

Cape Breton Regional Municipality

Heritage Advisory Committee

AGENDA

**Monday, February 22nd, 2016
5:00 p.m.**

**2nd Floor Boardroom, Suite 205
City Hall
320 Esplanade, Sydney, N. S.**

Committee Members:

**Councillor Clarence Prince
Councillor Mae Rowe
Councillor Eldon MacDonald
Eleanor Anderson, Citizen Appointee
Norma Boyd, Citizen Appointee
Vanessa Childs-Rolls, Citizen Appointee
Matthew Cook, Citizen Appointee
Anne Dwyer, Citizen Appointee
Ken MacDonald, Citizen Appointee
Spyro Trifos, Citizen Appointee**

Cape Breton Regional Municipality

Heritage Advisory Committee

**Monday, February 22nd, 2016
5:00 p.m.**

2nd Floor Boardroom – City Hall

AGENDA

Roll Call

1. **Election of Chair and Vice Chair:** Deborah Campbell, Municipal Clerk
2. **Approval of Minutes:** November 2nd, 2015 (previously distributed)
3. **Request by Thomas Ashford for Municipal Heritage Registration for House Located at 439 Johnson Road, George's River:** Rick McCready, Heritage Officer (See page 4)
4. **Excellence in Built Heritage Award -2016:** Rick McCready, Heritage Officer (See page 7)
5. **National Trust for Canada – Proposal for Regeneration of Sydney Waterfront District:** Rick McCready, Heritage Officer (See page 9)
6. **Proposed Request for Proposals - Adaptive Re-Use Study for Sacred Heart Church and St. George's Church, North End Sydney:** Rick McCready, Heritage Officer (See page 36)

Adjournment

Heritage Advisory Committee

**Request by Thomas Ashford for
Municipal Heritage Registration for
House Located at 439 Johnson Road,
George's River**



CBRM

A Community of Communities

Cape Breton Regional Municipality

*Rick McCready
Planning Department*

February 18, 2016

MEMO TO: Chairman and members, Heritage Advisory Committee

FROM: Rick McCready, Senior Planner/Heritage Officer

RE: Request By Thomas Ashford for municipal heritage registration for house located at 439 Johnson Road, George's River

Background

A request has been received from Thomas Ashford who owns a home located at 439 Johnson Road in George's River (see attached letter) and would like to have it registered as a municipal heritage property.

Although I have not had an opportunity to carry out research on this property the home's architectural features alone are sufficient to warrant registration.

Recommendation

I would recommend that the HAC begin the process of registering 439 Johnson Road as a municipal heritage property.

Yours very truly,

ORIGINAL SIGNED BY

Rick McCready, MCIP, MURP
Senior Planner/Heritage Officer

Mr. Thomas J. Ashford

tashford@outlook.com

Tel (902) 574-1289

439 Johnson Road,
Georges River, Cape Breton
Nova Scotia
B1Y 3B3

R.E. 439 Johnson Road, Georges River

Dear Mr. Rick McCreedy,

I am the proud owner of the above property. The property is a beautiful and distinct 1894 Victorian house in a Queen Anne architectural style.

The property has been in the Johnstone family since it was built over 120 years ago and today it still holds its character and original features.

Considering the age of the property, its architectural style and the fact that the property still has many of its original features, I was wondering whether it would be possible to get it registered as a Heritage property through the municipality.

These are a few current photos of the house,



Please feel free to contact myself with any questions,
Yours Sincerely,

ORIGINAL SIGNED BY

Mr. Thomas J. Ashford

Heritage Advisory Committee

Excellence in Built Heritage Award - 2016



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Cape Breton Regional Municipality

Rick McCready
Planning Department

February 18, 2016

MEMO TO: Chairman and members, Heritage Advisory Committee

FROM: Rick McCready, Senior Planner/Heritage Officer

RE: Excellence in Built Heritage Award

As instructed by the committee, staff prepared a call for nominations for the 2016 Excellence in Built Heritage Award. The call for nominations was advertised extensively in the newspaper and on the CBRM website.

Three nominations were received, all of them for Kenneth MacKeigan for his work restoring 79 Charlotte Street in Sydney.

I recommend that the ward be given to Kenneth MacKeigan for the restoration of 79 Charlotte Street in Sydney.

Yours very truly,

ORIGINAL SIGNED BY

Rick McCready, MCIP, MURP
Senior Planner/Heritage Officer

Heritage Advisory Committee

National Trust for Canada – Proposal for Regeneration of Sydney Waterfront District



CBRM

A Community of Communities

Cape Breton Regional Municipality

Rick McCready
Planning Department

February 18, 2016

MEMO TO: Chairman and members, Heritage Advisory Committee

FROM: Rick McCready, Senior Planner/Heritage Officer

RE: National Trust for Canada: Proposal for Regeneration of Sydney Waterfront District

Background

As the committee is aware, discussions have been going on for some time regarding the possibility of the National Trust partnering with CBRM on a project to revitalize downtown Sydney. Heritage conservation would be a key component of this revitalization effort.

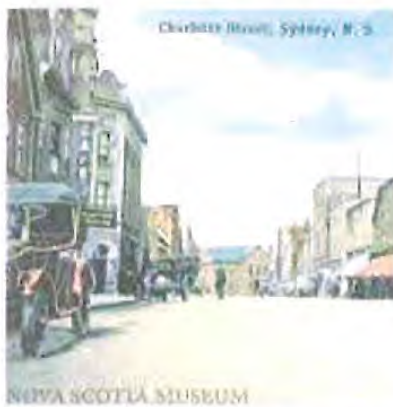
This this end, the National Trust has developed a proposal for consideration by the CBRM. A copy is attached for the Committee's attention and review.

For information purposes only.

Yours very truly,

ORIGINAL SIGNED BY

Rick McCready, MCIP, MURP
Senior Planner/Heritage Officer



MAIN STREET
Canada

A PROGRAM OF THE NATIONAL TRUST FOR CANADA

**A Partnership for Regenerating The
Sydney Waterfront District
Cape Breton Regional Municipality**

Proposal submitted by the
National Trust for Canada

February 19, 2010



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1.0 Introduction

The National Trust for Canada is pleased to submit a proposal to the Cape Breton Regional Municipality (CBRM) to implement a *Main Street Regeneration* initiative for the Sydney Waterfront District. (heretofore called The District)

To achieve this, the National Trust proposes to dedicate energy, enthusiasm and a commitment to excellence in bringing expertise, training, and its national experience in heritage and culture-led downtown regeneration to work with CBRM and the Sydney Waterfront District.

This proposal makes recommendations to:

- Enter into an *agreement between* CBRM and the National Trust to adapt and deliver the proven Main Street Regeneration approach to the Sydney Waterfront District
- Formalize a *Sydney Waterfront District Regeneration Advisory Committee* to provide input, support and direction to the overall project
- Identify, through an *Opportunity Assessment*, a 5 year phased-approach with measurable and achievable goals
- Engage downtown Sydney's stakeholders and Sydney community organizations in building upon existing plans to create a robust *vision and comprehensive action plan* that charts out achievable initiatives for sustaining a *viable, accessible, livable and welcoming* downtown Sydney for the immediate and long term
- Deliver a *customized Downtown Regeneration training* session(s) for the project Advisory Committee, stakeholder representatives, CBRM representatives and staff, and external supporting agencies (e.g. provincial, ACOA, Cape Breton University etc.)
- Establishing a downtown, visible, "*storefront*" *project office* (potentially co-shared with the Sydney Waterfront District Association)
- Help recruit and select a *full-time Regeneration Coordinator* to successfully implement the National Trust's Main Street Regeneration approach and to *partner with and complement the Sydney Waterfront District* organizations' staff and Board,
- Place focus of this *demonstration initiative* on the Sydney Waterfront District, but work with Cape Breton Regional Municipality Council and staff to facilitate occasional opportunities for *mentoring and training other communities* within the CBRM. (e.g., Glace Bay, New Waterford, North Sydney, Sydney Mines etc.) to participate in and learn from, for potential application to their respective communities



Implementing a regeneration initiative for the Sydney Waterfront District will have significant economic, social, cultural and environmental benefits for Sydney and the CBRM region overall.

It will bring the community's business and tourism sectors, municipal leaders, cultural, social and educational organizations and residents of all ages and backgrounds into a collaborative partnership to focus on new and creative ways to make the downtown waterfront district a place where entrepreneurship and innovation thrive, while simultaneously making this core area of the city a vibrant social and cultural destination.

2.0 How the Main Street Approach Works

The National Trust's trademarked Main Street® approach stimulates, facilitates, and coordinates action among a range of players and programs that might otherwise tend to operate in isolation. It essentially gets everyone "on the same page" pulling together, to make the downtown the best place it can be, and solidly viable for many years to come.

The Sydney Waterfront District Regeneration initiative will operate under a set of tried and true principles that direct the project to be:

Comprehensive: Main Street® emphasizes the "big picture" and integrates strategies to improve the physical, economic, cultural and social fabric of the downtown.

Incremental: A step-by-step process unfolds with a focus on both short-term and long-term results.

Empowering and Inclusive: Communities employ a self-help approach, engaging young and older community members of diverse backgrounds in visioning, planning and actions taken

Partnership-oriented: Innovative partnerships optimize resources and attract external partners.

Working With Local Assets: Arts, culture, heritage, and natural assets are inventoried and strategies for conservation, sustainable development, and marketing are implemented.

Insistent on Quality: Main Street® emphasizes quality for all local projects, large or small.

The National Trust's Main Street® Regeneration approach will revitalize the Sydney Waterfront District through a combination of working comprehensively with design (older, newer buildings, infill, and public space design) culture/heritage led economic and enterprise development, marketing the Waterfront District to residents and visitors, and ensuring effective communication and effective organization and project management.



This initiative will be informed by all relevant planning studies, but will also engage the community as a whole for a fresh perspective on what the vision for the District can be. The National Trust's visioning process will create a revitalization blueprint – an implementation plan that identifies the community's short and long-term goals and strategies for making The District stronger and more viable. Evaluation and monitoring successes and lessons learned will ensure that The District initiative reports continually to all stakeholders its accomplishments and results on the ground. Partnerships, leadership, community engagement, funding and communication are all key ingredients for a successful and sustainable revitalization plan.

This initiative will work simultaneously with these essential Main Street Regeneration components:



2.1 The National Trust Experience in Downtown Regeneration

In the past three years the National Trust has delivered training and advisory services to the Provinces of Alberta and Saskatchewan and to the staff and volunteers of 20 Main Street Regeneration initiatives in those provinces.

Currently National Trust staff are advising on the Rues principales initiative in the province of Québec, and are in negotiations with prospective Main Street initiatives in British Columbia, Manitoba and Ontario.

The CBRM – Sydney initiative would be a model in regeneration to municipalities across Canada.



Saskatchewan - Main Street® Projects (2011-2013)

National Trust was instrumental in helping establish the Main Street Saskatchewan program's Demonstration Phase.

- In August, 2011, the Government of Saskatchewan invested 1.65 million over three years in 4 demonstration communities , ranging in size from 1,000 population to 35,000
- Four Demonstration Projects were undertaken in Wolseley, Indian Head, Maple Creek and Prince Albert
- Project has led to 6.5 million invested in property acquisitions and 4.9 million invested in capital projects
- 12.5 to 1 (estimated leveraging rate of private investment to program funding)

For Phase 2 of this program, in 2015 -2016 the National Trust is delivering training to 15 towns and cities.

Rimouski, Quebec - Main Street® project since 2003 (results over 5 years)

- 34 new businesses created
- 131 new jobs created
- \$56 million in municipal investments and \$11 million in private investments
- 14% drop in the commercial vacancy rate

New Investment & Businesses in Quebec - Fondation Rues principales used the Main Street® approach to spark private investments of \$828,312,005 and 2073 new businesses. (1997-2008)



3.0 Methodology

3.1 Goals for the Sydney Waterfront District

These preliminary goals are taken from a review of existing plans, and input from the tours and meetings to date, between National Trust and The District's representatives.

These will be further added to and refined through exercises such as the Opportunities Assessment, and a more comprehensive visioning and action plan process that is mapped out in this proposal.

The District Regeneration initiative proposes to:

- Enhance the *role and image of The District* as a place for new and creative enterprises to establish and grow
- Strategically focus on *filling street level and upper floor vacancies* that increase the mix of *commercial, service and residential* uses
- Bring *design knowledge and expertise for adaptive re-use and renovation* of downtown heritage buildings, and for quality and compatible infill
- Operate with an *open and inclusive project planning and delivery approach* to generate the best of ideas, and initiatives from people who care about the long term sustainability of The District
- Identify opportunities for businesses to be increasingly *viable to generate jobs*, and *increase the tax base*
- Complement and be part of the project advisory team for the CBRM'S plans to rejuvenate and rebuild the Charlotte St. Streetscape through infrastructure improvements.

This initiative will work with Sydney's heritage as a building block to regenerating Sydney's core commercial area. It will significantly enhance Sydney's overall image as a destination for cultural events and activities, for unique businesses and services, and as a place of pride and unique interest for both residents of the CBRM and visitors to Sydney, to experience.



Aerial Photo: Sydney's Waterfront District, residential neighbourhoods and former industrial lands

3.2 Geographic Scope

The initiative will focus on the geographic boundaries of the Sydney Waterfront District.

As the project evolves potential linkages and collaborative activities might be explored with with the key attractions in and around the periphery of The District such as the Cruise-ship facility, Waterfront Boardwalk, Membertou Heritage Park, the Centre for Heritage and Science, Open Hearth Park, North Sydney Heritage Conservation District etc.

3.3 The Sydney Story

The District offers unique opportunities, through digital media (e.g. Walking Tour Apps etc.) events planning, and public art, to highlight and commemorate Sydney's cultural/heritage themes through innovative marketing strategies to connect The District to these stories which include:

- The cultural heritage of the Mi'kmaq of Membertou and their ancestors and predecessors in the CBRM territory.



- The Founding of Sydney (1785), named for Thomas Townshend, 1st Viscount Sydney then Home Secretary in the British cabinet and the early colonial history that saw Sydney as Cape Breton Island colony's capital, until 1820.
- The evolution of Sydney as an urban entity, from its incorporation as a city in 1904, and becoming part of the amalgamated Cape Breton Regional Municipality in 1995.
- The key role of Sydney Harbour during WW II as a naval base established to stage Allied supply convoys bound for Europe.
- Sydney's industrial heritage in steel manufacturing and the outlying CBRM communities' role in the coal mining industry and after 2001, the postindustrial era and its mark on the Sydney urban landscape.
- The diversification of Sydney's economy to tourism and culture, light manufacturing and information technology.
- The environmental story: Cleaning up the former steel plant properties completed in 2013 with the opening of Open Hearth Park, which sits on the direct site of the former steel plant.
- The story of the establishment of the Port of Sydney as a world class harbour with some 100,000 cruise ship visitors annually

3.4 An Action Driven Approach

The National Trust's proposal has been informed by an initial videoconference between Trust staff and members of the downtown Sydney Working Group, organized by Councilor Eldon MacDonald, and subsequently 2 visits to Sydney during the summer of 2015.

Along with those initial meetings, this proposal is additionally informed by several recent media articles about downtown Sydney, and the substantial content within the following planning studies:

- *Downtown Sydney Revitalization Plan* (2002) EDM Ltd
- *Sydney Harbourfront Conceptual Vision and Design* (2013) EKISTICS Planning and Design
- *Sydney Downtown Beautification and Visitor Services Strategy* (2014) PURE, PROJECT RELATIONS GROUP
- *Heritage Conservation District Plan: North End Sydney* (2008) CBRM Council Report
- *A Reorganization Plan for Positive Change* (2012) Mayor Cecil Clarke
- *CBRM Heritage Incentive Program* (2015)
- *CBRM Staff Report to Council: Integrated Community Sustainability Plan* (2009)
- *Final Report on Cultural Development* (2014) VIBE Creative Group



- *Downtown Sydney Assessment Findings & Suggestions by Roger Brooks(2013)*

The recommendations of these preceding plans identify a number of key actions that can be addressed through The District regeneration initiative. In this regard, Michelle Wilson, Executive Director of the Sydney Waterfront District Association indicated that the *Sydney Downtown Beautification and Visitor Services Strategy (2014)* has provided a focus for the Association's current work. This Strategy report surveyed Sydney residents on their perceptions of downtown Sydney. One comment from that survey captures the spirit of this proposal - to generate positive action for the downtown – and this person stated:

“It needs to be a great mix of everyone working together.” “We aren’t acting as a community. We need to promote each other. There needs to be more inclusivity.”

Additional priorities identified in the 2014 report would be targeted by the proposed District Regeneration initiative. The National Trust's *Main Street Regeneration* approach will bring design, marketing, and organizational expertise and mentoring to help the CBRM and Downtown Sydney develop solutions for these, which have been aggregated below under general “Main Street Approach categories”.

From the 2014 Sydney Downtown Beautification and Visitor Services Strategy, these priorities are as follows:

Organization

- Implementing an effective, and coordinated approach emerged as a theme through each of the focus groups, as well as following through on plans of action.

Economic Restructuring/Business Development

- Improving consistency in business hours
- Organizing and marketing an open outdoor market

Design/Urban Planning

- Making a stronger tie between the downtown and the waterfront, by developing more options and business establishments on the waterfront
- Improving building façades while respecting the character of the building's history
- Effectively organizing and promoting available parking



- Creating spaces that allow shoppers and visitors to relax, gather and spend time with family and friends
- Working strategically to fill building vacancies
- Keep sidewalks, streets, and backs of properties in good repair
- Extending the boardwalk to increase accessibility into the downtown
- Installing well designed lighting
- Implementing creative designs for empty lots: patios, gardens community garden, occasional flea markets
- Implementing a public art program that showcases local artists work and commemorates Sydney's evolving history
- Improving and promoting "sightseeing opportunities."

Community Cultural/Social Development

- Working with CBRM police to have a more visible presence on The District streets
- Ensuring the streets are litter free and that the community presents the image of a safe, clean and welcoming place
- Beautifying the streets with colour, plants, and greenery
- Linking with local social agencies to resolve issues in The District
- Increasing quality affordable and mixed housing
- Effectively interpreting and presenting the stories, and cultural traditions of Sydney for visitors
- Showcasing a variety of Cape Breton entertainment and cultural experiences.
- Building upon and promoting additional cultural events: e.g. Lumiere, Christmas Tree lighting, side walk sales, concerts, food festivals and more
- Encouraging the establishment of a postsecondary college/university satellite extension facility in The District
- Improving public transportation to and from the core downtown waterfront area

This list, although very relevant, will be considerably added to by means of the National Trust's proposed activities, namely the Opportunity Assessment and Regeneration BluePrint and Action Plan (Year One).



3.5 Organizational Basis for the Sydney Waterfront District Regeneration Initiative

The District Regeneration initiative will require building representation upon the existing Downtown Sydney Working Group and could include (and possibly be added to) representatives from these organizations:

- CBRM Council and Staff
- Sydney Waterfront District Association
- The Sydney Architectural Conservation Society
- New Dawn Centre
- Highland Arts Theatre (The Hat)
- Cape Breton Music Industry Cooperative (CBMIC)
- Cape Breton Centre for Craft and Design
- Old Sydney Society
- Cape Breton University
- Port of Sydney Development Corporation
- Community Safety Enforcement Unit, Cape Breton Regional Police
- Destination Cape Breton
- Business Cape Breton

This District's Regeneration Committee conceivably will function as an Advisory Committee to Cape Breton Regional Municipality. The purpose, and function this Committee will be formalized as at the project outset and organizational stage.



3.6 Coordination of the Sydney Waterfront District Regeneration Initiative

The National Trust will assist with the training and mentoring of a full-time Regeneration Coordinator, strategically operating from a visible, on-street office in the heart of The Sydney Waterfront District. The graphic image below illustrates the essential role and coordinating function of the Regeneration Coordinator, and the necessity for an “arms-length” storefront office in the heart of the commercial core area. National Trust projects across Canada have demonstrated the value of the visible store-front location in terms of building trust amongst the business community and in showing a visible centre of activity to the public.

The Full-time Main Street® Coordinator is Key



The Community Drives the Vision and Plan



The Main Street® Office Serves as a Community Hub



A Main Street® Community Taps into a National Network

- ➡ A proven methodology and process for downtown revitalization
- ➡ Best practices, tools and resources
- ➡ Training, coaching and mentoring
- ➡ A national network of Main Street® programs and practitioners
- ➡ A National List-Serv



The District Regeneration Coordinator person will have professional expertise in downtown regeneration projects, as well as strong people skills to be able to coordinate effectively the comprehensive Main Street Regeneration approach.

The Regeneration Project Coordinator's expertise in will complement and support the role the Sydney Waterfront District Executive Director. The project coordinator will focus on The District's physical image, particularly existing properties, both older and contemporary, and the proposed infrastructure projects slated for the downtown streetscapes.

4.0 Local Budget & Estimated Costs

Costs associated with hiring a coordinator and running the local Main Street office will be the responsibility of CBRM. Through informal conversations with provincial coordinators and local coordinators we understand that the typical costs associated with the office total \$100,000. A typical local Main Street Budget might look something like the following:

Budget Item	Estimated Costs
Coordinator Salary and Benefits	\$70,000
Office Rent	18,000
Equipment	2,000
Phone/Internet	1,500
Travel (local/external)	2,500
Supplies	1,000
Insurance	1,000
Web Site	1,000
Community relations	3,000
Totals	\$100,000

Of course, CBRM may be able to realize savings through in-kind contributions to these costs.

It is also important to note that CBRM will be responsible for additional costs associated with local planning and visioning events (i.e. venue rental, catering, a.v., etc.). Again, these may be contributed in kind.



5.0 Proposed National Trust Regeneration Services

National Trust Services for Years 1 - 5 of the Sydney Waterfront District Regeneration initiative include training, consulting expertise in organization, design, economic restructuring, marketing, mentoring, problem solving, and project tracking and evaluation, customized to the needs of Sydney and the CBRM:

5.1 Opportunity Assessment: Setting the Stage (Year 1)

Key activities:

- Reviewing, analyzing planning studies and reports identifying key priorities and roles, human resources
- Taking stock of The District's assets: built environment, and identification of issues and opportunities for project implementation
- Identifying immediate and visible "top 10" action projects that will propel the ongoing initiative and structure the Sydney Regeneration organization

Deliverables:

- Assessment visit by National Trust
- Facilitated meetings with The District working group and CBRM staff
- Assessment Summary Report

5.2 Organizing to Take Action (Year 1)

Key activities:

- Building a collaborative, solid organizational base: Structuring the Regeneration Committee
- Coaching on hiring personnel
- Establishing the Regeneration office
- Project Launch
- Work planning, communications strategy development and project management

Deliverables:

- A Formalized Sydney Waterfront District Regeneration Committee
- A comprehensive Work Plan
- A visible office in the heart of The District



- A visible, credible project start-up

5.3 Training in the Main Street Regeneration Approach (Comprehensive training, Year 1, Training Refreshers Years 2 - 5)

Key activities: National Trust will deliver comprehensive training to:

- Representatives of Sydney Waterfront District stakeholder organizations
- Project coordinator, and CBRM staff

Deliverables:

- Workshop manuals for all participants
- Year 1: 2 day comprehensive training workshop
- Years 2-5 – 1 day Regeneration refresher training session

5.4 Creating the Sydney Waterfront District Regeneration BluePrint (Year 1 with Annual Review in Years 2, 3, 4. Year 5 – Renewed Blueprint for next 5 years)

Key activities:

- Assembling a multi-disciplinary Resource Team with expertise in Main Street Regeneration practices
- Engaging all the key stakeholders in The District, and the CBRM public in an intense, open Regeneration Visioning and Action Plan process
- Producing a high quality visually rich report that captures the input from community members and the team's expertise
- Presenting the Report and Blueprint to the CBRM and Sydney Waterfront District committee in a timely fashion

Deliverables:

- Production of the *Comprehensive Waterfront District Regeneration Blueprint and Action Plan for 2016-2020*

5.5 Ongoing Support: Coaching and Mentoring (provided Years 1-5)

Key activities:



- This support will be delivered via phone, electronic means, to providing regular “on call” ongoing communication with the project coordinator and The District Advisory Committee to advise on all aspects of the Regeneration approach, namely:
 - Organization and Project Management
 - Maintaining effective communications and trust relationships with community partners
 - Advising on Solutions: Providing research and advice on Design, Marketing, Economic Restructuring, Cultural-heritage led tourism

Deliverables:

National Trust staff will provide the equivalent of 12 days per year, on-call coaching and mentoring in all aspects of the Main Street Regeneration approach on an as-needed basis and identified by the Sydney initiative

5.6 Specialized Expertise Services (provided Years 1 - 5)

The National Trust will provide professional technical experience, knowledge and contacts with best practices, and problem solving abilities in the comprehensive *Main Street Approach*.

These services will be provided to the project “*on the ground*” at the equivalent of 40 days per year. (see Budget Table, # 4.6 for cost estimates) The Sydney Waterfront District Regeneration Committee and the National Trust will collaborate on identifying the appropriate and relevant expertise required to ensure project success. These needs will be identified through such schedule activities as the project *Blueprint and Action Plan* process within the first 3 months of the project start-up, and in the ongoing evaluation of project needs as the work progresses. Terms of Reference spelling out the Scope of Work for each provision of services will be developed by the National Trust with input from The District Regeneration Committee.

These services will be provided by expertise in :

- Design – Heritage/ new infill – on-site and virtual delivery
- Marketing – Innovative strategies that generate traffic, and vibrancy in The District
- Economic Re-structuring – Encompassing effective approaches to build The District economy, through strengthening the commercial, cultural, tourism, housing, and social environments
- Business Development – Identifying creative and sustainable ways to finance The District Regeneration initiative into the future, and to contribute to the economic health of The District’s business community in all of its facets



Deliverables:

- Documented professional advice and problem solving on an “as-needed” basis. Each provision of service will provide a written report of services provided, lessons learned and tools developed.

5.7 Keeping It on Track (Years 1 - 5, monthly)

An extremely important component of the Sydney Waterfront District Regeneration initiative, the National Trust will bring a rigorous methodology for tracking and measuring the success and progress of this important CBRM project.

National Trust staff will train and mentor The District Regeneration Office to collect this essential data, and report on it. The National Trust will provide a Monitoring and Evaluation Indicators Workbook template to enable this work, designed to track:

1. **Financial Indicators** – a comprehensive set of reporting metrics which track the financial investment made by public and private entities and individuals, which can contribute to the cumulative reinvestment in The District .
2. **Progress Indicators** – an extensive set of metrics which demonstrates the activity, progress and impact of the Regeneration initiative.
3. **Quality of the Indicators** – a benchmark and progress instrument to gauge public perceptions about The District and program, as a measure of progress in local quality of life.

Many other indicators will be tracked using the National Trust template, including:

- Building rehabilitations and financial investments
- Business openings and net gain (retail & service)
- Jobs gained (retail & service) – Total number of new jobs reported by business owners or recorded by program coordinators and/or city agency.
- Business expansions
- Vacancies filled
- Residential units created
- Increased property and commercial tax revenues
- Tourism traffic increases and spending into The District
- Volunteer hours invested



- Media and social media exposure

Deliverables:

The National Trust will train and advise the Regeneration Office on compiling and summarizing key indicators data generated by this initiative

5.8 Annual Review of Project Budget and Project Activities

- This budget review will take place at each year end by nature of the Agreement between the CBRM and the National Trust.

6.0 The Sydney Regeneration Project Team Composition and Skills

The National Trust team will be multi-skilled, and multi-disciplinary with solid grounding in the Main Street® Regeneration Approach and experience working in a Main Street context.

Main Street Regeneration Advisor: Jim Mountain

Jim has over twenty-five years of experience in the fields of heritage, culture and community renewal. With The National Trust's Main Street and Heritage Regions programs, he helped establish Main Street projects across the West, and "Regions" projects from Newfoundland and Labrador to Vancouver Island. Jim worked in the private sector as consultant to regional economic development and tourism projects in Atlantic Canada, and Ontario, and before joining the National Trust, was Cultural Developer at the City of Ottawa, where he assisted in developing the City's Renewed Action Plan for Arts, Heritage and Culture. Since 1998, he has been an Adjunct Professor with Carleton University's Azrieli School of Architecture and Urbanism on the subjects of heritage conservation and urban and rural sustainability.

Jim will work with the Sydney Waterfront District in beginning stages and continually, on the Blueprint For Action, on mentoring and training, and on giving support to strategies for sustaining The District for the immediate and long-term future.

Robert Pajot, Project Leader, Regeneration, National Trust for Canada

Robert has over 25 years of experience in the fields of heritage conservation, real property management and development, and training delivery. During his 18 years with Public Works and Government Services Canada, Robert oversaw heritage conservation best practices and business



development, led national performance and marketing strategies, and provided oversight for project teams.

Additional Team Members: Consultant Expertise

The National Trust team will include experienced, professional and knowledgeable consultants whose roles will be specifically tailored to the needs of the Sydney Waterfront District project.

These team members will participate in:

- *Year One*, on the *Regeneration Blueprint and Action Plan* team,
- For ongoing provision of *Specialized Expertise Services* to support the project in *Years 1 through 5*
- The team to *Renew the Regeneration Blueprint and Action Plan* in *Year 5*.

As noted above, this expertise will be made available to the project on an as-needed basis for some 40 days per year.

For this work, we will draw on the expertise of two key team members:

Economic Development Consultant - Jon Linton

Jon Linton is a Certified Management Consultant (CMC) and a Director of TCI Management Consultants since 1994. Prior to that he was a Partner at Ernst and Young and headed up that firm's Community Economic and Tourism Development practice in Canada. He has worked on over 500 communities across Canada, as well as being involved in projects in the US, UK, Bahamas, and China. Jon is the book reviewer for *Municipal World* magazine, and is an advisor to the School of Consulting at George Brown College.

Jon's central field of practice is community economic and tourism development. He has also been involved in the development of municipal cultural plans, branding strategies, community improvement plans (CIPs), heritage conservation districts, asset management strategies, parks and recreation master plans, and downtown revitalization strategies. In the early 1980s he was involved with the first incarnation of the National Trust's (formerly the Heritage Canada Foundation) Main Street program, and was involved as a resource team member (as the economic development specialist) in about 25 communities across Canada (including several in Atlantic Canada), as well as an instructor at the training course for Coordinators. He also wrote the training manual *Economic Development on Main Street*. More recently, he has been involved with Jim Mountain in the Trust's work in Wolseley and Indian Head in Saskatchewan.



Other projects in Atlantic Canada that he has been involved with recently are a market and economic assessment of the Mistaken Point UNESCO designation on the Avalon Peninsula; a heritage management strategy in Lunenburg, NS; an arts and culture strategy for Summerside, PEI; economic development strategies in Corner Brook, Labrador City and Conne River (NL); and a revitalization strategy for the Khyber Arts Centre in downtown Halifax (NS).

Design Consultant – Tom Horrocks

Tom is the Managing Leader for Stantec Buildings Group in Atlantic Canada with leadership responsibilities in management, business development, consulting, marketing, business and strategic planning and administration. His responsibilities included an architectural and engineering practice that encompassed offices in Moncton, NB; Halifax, NS; and St. John's, NL. As an architect, planner, and project manager he offers over 30 years of project experience in broad and diverse areas. He provides services in the following categories: project management, architectural design and consulting, urban planning, downtown revitalization, heritage preservation and project feasibility analysis.

He has experience in a number of building types including commercial, institutional, public and higher education, healthcare, long term care and military projects in the design and construction of new and renovated facilities. Tom is experienced in a number of project delivery methods that include design-bid-build, design-build, P3, project management, construction management and acting as the owners advocate consultant.

Tom has lead and participated in the preparation of **visionary plans** for a number of projects and communities. These activities involved planning to guide the land use, designs for the built form and public spaces, conservation, development and management of large land areas. He has provided this service for the City of Saint John in the Inner Harbour Land Use Master Plan and the Southend Community Neighbourhood Plan to determine compatible adaptive reuses and future land uses for vacant Port land and adjacent properties. During his tenure with the National Trust (formerly the Heritage Canada Foundation), **Main Street Canada** programme, he led the first urban pilot project and provided guidance to the City of St. John's, NL, in the development and revitalization of its downtown.

In addition to contracting consultants' expertise, these additional **National Trust** staff will be available from time to time as part of the team:

Chris Wiebe, M.A– Manager, Heritage Policy, National Trust for Canada

Chris joined the National Trust in 2006 and has been an instructor in the Cultural Resource Management Program at the University of Victoria is on the Board of Directors at the Willowbank School for Restoration Arts. Chris led the development of the Financial Measures to Encourage



Heritage Development report for the Federal Provincial-Territorial Ministers' Table on Culture and Heritage and brings this knowledge and research excellence to the Sydney initiative.

Alison Faulknor, Director of New Initiatives, National Trust for Canada

Alison has over fifteen years of experience working the non-profit sector. She served as the Managing Director of the Dominion Institute (now Historica Canada). She led in the growth of the organization and sits on the Historica Canada board of governors. Alison has strong skills in fund-raising and corporate sponsorship, and can provide mentoring and advice to the Sydney initiative on these subjects.

Natalie Bull, Executive Director, National Trust for Canada

Natalie Bull joined the National Trust for Canada as Executive Director in October 2005. Her preceding career in government and the non-profit sector included broad experience in heritage real property management, heritage building technology, multidisciplinary project leadership, restoration site supervision, and rehabilitation grant program administration. Natalie was instrumental in getting the Main Street Saskatchewan program started under agreement with the National Trust. She has led Regeneration Blueprint teams in Saskatchewan and brings these experiences to the Sydney Waterfront District Regeneration initiative.

7.0 References

Bruce Dawson, Manager, Historic Places Program

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Saskatchewan Ministry of Parks, Culture and Sport
9th Floor, 1919 Saskatchewan Drive
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Bob Gill, Main Street Coordinator, Prince Albert

Main Street Prince Albert
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Phone: 306-763-1802
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Cara A. Finn, Manager of Economic Development (former Main Street Coordinator)
Middlesex County



399 Ridout Street North
London, ON N6A 2P1
Phone: 519-434-7321 x2347
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Mr. Matthew Francis, Executive Director (former Provincial Main Street Coordinator)

Chilliwack Museum & Archives
45820 Spadina Avenue
Chilliwack, BC V2P 1T3
Phone: 604-795-5210
matthew@chilliwackmuseum.ca

Tara-Leigh Heslip (former Main Street Coordinator)

Coordinator - Community Development
Phone: (306) 695-2006
theslip@southeastconnection.ca



8.0 Budget

National Trust – Sydney CBRM Costs-Fee Calculation + Travel Costs (Revised Additional Training)

Activities (corresponds with section 4.0 in the Proposal)	2016	2017	2018	2019	2020	Total
4.1 Start-up Pre-planning Opportunity Assessment	\$ 9,500					\$ 9,500
4.2 Start up Organizational Development/committees/ project hiring/ & Launch	\$ 8,700					\$ 8,700
4.3 Start-up and refresh training and for Coordinating staff and committees	\$ 6,500	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 26,500
4.4 Regeneration Planning Team Consulting team in Design, Economic Restructuring, Marketing, Cultural Planning, and Organizational expertise to creating the Sydney Regeneration BluePrint /yearly review/ Year 5 Revision	\$ 33,250	\$ 5,000	\$ 5,000	\$ 5,000	\$ 16,250	\$ 64,500
4.5 Ongoing Coaching & Mentoring	\$ 7,000	\$ 4,500	\$ 4,500	\$ 4,500	\$ 5,750	\$ 26,250
4.6 Specialized On The Ground Expertise : Business Development, Economic Restructuring, marketing, design	\$ 9,500	\$ 39,750	\$ 39,750	\$ 39,750	\$ 39,750	\$ 168,500
4.7 Ongoing Monitoring, documentation	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000	\$ 20,000
Project Management/contingency	\$ 5,000	\$ 3,250	\$ 3,250	\$ 3,250	\$ 4,000	\$ 18,750
Total Professional Fees	\$ 83,450	\$ 61,500	\$ 61,500	\$ 61,500	\$ 74,750	\$342,700
Travel – NT and Consultants*	\$ 13,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 12,500	\$55,500
Reports Production , printing	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 10,000
Total Disbursements	\$ 15,000	\$ 12,000	\$ 12,000	\$ 12,000	\$ 14,500	\$ 65,500
Total Fees and Disbursements	\$ 98,450	\$ 73,500	\$ 73,500	\$ 73,500	\$ 89,250	\$408,200

(see budget notes on the following page)



Budget Notes

- A Fee Schedule, which includes a portion of fees to be paid upfront, will be negotiated with the agreement.
- Applicable Taxes (HST at 15%) will be charged on all consulting fees (4.1-4.7).
- Travel* will be billed at cost.

9.0 Conclusion

The National Trust for Canada is a leader in heritage-led regeneration, weaving the following threads and others into its regeneration strategies:

- Economic self sufficiency and sustainability;
- Social equity, environmental responsibility, cultural vitality and quality of life;
- Preservation of cultural and natural resources, traditional skills and knowledge; and
- Healthy lifestyle choices such as walkability, cycling, and public transportation and community involvement.

The National Trust would bring the following to the Sydney Waterfront District Regeneration initiative:

- 42 years of experience in heritage-led regeneration and the Trust's network of best practices.
- A commitment to integrity, creativity, quality, and a community – engaged process.
- A roster of professional expertise in all aspects of downtown regeneration.
- A commitment to building capacity locally and regionally.
- The innovative use of technology for design, communications, and marketing components of the project.
- National and international exposure to the Sydney Regeneration project.

For more information contact:

Alison Faulknor
Director of New Initiatives
Tel: 613-237-1066 ext. 225
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Jim Mountain
Director of Regeneration Projects
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Heritage Advisory Committee

Proposed Request for Proposals - Adaptive Re-Use Study for Sacred Heart Church and St. George's Church, North End Sydney



CBRM

A Community of Communities

Cape Breton Regional Municipality

Rick McCready
Planning Department

February 18, 2016

MEMO TO: Chairman and members, Heritage Advisory Committee

FROM: Rick McCready, Senior Planner/Heritage Officer

RE: Proposed Request for Proposals- Adaptive Re-Use Study for Sacred Heart Church and St. George's Church, North End Sydney

Background

As the committee is aware, two historical significant churches in Sydney's North End no longer operate as places of worship. Staff have been in discussions in recent months regarding the possibility of carrying out a study to evaluate both of these churches (Sacred Heart and St. George's) from the perspective of identifying viable alternative future uses for these properties.

This this end, a draft RFP has been drawn up and is attached for the Committee's attention and review. Staff is currently exploring possible sources of funding for the study.

For information purposes only.

Yours very truly,

ORIGINAL SIGNED BY

Rick McCready, MCIP, MURP
Senior Planner/Heritage Officer

Adaptive re-use study: Sacred Heart Church and St. George's Church, Downtown Sydney

Background

Sacred Heart Church, which is located at 217 George Street in downtown Sydney, N. S. is a fine example of late nineteenth century ecclesiastical architecture. Completed in 1889, the structure is a prominent landmark in downtown Sydney and its twin steeples (the highest of which is 135 ft. in height) are visible from many locations in the Sydney area.

The church is located on a lot of land at the corner of George and Ferry Streets that also includes a cemetery. The lot is 1.05 acres in size.

CBRM Council approved the registration of the property as a municipal heritage property in 2006. In 2014, the church was closed by its owner, the Roman Catholic Episcopal Corporation (The Diocese of Antigonish). Since that time, an organization called the Friends of Sacred Heart has been formed with the objective of preserving the building as a community facility. The group has been negotiating with the Diocese with the intention of acquiring a lease to the structure.

The Cape Breton Regional Municipality views the church building as a strategic asset not only because of its beauty and historic significance, but also because of its location a few blocks from downtown Sydney, the Joan Harris Cruise Pavilion, the North End Heritage Conservation District, the New Dawn Centre for Social Innovation, and the Lyceum, a registered provincial heritage property. (During the summer of 2014 the Friends opened the church to the public whenever cruise ships were in port, and received a very positive response from visitors.) For this reason, the Municipality, in partnership with the Friends, is interested in exploring possibilities for alternative future uses of the building that would ensure its preservation and would generate revenues to sustain the building's on-going operation.

St. George's Anglican Church at 119 Charlotte Street in the North End of Sydney is the oldest Anglican Church on Cape Breton Island. Like Sacred Heart, St. George's is no longer used for religious services but is still owned by the Anglican Church of Canada. The church is still used occasionally for concerts and weddings.

The lot the church is located on includes a modern church hall which is still in use as well as a graveyard. St. George's church and graveyard are registered by the Province of Nova Scotia as a provincial heritage property.

The stone Gothic Revival style church, built between 1785 and 1791, is a local landmark. St George's architecture is a simple, clean expression of dignity and solidity.

Building of St. George's Church began in 1785 by engineers of the British 33rd Regiment of Foot, concurrently with the founding of Sydney and its designation as the capital of the new Colony of Cape Breton; however, it was not completed and designated as a parish until 1791.

Part of the heritage value of St. George's Church relates to its many changes since its construction. The original building was a simple stone Gothic Revival styled structure, approximately eighteen by twelve meters with three circular windows on the north and south walls. In 1853, a chancel and vestry was added. Starting in 1859, and continuing into the early 1860s, the church was rebuilt from its foundations in the Gothic Revival style, with an open roof and pointed windows, which were slightly ornamented with stained glass. In 1888 a stone tower and spire replaced a wooden tower, which had been destroyed by a gale in 1873. With the exception of a crypt constructed in 1974, St. George's is much the same as it appeared in 1873 after its last major renovation. The interior of the church features: memorial tablets and memorial stained-glass windows dedicated to prominent individuals; wall-hung headstones; and a Casavant organ. The church's stone Gothic Revival styling is valued as a visible expression of the missionary ideals of its period and of an expansive period in the history of English Christianity. Examples of this style, executed in stone, are rare in Nova Scotia.

St. George's Graveyard is valued for its early sandstone and limestone grave markers. These markers are good examples of: large concentration of early grave markers that have a design and folk-art significance; unusual styles (a high concentration of large tomb-style markers); and locally-significant markers that were produced by local monument makers.

Scope of Study

The Cape Breton Regional Municipality, in partnership with the Friends of Sacred Heart, is seeking proposals from qualified consultants to carry out a study of possible future uses for Sacred Heart Church and St. George's Church.

The successful consultant would be expected to engage in discussions with local business persons and economic development officials to develop a list of possible future uses, and to then conduct a preliminary evaluation of the feasibility of each one. Following that preliminary evaluation, the consultant will compile a list of future uses that warrant further, more detailed evaluation.

The final report shall include the following:

1. A list of all possible uses identified in the preliminary round, with the results of the evaluation of each one.
2. A list of all possible uses identified in the secondary round, together with the following information for each one:
 - A description of the possible use, and the space required to accommodate the use
 - Preliminary estimates of the potential revenues that could be generated by the use
 - Discussion regarding whether the use could be managed by a non-profit community organization or whether it would be more appropriately managed by the private sector
 - Possible sources of municipal, provincial or federal government funding, if any
 - A recommendation regarding follow-up research that would be required for any of the uses proposed, including business plans, architectural or engineering studies (beyond the preliminary building assessment, as specified below), and regulatory approvals
3. A summary describing the research carried out by the consultant in the course of preparing the study, including the consultations with local business persons and economic development officials, and research conducted on successful conversions of church buildings in other communities.
4. A recommendation regarding which use or uses should be explored further by the Client.
5. The consultant shall be expected to explore any and all possible options for future use of the building, although it is understood that a future use that would require substantial exterior alterations to the church buildings would not be included in the report. Relocation of a government office and acquisition of the building by a level of government may be considered as an option if research reveals that such an opportunity exists.

Consultant Qualifications

The successful consulting team shall demonstrate in the proposal the following expertise:

1. Experience in projects involving the conversion of older buildings, preferably buildings with heritage value, into new uses
2. Expertise in the preparation of business plans and/or economic feasibility studies
3. Familiarity with the challenging economic conditions prevalent in the Cape Breton Regional Municipality

4. A proven track record of identifying unique and innovative ideas and turning those ideas into reality.

Although it is not intended that the final report that results from this study will include floor plans or architectural drawings for any of the proposed uses, the consulting team must engage the services of an architect and a structural engineer who will tour the building and carry out a preliminary assessment of the physical condition of each building. This assessment will be included with the final report.

The consulting proposal must identify a project manager.

4.0 Costs

The maximum budget for this project is _____, which shall include all disbursements but shall not include HST.

The proposal must include a breakdown of the costs to include the work identified herein, including labour costs (hours to be worked per individual hourly rates), expenses/disbursements, applicable taxes, along with a fee for any items proposed by the consultant that are not included in the original scope of work, so as to be the final cost to the CBRM for the proposed project.

6.0 Meetings with Steering Committee

Oversight for the study is being provided by a steering committee consisting of representatives of CBRM staff and the Friends of Sacred Herat Church. The consultant should expect to have at least three face to face meetings with the Steering Committee over the course of the study, including a project initiation meeting and a meeting at which the final draft report will be presented.

The consulting team's project manager will be expected to be present in person at all meetings with the steering committee.

7.0 Work Schedule

The draft final report shall be presented to the Steering Committee for feedback and discussion no later than ----- . The final report is expected to be completed by ----- , but the final presentation to Council may take place at a later date..

The consulting team is to identify a Task and Time allocation plan from start-up to submission of final plan noting the contribution of hours of each team member to each task.

8.0 Proposal Requirements

The consultant's proposal shall have a clear understanding of all of the work to be undertaken as described in the RFP, and shall demonstrate a commitment to carry out all of the work outlined in the RFP within the prescribed budget.

8.1. Cover letter – The proposal shall include a cover letter that provides an executive summary and the total budget, including professional fees, disbursements, other expenses, and HST.

8.2 Company Identification – The proposal must provide the following information:

- (i) Company Contact Information – state the legal name, full street address, telephone number, fax number and email address of your company;
- (ii) Description of Business – generally describe the type of services provided as well as the total number of employees, head office location and any branch offices within your company; and
- (iii) Other Information – specify any other conditions of information, of which CBRM should be aware, that may affect the successful completion of this project.

8.3 Project Manager – Identification of the project manager and, if application, all personnel involved in this project along with a description of their respective roles, skills, and qualifications.

8.4 Corporate Experience – The proposal must include at least two previous works performed by the consultant with at least one of those works that are directly related to active transportation. Contact information for references regarding these previous works must also be provided.

9.0 Proposal Submission

9.1 A minimum of five (5) hard copies (8 ½ inch x 11 inch format) and one Compact disc or USB port containing the proposal shall be delivered in a sealed envelope clearly showing the words 'SACRED HEART CHURCH STUDY PLANNING PROPOSAL' and the company's name on the front of the envelope, and addressed as follows:

Attention:

- 9.2** Proposals are to be presented in a sealed package by 2 pm on _____. Any proposals received after this closing time will be returned unopened.
- 9.3** No changes may be made to proposals after they have been received. If more than one proposal from a consultant is submitted, only the proposal with the latest time/date stamp will be opened and considered.
- 9.4** CBRM reserves the right to reject any or all proposals or to accept any proposal should it be deemed in the interest of CBRM to do so.
- 9.5** CBRM is not obliged to accept the proposal with the lowest cost.

- 9.6 CBRM will evaluate all submittals to determine which Consultants have the experience and qualification that are most suited for this project. The municipality may request personal interviews with Consultants.
- 9.7 Facsimiled or electronic mail submissions will not be accepted.

Any questions related to this proposal are to be addressed to Rick McCready, Planner at 563-5072 or rgmccready@cbrm.ns.ca.

10.0 Instructions to Consultants

10.1 CBRM reserves the right to immediately terminate the project for sufficient cause, including but not limited to such items as nonperformance, late deliveries, inferior quality, pricing problems, etc. In addition CBRM may elect to terminate the project if the original terms of the proposal are significantly changed by giving thirty (30) days written notice to the Consultant.

10.2 Under no circumstances will any part of a contract resulting from this Terms of Reference be subcontracted or assigned to another firm, person, or company without the prior written authorization of the CBRM.

10.3 CBRM reserves the right to negotiate minor changes or variations with the Consultant without a general proposal recall, provided any such changes would not be deemed to have an effect on the relative standing of all the Consultant proposals or be in any way otherwise prejudicial to them.

10.4 CBRM foresees a fairly high level of interaction between the consultant and the Steering Committee. Therefore, CBRM anticipates that the Project Coordinator appointed by the Consultant shall be readily accessible throughout the duration of the project.

11.0 Consultant Expenses

Consultants shall be solely responsible for their costs in preparing a proposal and any subsequent negotiations.

12.0 Ownership of Material

All documents submitted to the CBRM shall become the property of CBRM and the Consultant shall assign copyright to the CBRM.

13.0 Contract

- 13.1 If a proposal is accepted, the Consultant will be required to sign a Contract which will be governed by the laws of the Province.

- 13.2** These Terms of Reference and the Consultant's proposal will form part of the Contract by attachment and incorporation by reference.
- 13.3** In carrying out this project, the Consultant will act as an independent consultant and shall indemnify and save harmless the CBRM against all claims, demands, loss, cost, damages, actions, suits or other proceedings by whomsoever brought or prosecuted for any damages, injury, or infringement resulting from activities under this project.

