Fossils<br>Tour of the Museums         | Coxheath     | 41 |
| June 22, 2017 | Bras D'Or Elementary<br>Grade 4<br>Lesson About Fossils<br>Tour of Museums                                  | Bras D'Or    | 28 |

|               |                                                                                        |        |    |
|---------------|----------------------------------------------------------------------------------------|--------|----|
| June 23, 2017 | Sydney River Elem.<br>Grade 4 (Two Classes)<br>Lesson About Fossils<br>Tour of Museums | Sydney | 45 |
| June 26, 2017 | Shipyard Elementary<br>Grade 4 Class<br>Lesson About Fossils<br>Tour of Museums        | Sydney | 38 |

Total # of Schools for the Season = 16

Total # of Students for the Season = 495

## Number of Visitors During The 2017 Season

|           |      |
|-----------|------|
| May       | 894  |
| June      | 1569 |
| July      | 3025 |
| August    | 4430 |
| September | 800  |

Total = 10,718

**Sydney Mines Heritage  
Society  
Presentation to The Cape Breton  
Regional Municipality Council  
2018**

**Our Mandate**

**To educate people of all ages about:**

- 1. The coal mining industry and its culture that formed the backbone of the Cape Breton economy for so many years.**
- 2. The Carboniferous fossils found in this area that are closely related to the coal mining industry.**

## **Achieving Our Mandate**

- **We operate three museums:**
- **Sydney Mines Heritage Centre (1998)**
- **Cape Breton Fossil Centre (2004)**
- **Sydney Mines Sports Museum**

## **Achieving Our Mandate**

- **We cater to the following clientele:**
- **1. Tourists & General Public**
- **2. School Children**
- **3. University Students**
- **4. Geologists and Paleontologists From Around the World**
- **5. Community Groups**
- **6. Government Groups & University Professors**
- **7. Outreach Program**

## **Tourists & General Public**

- Tourist and general public range from people who have a beginning interest in fossils and geology, to those who are very informed.
- Tourist and the general public wish to understand not only about the Carboniferous fossils, but they also wish to gain an understanding about the geology of Cape Breton and the geology of the area from which they originate.
- Guided tours at the Cape Breton Fossil Centre must be very educational in order to meet the wishes of the public.

## **School Visits**

Each school visit to our museums includes the following:

1. A class lesson about fossils. (45 minutes)
  2. A tour of the Cape Breton Fossil Centre and Sydney Mines Heritage Museum. (40 minutes)
  3. A film about fossils. (35 minutes)
1. A field trip to a local beach to search for fossils. (40 minutes)

## Adventure Tourism

- We offer field trips three days per week during July and August to Point Aconi where people can do the following:
- 1. Search for fossils.
- 2. Receive a fossil interpretation.
- 3. Learn about the local geology of the area.

## Stats For Visiting Tourists

- Total visitors per year:
- 2010 (year)                      3033(number of visitors)
- 2011                                3332
- 2012                                5077
- 2013                                8933
- 2014                                8019
- 2015                                7397
- 2016                                10,438
- 2017                                10,718

## Stats For Visiting Schools

- Visiting schools per year:

| • 2010(year) | 24(# of schools) | 820(#of students) |
|--------------|------------------|-------------------|
| • 2011       | 25               | 737               |
| • 2012       | 36               | 1344              |
| • 2013       | 33               | 1005              |
| • 2014       | 31               | 1140              |
| • 2015       | 46               | 1217              |
| • 2016       | 37               | 747               |
| • 2017       | 16               | 495               |

## Stats For Field Trips

- Field trips per year:

| • 2010(year) | 15(# of trips) | 95(#of people) |
|--------------|----------------|----------------|
| • 2011       | 12             | 111            |
| • 2012       | 16             | 178            |
| • 2013       | 20             | 374            |
| • 2014       | 21             | 387            |
| • 2015       | 20             | 360            |
| • 2016       | 22             | 400            |
| • 2017       | 25             | 314            |

## **Stakeholders For the Sydney Mines Heritage Society**

- Our annual budget is approximately \$65000.00 and the stakeholders are as follows:

|                      |            |     |
|----------------------|------------|-----|
| • CBRM Council       | \$25000.00 | 38% |
| • Museum Nova Scotia | \$18000.00 | 28% |
| • All Visitors       | \$22000.00 | 34% |
| • & Fund Raising     |            |     |

## **Stakeholders For the Cape Breton Fossil Centre**

- The CBRM is the only government stakeholder for the Cape Breton Fossil Centre with an annual contribution of \$25,000.00.
- The Government of Nova Scotia and the Federal Government of Canada contribute nothing to the Cape Breton Fossil Centre in terms of funding.

## **Request From the CBRM -2018**

- During the 2017 tourist season, the Sydney Mines Heritage Society brought in enough funds from admissions and the Nova Scotia C-MAP Grant to cover all employee wages and bills during the open season. Where we struggle is in maintaining the buildings during the off season and that is where the CBRM grant is necessary. We could not maintain our museums during the off season without assistance from the CBRM. Hopefully, we will be able to do this in the future.
- We are requesting that the CBRM continue to grant us \$25,000.00 in 2018.

## **Are We Achieving Our Mandate?**

**Yes, very much so.**

- The best way to determine if the Sydney Mines Heritage Society is truly achieving its mandate is to examine what people from around the world are saying about their experience after visiting our museums. The following slides contain some examples of what people are saying.

## Trip Adviser – Sept. 15, 2017

- [Educational tour with super friendly staff](#)
- My wife and I visited the Fossil Museum and enjoyed our visit. I have always been interested in fossils and I also work in the mining industry. The thing that stands out is the staff gave us a thorough education on the geology and plant life that formed the coal seams that were prevalent in the area. All exhibits were presented well but I must say that it was the staff's helpfulness that made the visit memorable for us.

## Trip Adviser – Jan. 31, 2013

- "Well Worth the Visit!"
- Reviewed 31 January 2013
- I visited the museum twice with a group of elementary students and had a wonderful experience both times. Right from the start, our guide, Dr. Critchley, had all of us engaged and learning. Dr. Critchley is a natural teacher and the students came away having learned a great deal. There was an excellent balance of information-giving, hands-on exploration of fossils, and questioning. Following a visit of the very interesting fossil museum, we finished the tour with a treasure hunt for fossils at a nearby beach. Many students said this was the best field trip they had ever been on. I plan on making this a yearly visit. We also visited the museum next door depicting the hey days of the coal mines. Students also found it very interesting to see photos and artifacts of the past and the way of life of a mining community.

## Trip Adviser – Jan. 29, 2013

### Fantastic Trip Back In Time

- The Sydney Mines Fossil Centre displays a wonderful outlook of life back in time in the Cape Breton area. The coalfields played such a dramatic role in the development of the economy in Cape Breton, and the fossilized remains of the plants that helped form this viable resource are prominently displayed. Staff are friendly and wonderful! This is a definite must see for anyone touring Cape Breton!!!

## Letter to Editor – July 12, 2017

- Cape Breton Post
- On Friday, July 7, my wife and I stumbled across the Cape Breton Fossil Centre. I say stumbled because the visit was unplanned and occurred totally by accident.
- On entry, we were greeted by Andie MacDonald who started to show us around and quickly aroused our interest in the collection. We were impressed by the young woman's knowledge of geology in general, of the history of the collection and of the area. We later met Dr. Stuart Critchley who provided more background on the fossils and, more importantly, their relationship to the development of the coal for which Cape Breton was most famous. My wife and I are retired so we're familiar at least (and unfortunately) with the coal mining disasters of the Cape's history.
- Although we each had covered this general topic in our respective high school history classes, my wife summed it up perfectly when she said, "Why couldn't you have been my teacher?"
- What was expected to be a brief tour turned out to be much longer and we regretted having to cut the visit short in order to meet another obligation (one of the few timed bookings we made on this holiday).
- Our thanks to the Sydney Mines Heritage Society and the community for its support of the fossil centre. It would be a solid contribution to Canadian students across the country studying the history and geology of Cape Breton if material from the centre and from Dr. Critchley were made available to them.
- Michael Morling  
Ottawa, Ont.

## Letter to Editor – Aug.9, 2017

- **LETTER: Sydney Mines Fossil Centre fills visitor with 'awe' and 'wonder'**
- My wife and I live in Utica, New York and during our recent vacation in Canada we specifically made a point of visiting the Cape Breton Fossil Centre in Sydney Mines.
- We found out about the Fossil Centre in the "Nova Scotia 2017 Doers & Dreamers Travel Guide" and when we arrived on July 20 we were greeted by the curator, Dr. Stuart Critchley.
- The all-volunteer staff was most welcoming and helpful. The tour guide for the collection of Pennsylvanian plant fossils of the Sydney coal region was well informed about the collection.
- As a practicing paleontologist, my first impression of this collection was one of awe, wonder and amazement. This is without doubt the finest collection on display of Pennsylvanian plant fossils I have ever seen. It by far outranks all other collections of plant fossils of the same age that I have seen in other parts of Canada, the United States and England.
- The collection at the Cape Breton Fossil Centre is comprehensive in coverage and is well and accurately labeled. The degree of preservation of the plant fossils is superb and is superior to the plant fossils from Joggins, St. Claire, Penn., the Mazon Creek region of Illinois and the various coal fields of England.
- I highly recommend the Fossil Centre to anyone interested in this aspect of the natural history of Nova Scotia. It is a shame that the Nova Scotia government does not seem to appreciate its immense scientific, historical and cultural value.
- Shutting down the Fossil Centre would be to ignore a significant aspect of the natural and cultural history of Nova Scotia as well as to deny its own citizens a unique view of the world as it existed 350 million years ago.
- Victor P. Tollerton, Jr.
- Utica, New York
- 

## Letter to Editor – Aug. 20, 2014

- **Aussies Applaud Fossil Centre**
- My wife and I visited the Cape Breton Fossil Discovery Centre and the Sydney Mines Heritage Museum on a fine summer day in July as part of our trip through Canada.
- Having made my career in petroleum geology, I was very interested in the famous Carboniferous-age fossil flora of Cape Breton Island's coal deposits.
- Nova Scotia is superbly accommodating to the tourist with a geological bent, by providing orientating information such as the "Nova Scotia Rocks: Explore Our Geology" pamphlet and the "Nova Scotia Geological Highway Map."
- Exploring the province's geology and mining history was a main reason why we came to Nova Scotia, and the fossil centre, curated by Stuart Critchley, was an exceptionally rewarding part of our experience.
- At the fossil centre, we saw a professionally gathered, labelled and curated collection of outstanding fern and plant fossils. The collection was contextualized with posters and leaflets indicating how to identify the various species. Critchley is passionate about education and provides a working rock identification laboratory for school groups.
- We also took up the offer of a field trip to Point Aconi to split debris fallen from the cliffs in our own search for fossils. This brought back to me the thrill of fossil hunting and exploration that got me interested in geology when I was a kid, and now I have made a living from it.
- I thought how lucky Cape Bretoners are to have such a person as Critchley, who is an expert on the local geology and is so willing to lend his time to tourists and students.
- We later had a tour of the Sydney Mines Heritage Museum and got a good understanding of the hardships of mining around Sydney and what life was like for the miners and their families.
- So a big thanks to Critchley, the helpful staff of the museum and centre, and the good people of the greater Sydney area who support these vital institutions.
- 
- Published on August 20, 2014
- David Grybowski, St. Peters, South Australia

## **Trip Adviser – Aug. 11, 2017**

- [Exceptionally exciting and educational.](#)
- A must see for everyone who is interested in the cultural history of Cape Breton; the history of how the earth was formed over 315 million years ago, how fossils were formed and the different flora and fauna that grew during that time. The young lady who gave us the tour was knowledgeable and friendly. After the tour we were able to look at their lab and view fossils through their microscope and were allowed to pick out a 300 million year old sandstone fossil. How cool is that! What is even more exciting is that you can book a fossil excursion with Dr. Stuart Critchley to find your own fossils. We are going on Saturday!

## **Trip Adviser – Aug.9, 2017**

- [Must see for young and old.](#)
- While visiting friends in Sydney Mines they suggested we take the time to visit this museum before carrying on to the highlands. We were not disappointed. What I thought would be a quick walk through a museum caught our attention and imagination for 5 hours. So much history and the fossils are something else to see. Unbelievable!!

## Trip Adviser – July 15, 2017

- [Fossil tour + great staff!](#)
- One of the highlights of our trip to Nova Scotia was a visit to this museum. In particular we found that the staff is knowledgeable about the exhibits and eager to help. We signed up for the fossil tour, which was a unique experience.

An enthusiastic and entertaining local geologist who curates the museum, Dr. Critchley, will lead you on a field trip to a nearby beach where you will see exposed coal seams, layers of compacted sediment, and shale. You then have the chance to peel back 315 million years of history to uncover actual plant fossils. Be sure to ask your guide the story of the Louisbourg treasure.

I do not recommend the fossil hunt for children under eight, because of the walk along the beach at some slippery places that involve rock climbing, but for older kids and adults it offers the opportunity to gather a few actual fossils with the help of a local expert.

Finally, Bring cash to pay your admission fee, as the museum does not accept credit cards.

## Trip Adviser – Aug. 27, 2015

- [Plants bigger than dinosaurs](#)
- OK, everyone needs to turn off at Sydney Mines and go to this museum. All the other stuff you will see and hear on Cape Breton Island owes its existence to these prehistoric plants, some of which topped 150 feet. What do I mean? The culture, the art, the music, none of it would exist in the way it does now if the coal industry had not attracted and provided work for the people who work in the mines. Mining has been the primary industry of the island economy and who knows, what would have happened to the Allies in WWII if not for Cape Breton coal? Yes there were people here before European colonization, I see that in the faces of my friends and family here on the island. But those prehistoric plants are a lynchpin in the development of life on this island. Cape Breton is what it is because of the coal.

If you don't take the time to visit, like so many places that we scream by on our way somewhere else, this lovely little museum with its knowledgeable and approachable staff, will wink out. So, take that turn off the highway on your way to the highland beaches, grab a coffee or an ice cream at the corner store and go into this incredible little gem and learn about those prehistoric plants that we thought were the invention of Hollywood directors and special effects nerds. Totally worth an hour of your time.

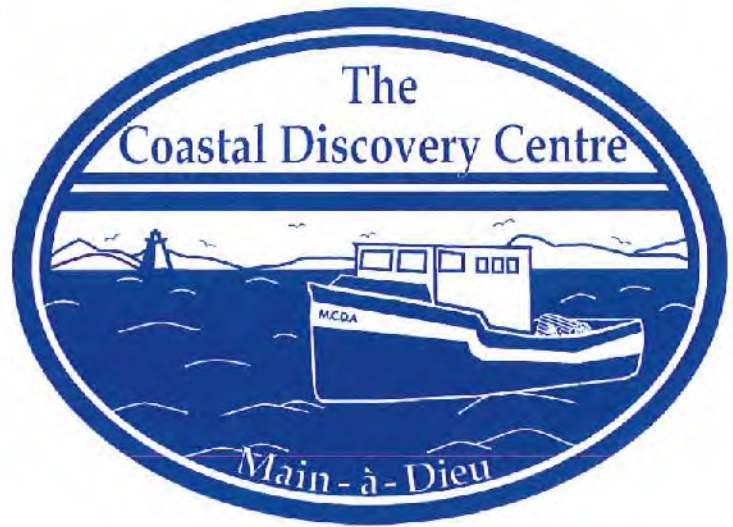
## **Thank You For Your Support**

- **On behalf of our chairperson, Mr. Jim Tobin, and the Sydney Mines Heritage Society, I would like to thank the CBRM Council for your time this evening and for your strong support over the years. We ask that you continue to support us in the future and remain a very important stakeholder in this endeavor. It is our hope to continue to grow and serve the public for many years to come.**



# Coastal Discovery Centre

Main-a-Dieu Community Development Association



## History of the Centre

- Former Main-à-Dieu School (CBRM building)
- How computers led to a community Centre
- The incorporation of the Main-à-Dieu & Area Community Development Association in 1995
- Lease agreement with the CBRM
- 10+ years of community service

# Services/Programs

- Community meeting space
- Rentals
- Regional Library site
- Community Garden
- Seniors Lunch and Learn
- Free Cycle Room
- Computer/Wifi Access
- Seasonal Café
- Weekly Seniors Activities
- Fitness Classes



## Fisherman's Museum



On-site



Online

## Friends of the CDC

- Private donations (partnership with CBRM)
- On-going fundraising
- Lease agreement with the CBRM
- Social Enterprise – Big Wave Café
- Program/Capital



**GOOD FOUNDATION INC.**



**RBC**  
Royal Bank



**CREDIT UNION**

SYDNEY



## Future Goals: Funding Asks

- Expanding the museum and online presence
- Focusing on the role of women in the fishing industry
- Creating a more in-depth tourist experience
- Creating a Rural Warming Centre



# Questions?

January 31, 2018

Letter to appear at the Stakeholder Budget Session re- capital grant.

We would like to speak on behalf of Camp Bretondean.

As President of Camp Bretondean, I would like to have the chance to appear before CBRM Council to defend our request for monies for sustainability with capital expenses. We need to make some improvements at our camp and we need to explain to council why we believe we should be given a chance to defend our position on funding to council. We believe we are a necessary site which has been servicing all parts of CBRM with a facility which is probably without equal in all Nova Scotia, and hopefully will be for a long time to come. We are also eager for someone from CBRM to inspect our site to make a report back to the Budget Committee.

Thank You for your consideration.

Sincerely Yours,

Fred Boutilier

President of Camp Bretondean



Destination Cape Breton Association  
P.O. Box 1448 Sydney, NS, B1P 6R7  
Tel: 902.563.4636 Fax: 902.564.5422  
[www.cbisland.com](http://www.cbisland.com)

January 31, 2018

Cape Breton Regional Municipality  
Clerk's Office  
City Hall  
320 Esplanade  
Sydney, Nova Scotia  
B1P 7B9

Dear CBRM Council:

**RE: LETTER OF REQUEST - PRESENTATION TO CBRM COUNCIL**

On behalf of Destination Cape Breton Association (DCBA), please accept this letter of request to present to the Cape Breton Regional Municipality during the stakeholder session scheduled for Monday, February 5, 2018.

Please find enclosed a copy of the presentation that will be delivered within the timeframe allocated for Destination Cape Breton Association. We appreciate the opportunity to provide Council with information as part of our request for funding under the operational grant. If you have any questions, please do not hesitate to contact our office.

Kind Regards,

**Original Signed By**

Mary Tulle, CEO  
Destination Cape Breton  
902.563.4636  
[mary@dcba.ca](mailto:mary@dcba.ca)



## The Formation of DCBA

- Formed with a **new organization model** in 2011.
- 10 years with no dedicated destination marketing for the Island.
- **Island-wide levy** established **January 2011**. The marketing levy is used **exclusively for marketing**.
- Strong funding support from ECBC/ACOA and initially program and core funding from **Tourism Nova Scotia**
- **Mandate established:**

*As its official Destination Marketing Organization (DMO), DCBA is dedicated to the promotion and enhancement of tourism on Cape Breton Island.*

## DCBA Adopted the ACOA Tourism Strategy



## DCBA Areas of Focus for CBRM

- In addition to following the continuum, DCBA has a role supporting visitor information centres exclusively within CBRM.
- In all other municipalities, community groups and the municipalities support and manage their respective visitor information centres (small monetary support does come from Tourism Nova Scotia).



## Visitor Information Centres in CBRM

- Locations:
  - Joan Harriss Cruise Pavilion - hiring, staffing, administration.
  - Synergy Louisbourg - \$7,000 directly from the CBRM grant.
  - North Sydney – we supported and helped facilitate the location being recognized by Tourism Nova Scotia as an official VIC.

| Location                    | # of Visitors |
|-----------------------------|---------------|
| Joan Harris Cruise Pavilion | 31,400        |
| Louisbourg                  | 3,200         |
| Total                       | 34,600        |

## Proposed New Visitor Information Centre

- Container from Inspiration Village with new imagery.



## Proposed New Visitor Information Centre

- Mock Ups of New Images



Front



Doors  
Closed

## Proposed New Visitor Information Centre

- Mock Ups of New Images

Inside View



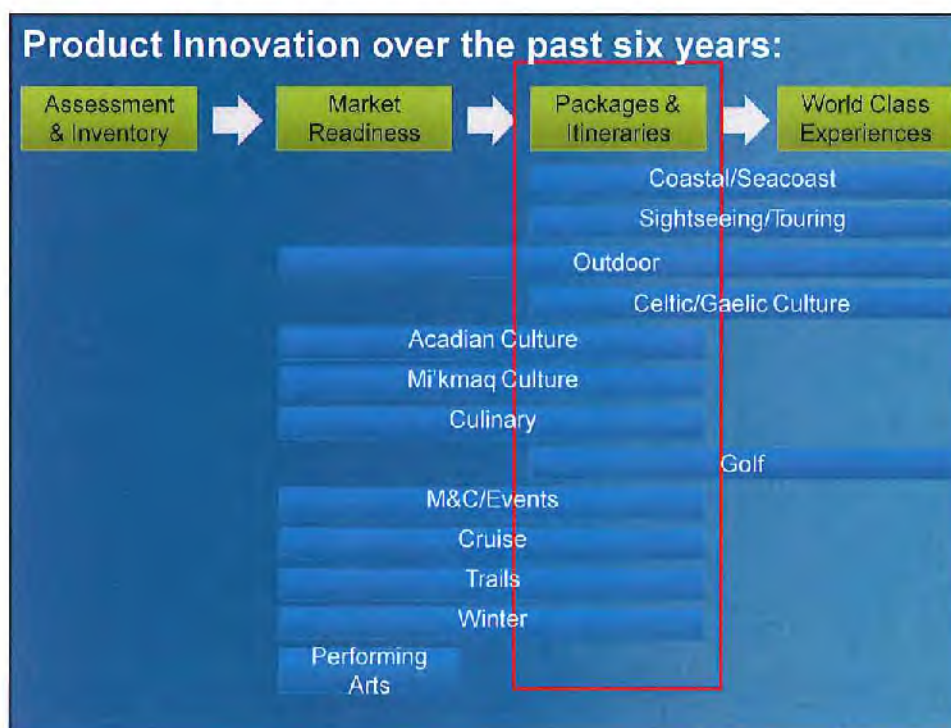
## Proposed New Visitor Information Centre

- Mock Ups of New Images

Inside  
Wall  
Graphics



Product Innovation



## NICHE: Small Ports / Superyachts



- One Ocean Expeditions will be homeporting in Sydney commencing in 2018.
- We have been working with the OOE Team to promote their visits in Sydney and Louisbourg.

## Events Cape Breton



- Project funded separately by ACOA with partner investment.
- Focus on meetings & events, corporate incentive travel, sporting events.
- Strong sales focus in partnership with key stakeholders: CB Partnership, municipalities, Chambers of Commerce, CBU, NSCC, Indigenous Communities, hotel properties, offsite venues.

## Events Cape Breton

### ▪ Sporting Events:

- Continue to work with partners for bid preparation.
- Pre-Olympic Boxing Trials 2020 – in early discussion stages with partners to understand requirements to host event.

**Scotties Tournament of Hearts 2019 – awarded to Sydney!**

**A \$6-10 million dollars economic impact for our communities!**



## DCBA and CBRM

- DCBA works in partnership with other municipalities across the island and their designated tourism representative with product development initiatives.
- Each municipality monetarily supports the annual PD projects.
- DCBA has allocated the below breakdown to the three key areas of business not presently supported by dedicated staff within CBRM:

### CBRM Budget Allocation \$80,000

|                     |          |
|---------------------|----------|
| Visitor Services    | \$47,000 |
| Product Development | \$18,000 |
| Events Cape Breton  | \$15,000 |

# Thank You!

Contact Information

**Mary Tulle, CEO**

Destination Cape Breton Association

77 Kings Road

Sydney, NS

B1S 1A2

T: 902.539.0300

[mary@dcba.ca](mailto:mary@dcba.ca)



