

Cape Breton Regional Municipality

**Special Council Meeting
Stakeholder Budget Consultation Session**

AGENDA

FRIDAY, JANUARY 20TH, 2017

9:00 A.M.

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

Cape Breton Regional Municipal Council

Stakeholder Budget Consultation Session

Friday, January 20th, 2017

9:00 a.m.

AGENDA

Roll Call

Time	Group	Spokesperson	Presentation
9:00 a.m.	Cape Breton Partnership	Mr. Keith MacDonald, President and CEO	See page 5
9:20 a.m.	Eskasoni Charity Society	Mr. André Desjardins, Director	See page 13
9:40 a.m.	Isle Royal ATV Club	Mr. Fraser White	See page 18
10:00 a.m.	Glace Bay Heritage Museum Society	Ms. Elke Ibrahim, Executive Director	See page 33
10:20 a.m.	Community Transportation Working Group	Mr. Eric Leviten-Reid, Facilitator, Community Engagement and Collaboration New Dawn Enterprises	See page 34
10:40 a.m.	United Way Cape Breton	Ms. Lynne McCarron, Executive Director	See page 39
11:00 a.m.	Sydney Mines Tourism Development Society	Mr. Brian Ferguson, Vice Chair	See page 49
11:20 a.m.	Bay it Forward	Mr. David Mackeigan Mr. Mike Kelloway	See page 63
11:40 a.m.	Island Strong Motorcycle Association	Mr. Fred Whyte, Co-Chair and Director	See page 67
LUNCH BREAK 12 noon – 12:40 p.m.			
12:40 p.m.	Sydney Mines Heritage Society	Dr. Stuart Critchley, Curator	See page 69

Continued...

Stakeholder Budget Consultation Session – January 20th, 2017 Agenda (Cont'd)

Time	Group	Spokesperson	Presentation
1:00 p.m.	Destination Louisbourg	Ms. Dorothy Payne, Chairperson of Synergy Louisbourg Development Society and Ms. JoAnna LaTulippe-Rochon, Chairperson of Fortress Louisburg Association.	See page <u>77</u>
1:20 p.m.	Velo Cape Breton Bicycle Association	Ms. Andrée Crépeau	See page <u>90</u>
1:40 p.m.	Marion Bridge and Area Community Development Council	Mr. Stephen Read, Treasurer	See page <u>91</u>
2:00 p.m.	Coxheath Hills Wilderness Recreation Association	Mr. Andy Pittman, Vice President	See page <u>94</u>
2:20 p.m.	Scouts Canada – Cape Breton Island Area	Mr. Ron Wadden, Fund Raising Chair, Area Commissioner	See page <u>97</u>
2:40 p.m.	Southend Community Centre	Mr. Rick Fraser, Executive Director	See page <u>98</u>
3:00 p.m.	Brilliant Labs	Ms. Kim Desveaux, Co- Program Director	See page <u>102</u>
3:20 p.m.	NextGen Leadership Society	Ms. Dawn Beaton, Co-Chair Mr. Liam Gillis, Board Member	See page <u>107</u>
3:40 p.m.	Coastal Radio Community Radio Co- operative Ltd.	Mr. Bill MacNeil, General Manager/Music Director	See page <u>121</u>
4:00 p.m.	Victory Park Society	Mr. Ryan Duff, Chair	See page <u>128</u>
4:20 p.m.	Cape Breton Miners Museum	Ms. Mary Pat Mombourquette, Executive Director and Mr. James Kerr, Chair of the Board	See page <u>135</u>

Adjournment

**CAPE BRETON
PARTNERSHIP**

January 17, 2017

Deborah Campbell, Clerk
Cape Breton Regional Municipality
291 Esplanade
Sydney, Nova Scotia B1P 6P4

Dear Ms Campbell:

On behalf of the Board of Directors of the Cape Breton Partnership and the Cape Breton Regional Enterprise Network, I would like to formally request the opportunity to appear during the CBRM public budget presentations on January 20, 2017.

The Cape Breton Partnership and the Cape Breton Regional Enterprise Network continue to work diligently in partnership with key stakeholders to grow the economy of Cape Breton and Nova Scotia. Both entities firmly believe in taking a collaborative approach to address the economic opportunities and challenges this region faces.

To this end, the presentation on January 20 will outline opportunities for the Cape Breton Regional Municipality to collaborate further with the Cape Breton Partnership and the Cape Breton Regional Enterprise Network.

Thank you for the opportunity to present and I look forward to hearing from you regarding the timing for this presentation.

Sincerely,

ORIGINAL SIGNED BY

Keith MacDonald
President and CEO

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**Cape Breton Regional Municipality
Budget Consultation Session**

January 20, 2017

The Opportunity

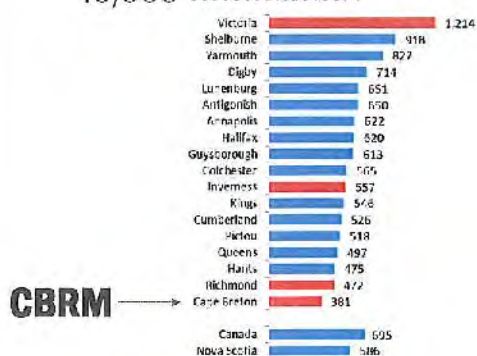
2

**The CBRM and staff collaborate with the Partnership to
advance projects that support economic and business
growth.**

Business Per Capita

3

Business Establishments per 10,000 population



Source: Statistics Canada 2012 Canadian Business Patterns

- CBRM Population 2012: **102,439**
- CBRM Businesses per 10,000 of Population: **381**
- NS Businesses per Capita: **586**
- Canada Businesses per Capita: **695**

Approximately 2050 businesses required to meet Nova Scotia number.

Approximately 3140 businesses required to meet Canada number

A Focus on Business

4



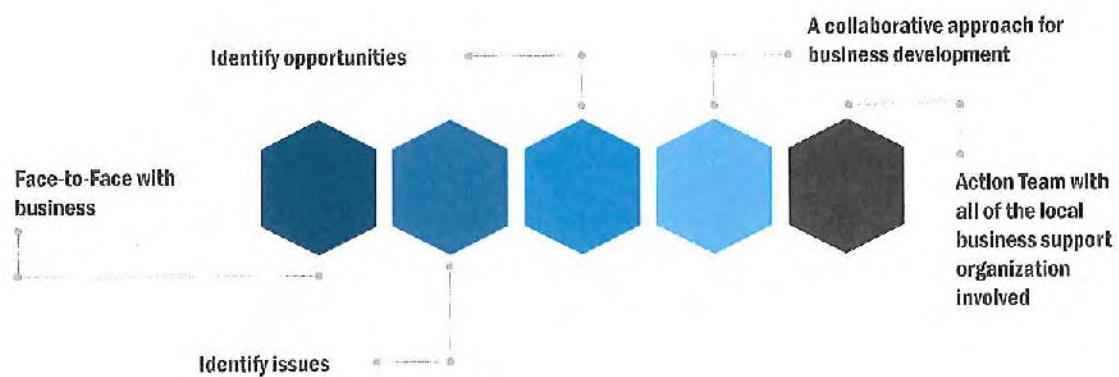
Business Directory

7



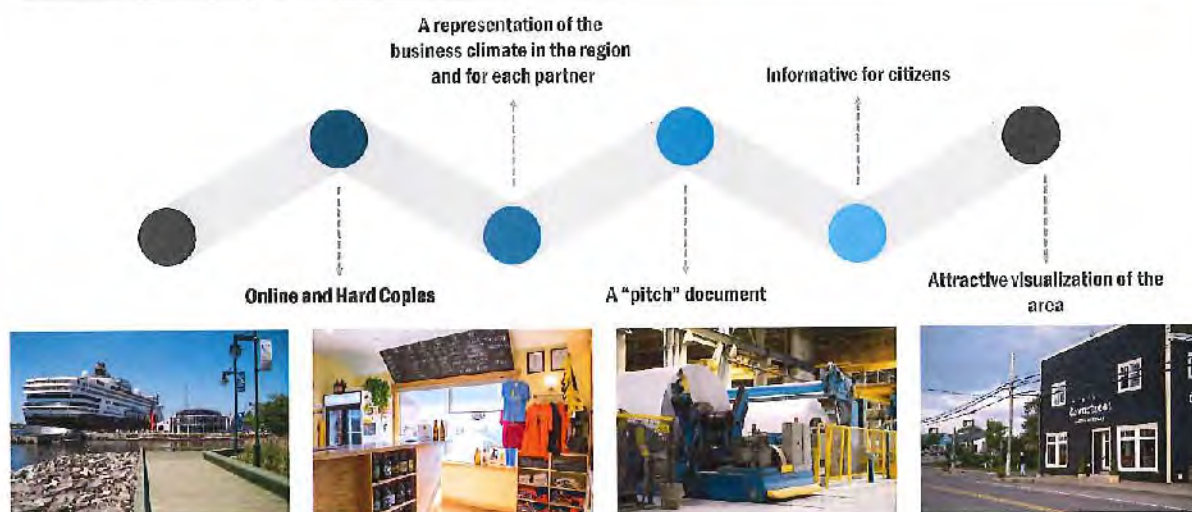
BRE: BusinessNOW!

8



Community Profiles

9

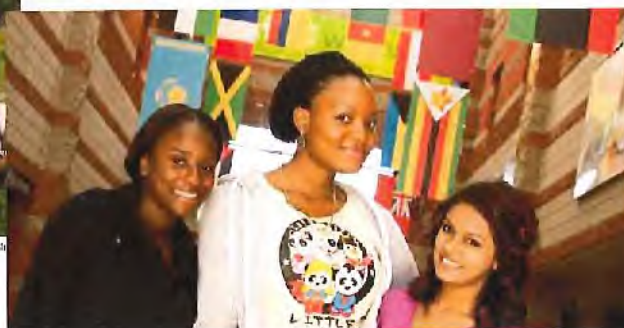


Local Immigration Partnership

10



The Birkelar family from Haris, Syria, pictured outside their new home in Port Hood, Cape Breton. From left to right: 20 mths, parents Bayan and Ghazwan, Henna, 6, Lami, 7, and Mohammed, 3.



One Business Window

11



Economic Data

12

**Industry
Sector Impact**

**Labour
Market
Stats**

**Retail
Expenditures**

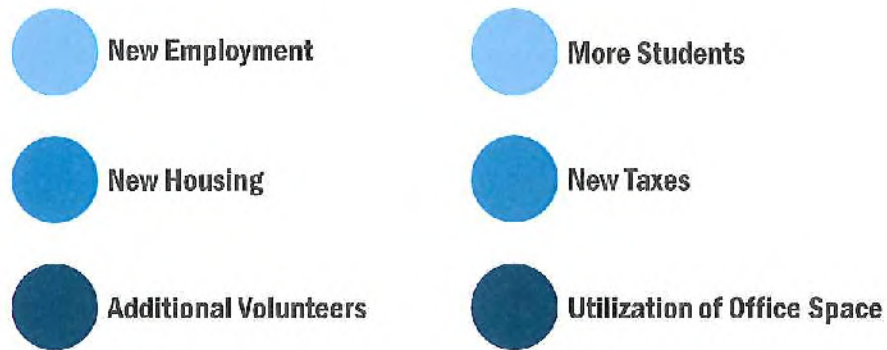
**Business
Start-up
Numbers**

**Market
Analysis**

**Income
Data**

Business is Good

13



Thank you!

CBRM SOCIETY FUNDING OPPORTUNITY PRESENTATION FROM:

THE ESKASONI CHARITY SOCIETY

DEADLINE JANUARY 17TH 4PM

Kwe'

Hello

My name is Andre Jr Desjardins

I first would like to congratulate firstly our district 3

Council Marshall for a historic 2nd term in our CBRM 2016 election

I just recently heard of the Society funding opportunities that are presenting themselves to us on Jan 20th 2017-01-13

I would like to submit a proposal from our society in Eskasoni First Nation

The Eskasoni Charity Society of which I am director of and established in April 23rd 2007 #3216725

Our society operated our food bank that was located at the old town hall in Eskasoni from early 2008 to late 2009 that has been torn down to build the new fire hall

Our membership was 1114 people out of 3000 and growing every two weeks

50% were under 18

In the public meetings for the extension on the port contract our Chief Mr Denny spoke of our births being 100 per year

He was right

In 2008 there were about 3000 residents in Eskasoni we served 1114 residents 50% were under 18 and our membership list was growing after the rush of a steady 6 months to about 50 people every two weeks at a 55% poverty rate

Today as a community of 4000 people our statistics show that the 100 births a year are accurate 10 years later at an increased poverty rate of 75%

We were allocated food from Feed Nova Scotia a quota of food counted to serve 327 people but I would divide it to serve 500 every two weeks instead of 327 so we could serve most of our membership at least once a month

We used three 8 foot deep freezers and 7 refrigerators that I had picked up off the free stuff on the Maritime Merchant and we shared our location with other activities causing a few damages here and there until after 14 months we had no equipment to run the food bank

I would try to time the deliveries with the distributions to make it all happen in one day but in the end we were wasting too much food to stay open

Between June 2007 and July 2008, Feed Nova Scotia delivered a total of 35 306kgs to The Eskasoni

Charity Society in the month of January 2008 which was the month that we have on record as the society having served the most number of people (unique count) Feed Nova Scotia delivered a total of 2572kgs of food with a skeleton crew of 6 people

2 or 3 to unload the truck sort the food and 5 or 6 sometimes 4 if we were lucky for distribution that took with deliveries to disabled and elders just about 3 hours

The whole process took 5 hours

Then we closed

I then created two breakfast programs for the TEC and high school that are still running today to the best of my knowledge

I did not really know what power a society had until I heard Mr Moore speak about the Aberdeen Society Revival project he presented

It was quite moving as I grew up in Overbrook Ottawa in the 70's and the hood stuff touched me far away

This is when I suddenly realized why I had a society

Since we closed the food bank I never gave up

I went on to two soup kitchens

One community based

One home based

Both failed due to location and economics

Just last year I went on to open plots to garden for residents and the story was aired on the CBC radio and Internet

I have been experimenting with agriculture for 4 years now and have been corresponding with Jolene-Reid Elizabeth of the agriculture faculty at Dalhousie and have been feeding my family of 10 and friends with my crops for three years now as a community garden effort initiative

At the moment where we stand as a society is we have about 10 acres of CP band land at our disposal in 4 parcels that belong to Stephen Christmas

The first parcel we call Broken Bridge is about 1 acre that is south facing sheltered by our mountains on both sides with a 4 seasons eastern facing fresh water stream beside it and this where our 3 commercial greenhouses raised plots station of the cross for handicapped people and circular herb gardens with benches by the international tulip plot this acre of land will create 4 jobs for 2 security agents and 2 greenhouse grounds keepers who will reside in our society homes as tenants

The second parcel is about 1.5 acres across the street from lot one and is also fed by the stream all prime acidic agriculture land and the possibility for a third storage compound also employable to our society tenants thus creating two security officer positions there as well

The third parcel we call Hill Top has water hook up and sewer ready to go and is the location where we want to build our Homeless and Mental illness initiative homes at 8 apartments and a recreational indoor space to be used for activity our community kitchen food bank and shelter creating two professional jobs for the shelter

The recreation room of the society homes building must have a wood stove to be able to cook and heat in the cold months as it is more cost effective than burning oil or generators during power outs

We also have access to very inexpensive wood

I have been in contact and had a meeting with Lynn Rossiter she is a member of the Community Advisory Board responsible for developing community plans around federal homelessness funds we are also waiting for a response from Jim Graham from the Affordable Housing Association to find out where we stand on getting our proposal submitted for consideration

We will also be requesting meetings with SHIMI the United Way and the Health Authority Board for assistance in additional monies to complete our project

The fourth parcel is about 200 000 square feet that we would like to lease for a possibility of 400 000 square feet per month with a second level at an average and fair market rate of one dollar to one dollar and twenty eight cents per foot and at tax exempt putting us in a very unique and competitive position for long term leases and again creating 4 full time society tenant security officer positions

This would be our main source of revenue that could generate up to the 4 800 000\$ a year tax free that we could use as a society to build and promote our district 3 to new things for the needs that we are experiencing as a community like buying up CBRM land in our region and replicating this model of housing and employment thus generating more jobs and tax revenue for CBRM

I heard council ask if societies were a new trend today?

I say yes!

I heard a Councilor say in a meeting that the average citizen builds arenas in Cape Breton!!!

I believe it!

As citizens of Eskasoni we would like to empower ourselves in our cultural way as a society and share as treaty beneficiaries our 1752 treaty duty to provide not only for ourselves but to our friends as well

For the source of revenue we have a silent investor who would like to remain in confidence during this process but would be no problem to meet in confidentiality

So in the end of this proposal as a future and established society this is what we would need from the

CBRM society funding session opportunity today after concluding after ten years of experimenting with all the aspects I outlined today

Is that:

Location

Structure

& Money

WERE ALWAYS AN ISSUE

But now we have land and a possible 5 investors and a real chance at some infrastructure money to build our very own center of operations

In conclusion:

We would like to ask the CBRM district 3 Council Marshall and other council for their commitment to 100 000\$ and recognition of this project as it links to child poverty and homelessness in CBRM and would be extremely helpful in helping us launch this 4 phase project that could house and employ 8 to 16 people on the society lands in the first three years

I would like to thank you all for considering this proposal and hope to see you all at the podium with a motion to pass

Sincerely

Andre Jr Desjardins

Director of our The Eskasoni Charity Society

Isle Royale ATV Club January 20, 2017

Not for Profit
Presentation to CBRM Mayor and Council
Shared Use Trail System

Club Formed in 1998

- Membership 2017 - 163 and growing
- Very Active in Community supporting various activities, (MS Society; Clean up of Illegal Dump Sites; Earth Day Clean up; Assisting Search and Rescue operations; IWK ; Removal of derelict vehicles)
- Concerned with education; seeking land use permission; providing ATV Safety Training, etc.

Commencing Trail Work

- Formed Partnership with Marconi Trail Blazers which has a membership of 70 members
- Carried out Trail Assessments
- Sought land use permission from CBRM in 2009 to upgrade the PLT from Scotchtown to Kilkenny Lake Road (First Major Project)

PLT

- Based on requirements of CBRM to make changes to the PLT to avoid Watershed Area, Route of Trail Altered
- President of Isle Royale ATV Club is Chairman of Waterford Lake/Kilkenny Lake Source Water Protection Committee since 2010. President of Marconi Club member of Glace Bay Committee
- Cost of Project Increased-two years to finish

Condition of PLT in 2009



PLT after Construction



Donated Bridge over Gulley Repaired and Placed in Position



Completed Sections of Trail

- Lingan Trail-Beyond Settling Pond created by Coal Wash Plant along Private Land to Victoria Junction
- Trail from Grand Lake Road to CBU in front of the Miners Memorial Raceway-Now part of the CBRM AT Trail System but open to ATV's
- Trail From CBU to Airport
- Trail Across Front of Sydney Airport

Trail System-Continued

- With Land Use Permission, use Trail from Old Airport Road to Tower Road (Strip Mine Area)
- ECBC invested money to bring old rail bed from Tower Road to Mira Gut up to safe standard- Allowed ATV Travel (All bridges to standard for ATV Passage)
- PWGS are divesting Rail beds, we are in discussion with Gerard Shaw and local MLA's for Province to acquire these lands

Trail System Continued

- Mira Gut Highway to Louisbourg Highway via Old Gisborne Rail Bed (Land Use Permission from ECBC for sections they owned) Other sections from Land Owners
- Louisbourg Highway to New Boston Road-Land Use Permissions from Landowners in place
- Rocky Boston Road to Bengal Road on Old Forestry Roads

Trail System Continued

- From Bengal Road to Forestry Roads behind Community Pasture in Marion Bridge Area
- From Community Pasture Roads to Oceanview Road at Gabarus as of last fall
- Clubs continue to work on trails in French Vale; Macadam's Lake; Loon Lake; Boisdale; Glen Morrison; Cow Bay Road; Old Branch Road etc.
- Clubs spends own resources to maintain trails

Total Expenditures to Date by Both ATV Clubs for Trail Work

- Monies received from the Off Highway Vehicle Infrastructure Fund (\$40.00 per year from each registered OHV in NS-Clubs must apply)
- 2011 to 2016 \$332,300.00
- Clubs must have off-setting cash or in-kind
- In-Kind Donations \$616,219.00
- (Cutting Trails, Trail Assessments, Etc.)
- ECBC (In Kind) \$500,000 (Rail Bed)

Current Plans

- We have requested Funding from OHV Infrastructure Fund to work on Trail System from Gabarus Lake Road/Grand Mira South Road to Snoopies Road (Moving into Framboise Area)
- Will proceed in future from there to Loch Lomond Highway and Return Parallel to Route 4 into Sydney Area to complete the loop
- L'Ardoise ATV Club Trails to Loch Lomond Road

Regulation Changes to OHV Act of 2006-in hands of Govt

- Local Clubs pushing for changes to OHV Act to allow among other things Highway Travel from GPS point to GPS point for purpose of Trail Connectivity
- Expect Changes in Next Sitting of Provincial Legislature
- Need to discuss with CBRM travel within City and Towns (for access to amenities)

Working Relationships

- DNR
- Department of Environment-Enforcement and Land and Water Course Issues
- Local Police
- Public Works Canada
- CBRM Councillors
- CBRM Staff
- Many others including Land Owners

ATV Trails-all are Shared Use Trails

- ATV Trails are open to and used by all other persons interested in hiking, walking, equestrian activity, snow shoeing, cross country skiing, snowmobiling and jogging.
- In most cases, cars and trucks are not permitted to travel on ATV Trails (request of property owners) because of illegal dumping, stealing of wood and the damage caused to the trails.

ATV Clubs Request

- Consideration for In Kind Services of equipment or personnel-on Projects as promised during our last presentation in 2014 with requests going through local Councillor
- Continued support from Mr. Jamie Whitters with our Mapping Project (he has been a major factor in our soon to be produced maps)

Funding

- We do not ask for any financial support as we will continue to seek funding from the Off-Highway Vehicle Infrastructure Fund and use Club Resources as in the past.
- We do seek your continued support for our overall plan to circle CBRM with a first rate Multi Use Trail System that will benefit all and encourage tourism. We have been working with Destination Cape Breton over past year.

Example of Community Benefits

- IRATV Club Hosts an Annual ATV Run called the Highland Quest. Departs Wreck Cove on a Saturday morning, travels to Cheticamp (160 Km's). Participants stay overnight in Cheticamp and return to WC Sunday (70K's)
- All Motel's booked for the overnight stay in early October, food, fuel, liquid refreshments, & souvenir sales all provide major influx of cash to local establishments.

ATV and Snowmobile Economic Impact in Nova Scotia

- OUTINGS: fuel, food and beverage, entertainment, lodging outing fees, 42.1 million
- EQUIPMENT: ATV's and Snowmobiles, equipment accessories, repairs, trailers, wearables, 109.5 million
- ADMIN: permits, insurance, plates, OHV Fund 8.5 million
- TOTAL ECONOMIC IMPACT 160 Million

Burnt out Car Summit Dump



Behind Strip Mine-Airport



Truck in South West Brook



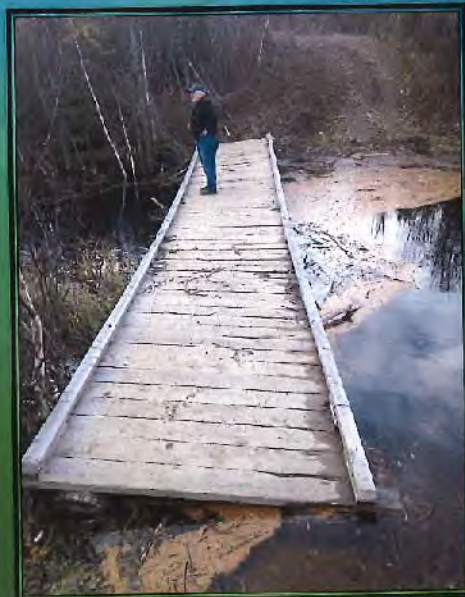
October Storm Damage Bridge at CBU



Repairs to Bridge at CBU



Storm Damage cont...



Storm Damage Cont...



Storm Damage Cont...



Storm Damage Cont...



Thank You

- On behalf of the members of the two ATV Clubs in our area, I take this opportunity to thank you for allowing us to make this presentation and bring you up to date on our accomplishments to date.

The Old Town Hall Restoration Project in Glace Bay

We are the Glace Bay Heritage Museum Society, a charity and not for profit society formed in 1999. Our mandate is to restore the Glace Bay Old Town Hall to its former glory and operate a Heritage Museum. For the past 18 years we, as volunteers, have been fulfilling this promise, although the restoration is an ongoing project.

Financial assistance to cover the very maintenance and operating costs have been extremely rare. It takes an enormous amount of energy, time and manpower to raise what is required to operate and maintain this unique Heritage building.

There is nothing like this on the entire Island of Cape Breton, perhaps not even in the whole country - A restored Town Hall - (of Glace Bay - once Canada's largest town and hub of the most important national coal industry) - now occupied by a Heritage Museum. 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 on the second floor is dedicated to the numerous artifacts and photographs depicting the **Invention of Radio** - right here in Glace Bay**So much important History ! And all this in the Glace Bay Heritage Museum, located in the Old Town Hall. This is truly unique !**

Our request is guaranteed annual financial assistance from the CBRM.

Our operating costs are between \$ 35 and \$ 40,000.00 per year.

The Old Town Hall belongs to the people of Glace Bay – we are part of the CBRM .

Respectfully submitted.

Elke Ibrahim

Moving Forward

Community Transportation in CBRM

Community Transportation Working Group

Goal

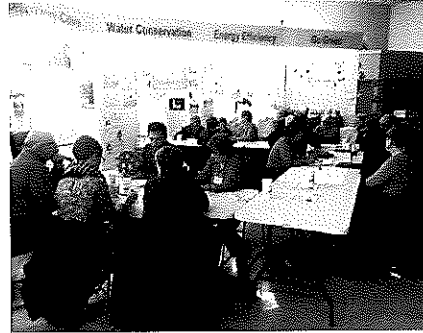
Identify practical ways to preserve and enhance community transportation in CBRM

Representation

- ❖ ACAP Cape Breton
- ❖ CBRM
- ❖ Community Health Boards
- ❖ New Dawn Enterprises
- ❖ Nova Scotia Health Authority
- ❖ Community Transportation Nova Scotia

Community Engagement Process

- Background Research
- Study Circles
- Stakeholder Forums
- Report to CBRM and Province



Key Findings

1. Many people rely on public transit to meet their basic needs
2. The limitations of the current system impact people's lives in important ways

• Getting to jobs • Securing workers and customers • Accessing basic goods and services • Accessing education and training	• Getting to medical appointments • Avoiding isolation and its impact on mental health • Participating in community life • Volunteering
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3. We need to think of community transportation as a strategic investment in building the future we want for our community.

Challenge: Adequate and Sustainable Funding

"Without significant increases in operating funds especially, CBRM's transit system simply cannot expand and develop in the ways required."

- *Community Transportation in CBRM:
Moving Forward*
Page 12

Recommendations to CBRM

1. CBRM Council fully endorse the transit budget as presented by staff
2. CBRM review its taxation structure with an eye to ensuring substantial and sustained investment required for a strong community transportation system.

Recommendation to Province

3. The Province of Nova Scotia adjust its funding support for public transportation to better reflect the circumstances of urban transit systems outside of HRM, specifically CBRM and Kings County. In particular, we call for matching funds that complement the investment these municipalities are making in public transportation services.

CBRM falls through the cracks of existing government funding initiatives

Examples:

- Federal funding based on ridership levels
- Provincial government funding (Community Transportation Assistance Program) geared to rural communities with lower population density than CBRM

Needed

Provincial government funding that matches at some level CBRM's investment in transit.

A Place to Start: Pilot Project

Purpose: Enable basic improvements to Transit Cape Breton service and track results to determine benefits with respect to economic development, employment, health, education, environment and community life.

Design: To be developed by CBRM staff; elements to be considered:

1. Sunday service
2. Improved services to underserved areas such as Northside and New Waterford

Time-frame: 2 years

Level of Investment: CBRM commitment of \$250,000 per year to be matched by province.



UWCB currently funds programs based on Three areas of impact:

From poverty to possibility

- Moving people out of poverty
- Meeting basic human needs (Ex: food, shelter, and jobs)

All that kids can be

- Improving access to early childhood learning and development programs
- Helping kids do well at school and complete high school
- Making the healthy transition into adulthood and post-secondary education

Healthy people, strong communities

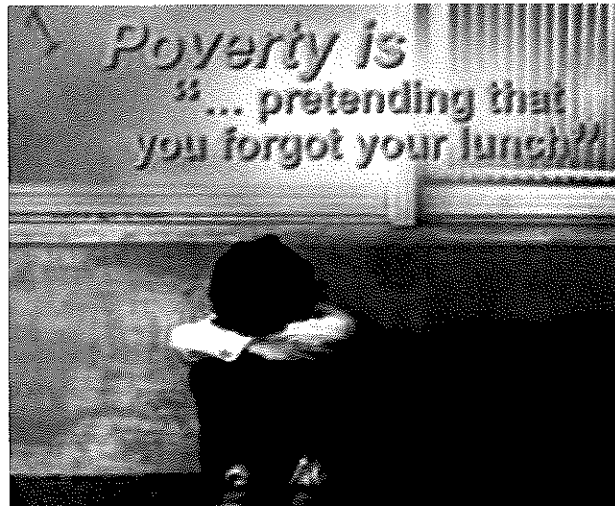
- Improving access to social and health-related support services
- Supporting resident and community engagement
- Supporting community integration and settlement

Change Starts Here.



United Way
Cape Breton

**Our goal is to reduce child poverty by
5% in the next 5 years!**



Change Starts Here.



United Way
Cape Breton

How Does Transit Fit Into United Way Cape Breton's Overall Child Poverty Reduction Strategy?

- Food Security
- Housing Stability
- Employment and Financial Security
- Education Training and Skills Development
- **Accessible Transportation**
- Affordable Quality Childcare

Change Starts Here.



United Way
Cape Breton

CBRM Public Transit Pilot Project

Phase 2

- Short Term Goal: We have 83 free passes for 6 months. We need reader technology to give rider information.
- Long Term Goal: We need smart card technology to create all-access community pass. (add parking pass, recreation, and eventually childcare)

Change Starts Here.



United Way
Cape Breton

CBRM Public Transit Pilot Project

- **Smart Card Technology Implementation**
- **Better pricing for passes**
- **User-friendly system: Express Ride**

Park and Ride

Dial a Ride (Rural)

Change Starts Here.



United Way
Cape Breton

TOGETHER WE CAN MAKE CHANGE HAPPEN



United Way
Cape Breton

Community Impact

- Poverty Reduction Strategy for CBRM. We need to get all the Stakeholders at the table - Conference planned for March 22 & 23, 2017
- We need to evaluate our outcomes to assure Community Impact
- EC-Impact, software that will do this. Cost \$20,000 over two years to be shared with UWCB

Change Starts Here.



United Way
Cape Breton



Building Relationships. Delivering Results.

Cloud-based Community Impact
System used by 100+ United Ways

The system includes 3 sites:

- Agency Site
- Volunteer/Reviewer Site
- Administrative Site

All-Inclusive Monthly Subscription –
no extra charge for unlimited
technical support, advanced
reporting or new feature releases

20+ Year History Supporting United
Ways across the US and Canada

Change Starts Here.



United Way
Cape Breton

DATA COLLECTION FORMS

Collect a wide variety of information



Target Population: Gender / Ethnicity Provide numbers for each appropriate area for each area you serve.							
Gender	0-5 Years	7-12 Years	13-18 Years	19-35 Years	36-55 Years	Over 55 Years	Total
Female	0	0	0	0	0	0	0
Male	0	0	0	0	0	0	0
Not Identified	0	0	0	0	0	0	0
Total							

Project and Agency Proposed Budget Summary					
Revenue Description	Actual Prior FY Year	Projected Current FY Year	Actual Current FY Year	Projected Next FY Year	
UNICEF	0	0	0	0	
UNICEF - CCR					
Gov. Funding - CCR					
Gov. Funding - County					
Gov. Funding - Federal					
Gov. Funding State					
Foundation and Corporate Support					
Contributions / Donations					
Special Events					
Membership Dues Received					
Investment Income					
Other United Ways					
Other Income	0	0	0	0	
Total					

Design forms
unique to each
application or
progress reporting
process

Change Starts Here.



United Way
Cape Breton

SUPPORTING DOCUMENTS

Collect required paperwork electronically



1 Items marked with an * are required.

Supporting Documents

Description	File	Last Modified	Action
501 (c) (3)*	Choose File No file chosen		
Board Roster* Must include mailing addresses, phone numbers and e-mails for all members	Choose File No file chosen		
Current Audit* If audit is pending please attach a letter or documentation of anticipated audit date	Choose File No file chosen		

[Save/Upload Attachment\(s\)](#)

[Return to Previous Page](#)

Require agencies to attach supporting documents to their application.

Change Starts Here.



United Way
Cape Breton

PERFORMANCE RESULTS

Capture Impact Data, including Community Outcomes



Community Outcome				
Youth will develop goals and plans for the future				
Indicators	Target	Actual Mid-Year	Actual Year End	
# and % of youth who improved on having goals and plans for the future	Total # Served	831	788	891
	Number Achieving	722	750	760
	% Achieved	86.88	95.16	87.54
# and % of youth who improved on having plans for next year	Total # Served	831	800	891
	Number Achieving	741	769	891
	% Achieved	89.17	96.13	100
Children will display age appropriate developmental skills				
Indicators	Target	Actual Mid-Year	Actual Year	
# and % of children who displayed developmental improvement in communication skills	Total # Served	831	700	891
	Number Achieving	677	600	765
	% Achieved	81.47	85.71	85.86
Program Outcome				

Align Partners to your United Way's Impact Measures or allow them to enter their own outcomes

Change Starts Here.

VIEW IMPACT DATA

Program Demographics by Impact Area

Easily aggregate data across programs by Impact Area

Report Category	Report Label	Impact Area (total column & values)					Total
		Community Based Education	Health	Immigrant	NPS		
Demographic	08+08 Years	297	1094	1204	1244	1645	36755
	07-12 Years	2	395	1367	670	2855	2756
	14-17 Years	172	482	1361	116	2913	5315
	18-24 Years	2674	486	64	64	700	2186
	25-34 Years	6410	748	3	2	0	9323
	35-44 Years	7364	502	1	0	0	7867
	45-54 Years	5105	289	0	0	0	5394
	55-64 Years	2835	81	0	0	0	2916
	65+ Years	2175	122	0	0	0	2297
	Unknown	4456	36	0	7	0	4499
	Total	32415	4135	2730	2578	8344	26922
Demographic	Females	20694	2447	1881	1218	2638	26900
	Males	16512	1687	1352	1360	1706	22496
	Transgender						
	Unknown	1449	0	0	35	0	1491
Demographic	Total	31415	4135	2730	2578	8344	26922
	Asian Indian	1492	127	621	169	1348	3556
	Asian	0	56	321	32	45	754
	Caucasian	16731	1269	6519	660	1646	26755
	Hispanic/Latino	5568	1253	1560	2415	4437	20490
Demographic	Multiracial	1640	553	262	43	0	1898

Change Starts Here.

VIEW IMPACT DATA

Compare Program Performance

Compare how programs perform by Outcome and Indicator

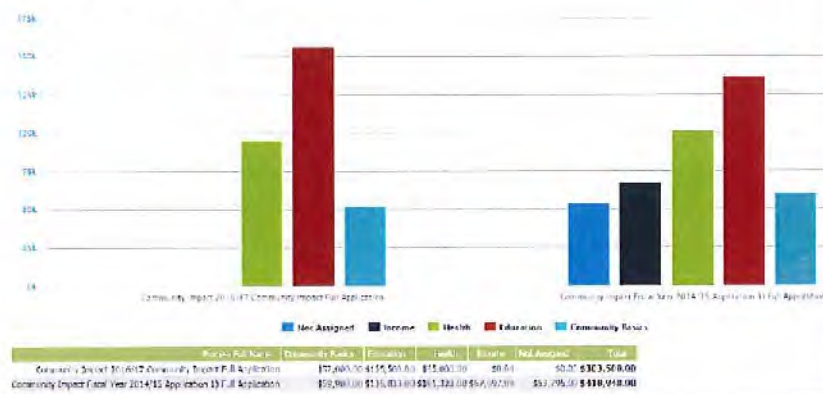
			eIMPACT					
			# of Goals	# of Outcomes	# of Indicators	2014	2015	2016
# and % of children who displayed developmental improvement in literacy skills	Boys and Girls Club	Letter or Sound	813	799	877	889	88.87	88.78
	Boys and Girls Club	Reading Workshop	332	340	315	325	100	99.29
	Foundation for Youth Development	Parenting Support Education	588	550	588	588	100	95.15
	Learning and Learning Center	Employment	15	21	11	20	100	93.33
	Learning Center	Workforce Development	700	642	694	680	100	94.12
	Learning Center	Entrepreneurship	83	82	82	82	100	99.38
	Opportunity House	Child Advocacy Network	74	77	74	74	100	92.81
	Community Center	Family Development	250	254	250	250	100	95.42
	Opportunity House	Family Development	310	304	310	310	100	98.15
	Foundation for Youth Development	Youth Thrive	2000	1768	2000	1768	100	95.8
# and % of children who displayed developmental improvement in social skills	Boys and Girls Club	Employment	15	42	11	20	100	79.87
	Learning and Learning Center	Employment	700	642	694	680	100	79.88
	Opportunity House	Child Advocacy Network	74	77	74	74	100	94.74
	Community Center	Family Development	250	254	250	250	100	98.43
	Opportunity House	Family Development	310	304	310	310	100	96.34
	Foundation for Youth Development	Youth Thrive	2000	1768	2000	1768	100	95.79
	Learning Center	Entrepreneurship	83	82	82	82	100	92.64
	Boys and Girls Club	Quality Time	975	968	975	968	100	79.88
	Community Center	Family Development	250	254	250	250	100	79.88
	Foundation for Youth Development	Youth Thrive	2000	1768	2000	1768	100	95.8
# and % of children who displayed developmental improvement in social skills	Boys and Girls Club	Quality Time	975	968	975	968	100	95.8
	Foundation for Youth Development	Parenting Support Education	588	550	588	588	100	95.8
	Learning and Learning Center	Employment	15	21	11	20	100	93.33
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	Foundation for Youth Development	Youth Thrive	2000	1768	2000	1768	100	95.8
	Learning Center	Entrepreneurship	83	82	82	82	100	92.64

Change Starts Here.

FUNDING REQUESTS

Quickly compare funding requests by Impact Area

Requested Amount by Impact Area



Change Starts Here.

EVALUATION SCORES

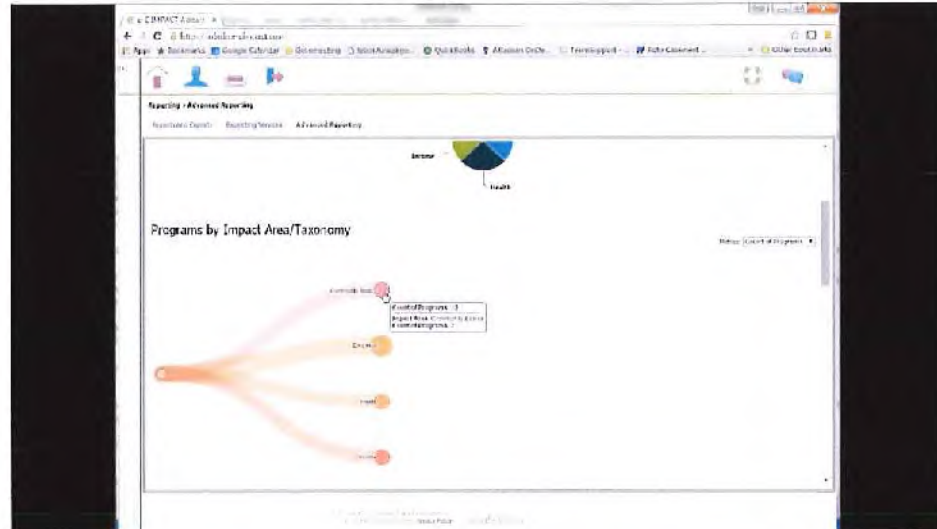
View Average Volunteer Scores

Evaluation Score Summary

Easily identify how programs scored in your defined areas

Section, Question		PROGRAM IMPACT RATING						PROGRAM PERFORMANCE					
		Overall Score Rating			Total			Data Collection Rank			Logic Model Strength		
Agency Name	Program Name	Min Score	Max Score	Avg Score	Min Score	Max Score	Avg Score	Min Score	Max Score	Avg Score	Min Score	Max Score	Avg %
Academy of Arts	First Five Fundamentals	50	90	73.00	50	90	73.00	5	5	3.00	4	4	4
Academy of Arts	Drills 'n' Skills	40	40	40.00	40	40	40.00	5	5	3.00	2	2	2
Academy of Arts	Quality Time	10	120	85.00	10	120	85.00	5	5	3.00	2	2	2
Academy of Arts	Family Development	30	80	50.00	30	80	50.00	4	4	4.00	5	5	5
Academy of Arts	Senior Access	10	100	100.00	100	100	100.00	5	5	3.00	10	10	10
Academy of Arts	Library Workshop	40	100	70.00	40	100	70.00	3	4	3.00	5	5	5
Academy of Arts	Senior	2	2	2.00	2	2	2.00	5	5	3.00	5	5	5
Academy of Arts	Youth Interns	30	80	70.00	30	80	70.00	4	4	4.00	4	4	4
Academy of Arts	Positive Youth	80	120	90.00	80	120	90.00	4	5	4.00	5	5	5
Academy of Arts	Future Ties	80	80	80.00	80	80	80.00	2	2	2.00	2	2	2
Academy of Arts	Body Positive Wellness	50	50	50.00	50	50	50.00	2	2	2.00	5	5	5
Academy of Arts	Qare of Self	120	120	120.00	120	120	120.00	5	5	3.00	8	8	8
Academy of Arts	Civil Advocacy Network	120	120	120.00	120	120	120.00	4	5	4.00	8	8	8
Academy of Arts	Quintessence Program	80	80	75.00	80	80	75.00	4	5	4.00	5	5	5

Change Starts Here.



Change Starts Here.

QUESTIONS?

Change Starts Here.

PROJECT OVERVIEW

ATLANTIC MEMORIAL PARK

Presented by: the Sydney Mines Tourism Development Society

PURPOSE OF THE PRESENTATION

- TO EXPLAIN WHY THE MEMORIAL PARK IS BEING PROPOSED
- TO OUTLINE THE APPROACH FOR CONSTRUCTING AND OPERATING THE PARK
- TO SERVE AS A BASIS FOR CONSULTATIONS WITH STAKEHOLDERS

THE PARK ENCOMPASSES 120 ACRES AT THE ENTRANCE TO SYDNEY HARBOUR, CONSISTING OF:

- A 40 ACRE PLATEAU AT CRANBERRY HEAD/SWIVAL POINT WITH STUNNING OCEAN VISTAS
- THE 11 ACRE CHAPEL POINT BATTERY SITE- A DESIGNATED HISTORIC PLACE
- EDWARDS POND, A 10 ACRE SITE SUITABLE FOR A FAMILY PARK
- THE BEAUTIFUL LARGE LOCHMANS BEACH DIRECTLY IN FRONT OF EDWARDS POND
- A MULTI ACRE WOODLAND SETTING (NEILS WOODS -PRONOUNCED NAILS WOODS) NEXT TO THE CHAPEL POINT SITE

BACKGROUND

- CANADIANS SUPPORT COMMEMORATIVE SITES
- GENERALLY, A GROWING INTEREST IN COMMEMORATIVE EVENTS- INCREASED REMEMBRANCE DAY ATTENDANCE
- HEIGHTENED INTEREST IN LIGHT OF CANADA 150 CELEBRATIONS AND THE 100TH ANNIVERSARY OF VIMY RIDGE
- SUPPORT FOR AN EAST COAST MONUMENT RECEIVED BY THE NEVER FORGOTTEN FOUNDATION BUT ...
- NEGATIVE REACTION TO GREEN COVE SITE/MONUMENT DESIGN
- THE SYDNEY HARBOUR SITE IS GREAT ALTERNATIVE AS IT OFFERS COMMEMORATIVE FEATURES NOT AVAILABLE IN GREEN COVE

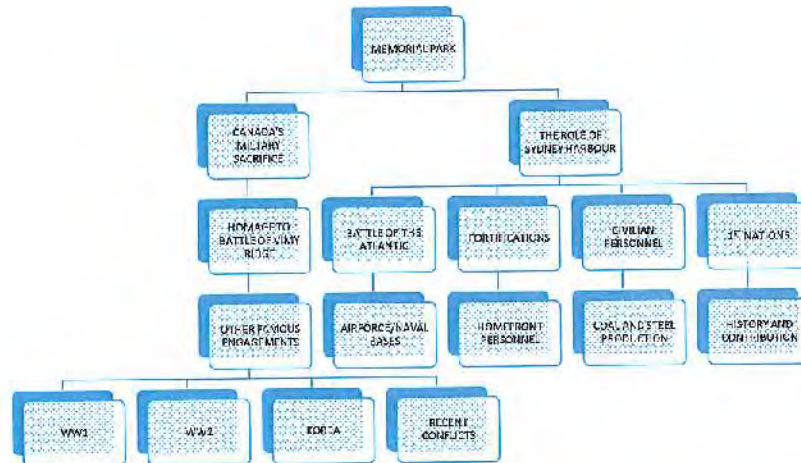
RATIONALE FOR THE SYDNEY MINES SITE

- AN AREA STEEPED IN MILITARY HISTORY BEGINNING IN THE 18TH CENTURY
- IMPORTANT CONVOY SITE IN WW2
- HARBOUR FORTIFICATIONS DEFENDED THE EAST COAST CONVOYS/STRATEGIC COAL AND STEEL ASSETS
- THE LAND IS PUBLICLY OWNED IN A SPECTACULAR OCEAN SIDE SETTING
- THE TIMING IS RIGHT
- THE TOURISM AND ECONOMIC BENEFITS ARE SIGNIFICANT AND CRITICALLY REQUIRED

KEY THEMES

- CANADA'S HISTORIC MILITARY CONTRIBUTIONS OVERSEAS(VIMY AND OTHER HISTORIC AND RECENT CAMPAIGNS).
- THE ROLE OF SYDNEY HARBOUR INCLUDING FORTIFICATIONS,NAVAL AND AIR FORCE BASES
- THE BATTLE OF THE ATLANTIC
- TRAGIC SINKING OF CANADIAN VESSELS INCLUDING THE CARIBOU FERRY
- STEEL AND COAL PRODUCTION
- IST NATIONS CONTRIBUTIONS AND THOSE OF DIVERSE IMMIGRANT COMMUNITIES
- A PORTAL LINKED TO OTHER LOCAL AND REGIONAL HISTORIC SITES

THEMES SCHEMATIC



KEY FEATURES-MONUMENT/HISTORIC THEMES SITE AT CRANBERRY HEAD/SWIVAL POINT

- AN APPROPRIATE MONUMENT REFLECTIVE OF CANADA'S WARTIME SACRIFICES
- VISIBLE FROM SYDNEY HARBOUR AND FERRY/CRUISE SHIP TRAFFIC
- BASED ON VIMY STANDARD
- EDUCATIONAL DISPLAYS/SMALLER MONUMENTS DESCRIBING FAMOUS ENGAGEMENTS
- OTHER THEME DISPLAYS E.G MINING AND STEEL
- 1ST NATIONS DISPLAYS-AN OPPORTUNITY FOR RECONCILIATION THROUGH RECOGNITION
- LOOK OFFS/REST AREAS/TELESCOPES

KEY FEATURES – CHAPEL POINT BATTERY SITE

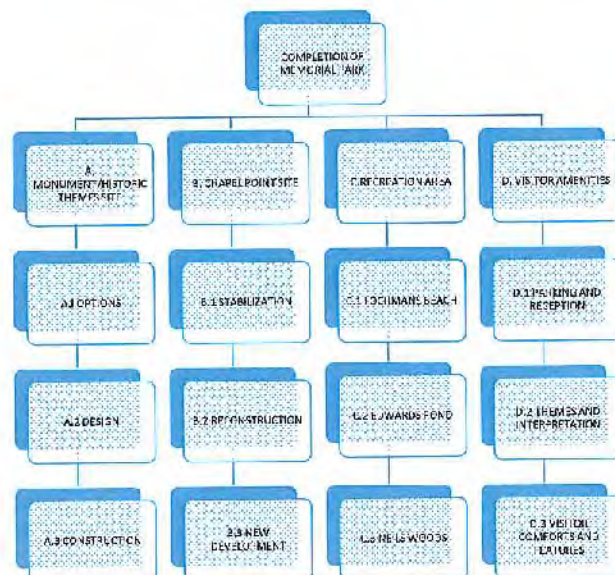
- RESTORED BATTERY COMMAND POST
- RESTORED UNDERGROUND MAGAZINE
- RESTORED POWERHOUSE
- REPLACEMENT OF GUN EMPLACEMENTS
- SEARCHLIGHTS
- WALKWAYS
- FENCING
- INTERPRETIVE SIGNAGE

KEY FEATURES- RECREATIONAL AREA

- FAMILY PARK (BENCHES AND WALKWAYS) IN EDWARDS POND AREA
- CHILDRENS PLAYGROUND
- LOCHMANS BEACH
- INTERPRETIVE SIGNAGE AND DISPLAYS (E.G CABLE BUILDING)
- FOOD AND COMFORT AREAS
- WALKING TRAILS/SIGNAGE THROUGH NEILS WOODS
- REPLICA OF 1ST NATIONS ENCAMPMENT-NEILS WOODS
- ANNUAL VETERANS POW WOW – NEILS WOODS

KEY FEATURES-VISITORS AMENITIES

- VISITOR EDUCATIONAL CENTRE WITH GUIDES, DISPLAYS, GIFTS (INCLUDING 1ST NATIONS) AND INTERACTIVE TECHNOLOGIES.
- PARKING LOT
- PATHWAYS/ROADWAYS TO PARK SITES
- VISITOR TRANSPORTATION SUPPORT E.G SITE SHUTTLE SERVICE
- THEATRE AND STORY TELLING CAPACITY TO SUPPORT THEMES



BUSINESS CASE-COMMEMORATIVE VALUE

- THERE IS A NEED TO FILL A GAP IN CANADA'S COMMEMORATIVE COVERAGE- A RECOGNIZED DEFICIT IN CANADIAN AWARENESS
- THERE ARE FEW OPPORTUNITIES FOR AN IN DEPTH EDUCATIONAL EXPERIENCE OF CANADA'S WARTIME CONTRIBUTIONS AT CURRENT COMMEMORATIVE SITES- THE MEMORIAL PARK FILLS THIS GAP
- OVERSEAS SITES(E.G.VIMY) ARE VIEWED ONLY BY A FEW FORTUNATE CANADIANS- THE MEMORIAL SITE CAPTURES THE OVERSEAS EDUCATIONAL EXPERIENCE FOR THE MIDDLE CLASS FAMILY WITH DISPLAYS AND INTERACTIVE VISUALS AND VIDEOS
- THE DESIGN OF THE PARK WILL BE COLLABORATIVE AND ATTRACTIVE TO FAMILIES
- THE SITE WILL HIGHLIGHT THE RICH LOCAL MILITARY HISTORY AND WILL DISPLAY A 1ST NATIONS COMPONENT

BUSINESS CASE-ECONOMIC BENEFITS

- INCREASED TOURISM TO CAPE BRETON TO VISIT THE PARK (ADDITIONAL \$50,000,000 OVER 10 YEARS)
- \$ 30 MILLION INVESTMENT WOULD YIELD 700 PERSON YEARS OF WORK BASED ON STATISTICS CANADA INPUT/OUTPUT TABLES FOR THE CANADIAN ECONOMY
- DIRECT MEMORIAL PARK REVENUES(\$ 10,000,000 OVER 10 YEARS- 25 ADDITIONAL PERSON YEARS OF WORK ANNUALLY
- GROWTH IN INTEREST IN HOUSING DEVELOPMENT- FOR EXAMPLE,A 300 ACRE UNOCCUPIED OCEAN SIDE PROPERTY IS NEARBY.
- A \$30,000,000 INVESTMENT WOULD YIELD ABOUT \$60,000,000 OVER 10 YEARS AND KEEP ON GIVING THEREAFTER. SPIN OFF BENEFITS TO LOCAL BUSINESSES WILL GENERATE SIGNIFICANT ADDITIONAL EMPLOYMENT
- THE PARK PROVIDES A MUCH NEEDED BOOST TO A DISADVANTAGED AREA AND **THE INVESTMENT WOULD PROVIDE SOME EQUITY TO CAPE BRETON** COMPARED TO INVESTMENTS ELSEWHERE IN CANADA.

BUSINESS CASE-POSITIVE OPERATIONAL PROJECTIONS

- THE PARK WILL BE SELF SUSTAINING BASED ON A FEE SCHEDULE OF \$8 FOR ADULTS,\$4 FOR YOUTHS AND \$20 FOR A FAMILY PASS. 80 % OF VISITORS ARE EXPECTED TO BE ADULTS
- OPTIMISTIC FORECAST (176000 VISITORS) REVENUES OF \$1,185,000
- MOST LIKELY FORECAST (120,000 VISITORS) REVENUES OF \$909,000
- PESSIMISTIC FORECAST (100,000 VISITORS) REVENUES OF \$760,000
- EXPENSES WOULD BE \$764,000 ANNUALLY, CONSISTING OF \$494,500 FOR PERMANENT STAFF, \$220,000 FOR SEASONAL STAFF AND \$50,000 OPERATIONAL EXPENSES
- THE WORST CASE SCENARIO IS A BREAK EVEN POSITION

CANADA'S ATLANTIC MEMORIAL PARK: A PROPOSAL (JAN 12 2017)

OBJECTIVE

TO ESTABLISH A NATIONAL MEMORIAL PARK IN SYDNEY MINES, AT THE ENTRANCE TO SYDNEY HARBOUR NOVA SCOTIA, CONSISTING OF:

- a) An appropriate national monument to Canada's military service on both sides of the Atlantic. The monument would provide a gesture of national closure for the 115000 personnel lost during the wars- none of whom could be repatriated to Canada. It would provide a unique opportunity for Canadians to learn about Canada's military sacrifices and the role of Sydney Harbour during the Battle of the Atlantic
- b) Restored military fortifications at the most strategic harbour fortification, the historic Chapel Point Battery which exists within the boundaries of the proposed park.
- c) An accessible cliff side recreational setting with outstanding ocean views, a recreational walking trail, attractive nature pond and, a large ocean beach
- c) Linkages to mining and Merchant Navy Memorials and other points of interest, e.g., Louisbourg Fortress, Cape Breton Miners Museum, Alexander Bell Museum etc)

THE SITE

The proposed site consists of about 120 acres of publicly owned land in Sydney Mines which is situated on the west side of Sydney Harbour. The crescent shaped site curves around a cove (Lloyds Cove) and has several important assets including:

- A 40 acre plateau situated at Cranberry head at the Northern edge of the Cove. It is a Cliffside setting above the former Process Colliery coal mine which operated for 100 years (1876-1976). It provides spectacular ocean vistas and is where a memorial monument looking eastward across the Atlantic would be constructed. It would overlook the arrival and departure of cruise ships, ferries and other vessels which use Sydney Harbour. It features a prominent headland with an unobstructed panoramic view of the Atlantic Ocean. The proposed monument could be strategically positioned so as to be facing Europe. The plateau would also be populated with visible displays, signage and ,smaller monuments depicting significant Canadian wartime contributions including, the contributions on this side of the Atlantic.
- The 11 acre Chapel Point Battery site on a cliff directly across from the Cranberry head plateau. The fortification consists of a battery observation post, gun emplacements and an extensive underground system housing magazines and other restricted areas. Restoration of this site would focus on ensuring a stable, secure environment for public visits and viewing of the restored structures. The remnants of other sites of interest and fortification sites nearby on the Harbour would be visible via telescope from the Chapel Point site and the Cranberry Head monument site.

- A large pond directly below the plateau (Edwards Pond) which has been recently remediated and landscaped with federal funding to eliminate the potential for toxic run offs from the former mine which ran under the site. The result is a beautiful 10 acre setting suitable for park benches, tables, children's playground and other amenities.
- A beautiful , user friendly, large ocean beach (Lochman's Beach) directly in front of Edwards Pond . The beach has a long history of use by local citizens. It sits at the end of Cable Street so named because it is the location where the Trans-Atlantic Cable came ashore from Valentia Ireland via Hearts Content, Newfoundland and, thence onward to the North Sydney Cable Office which served as a central point for wartime messaging.
- A multi acre woodland setting (Neils Woods) astride Chapel Point and the beach which is ideal for the creation of walking trails and commemorative displays.

BACKGROUND

The case for establishing on the East Coast a national memorial dedicated to the wartime sacrifice of Canadians has been made and accepted by many across Canada. The Never Forgotten charitable foundation achieved this goal under the inspired leadership of Tony Trigiani and with the support of a "Who's Who" of prominent Canadians. A feasibility study indicated that Canadians supported the creation of the monument on the east coast of Canada. Central to the foundation's proposal was the construction at Green Cove in the Cape Breton Highlands of a "Mother Canada " Monument facing eastward towards the Vimy Memorial in northern France where so many Canadians lost their lives in service to Canada. The meritorious nature of this proposal nearly succeeded but countervailing forces intervened to place a halt on its implementation. Thus the current state of play is a hiatus, sadly at a time when Canada 150 celebrations and the 100th anniversary of Vimy Ridge are being planned. What better tribute and recognition of these events than to announce the creation of the proposed memorial. However the reality of the situation suggests that other options should be considered. The best available one is the proposal outlined herein.

RATIONALE

- The entire area is steeped in military history. Going back hundreds of years, the Sydney Harbour area has a rich military and civilian wartime history as documented in a number of historical references. An excellent source is the book " Guardian of the Gulf Sydney, Cape Breton and the Atlantic Wars" by Brian Tennyson and Roger Sarty, 2001. They open with the following statement " One of the great untold military stories revolves around the eastern seaport of Sydney Nova Scotia
- During World War 2, the Sydney Harbour area was the 2nd most important seaport in eastern Canada from a strategic military perspective with numerous fortifications in place. Convoys to Europe sailed from the Harbour and military fortifications guarded the strategic assets from U boat attack.

- Much of the physical evidence around Sydney Harbour of the military contribution has been allowed to deteriorate-it is time to save and restore what remains.
- The site is publicly owned (Cape Breton Regional Municipality and the NS Department of Natural Resources) and could be used for this public purpose. Parks Canada would not have relinquish any land or disturb the beauty of the Green Cove site to enable this site to be utilized.
- The timing is right to commit to an Atlantic Memorial site in concert with the Canada 150 celebrations and those for the 100th anniversary of Vimy Ridge. The monument would be designed to reflect the Vimy standard and would attract Canadians to a site where a unique educational experience would be available. The site would attract around 140,000 Canadians and thousands of foreign tourists annually , far exceeding the number of Canadians fortunate enough to visit the much revered memorial in Vimy.
- The boon to tourism and related spinoffs would create immediate economic benefits for a region with high unemployment and few economic development opportunities. It is expected that the positive business case will easily justify government economic development investments.

KEY THEMES AND STORY LINES

Visitors would be informed via guides, signage, video and other means about a number of key themes including:

- The extensive contribution of Canada's overseas military effort which would be highlighted in the monument area and throughout the park by signage and other commemorative displays
- The role of Sydney Harbour in assembling and launching convoys of supplies to the UK. The effort was huge. For example, there were 461 ships in the Harbour in September 1941.
- The Battle of the Atlantic in which Sydney Harbour played a strategic role (340 lives lost in Canadian waters)
- The tragic story of the sinking of the Caribou ferry by a German U boat in October 1942 with 136 lives lost.
- The importance of steel production in Sydney to the war effort (1/3 of Canada's steel production)
- The contribution of coal miners to the war effort. The Princess Mine, upon which the proposed monument site sits, provided a vital resource but not without the loss of life of miners who worked there
- The remarkable contributions of the diverse immigrant communities in the area(British, Ukrainians, polish, Italians, African Americans and others).
- The national and regional contributions of 1st nations communities
- The role of the air force base in North Sydney in the protection of convoys and harbour assets
- The role of the Point Edward naval base
- Activities of home front military personnel who managed coastal fortifications at Chapel Point and related satellite structures including gun emplacements, search lights and anti-submarine nets in and around Sydney Harbour

- Communications workers contributions including the cable office in North Sydney. This is highlighted by the concrete building at the end of Lochman's beach where the Atlantic cable came ashore from Newfoundland.
- Provision of information on, and linkages to, other historic sites including sites in Sydney and Louisbourg.

RESTORING THE CHAPEL POINT SITE-THE FIRST PRIORITY

There are various former fortifications (7 in total) which formed a network around Sydney Harbour and which could ideally be restored for commemorative purposes. However the costs involved may be prohibitive. At a minimum, these sites could be marked with appropriate plaques/signage . The Chapel Point site, a registered historic place, is included within the boundaries of the proposed memorial park, is the most intact fortification, and thus is the most logical for restoration. A study would be required to identify the work required for the restoration effort.

The study would benefit greatly from the " Chapel Point Development Plan" prepared in 1993 by Porter Dillon Consulting Engineers. It is a high quality document which details the restoration activities required for the Chapel Point Battery. The requirements would be reviewed and updated to reflect today's context and would provide the launching pad for site restoration.

It is anticipated that the work required for restoration would include:

- Clean up of the area and building structures
- Creation of travel/walking routes to the site (Minimal upgrades to existing routes required)
- Conducting a public safety assessment and securing the safety of the site structures and its tunnels including guard rails as appropriate
- Restoring the key fortification features (Command Post, Powerhouse, Gun emplacements, Searchlights)
- Preparing signage and storyboards
- Creating a visitor center and parking area.

OPTIONS FOR A NATIONAL MONUMENT

As noted earlier, support for a national monument on the east coast was confirmed by a feasibility study conducted by the Never Forgotten Foundation. The site (Green Cove) ran into opposition and support by Parks Canada was dropped. As a result, development of the monument following \$1.5 million of investment has paused.

One option for the monument for the proposed Atlantic Memorial Park is to develop a separate design which doesn't conflict with the Green Cove proposal. The size and style of that monument was criticized in the national press, as was the apparent lack of consultation on design options.

A second option would be to work with the Never Forgotten Foundation to erect a similar monument at the Sydney Mines site. It is believed that the intent of the Foundation to erect a national monument facing the Vimy Memorial could be respected. The proposed "Mother Canada " monument is reflective of the much revered Canada Bereft statue in Vimy.

As a former Chief of Defense Staff commented “The mourning figure of ‘Mother Canada’ would be a fitting reminder to all of Canada of the sacrifices that her sons and daughters have made, are making and will continue to make in the future”. The original strikes a mournful and solitary pose on the crest of a French ridge once soaked in Canadian blood- an image one prominent former soldier says should be a daily reminder to parliamentarians that their decisions have consequences.

Whatever monument design is chosen, the Sydney Mines site contains the key features of the Green Cove site in that it provides a spectacular setting facing towards Vimy and, during the world wars, provided departing military personnel with a last view of Canada.

But the site has important additional merits not available at the Green Cove site. It is extensive (120 acres) and resides in an area of rich military history, including where large wartime convoys were assembled and left from Sydney Harbour and where protective fortifications guarded the area during the Battle of the Atlantic. Over and above the military experience the site offers an excellent family oriented recreational experience.

THE BENEFITS

The proposed Atlantic Memorial Park would:

A) From an educational /personal enjoyment perspective;

- Provide a 1st class east coast commemoration experience and the opportunity for Canadians to learn about and appreciate the little told story of Canada’s wartime sacrifices at home and overseas
- Bring forward a better understanding of the Battle of the Atlantic which raged off the east coast-knowledge of which was suppressed for wartime secrecy.
- Provide a unique opportunity to experience an important commemoration site within an ideal recreational setting including a park, a pond, a walking trail and a beach all surrounded by panoramic views.

B) From an economic perspective:

- Provide significant direct operational revenues to offset operating costs (an estimate of 176000 annual visitors was made for the proposed Green Cove memorial). A similar volume may be expected at the proposed site with proper marketing especially in an environment of burgeoning tourism in Cape Breton.
- Provide significant spinoff benefits for tourist facilities, restaurants, craft shops, tour guides, transportation companies in the local area.
- Encourage further upgrading of local facilities and provide further motivation for cruise ship expansion- imagine the cruise ship passenger entering the Harbour in sight of an imposing contemplative monument situated on a crest of Canadian shoreline opposite the one on the crest in France
- Provide a positive return on investment on the economic development dollar in an area with limited practical economic investment opportunities.

SYDNEY MINES TOURISM DEVELOPMENT SOCIETY

A local community group has been formed and is registered as the Sydney Mines Tourism Development Society to further develop the proposal and to form partnerships to prepare a project plan and seek funding support. It is recognized that the project will encompass 3 interconnected components to be implemented over a multi-year period. The 1st will be to restore the Chapel Point site. The 2nd will be to design and create the monument and related historical themes area. The 3rd will be to prepare the pond, walking trails and beach for enhanced recreational activity. Each phase will require a separate detailed plan and funding model. The Community group is seeking the support and assistance of key partners in development of this exciting opportunity to contribute positively to Canada's commemoration landscape and to regional economic development.

ACTION PLAN

The Society's action plan consists of developing and implementing the following:

- A governance structure for the project (Society registered)
- A park layout and site plans and designs
- A funding strategy
- A comprehensive multi-year project plan
- A business case presentation
- A communications and marketing strategy
- A network of stakeholders and partnerships.



#BAYITFORWARD

Community Development Society

LIVE - WORK - PLAY - INVEST



OVERVIEW

- Our Story
- Our Focus
- Our Objectives
- Our Desired Outcome
- Our Ask



OUR STORY

This Society is being formed on the initiative of a small group of community members, ex-pats, and business owners who share a common interest in shaping a positive future for Glace Bay.

Our incorporation documents were submitted to the Registrar of Joint Stocks on January 10, 2017.



OUR FOCUS



"Focus not on what is wrong here, or what isn't here. Focus on what IS here and build from there"

Our sole focus is to to build partnerships to promote and advance economic, cultural, and social growth in the community of Glace Bay.

We aim to focus on existing assets to propel the community forward.

CONNECT

PROMOTE

ACT

Connect local assets, resources, heritage and social capital –to diversify Glace Bay's economic development and promote its value proposition.

Strengthen the community's voice and image.

Inspire positive, collective action. Create opportunities to collaborate on big and small ideas.

OUR DESIRED OUTCOME

Our desired outcome is that Glace Bay is seen as an attractive place to live, work, play and invest.

Other communities that have fallen on hard times have 're-invented' themselves based on their value proposition.

Glace Bay has a value proposition.

Residents need to be inspired to BELIEVE.
Others need to be made AWARE.



OUR INITIAL ACTIVITIES

1. Engage Community Leadership
2. Pursue Initial Project Funding (CBRM Sustainability Fund; Communities Foundation - Endowment Fund)
3. Develop Glace Bay's 'Brand' (Arts, Entertainment and Cultural District? Improved Signage?)
4. Promote and Support Entrepreneurship (Pop-Up Market; knowledge transfer events featuring successful exporters - e.g. McFadgens, Ka' Le Bay)
5. Raise Community Awareness (CBC Mainstreet; Business Mixer Events)



Our Ask: Get Behind Us!





Island Strong Motorcycle Association



The Island Strong Motorcycle Association is a registered non-profit society formed for the sole purpose of organizing and running the Cape Breton Bike Rally. The bike rally has been held on the first weekend of August in CBRM since 2014. Since 2016 we have been based in Memberton since it is an easy place to access and has ample room for the motorcycles and infrastructure needed to run the rally. That is not to say that the participants to the rally stay in Memberton for the whole weekend. Far from it because the main reason for owning a motorcycle is to ride and ride we do exploring the fine roads and places in CBRM and also all of Cape Breton Island through guided tours or by ourselves. On these rides and while in Memberton the bikers tend to spend money and spend they do on everything from lodgings to food and souvenirs helping our economy.

This year the Cape Breton Bike Rally will be held on Friday, August 4th to Monday August 7th, 2017 and we expect around 1.500 Bikers to attend. Below is a chart showing the percentage of Bikers according to area who attended last year's rally:

From Cape Breton: 60%

Outside of Cape Breton: 40%

Outside of Nova Scotia: 18%

Mainland Nova Scotia: 22%

As you can see the Rally is not just for local residents but appeals to people from all across Canada and the United States. Last year we also had a couple from Australia.

To put on any event including a Motorcycle Rally does cost money. This year our projected expenses are \$32,000. Membertou Council has promised us \$5,000 and help from their Staff. We will also receive about \$5,000 from registration and \$5,000 from Vendor fees for our Vendor Village which is mostly made up of local vendors. This does leave a shortfall and we are here today to ask the Council if there is any way they could support us, in a monetary donation or in kind. We do believe that our Rally helps the economy of Cape Breton in some small way. Thank you for your time.

Respectfully:

Fred Whyte, Co Chairman and Director

Island Strong Motorcycle Association.

Sydney Mines Heritage Society

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 (2012)**

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	10,483

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	787

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

Stakeholders

- 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		

Trip Adviser – What Are People Saying?

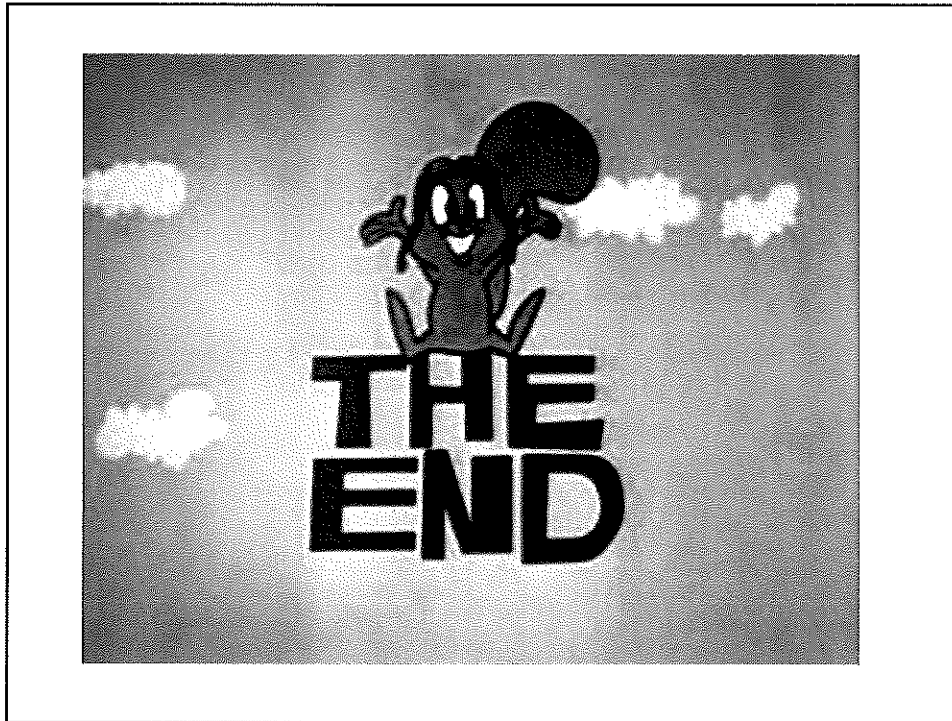
- "Well Worth the Visit!"
- Reviewed 31 January 2013
- I visited the museum twice with a group of elementary students and had a wonderful experience both times. Right from the start, our guide, Dr. Critchley, had all of us engaged and learning. Dr. Critchley is a natural teacher and the students came 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 – What Are People Saying?

- Fantastic trip back in time.
- Reviewed 29 January 2013
- 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!!!

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.





Destination Louisbourg is asking CBRM for its leadership and continued support in order to move forward with the Louisbourg Waterfront Development Project and with setting up interim Visitor Welcome and Orientation operations on the waterfront in Louisbourg.

This project is five years in the making, having grown through an intensive and thorough planning process supported by the CBRM, the province of Nova Scotia, ACOA, Destination Cape Breton and Parks Canada. We began as a planning committee in 2012 as part of ACOA's STEP (Sustainable Tourism Expansion Program) process. The committee had representation from citizens-at-large, business, and community organizations focused on the tourism industry including Fortress Louisbourg Association, Destination Cape Breton, Cape Breton Regional Municipality, the Province of Nova Scotia, Parks Canada, and the Atlantic Canada Opportunities Agency. At the end of the strategic planning process, we formed the Synergy Louisbourg Development Society with a Board of Directors and, since that time, we have collaborated with all other interested parties. We have a long-standing relationship with the Cape Breton Centre for Craft and Design and they will continue to be a vital partner moving forward. We have received support and funding from all levels of government, from Parks Canada as an integral part of the process and critical partner in the project, from private investment through Forrest Mars Jr. and from business in the form of BBDO Toronto, an international branding and marketing firm.

Destination Louisbourg is an umbrella group consisting of the Synergy Louisbourg Development Society, the Fortress Louisbourg Association and Parks Canada. This group came together to more effectively grow Louisbourg as a destination, focusing on the whole destination from the Fortress to the Lighthouse and into the broader destination area. Synergy Louisbourg has a solid strategic planning history and, through the investment of approximately 400K by all levels of government, they have brought the Louisbourg Waterfront Development to the stage where it is both ready to implement and proven in its operational sustainability. The Fortress Louisbourg Association is a strong organization with a proven track record, thereby ensuring successful and sustainable operations. Both these organizations are vibrant and engaged not-for-profits dedicated to growing tourism in the destination area of Louisbourg and in growing the community through revitalization and innovation. We have the benefit of a world-renowned tourism attraction, the Fortress of Louisbourg National Historic Site, which celebrates Louisbourg's place in Canadian history...we just need to capitalize on that strength to build the whole destination.

Unfortunately, the community of Louisbourg has suffered a considerable decline in the last decade or more. The waterfront area has been left to deteriorate and the existing boardwalk and pier are in a serious state of disrepair, to the point where it is not only unsightly, it is unsafe. The Motorhome Park closed at the end of the 2015 season and,



in spite of our attempt to occupy it for the 2016 visitor season, it has been left vacant and it risks becoming another neglected and derelict property on the waterfront. The Louisbourg Waterfront Development is designed to reverse that decline, enabling the community to prosper and take advantage of its many and myriad strengths. Planning has focused on the successful expansion and revitalization of our tourism-based business community and we have collaborated to balance the perspectives and interests of the community and the private, not-for-profit and public sectors. The key to success, or the 'game changer' as some like to call it, is in the relocation of Parks Canada's visitor reception services to a 'Town Centre' on the Louisbourg waterfront. The Fortress of Louisbourg attracts in the vicinity of 100,000 visitors every year so we are uniquely positioned for success. We do not need to attract visitors; they are already coming. Unfortunately, Louisbourg is a 'drive-through community' for them. This development fundamentally changes how people experience Louisbourg. By repositioning our visitor arrival point we enable our businesses, existing and future, to benefit from the approximately 100,000 people who currently drive through the community. We do not need to increase numbers; we just need to increase yield. Implementing this proposal will result in increased employment by attracting new business and encouraging existing business expansion to meet newly generated demand for services.

This success will impact positively, not only on the lasting impression of Cape Breton and Nova Scotia that our visitors take away, but also on the community's, and the municipality's, economic and social development. Generally, economic success in one area of the municipality contributes to economic success across the municipality and, more specifically, stopping visitors on the waterfront in Louisbourg gives us the opportunity to inform them about the many other attractions in the region like the Louisbourg Playhouse, the Savoy Theatre, the Miners' Museum, the Highland Arts Theatre...and the list goes on. We can change 'drive-through; leave' to 'drive-around; stop, shop and stay'. Ultimately, achieving this outcome contributes to the whole of the Cape Breton Regional Municipality by sharing the wealth generated by increased yield from visitors and by bringing new tax revenues to the municipality. It contributes to the desired accomplishments of the oneNS report and positions Nova Scotia as both a global tourism contender and province investing in solutions for its rural communities.

Together, we have set new goals for Louisbourg. Over the last four years, we have incorporated input from twelve community engagement sessions into the Strategic Plan, the Spatial Plan, the Business Plan and Community Branding work. We have worked closely with Destination Cape Breton Association and the Cape Breton Centre for Craft and Design to ensure that we capitalize on both tourism and our creative economy in a way that results in building capacity and season, thereby ensuring sustainability for the future. The revitalization of our infrastructure and, indeed, our people and our culture will provide the competitive edge to increase our tourism yield. We will grow Nova



Scotia's economy by creating a healthy environment for strong private sector growth resulting in increased employment opportunities. Because we know that the new 'town centre' on the waterfront needs to respond to the needs of the community, as well as welcoming visitors and providing positive experiences, we continue to work with our community, our partners and all levels of government to implement the plans that we have developed together for the benefit of the community, Cape Breton Island and Nova Scotia.

Designed to be completed in two years, this project will revitalize Louisbourg and restore pride in its role in the development of Canada. The Strategic Plan, developed with the citizens of Louisbourg, is focused on strong economic and social benefits for the community. This is an opportunity to revitalize the community of Louisbourg through the presence of Parks Canada in town and through the involvement of the Fortress Louisbourg Association and the Cape Breton Centre for Craft and Design. We know that Destination Louisbourg in general and this project specifically will benefit from a strong, cultural element. Consequently, the design for the centre includes 4 craft studio incubator spaces, enabling craft producers to make and sell their work on the waterfront where they are assured of access to approximately 100,000 visitors. Through other dedicated spaces, there will be opportunities to work with the community to deliver programming and, as well to expand on CBCCD's relationship with NSCAD. We will accommodate artisans and other businesses, creating a positive economic environment in the larger community and resulting in the renewal of Louisbourg. It will bring new life to the community through cultural expression and, through the economic benefits derived from the resulting tourism growth, it will strengthen the community, the municipality, Cape Breton and Nova Scotia.

Five years into the planning process that involved strong partnerships and extensive community consultation we now have the following detailed plans:

Synergy Louisbourg Strategic Plan: Embracing Louisbourg in a New Light.

**Louisbourg Tourism & Community Spatial Planning and Design Initiative 2014
Business Case: Louisbourg Tourism and Community Spatial Planning.**

Destination Louisbourg Brand: *Louisbourg: The Past is Present*, honouring the iconic Fortress, the Lighthouse and our 300 years of seafaring traditions.

Louisbourg Waterfront Development – Final Engineering and Design Plans

Louisbourg 'Town/Visitor Centre' Complex – Final Design (finalized by March 31, 2017)

Our plans were prepared to align with the most recent research in tourism and economic development, including the recommendations of the oneNS report and the



best available advice from internationally recognized experts, supplemented by information from Tourism Nova Scotia, Canadian Tourism Commission and Destination Cape Breton Association. They are based on extensive research into the changing expectations of visitors and they are aligned with Parks Canada's renewal of the visitor offer at the Fortress of Louisbourg National Historic Site. We have utilized every tourism and community planning tool available, particularly those promoted by ACOA and the Province.

We are happy to offer copies of all plans and any other documentation required. Louisbourg's sustainability plan focuses on achieving key objectives aimed at celebrating the community's culture and heritage, improving quality of life for local residents, creating opportunities for business and achieving our potential as a world class tourism destination. Strategically positioned, this new development will draw both visitors and residents to a 'town centre' which will be designed to create a new life and opportunities in the community. It will revitalize the community and attract, retain and delight visitors by providing:

- Orientation to the Fortress of Louisbourg on the harbour front;
- Water access to the Fortress;
- Unique historical harbour tours;
- High quality music and theatre within the Louisbourg Playhouse;
- Fabulous food experiences;
- Experiences with artisans and access to high quality products
- Outstanding viewing vistas;
- Active living opportunities for visitors of all ages and diverse abilities;
- Walkable services within a vibrant downtown core; and
- Way-finding that intrigues and supports trouble-free navigation;
- Information about the many other attractions throughout the municipality.

This proposal has been tested through a high-level business case analysis, **Business Case: Louisbourg Tourism and Community Spatial Planning**, conducted by Group ATN Consulting Inc. This analysis aptly concludes: "... *that **Synergy Louisbourg Development Society has, indeed, completed a realistic and pragmatic appraisal of the potential opportunities that present themselves to the Louisbourg destination. As well, it paves the way for future engagement and action related to***



these creative, innovative and sustainable plans.” Our business case demonstrates that, through collaboration and authentic engagement, we can improve efficiencies and cost effectiveness as well as generate business and community involvement. We will provide a world-class service to visitors, a welcoming environment for business, and a vibrant community for current residents and new citizens. Business start-up rates will increase as a result of improved incentives, supports and opportunities for entrepreneurship.

Our proposal to develop an integrated service delivery...utilizing shared, more efficient facilities and reducing environmental footprints...will create a more competitive Louisbourg. Visitors will come to know the Destination Louisbourg area as a primary eastern North America destination with a broad menu of unique and varied experiences designed to encourage more visitors who stay for longer and spend more. Our community will regain its appreciation for its place in the world and its people will prosper.

The diversity within the visiting public attracted to the Fortress of Louisbourg National Historic Site provides a natural platform from which to effectively engage international students, African Nova Scotians and Mi'kmaw peoples in the provision of business services to tourists and residents alike. Creating a strong, culturally responsive program will draw our CBU-based international students to seek permanent residence status and contribute positively to the province's economy over their lifetime. This will benefit both our visitors and those actively engaged in providing services and supports.

Through this project, many sectors of our community will align on shared goals for economic growth, social and cultural advancement, tourism expansion and environmental sustainability. Our proposal presents the very essence of the comprehensive re-thinking of regional service structures described in the oneNS document. It brings together, under one roof and within one gateway “Destination Louisbourg” community, the business sector, the community sector, the arts and culture sectors, municipal and provincial tourism services and the federal Parks Canada team. It demonstrates that, working together, we can optimize quality of life and create sustainable economic opportunities in business, tourism and other related sectors.

Destination Louisbourg continues to benefit from the advice and guidance of strategic tourism partners that have core components of research, monitoring and evaluation expertise. Parks Canada has a vigorous and current visitor origin, satisfaction, and market analysis capacity. The Canadian Tourism Commission provides metrics for organizational evaluation. Tourism Nova Scotia conducts regular visitor numbers, spending and origin research. Destination Cape Breton Association provides businesses with current trends, visitor information centre data and web-based analytics specific to our destination. Research provided by these organizations, combined with baseline data created by consultants and Synergy Louisbourg, has established clear



baseline data detailing where we are at present. This informed our design to create our shared future — where we have to go!

This proposal demonstrates long term benefits to this area and to the province of Nova Scotia. Its long term reach and lasting benefits are as tremendous as they are varied, including:

- Growth through focus on culture and heritage
- Growth in the creative economy
- Increased diversity within the workforce;
- Boosting labour force participation rates;
- Building youth employment opportunities;
- Enabling business expansion;
- Increasing the number of business start-ups;
- Growing gross business revenues from tourism;
- Increasing general business revenue in the downtown core;
- Increasing tax revenues to the municipality;
- Expanding tourism;
- Supporting formalized partnerships/collaborations among sectors; and
- Strengthening communities through public and stakeholder engagement in economic and social development.

There can be no doubt about the risk involved in doing nothing. The consequence of inaction will be that the current trend of business closures and a reduced service offer in town will continue. This will result in continued dissatisfaction in the overall experience and further reduction in visitation at the Fortress. The Louisbourg Waterfront Development will reverse the current decline, revitalizing derelict waterfront space, turning it into a 'town centre' where community residents and visitors can gather...for a summer market, a Christmas market or a coffee with friends overlooking the beautiful harbour and the magnificent Fortress of Louisbourg. It will be a place to gather, contributing to a social cohesion that too many communities have lost. We will create an environment where we can celebrate the culture and heritage of Louisbourg and beyond, an environment where "...culture and history contributes to vibrant communities



that make life better for families in every part of the province”. This will be an environment where businesses can thrive and contribute to a growing economy.

Success depends upon the support of all levels of government and the private sector. Our experience, that one funding body cannot commit unless another funding body is “on-board”, presents a formidable challenge to community-based organizations. We are now poised to implement and we are asking that all funding agencies collaborate and act in a timely and supportive manner. We need our key leaders in business, communities, strategic institutions and government to step up to the plate. Working together, we can be the change that we all agree is needed to achieve the objectives to create successful communities and to grow tourism.

We are confident in our capacity. Our work is grounded in community engagement, solid partnerships and expert research and our plans are ready for implementation. Our business plan demonstrates that what we propose is sustainable. We have agreement across sectors on the optimum way forward. The time to act is now.

The ask:

1. We thank the CBRM for their existing commitment of \$400K in this fiscal year based on the concept design estimate of \$1.2 million for all elements (excluding the building). We greatly appreciate the municipality’s leadership in making this first commitment to fund 1/3 of this part of the waterfront development project. The final estimate for this part of the project is \$1,733,262 million.

2. As per Positive Change #55 in the Mayor’s ‘100 More Positive Changes’, we ask that the CBRM advance the Louisbourg Waterfront Development project to the Province of Nova Scotia as a top priority in order to ensure provincial funding for the overall project.

3. We thank the CBRM for the commitment of the land for this development (the former Motorhome Park land on the waterfront in Louisbourg). The motion was passed in February 2015 to carry out the public participation process required to transfer the land. As we presented at last year’s budget consultations, we need a small amount of additional land between the boardwalk and the Motorhome



Park land to be included. This is the optimum area upon which to construct the building and it is also required in order to ensure the space necessary for parking. It makes sense to complete a single transfer of land so we ask that this be included in the same process. We ask that the CBRM move forward with a lease or transfer of the necessary land as soon as possible so that we may proceed with the development.

4. We ask that CBRM grant permission to Destination Louisbourg and Cape Breton Centre for Craft and Design to occupy the existing buildings on the Motorhome Park land for the 2017 Visitor Season and that we all work in cooperation to prepare the buildings to welcome visitors. This will be a very important year for Louisbourg and for the CBRM and improvements to the waterfront are essential before we welcome the increased numbers of visitors expected as a result of the Canada 150 celebrations, the free entry to Parks Canada sites in 2017 and RDV 2017, Tall Ships Regatta. Together with our partners (Parks Canada, Fortress Louisbourg Association, and Cape Breton Centre for Craft and Design), we are ready to begin work as soon as we have permission to occupy the buildings and land so that we can ensure the best experience to all those taking in the Canada 150 free admittance to Parks Canada sites.



LOUISBOURG
THE PAST IS PRESENT

AWMG
ARCHITECTURE

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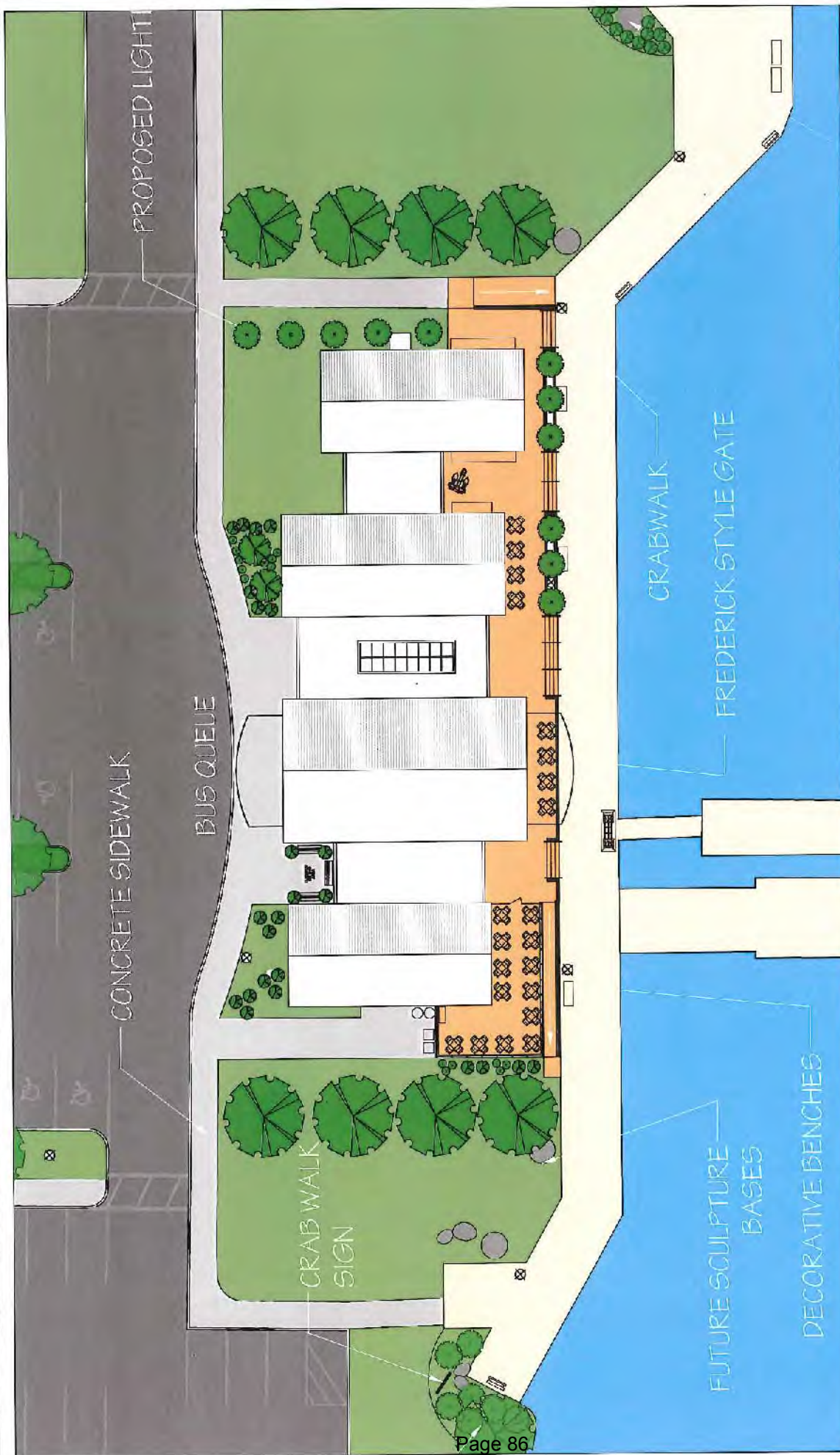
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GLENN GROUP
LANDSCAPE
ARCHITECTS &
PARK PLANNERS

LOUISBOURG VISITOR EXPERIENCE CENTRE PROPOSED CONCEPTUAL DESIGN

ISSUED FOR PRESENTATION - OCTOBER 19, 2018



AWMG
ARCHITECTURE

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LOUISBOURG VISITOR EXPERIENCE CENTRE PROPOSED CONCEPTUAL DESIGN

ISSUED FOR PRESENTATION - OCTOBER 19, 2016





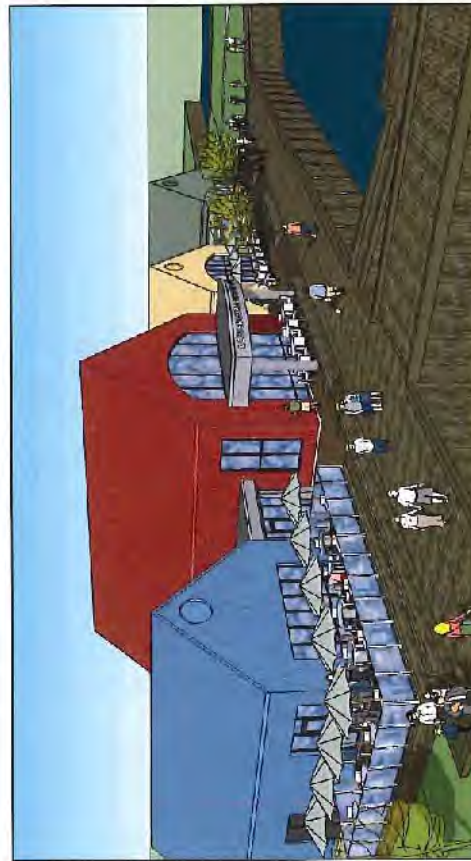
LOUISBOURG VISITOR EXPERIENCE CENTRE PROPOSED CONCEPTUAL DESIGN

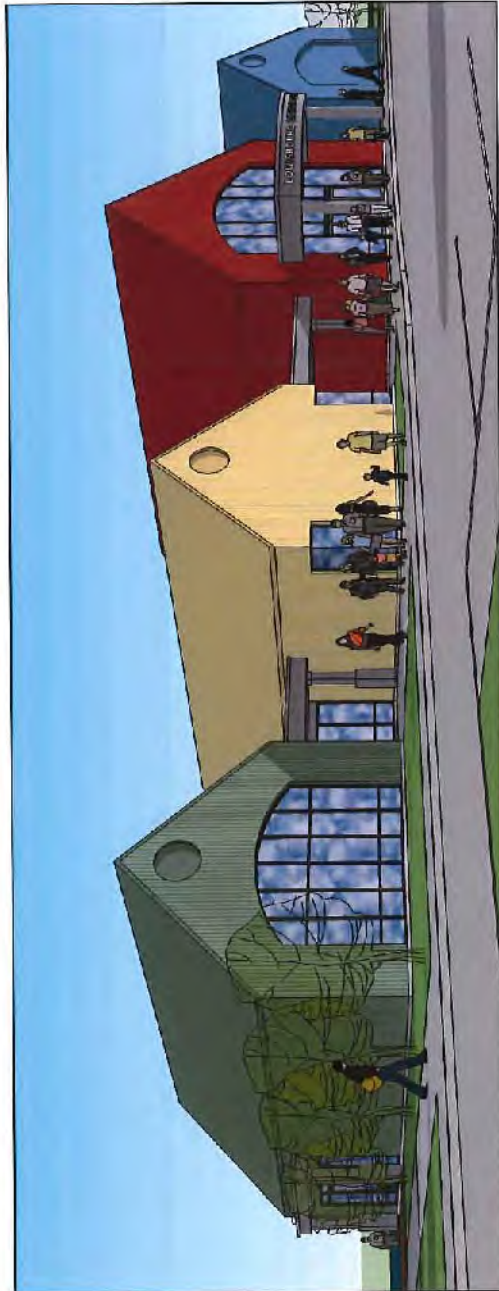
ISSUED FOR PRESENTATION - OCTOBER 19, 2016

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LOUISBOURG VISITOR EXPERIENCE CENTRE PROPOSED CONCEPTUAL DESIGN

ISSUED FOR PRESENTATION - OCTOBER 13, 2016

Velo Cape Breton Bicycle Association

-Introduce Velo Cape Breton as an island wide cycling group with approximately 200 members. We offer a full ride schedule during the spring, summer and fall, multi-day cycling tours, cycling instruction, and we work collaboratively with various levels of government to improve cycling safety and cycling infrastructure.

-Short history of the CBRM AT Plan and our involvement. The importance of completing the Grand Lake Road Multi-use Path.

-Why is AT infrastructure important- health, environment and economic development.

Thank you for your consideration,

Andrée Crépeau

Marion Bridge and Area Community Development Council

Who are we?

The Marion Bridge and Area Community Development Council is a not-for-profit registered Society with the Province of Nova Scotia. We have served the greater Marion Bridge Community for nearly 50 years and over that time have organized and funded many community events. Our catchment area is significant in geography as our community center is the hub of six major roads which all lead to the Bridge over the beautiful Mira River.

Our current project:

Our intention is to:

1. Upgrade our Recreation Hall with an addition to house new modern wheel chair accessible washrooms.
2. Dismantle the existing washrooms and extend and modernize the kitchen.
3. Upgrade our sewage disposal system to meet current standards.

Our focus:

Most of our indoor activities center around our Recreation Hall, located in the heart of Marion Bridge. This is a busy building used for everything from cards and games to dances, concerts, weddings, public and private meetings (including by Emera) sports, Sea Cadets, Sparks and many other functions. In addition, it is an integral part of the Marion Bridge Elementary School program and is used several days a week as a gymnasium and for other school functions. As with many small communities near a bigger center (in our case, Sydney) we very much value our Elementary School and our Council bends over backwards in any way possible to encourage the continued use of our Hall by the school in a bid to keep our young children in the community.

As our community grows, so does the variety of uses for our Hall. As an example, we have recently accepted a long term arrangement with the **Mira Players** – a theatre group that for 20 years has presented amazing theatre to our community and beyond. We have made modifications to accommodate their needs.

As mentioned above, catering to the needs of the school is very important to us. As our young people grow, they continue to use the Hall for local sports and other youth functions. The older crowd occasionally schedule yoga and fitness programs and many other events – limited by only the imagination and available people power!

Speaking of people power, our policy for the use of the building has always been guided by the spirit of individual and group entrepreneurship. We mean that nearly anyone or group in the community is welcome to volunteer an idea and a plan for use. Thus, a very busy spot!

Our upgraded washrooms and expanded kitchen will ensure our Hall continues to be a strong asset in our local community development for years to come. Our building has served us well, but now it needs a little tender loving care. Therefore, we have initiated an improvement fund for this project. We appreciate and look forward to partnering with individuals and organizations and we hope to complete

our project by the end of 2017. Our planning is in the preliminary stage, but we have developed a budget that we feel will be realistic and doable in our community.

Over the years, our Council and the community have kept our building up to a reasonable standard, doing improvements as they were required. The Marion Bridge Fire Hall is attached to our Recreation Hall. We share the water and sewer systems, and we jointly share some of the costs of operating the building.

In the last ten years or so we have put on a new roof, built an addition with a wheelchair ramp and storage, did an electrical upgrade, added a fire alarm system, replaced an oil tank and other general improvements. To the best of my knowledge, we have never asked the CBRM for funds, despite the fact that the building is actually owned by the CBRM.

Our project centers around the improvement or replacement of our failing sewage disposal system. We estimate the cost to be about \$22,000.00, but it is difficult to be sure until we get an engineering report in the spring. As per the attached budget, we are asking the CBRM Council for a grant of \$22,000.00 to help us with the cost of our project.

Thank you for your consideration, we would be happy to make a presentation to Council at your convenience.

Stephen Read

Treasurer,

Marion Bridge and Area Community Development Council

The Marion Bridge and Area Community Development Council

Building Improvement Project

New Washrooms, Septic System, Kitchen Upgrade

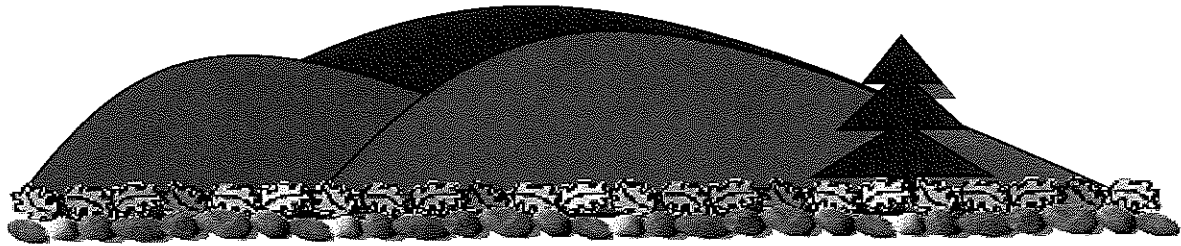
Preliminary Budget

Expenses

Engineer costs, plans and permits	\$	2,000.00
In ground septic system		22,000.00
Building addition, washrooms and fixtures		25,000.00
Building upgrade – converting washroom space		5,000.00
Kitchen upgrade		5,000.00
Total	\$	59,000.00

Revenue

Contribution from current funds	\$	20,000.00
“In kind” labour and equipment from the community		3,000.00
Marion Bridge Fire Department		5,000.00
Donations from organizations that use the Hall		4,000.00
Emera Community Investment grant		5,000.00
Cape Breton Regional Municipality		22,000.00
Total	\$	59,000.00



Coxheath Hills Wilderness Recreation Association

1330 Coxheath Road, Coxheath, Nova Scotia, B1L 1B4

January 17, 2017

Background:

The **Coxheath Hills Wilderness Recreation Association** (Coxheath Hills WRA) was founded on the premise of improving the physical fitness of our community and enhancing our understanding of nature from season to season through wilderness experiences in the natural environment of the Coxheath Hills. The not for profit Association was granted federal "Charitable Status" in 2006 and is currently governed by a Board of Directors consisting of the founders and citizens from the community. Regular board meetings provide direction and long term stewardship objectives; plan and implement fundraising applications and events; implement planned trail and lodge developments with professional support to help minimize environmental impacts; develop relationships with government and private sector organizations and volunteer groups; and establish governance which will maintain the legacy of a community based wilderness recreation institution.

Completed Projects include:

- ☐ 11 km of trails
- ☐ Lodge construction to CBRM code
 - a solar panel for electrical lighting
 - a wood stove for space heating
 - Privy at lodge
- ☐ Church/Trail parking lot upgrades
- ☐ Trail Signage and kiosk
- ☐ Trail#1 stream crossing - new bridge
- ☐ Benches along the trail
- ☐ Firewood enclosures
- ☐ Wood chipping for trail protection.
- ☐ Ongoing trail maintenance
- ☐ Shelter on northern loop

Proposed Future Projects:

- ☐ Upgrades to the Coxheath-Blacketts Lake Community Hall
- ☐ Hosting cruise ships
- ☐ An ability trail which would make our trails available to everyone.
- ☐ Shelter on the western loop
- ☐ Zip line and suspension bridge across a 500ft. canyon
- ☐ Log cabin and gold panning below the canyon

The Coxheath Hills Wilderness Recreation Association has confirmation of the hall purchase for \$1.00. We will be changing the name of the hall to The Coxheath – Blaketts Lake Community and Seniors Center. This is the only hall in this area.

Upgrades to the Coxheath-Blaketts Lake Hall are extremely important to maintaining it as a focal point for our trails and community events. This not only benefits C.B.R.M. but also tourists who are looking for unique experiences and activities for their families.

Presently we host a number of community events in our hall including:

- ☐ In conjunction with the Celtic Colors we provide a day of hiking, musical entertainment both in the hall and at our lodge. (Fiddle, bagpipes, piano). Also our community volunteers provide a light lunch for participants. This event has been averaging over 300 participants along with 40 to 50 volunteers.
- ☐ Our winter desert social provides a venue for the community to come together in a social setting. All our deserts are baked by community volunteers and served by volunteers. We have been averaging about 200 people each year at this event.
- ☐ Also we are presently in discussion with the Cruise Lines to provide a venue for Cruise Line families with a projected date of 2017. Our plan is to discuss with the university the hiring of students from the community studies program to work as trail guides and animators
- ☐ Community Christmas concert and social.

These hall improvements would allow us to put on other community events senior teas, senior exercise programs etc. As well as events to attract tourists who would have the opportunity to experience local music and food. Tourists may stay an extra day or two to hike our trails as well as partake in some of these cultural events. In turn their staying would provide economic benefits to the C.B.R.M..

A positive spin off would be that the C.H.W.R.A. would be able to hire people to develop, coordinate and supervise these cultural events.

The list of renovations are as follows:

Remove existing chimney, relocate existing hot air furnace, install heat pump, new plumbing in kitchen and two new washrooms.

Stud, insulate and gyproc lower level

Insulation for ceiling and walls of the upper level

Gyproc upper level

New kitchen cabinets

Hand sink

Triple bay sink

Electric range

Convection oven

Rewire electrical

Windows (installed)

Water purification system including pump

Excavation

Blueskin membrane primer and geotex

Insulation for outside concrete wall

**Drainage pipe
70 tons of stone
Flooring (installed)
Underlay
Prime and the paint the interior of the building
Trim for windows doors and base
Walk and front step
Upgreade to parking lot
8 only 8 ft. folding banquet tables
50 only stacking chairs
Total Cost approx. \$150,000.**

This funding request all or part will enable us to carry out the repairs / renovations outlined above and will give us a great start on making the Coxheath-Blaketts Lake Community and Seniors Center a much valued and well used part of our community infrastructure. Your partnership will help us in attaining provincial and federal funding.

Thank You for your time,

**Sincerely, Emile Roach
Vice –President
C.H.W.R.A.**

Scouts Canada – Cape Breton Island Area

Dear Sir/Madam:

I am writing this letter as Fund Raising Chair for Cape Breton Island Area, Scouts Canada.

For the last 100 plus years, the Scouting Program has provided six dimensions of personal growth to its youth and adult members: Spiritual, Physical, Intellectual, Character, Emotional and Social. We provide our program to youth and adults in Sydney, Glace Bay, New Waterford and North Sydney. Beavers, Cubs, Scouts and Venturers are open to boys and girls from age 5 to 18 years. Since 1967, we have also maintained an outdoor facility in New Harris, known as Camp Carter.

On a National level, Scouts Canada provides a “No One Left Behind” program, to aid parents who may find themselves in a financial deficit, with the rising costs of yearly Registration fees. Even with the aid from our National office, we find ourselves requiring funding to assist us in continuing our efforts to train our leaders and to assist with our youth driven activities such as sporting events, social interaction, field trips and gatherings, as well as outdoor skills and camping. Our program provides everything from leadership skills, citizenship, anti-bullying programs and self-confidence building. In addition, we would also like to expand our membership to include more youth and open new groups in the Cape Breton Regional Municipality.

In providing and expanding our programming we find that we require additional funding of approximately \$20,000.00 to cover items such as new Group development (\$5000.00), supporting events in our Area (\$10,000.00) and maintenance and on-going Leader training (\$5000.00).

We hope to continue providing our Scouting Programs to the youth of Cape Breton Regional Municipality and hope that you may consider our request for aid in our fund raising efforts.

I remain,

Yours in Scouting

Ron Wadden
Cape Breton Island Area
Fund Raising Chair
Area Commissioner
Scouts Canada



Southend Community Center

98 Spruce Street, Sydney, N.S. B1P 3B2, Ph. 562-1494, Fax 562-2960

January 12, 2017

Debra Campbell
Municipal Clerk
Cape Breton regional Municipality
320 Esplanade St.
Sydney, N.S.
B1P 7 B9

Dear Mrs. Campbell,

Re: Southend Community Development Association - Application for Funding

We would like to make a formal request for \$150,000.00 from the Cape Breton Regional Municipality in support of the development of a Community Center in the Sydney area.

We are a local not-for-profit organization and for the past twenty years have operated the Southend Community Center from a leased building belonging to CBRM. This building has been devastated by the recent flooding which occurred in the community last October, and has since been scheduled for demolition by CBRM, leaving our organization without a home, our community without a focal point for activity fostering community spirit, and many of our youth without purpose.

We were mainly inspired to restart the center and its activities because many of our children often get into trouble in the community /school, don't find it very easy to make friends and lacked structured activity and guidance to keep them involved. We had 6 full time staff, 14-part time staff and a host of parents and other local volunteers who made up the Southend Community Center family of support workers.

Our aim / objectives are to:

- Provide a safe, all-welcoming space for community members to connect.
- Prepare and Inspire our youth to achieve their potential.
- Assisting in the development of safe and comfortable housing options.
- To strengthen our community awareness through social, recreational and educational initiatives.

Our vision is to:

Become a Leader in social, recreational and educational programs.

Future Plan:

It is our plan to re build the center into something more, something able to provide enhanced services to the community while still holding dear the feeling of family. Our plans include a gymnasium to enhance activates such as floor hockey, badminton, volleyball, basketball and other extracurricular activities for the communities young and old alike.

We have begun a preliminary analyt of options from renovations of an existing building to the construction of a new building to house or activities.

Budget Costs:

Existing Building		New
Design	\$ 18,000.00	\$ 91,000.00
Engineering	\$ 12,000.00	
Structural	\$ 23,000.00	
Interior	\$ 57,000.00	\$ 809,000.00
Electrical	\$ 29,000.00	
Mechanical	\$ 33,000.00	
Fire Protection	\$ 15,000.00	
Equipment	\$ 62,000.00	\$ 110,000.00
Furnishings	\$ 38,000.00	\$ 66,000.00
Exterior	\$ 55,000.00	
Landscaping	\$ 21,000.00	\$ 43,000.00
Parking	\$ 81,000.00	\$ 81,000.00
Total	\$ 444,000.00	\$ 1,200,000.00

Southend Community Center Hillview Street

From its inception, the Southend Community Center was designed to be sustainable. In other words, we were able to cover all of our operating costs without assistance from any level of government or grant. Surplus funds were put back into the maintenance and capital construction needs of the building to ensure longevity.

Some of the improvements carried out by the Southend during our stay are as follows:

- ✓ New Roof - \$50,000.00
- ✓ New Furnace - \$52,000.00

- ✓ New Windows - \$48,000.00
- ✓ Electrical Up Grade - \$39,000.00
- ✓ New Floors - \$27,000.00
- ✓ Exterior Fence - \$12,000.00
- ✓ Exterior Patio Deck - \$18,000.0
- ✓ New Acoustical Ceilings and Light Fixtures - \$47,000.00
- ✓ Interior Improvements to Rooms - \$21,000.00
- ✓ Exterior siding improvements - \$8,000.00
- ✓ Plumbing - \$9,000.00
- ✓ New Doors and Ramp - \$12,000.00

Total Improvements - \$343,000.00

We believe we were excellent tenants and kept great care of the CBRM building during our time there. We also believe that these improvements, coupled with the care and pride we took in keeping the building clean and operational have greatly enhanced the value of the building and had an immense impact on the value of the insurance claim which CBRM has received. Hopefully this is taken into consideration by council in their decision to approve our funding request.

What the Community Has to Say:

What Did the Community Center mean to the community? Here are a few of the comments regarding the pending demolition:

Stella Jeanette "When the south end community centre first opened its doors my mother in law Beatic MacPherson retired teacher from Woodhill School cut the ribbon with my oldest Kent by her side. The centre and its people have provided me with wonderful friends I'm proud to call family. We've travelled to Florida, took classes, birthday graduation parties, Leah's first official job and her graduation party. Our memories and friends will last forever xo"

Suzanne Elizabeth "This is really sad! Remember though that a lot of memories were created there, it is not the building that makes your program it is the people and dedication to what you offer. You and your staff go above and beyond for your imac family and it doesn't matter where you are it always feels so welcoming and I am proud my girls are a part of this"

Krista Mac Neil "It was a huge part of our lives and community~ goanna be a sad day for sure"

Kelsey Hopkins "The centre has been amazing part of my life, will be very sad to see it go . So many amazing memories and friends have been made in my life because of this place I called home for a long time, it will never be forgotten"

Marie Lee "Sad to see it go it was my home away from home taught me to believe in myself and I meet amazing friends and people I look at as family"

Marie Currie-Wilson "Omg! So sorry to hear this Angie!! I have had many years here with my step dance class and it felt like home. Your wonderful staff were always so great!! Thanks for the memories!! I will miss it and all of you!"

Nadine Paruch "Lots of memories for sure.... our time spent there was crucial in making Kaelam the person he is today. Amazing things happened in that building there is no doubt...but the magic wasn't the building, it was the folks who ran the

building, and the programs that were the magic Angie. It was you guys who made the magic happen for hundreds of people, families and children. The building itself is just where it took place. It will happen for hundreds more no matter where you set up shop. Because it's you and your staff that that bring it to the table. Period. You all have made and will continue to make a huge impact on our community. the building might go, but the impact and lessons instilled and memories will not...chain up."

Debbie MacLeod "Nicholas learned how to walk there"

Alicia Uc "So many memories! I met wonderful people in there who without a second thought helped me in the darkest moments of my life. It is very sad to see that place be taken down, but I guess the memories will make it stand forever in our hearts"

Robert Wayne Butler "Angie it is a big loss for everyone, it was a home away from home for many people, Jordan and I included. I hope everything will get back too normal for everyone, it was a great place to be"

Laura Jessome "Very sad! Spent a lot of time there! It was like a second home for Victoria in her younger years! Remember wherever you go, you will make it your own! You guys made it what it was! Angie Victoria learned so much from you and Brandon and Rick. You are amazing people!"

There has been a lot of attention directed by CBRM to the flooded homes and the loss of the residence in the Southend area of Sydney from the flood. What people fail to realize is that we also lost our home of 20 years. A place where many people from the community both young and old alike also called home. The community center was a warm welcoming place for thousands of people who attend the various programs and functions that were provided to the community by our loving staff. Not only did we lose our home, but 3 of our fulltime staff have lost their jobs, something that none of the residence in the affected areas have had to experience as a result of this flood. We are reaching out to CBRM at this time to support the redevelopment of these memories in our community again.

Sincerely,

ORIGINAL SIGNED BY

Jennifer Smiley

Chair Person

Southend Community Development Association

902-578-0294

jen.smiley@hotmail.ca



**A movement to grow creativity and
entrepreneurial spirit in our youth
and in our schools ...
and in our community!**



Proposal

CBRM Maker Day

There is a movement happening here...

```
function() {  
  el.getElementsByTag  
  .length  
  checked = false;  
}
```

CODING
ENGINEERING
ROBOTICS



Brilliant
LABS LABOS
Créatifs



PROTOTYPING
ENTREPRENEURSHIP...



Brilliant
LABS LABOS
Créatifs



The untapped skills and knowledge unleashed in a makerspace now have the potential to become part of the creative economy of the city as a whole.

Public investment in the maker movement is critical.

City governments help ensure that not only does this effort continue and grow, but that there is a focus on jumpstarting the local economy through increased entrepreneurialism and building local businesses.



<https://techcrunch.com/2016/03/10/cities-drive-the-maker-movement/>

WHY CBRM?

...we a community of makers.



Craftspeople
Artists
Designers
Engineers
Hackers
Seamstresses
Printers
Tradespeople
Builders
Tinkerers
Entrepreneurs

Where do we start?

CBRM Maker Day 2017



Demonstrations
Tutorials
Panel Discussions
Showcase

Goal: Recruit Partners,
Volunteers, and
Champions to
plan a true MakerFaire

and make CBRM a leader in innovation and making!



January 17, 2017



Municipal Clerk's Department
Cape Breton Regional Municipality
320 Esplanade
Sydney, Nova Scotia
B1P 7B9

To whom it may concern,

The NextGen Leadership Society is submitting this letter and the attached presentation as formal request to present at the Cape Breton Regional Municipality's Budget Consultation Session on Friday, January 20, 2017.

The NextGen Leadership Society engages youth and young professionals from across the island to create new opportunities for them to become active in all aspects of the future of their communities. The focus of NextGen's initiatives involves not only generating a dialogue, but also in recognizing the success of local youth in making Cape Breton a better place to live, work and play. In 2015, NextGen embarked on a mission to create a Young Talent Attraction Strategy for Cape Breton. The undertaking of the strategy was implemented to address the pressing issue of outmigration across the region. Each municipality on the island was involved in the consultation process and was asked to contribute financially to the project. The Cape Breton Regional Municipality committed \$5,000 to the development of this project, however NextGen has yet to receive any financial contribution to date.

The report was finalized and the Board of Directors presented the recommendations at the NextGen 2016 Forum held on June 14, 2016 at the New Dawn Centre for Social Innovation. The *Creating A Prosperous Future – Young Talent Attraction Strategy* outlines tactics to get more young professionals involved with their communities and interested in the growth and development of the regional economy.

The NextGen Leadership Society is asking the Cape Breton Regional Municipality to contribute \$5,000 to support *The Creative A Prosperous Future – Young Talent Attraction Strategy*, so that some of the recommendations directly impacting CBRM can be put into action. The recommendations that were made can be found in the full copy of the Young Talent Attraction strategy that is attached. Thank you for the opportunity to present.

Sincerely,

A handwritten signature in black ink that reads "Dawn Beaton".

Dawn Beaton,
Chair, NextGen Leadership Society Board of Directors
On behalf of the NextGen Board of Directors: Jeff Ward, Co-Chair; Allison MacDonald,
Secretary; Adam Young, Treasurer; Liam Gillis; and Erin Gallagher.



nextgen

Engaging Cape Breton's Next Generation

Cape Breton Regional Municipality
Budget Consultation Session

January 20, 2017



"A lot of young talent that has left Cape Breton want to return, but they need the opportunity to come back."

- Creating a Prosperous Future: Young Talent Attraction Strategy for Cape Breton Island

nextgen

Creating a Prosperous Future:
Young Talent Attraction Strategy for Cape Breton Island



nexxtgen

Strategy's Key Themes

CHANGE THE DEFINITION OF SUCCESS IN CAPE BRETON
 CREATE ENGAGED COMMUNITIES
 ENTREPRENEURSHIP AS A CAREER CHOICE
 GROWING THE DIGITAL ECONOMY
 LEVERAGE CAPE BRETON'S NATURAL RESOURCES
 IMPROVE COMMUNITY SERVICES
 ECONOMIC COMPETITIVENESS
 IMPROVE ACCESS TO BUSINESS SERVICES
 EXTRAORDINARY QUALITY OF LIFE
 CAPE BRETON HAS A VIBRANT URBAN CORE IN SYDNEY



nexxtgen



NextGen Leadership Society Request

- Fulfillment of 2015 **\$5000** commitment to the Youth Talent Attraction Strategy for Cape Breton Island
- Attend a follow up information session in February regarding the NextGen Leadership Society and mission

Thank you from the
NextGen Leadership Society Board of Directors

Dawn Beaton,
Co-Chairperson

Jeff Ward,
Co-Chairperson

Adam Young,
Treasurer

Allison MacDonald,
Secretary

Liam Gillis,
Board Member

Erin Gallagher,
Board Member





Creating A Prosperous Future

.... Young Talent Strategy for Cape Breton Island

NextGen Leadership Society

FINAL REPORT

February 27, 2015



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Acknowledgements

The NextGen Leadership Society wishes to thank all those who took the time to share their insight, perspectives and knowledge to inform the development of this report. Your commitment to participate through the multiple consultation channels has been invaluable and appreciated.

Funding Partners

A special thank you to our funding partners, whom without your support, this project would not have been possible:

Atlantic Canada Opportunities Agency
(ACOA)

Cape Breton Partnership

Cape Breton Regional Municipality (via
Business Cape Breton)

Inverness County

Nova Scotia Department of Labour and
Advanced Education

Nova Scotia Economic Rural Development and
Tourism

NRStor Inc.

Richmond County

Town of Port Hawkesbury

Victoria County

NextGen Leadership Society Board Members

Desiree Vassallo, Chair

David Alderson

Dawn Beaton

Trevor Boudreau

Lenore Parsley

Jeff Ward

Adam Young



Executive Summary

Cape Breton Island is at a critical junction in its history. Economic decline, outmigration, and negative perceptions of available opportunities to those that stay in the region, have driven many young and talented people off the Island, and out of the province. In the midst of these challenges however are significant bright spots which deserve recognition and attention. A strong focus on entrepreneurship support and opportunity, successful new start-up companies, growing thought-leadership and sector driven action informed through Cape Breton's Prosperity Framework, and a strong stated desire to come home to the Island by many that have moved away, are but some of the many assets that foster hope and fuel determination.

The NextGen Leadership Society of Cape Breton is looking to build on these assets and the movement that is growing among youth and young professionals to create a new kind of future on the Island. This future vision is one that strives to empower and motivate young talent through the creation of a *Young Talent Strategy for Cape Breton Island*. The Strategy's main aim is to clearly articulate a critical path for young talent to take their place as a key competitive advantage and major contributing factor to economic growth and future sustainability for Cape Breton. In addition, the Strategy aims to:

- Engage young people to participate in decisions and actions that will advance their socio-economic prosperity and equality of opportunity
- Nurture the voice of young people to ensure their perspectives are incorporated in development strategies, policies, and projects that will impact the future of Cape Breton
- Communicate the perspectives and needs of the next generation to business, education and public and voluntary sector leaders, and advocate for actions to address their challenges and concerns
- Create a "place to be called home" where youth and young professionals are empowered to contribute to community vitality, life, and a sense of place that is welcoming.

The Young Talent Strategy for Cape Breton Island is the first of its kind in Cape Breton and is unprecedented in the way young talent from across the Island (and beyond) were engaged in discussions charting the course for the future of youth and young professionals in Cape Breton. This Strategy is grounded in evidence that validates the need for an urgent call to action to ensure young talent is retained and attracted to Cape Breton. The underlying truth remains that Cape Breton, and more broadly Nova Scotia's competitive positioning in a global economy, is dependent on its ability to demonstrate a strong presence of a skilled and resilient talent pipeline. This pipeline must be aligned with the skills and talent in demand by the economic sectors driving the economy currently and for the foreseeable future.

Project Methodology

Approximately 1,000 people contributed their insight and perspectives to this Strategy. A comprehensive consultation process was utilized to ensure a high level of engagement among local business, Mi'kmaq, and community leaders, regional and external organizations working with youth and young professionals, as well as young talent from Cape Breton now living and working outside of the region. These engagement efforts included an online survey, ten in-community focus group sessions, and

YOUNG: a person, between 16 and 40 years of age, who has multiple decades of working years remaining.

TALENT: a worker with the capacity for economic productivity that is relatively greater than the average, and relatively greater than the economy's past.



21 stakeholder and key informant interviews. Additionally, a Young Talent Advisory Committee was established to further inform and offer guidance to the community consultations and outreach communication. The methodology combined extensive primary and secondary qualitative and quantitative research and analysis to inform the current planning and economic contexts for Cape Breton and the province of Nova Scotia.

PROJECT METHODOLOGY



Cape Breton Planning Context

There is an incredible amount of alignment between existing policies and strategy documents for Cape Breton and the province of Nova Scotia. Many of these documents point towards the need to focus on continued economic development through improving the attraction and retention of young talent, increasing the connectivity and partnership between communities, increasing and maintaining the natural environment, and improving quality of life.

This alignment in policies and strategies is largely due to a troubled economic and population performance for both Cape Breton and Nova Scotia, with particular emphasis on the large outmigration of young talent. From 2001 to 2013, the estimated population of Cape Breton Island declined by 11% with an average annual decline of about 1% per year. This annual rate of decline has been accelerating slightly over the last seven years and continues a long-term trend that has been affecting the Island. At present, the population of Cape Breton Island sits at an estimated 134,536 residents.

With persistent population decline, the age distribution of Cape Breton has changed considerably as well. In 2001, an estimated 31.7% of the total population on Cape Breton Island was between the ages of 15 and 39 years old, with 35.0% of the population aged 40 to 64 years old. By 2013, the share of population on Cape Breton Island that could be classified as young talent (i.e. 15-39 years old) had dropped to 26.8% of the total population, while the share of the population aged 40 to 64 years rose to 38.1% of the total population. The age group that grew the fastest between 2001 and 2013 were those aged 65 years and over, increasing by 21.3% over the same time period (to represent 15.5% of the total population). The province of Nova Scotia and many other areas of Canada have also experienced similar trends over the same time period.

As with other areas in Atlantic Canada, interprovincial out-migration has played a role in declining population trends across Cape Breton. Provinces such as Alberta and Ontario continue to be the top destination for Cape Bretoners as they seek job opportunities elsewhere in Canada.¹ Young residents continue to account for notable shares of this out-migration. From 2001 to 2013, Cape Breton Island averaged an annual total net migration (i.e. international, interprovincial, and intra-provincial) of 832 people per year. Like Nova Scotia as a whole, Cape Breton Island has maintained positive population growth via international migration, gaining a net average of 262 new residents per year from 2001 to 2013. However, Cape Breton continues to lose notable shares of its residents via inter- and intra-provincial migration to other areas of the province and Canada.

¹ Statistics Canada. (2014). CANSIM Table 051-0019.



Consultation Findings

Key themes emerging through the consultation process are important to the identification of key priority areas from which the strategic goals and actions are focused. From the engagement activities, a number of recurring themes emerged:

Change the Definition of Success in Cape Breton

Youth and young professionals in Cape Breton are often encouraged by family and community members to leave Cape Breton to seek success. This is usually within the context of a weak local economy, lack of high paying jobs, and choosing to stay in Cape Breton means that you failed. Redefining what it means to be successful in Cape Breton will reposition the Island to retain highly skilled and educated youth and young professionals.

Create Engaged Communities

Although a majority of Cape Breton Island's population resides within the Cape Breton Regional Municipality, a significant percentage resides in the more rural communities that make up a large geographic portion of the Island. Due to the rural nature of these communities and the distances between them it is critical that there be an increased connection in and among rural and urban areas.

Growing the Digital Economy

Cape Breton University, through the UIT Start-up Immersion program, is providing the opportunity for students to learn the technical and business skills used by the world's most successful IT start-ups. This program will serve as a foundation for a growing IT sector that offers flexibility of physical work location in Cape Breton, with the ability to participate in the global economy.

Economic Competitiveness

To encourage and support the growth of local businesses, respondents stressed that business incentives were necessary. Growth in business development is one way to drive job growth. The promotion of year-round and experiential tourism, new green technology initiatives, and incubating new technology companies were all identified as potential areas of economic growth. Additionally, continued marketing of the natural environment and the diversity of activities available year round is necessary.

Currently Cape Breton has a number of potential economic assets such as the development of port lands, Bras d'Or Lake, and manufacturing industries that it can leverage to drive economic growth. This has the potential to create the job opportunities for youth and young professionals as a means of staying in Cape Breton or as a reason to return to the Island.

Entrepreneurship as a Career Choice

Increasing student exposure to entrepreneurship and introducing the concept into the K-12 school curriculum through experiential learning will foster an increase in entrepreneurial spirit. The promotion of self-employment and the value of creating an economic environment that supports business start-ups will inform and educate young people on this career pathway. This would not only be beneficial from a youth retention perspective, but it could also contribute to the economic growth of Cape Breton.

Improved Access to Business Supports and Services



There is confusion and a lack of awareness about services or supports available for start-ups and small businesses. Increased supports for small business include the provision of start-up business incubators to support innovation, entrepreneurship, and growth across various sectors. Improved broadband internet access in rural areas was identified as a concern for many small businesses.

Improved Community Services

Participants voiced concerns regarding access to health care, rental housing, and increased supports for the elderly and young families in rural communities outside of Sydney. Many experienced the lack of available services in rural communities, necessitating extensive travel times. Improved social programs supported by fundraising and volunteering initiatives, as well as early years and childcare programs were specifically identified.

Leverage Cape Breton's Natural Resources

Many participants identified that Cape Breton is home to a range of natural resources that should be leveraged to increase the economic prosperity of the Island. For example, Bear Head LNG is currently in the process of developing a liquefied natural gas export terminal in Cape Breton that will process and export natural gas. There are also offshore oil and gas reserves that have the potential to diversify Nova Scotia's economy.

Extraordinary Quality of Life

There is a friendly, community driven focus to living in Cape Breton. Family is near, commute times are minimum, and there are many outdoor opportunities to explore (such as hiking, skiing, camping), all within just minutes. These factors all contribute to a higher quality of life, a major advantage to living on the Island and achieving a good work life balance.

Cape Breton has a Vibrant Urban Core in Sydney

Although Cape Breton is often seen as being largely comprised of rural communities, the Island is home to the second largest urban area in Nova Scotia, with Sydney having a population of 31,597. This provides Cape Bretoners with access to amenities that are often believed to be only available in larger cities like Halifax, and it preserves an unparalleled lifestyle that is both rural and urban in nature.

Planning for the Future: Strategic Directions

This Young Talent Strategy offers strategic directions that are based around four themes. While simple in concept, these themes are more complex in nature as there is cross-over between and among them. These overarching themes are essential in addressing the emerging priorities that require direct and ongoing attention. The four overarching themes include:



CONNECT

Cape Breton has a variety of partnerships and initiatives working towards creating a more vibrant economy that appeals to youth and young professionals. These partnerships need to continue to expand their scope by facilitating new interactions and collaboration between organizations, communities, youth groups, young professionals, and political decision makers, to create stronger connections and collaboration within and outside of Cape Breton.

CREATE

Encouraging young talent and young professionals to develop strong leadership and entrepreneurial skills, coupled with relevant support systems for small to medium sized businesses will contribute extensively to their longer-term success and engagement in Cape Breton's economy.

ENGAGE

New and innovative ways to engage young talent within Cape Breton economic and business communities needs to be a priority. A focus on creating meaningful ways to incorporate youth and young professionals into the decision making structures of Cape Breton will encourage and strengthen active participation at the community level while building necessary leadership skills for the future.

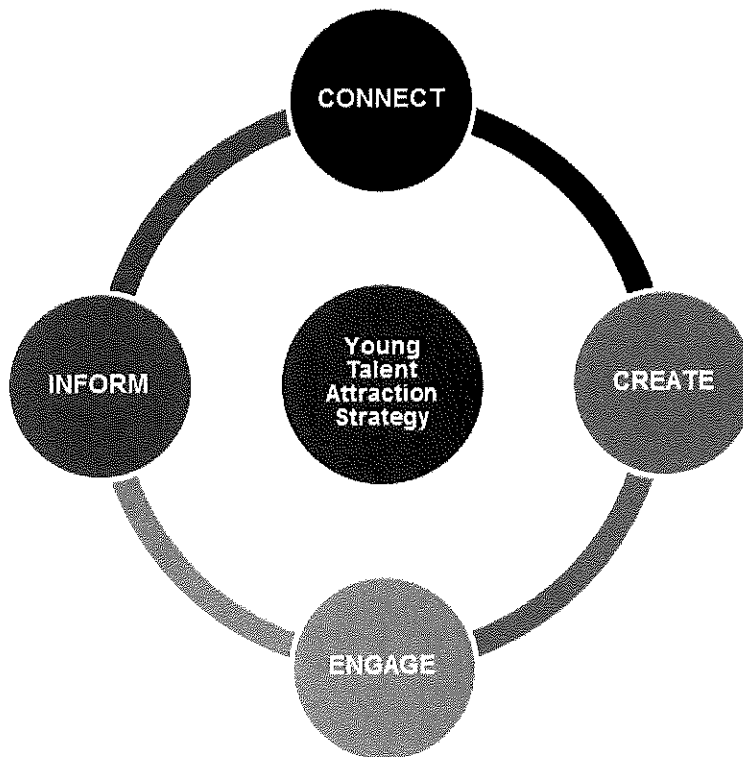
INFORM

Sharing information on youth initiatives, success stories, and current and future labour market and economic opportunities are foundational in attracting and retaining young talent in Cape Breton. A strong emphasis on using this information to change the negative perceptions about finding opportunity in Cape Breton is a priority.

Call to Action: Ensure that a young talent organization, led and guided by youth and young professionals, is strongly positioned to facilitate, and support implementation and monitoring of strategic directions and associated action plans presented in the Young Talent Strategy for Cape Breton.



FIGURE 1: YOUNG TALENT ATTRACTION THEMES & GOALS



Encourage collaboration within and between communities on youth issues in Cape Breton

Partner with and support Mi'kmaw groups

Leverage the talents of Cape Bretoners living or working outside of Cape Breton

Develop more opportunities for leadership skills to be developed within Cape Breton

Strengthen the entrepreneurial spirit in Cape Breton

Develop support systems for small businesses and entrepreneurs

Create meaningful opportunities for young talent to play leadership roles in Cape Breton

Raise the profile of young talent attraction and retention in Cape Breton

Share information on youth and young professional's initiatives and successes in Cape Breton

Create a thorough understanding of current and future labour market and economic opportunities in Cape Breton



106 Reserve St, Glace Bay, Nova Scotia, B1A 4W5 Tel: 902-849-4301 Fax: 902-849-1272
www.coastalradio.ca

Outline of Presentation to CBRM Council from Coastal Community Radio Cooperative Limited

We are requesting an opportunity to present on behalf of our non-profit community radio station The Coast 89.7 to members of the Cape Breton Regional Municipality Council. It is our intent to provide Council with background information and explain why our station requests and needs Sustainability Grant funding each year. In a brief presentation, we will explain why our station differs from commercial stations and how we utilize the Sustainability Funding. We will also explain what our station means to the CBRM community and economic impact it has. Although our station is physically located in Glace Bay we proudly provide promotional support to many organizations throughout the entire Cape Breton Regional Municipality. We will also discuss how many jobs we've created and maintained. We feel this presentation will hopefully allow Council to better understand our annual Sustainability Funding request. Once again we will be submitting a Sustainability Request of \$25,000 for the upcoming year with hopes of receiving this much needed assistance to carry on our community non-profit station's important work.

Welcome To Coastal Community Radio

***Community Radio
For
Cape Breton***



Overview

- Coastal Community Radio is a not for profit community radio Co-operative, located in Glace Bay. The Coast 89.7 is the only 100% locally owned and operated radio station serving the CBRM, with a focus on East Coast Music, Arts, Culture and Tourism. The station broadcasts 24 hours a day to the Cape Breton listening audience on 89.7FM and an international audience worldwide at www.coastalradio.ca or Bell Fibre Op 773.



For Communities

- The Coast 89.7 community radio is a voice for local artists to be heard, featuring Live, in-studio interviews.
 - Variety programming including a one hour weekly Public Affairs program, Seniors' and Cultural programs.
 - The Coast 89.7FM makes local News and Sports a programming priority, giving Cape Bretoner's the information they need and deserve every hour Weekdays 6am-11pm and Weekends too.
- 

Economic Impact

- 100% of advertising dollars stay in CBRM!
 - When Cape Breton businesses buy from The Coast 89.7 the money stays in our community, helping to keep Cape Bretoner's working at home.
 - Through our Coastal Radio bingo, we have contributed almost Half A Million Dollars in winnings to our local residents and in turn our local economy.
- 

Staff Of Local People

- Nine Full time Staff Members from all areas of CBRM
- Three part time
- Live Announcers In Studio all Day
- Local Newsroom Staffed mornings and afternoons
- Only station providing Live Newscasts in the market 7 days a week



Supporting In Sydney

S.P.C.A./Friends of Cape Breton's
Homeless Animals
Feral & Abandoned Cat Society
Red Cup Hockey
A.C.A.P. Cape Breton
Ally Center of Cape Breton
Highland Arts Theatre
C.B.U. Boardmore Theatre
Cape Breton Cancer Centre
Coxheath Wilderness Association

- Ann Terry Project
- Community Homeless Shelter
- Old Sydney Historical Society
- Cape Breton Pride
- Every Woman's Center
- Loaves and Fishes
- Sydney Sunrise Rotary Club
- Sydney Ribfest



Supporting In CBRM

- In Louisbourg & Area:
 - Louisbourg Playhouse
 - Fortress Of Louisbourg
 - Coastal Discovery Center
- In Glace Bay
 - Old Town Hall
 - Town House
 - Glace Bay Food bank
 - Undercurrent Youth Center
 - St. Mary Parish
 - Universal Negro Improvement Association
 - Savoy Theatre
- In Whitney Pier
 - Whitney Pier Historical Society
 - Seniors & Pensioners Club
 - Italian Association
 - Boys and Girls Club
- On The Northside
 - Northside / Harbourview Hospital Foundation
 - John J. Nugent Firemen's Centre
 - Seniors & Pensioners Club
 - Northside Garden Club
 - North Sydney Rotary Club
 - Northside Guest Home

Supporting In CBRM

- In Dominion
 - Dominion Rink Kraft Hockeyville
 - Original 6 Hockey Tournament
 - Mickey's Original 6 Milk Drive
- In Mira Area
 - Two Rivers Wildlife Park
 - Mira Seniors & Pensioners Club
 - Marion Bridge Recreation Center
 - Mira Gala
 - Mira Players
- In Port Morien
 - Port Morien Polar Dip
 - Royal Canadian Legion Br. #55
 - Port Morien Community Market
- In New Waterford
 - Coal Bowl Classic
 - Santa Claus Parade
 - Coal Dust Days

Supporting CBRM Wide

- Canada Day
- Cape Breton Regional Library
- CBRM Santa Parades
- Vince Ryan Memorial Hockey Tournament
- Royal Canadian legion
- Knights Of Columbus
- Churches (Dinners; Special Services; Fundraisers; Teas and Sales; etc.)
- Cape Breton Miners Museum
- CBRM Fire Departments
- St. Vincent De Paul Society
- Salvation Army



Supporting Festivals

- | | |
|-------------------------------------|---------------------------|
| • Pierscape | • Acoustic Roots Festival |
| • Whitney Pier Melting Pot Festival | • Rural Summerfest |
| • Cape Breton Farmer's Ex | • Crabfest – Louisbourg |
| • Johnny Miles Festival | • Coal Dust Days |
| • Bartown Festival | • Bay Days |
| • Seaside Days | • Tablehead Days |
| • Lumiere Festival | • Lambert Todd Festival |
| • Sydney Harbourfront Festival | • Celtic Colours Festival |
| • Cape Breton Jazz Festival | • Feis An Eileen |



Contact Us

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- B1A 4W5
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- info@coastalradio.ca
- General Manager:
- Bill MacNeil
- bill@coastalradio.ca



Victory Park Society
19 Cox Lane
Groves Point, NS B1Y 2XS +1 (902) 448-1296

Re: Project Outline for CBRM Council Stakeholder Consultations

To Whom It May Concern:

The Victory Park Society was formed in the Summer of 2016 with the explicit objective of developing a 3-acre plot of land located on Commercial Street in North Sydney, between the Ballast Grounds and Irving/Circle K gas station. This land is largely unused with the exception of the Blue and White Taxi Stand, which is listed for sale, and much of the area is strewn with scrap metal, broken concrete and other debris. Our vision is to use this space to create a vibrant, mixed-used facility to act as an anchor attraction for the downtown area, including residents and Marine Atlantic passengers alike. Marine Atlantic serves over 300,000 passengers each year, and the construction of their new ferry terminal has led to a large influx of passengers into the downtown core.

Project components we envision include kiosks for vendors offering food, products and services, a green space, outdoor playground, outdoor music venue and a mixed-use building to provide indoor facilities for active living and other programming year-round, focusing on gaps in the current offering. Additionally, there is sufficient space for land to be leased to other businesses, for example a waterside restaurant with an open-air patio, something that is currently lacking but in high demand from both ferry passengers and residents. As a non-profit society, the revenue we generate from leasing and other activities will be used to fund maintenance and upkeep, the playground and programming to meet social needs. Once constructed, we believe this will be a self-sustaining project, a belief that is supported by a feasibility study we've commissioned through Venture Solutions Inc.

It is worth noting that we will not displace current businesses. Indeed, we will work with the local business community to provide enhanced facilities and service unmet needs, rather than operating competing ventures. We will lease the space for revenue to run the facility and programming, and entrepreneurs will operate their businesses in that space for a profit. For larger initiatives, for example a restaurant, we will lease the land to a proponent who will construct the building and assume the liability, minimizing the risk to the overall project. Through these activities, our project will help to drive the revitalization of the downtown core.

It is estimated that the capital cost for this project is \$3.7 million. We envision a cost-sharing arrangement with ACOA (25%), the Government of Nova Scotia (25%), targeted funding programs through culture, tourism, active living, etc. (25%), as well as fundraising by the Victory Park Society, local investors and CBRM (25%). Therefore, our request to CBRM encompasses financial assistance (amount to be determined), assistance securing other funders such as the Federal and Provincial Governments, and in-kind support with drafting, concept drawings and so forth.

Sincerely,

Ryan Duff
Chair
Victory Park Society

VICTORY PARK

AN INVESTMENT IN THE REVITALIZATION OF
DOWNTOWN NORTH SYDNEY

THE VISION

- Victory Park Society is a citizen-led, non-profit society incorporated in Nova Scotia.
- Organized to redevelop an under-used, potentially contaminated piece of North Sydney's waterfront.
- We will create a self-sustaining, mixed-used facility to attract residents and tourists alike, leveraging the proximity of Marine Atlantic's new terminal.
- Both year-round and seasonal infrastructure to generate revenue and provide active living opportunities for all ages.
- An anchor attraction to act as a catalyst for revitalization of the area, creating employment and increasing tax revenues to CBRM.

CURRENT SITUATION

- >3 waterfront acres at 201 – 213 Commercial St., North Sydney from Ballast Grounds to Irving Gas Station.
- Privately owned by 4 separate parties.
- Three owners have listed their properties for sale, the fourth has verbally confirmed he would sell “if the price is right”.
- Largely unused, with large amounts of scrap metal, concrete, and other debris spread throughout, creating a potential hazard.
- Unsightly premises, discouraging residents and tourists from utilizing the Ballast Grounds and other nearby attractions.







PROJECT FEATURES

- Remediated and landscaped area, including outdoor playground, green space, seating and beautification.
- Seasonal kiosks for lease to vendors such as East Coast Lifestyle, Beaver Tails, ice cream and other tourism-oriented businesses.
- Multi-purpose building (9,500 sq ft) with indoor play area, visitor centre, space for community and activity groups to rent.



PROJECT FEATURES

- Other leasing opportunities, i.e. land for restaurant, additional wharf space, etc.
- Simple outdoor entertainment venue to draw patrons, host events such as Celtic Colours.



THE BUSINESS CASE

- Being validated by feasibility study conducted by Venture Solutions.
- Land acquisition, remediation, construction capital costs of ~\$3.7 million, dependent on environmental assessment, final design elements.
- >300,000 passengers/yr use Marine Atlantic, 2,500-4,000 people/day visiting downtown North Sydney. Terminal is 600m from site.
- Revenue from leasing opportunities will be used to fund playground, maintenance prioritized community programs.
- Risk to overall project will be minimized; lowest liability possible.
- Will require 3 employees year-round for management and admin, estimated 23 FTEs from tenant businesses, increasing during peak summer months.

DRAFT FINANCIALS & REQUEST

<u>Capital Cost</u>	
Land	\$610,000.00
Soft Costs	\$172,375.00
Construction (9,500 sf)	\$2,911,875.00
Audit	\$3,000.00
Total	\$3,697,250.00

<u>Financing</u>	
ACOA	\$924,312.50
Prov. Of NS	\$924,312.50
Culture, Tourism and other targeted funders	\$924,312.50
VPS, CBRM, Community Investors	\$924,312.50
Total	\$3,697,250.00

- Financial assistance reaching 25% fundraising goal;
- Project support in securing funders for other 75%;
- In-kind support – drafting, concept drawings, permits, etc.

Presentation to CBRM Council
Cape Breton Miners Museum - Mary Pat Mombourquette
2017/01/24

In 2013 Cape Breton Miners Museum was in a precarious position. Attendance had been steadily dropping; debt was escalating; and infrastructure was deteriorating.

Over the last 3 years the Board and staff worked very hard at turning this situation around. Currently, the Museum's past debts have been paid and attendance has seen a steady increase over the past two years. In fact we are up 8% in visitation since 2013. We went from 13,200 in 2013 to 14,500 in 2016. This turn around has been supported by the Municipal, Provincial and Federal governments. With their assistance we have been able to save the Miners Village and once again open it to the public. They have helped us increase our programming, offer a better experience for the visitor and initiate a volunteer program. We are now looking again to the three levels of government for assistance with the crumbling infrastructure of our 50-year-old main Museum building.

Michael MacDonald Architectural Concepts Inc. was engaged to conduct a building envelope assessment of the Miners' Museum in Glace Bay, Nova Scotia. The preparation of the report was carried out over the period of May - June 2015. The scope of work involved a building envelope assessment with essentially three goals: to determine the present condition of building components, to recommend opportunities for energy upgrades, and to provide estimates of costs for remedial and new work.

While the museum currently has issues with obvious leaks, there are other issues at play. These include the constant high humidity in the building, loss of heat through the building envelope via air flow and thermal bridging, and lack of ventilation. As a total package all these elements have a negative effect on both interior components, artifacts (and people) and the building enclosure.

In response to these issues, the assessment compiles a list of items, estimates, and recommendations for mechanical, electrical, and architectural work. These are presented in a priority system categorizing items as must do, should do and could do.

The resulting priority lists and amount allotted to each category are as follows:

- **Must do (NOW) \$ 265,000 Components that have deteriorated beyond saving**
- **Should do (0-2 years) \$ 940,500 Components that are deteriorating currently**
- **Could do (3-5years) \$ 257,000 Components that may last for another 3-5 years**

- **Total \$1,462,500**

Components or systems requiring significant repairs include:

- Energy efficiency of building
- Ventilation systems and humidity control
- Glycol loop replacement
- Building exterior lighting
- Building interior lighting
- Exterior brick walls
- Roof and flashings
- Doors and windows

Some Highlight of the report include:

AIR LEAKAGE:

A thermal scan was done and air leakage was noted at the roof, all external walls, doors and windows

FIRE PROTECTION:

There are two (2) glycol loops feeding sprinkler in two (2) areas of the building. Present day standards do not allow glycol use as the concentration is too high and pre-mixed glycol is not ULC listed for fire protection use. An end of line dry pipe sprinkler would be necessary to get the Museum up to code.

VENTILATION:

There are numerous rooms in the Museum that have no ventilation, supply or exhaust. All other areas have inadequate ventilation.

LIGHTING:

The parking lot has a number of pole mounted HID fixtures but the lighting levels would not appear to meet the provincial standards based on locations and quantity of fixtures.

EMERGENCY AND EXIT LIGHTING:

The single heads in the building do not meet current code requirements.

FIRE ALARM SYSTEM:

The fire alarm panel is in need of replacement. The system also monitors the sprinkler system in the building.

TELEPHONE SYSTEM:

A basic telephone system exists with a few data drops connected to the system. It would be advisable to up-grade the system to meet NSTIR present day standards for structured cabling.

MECHANICAL SYSTEM CONNECTIONS:

The outdoor A/C condenser located at the rear of the building is rusted significantly and needs replacement.

FOUNDATION:

Two areas of exposed rebar need be sealed .

BRICK:

All control joints need to be completely cleaned and new rope and sealant should be installed. Brick unit replacement is required at a few locations. There are two control joints which should be carefully reviewed and repaired to prevent water infiltration.

FASCIA:

There are at least two noticeable locations at the exterior walls where the preformed metal on the fascia has separated from the plywood substrate

WALLS:

Exterior walls are insulated below grade. There is (on average) a foot of wall between grade and top of foundation wall which is not insulated allowing for thermal loss.

ROOF:

There are cracks in the flashing and some gaps in the sealant.

DOORS:

All of the exterior hollow metal door installations require upgrades.

WINDOWS:

All windows have reached the point where it would be more cost effective to replace all than to upgrade the existing.

TOWER:

The tower is an unsightly and in unacceptable condition and must be immediately addressed for a complete repair

MECHANICAL COST ESTIMATE

1. MUST DO ITEMS:

.1	Correct Tower Ventilation	\$40,000.00
.2	Add Ventilation - Pressure	\$15,000.00
.3	Energy Analysis	\$ 5,000.00
.4	Glycol Loop Replacement	\$15,000.00

2. SHOULD DO ITEMS:

.1	Ductless Splits - Mezzanine - Office Area.....	\$30,000.00
.2	Artifact A/C - Humid.	\$40,000.00
.3	Add Ventilation	\$40,000.00
.4	Flush Valves	\$ 8,000.00
.5	Lav. Faucets	\$ 4,000.00
.6	Urinal Valve	\$3,000.00
.7	BFP	\$3,000.00

3. COULD DO ITEMS:

.1	Remove Sprinkler Tanks	\$10,000.00
.2	Ductless Splits - Remainder of Building	\$150,000.00

ELECTRICAL COST ESTIMATE

1. MUST DO ITEMS:

.1	Replace Exterior Light Fixtures	\$ 9,000.00
.2	Provide Additional Light Standard c/w Concrete Base	\$17,500.00
.3	Fire Alarm System Upgrades	\$ 3,000.00
.4	Replace Existing Rusted Equipment	\$ 3,000.00

2. SHOULD DO ITEMS:

.1	Replace Fluorescent Fixtures	\$26,000.00
.2	Replace Compact Fluorescent	\$ 4,000.00
.3	Replace Exhibit Lamps	\$ 6,000.00
.4	Replace Emergency/Exit Lighting	\$ 5,500.00
.5	Wiring for VFD's	\$ 6,000.00

3. COULD DO ITEMS:

.1	Replace Receptacles	\$ 6,000.00
.2	Add Exterior Receptacles (8 Units)	2,500.00
.3	Add Exterior in use Covers on Receptacles	500.00
.4	Provide New Structured Cabling System	\$10,000.00
.5	Provide Additional CCTV Cameras (5)	\$ 3,000.00

ARCHITECTURAL COST ESTIMATE

MUST DO ITEMS:

1. Brick repair, re-pointing, and control/expansion joints.....\$20,000
2. Repair loose fascia metal, repair caulked joints.....\$8,000
3. Replace ceiling at admin area.....\$7,500
4. Replace damaged roof shingles, all metal flashings, and seal perimeter edges
.....\$20,000
5. Install new insulated hollow metal doors/frames and hardware.....\$42,000
6. Replace failed sealed unit and operable window sections at strip windows.
7. Replace tower single glazing with sealed units in conjunction with
mechanical item 1.....\$40,000
8. Install insulation between grade and line of brick.....\$14,000

SHOULD DO ITEMS:

1. Open existing tower base to lower floor lobby in conjunction with ventilation
and tower glazing upgrades, and as a means of brightening the lobby\$25,000
2. Refinish exterior brick walls with Exterior Insulation Facing System (EIFS).
.....\$225,000
3. Remove existing roofing system and replace with new membrane system
.....\$450,000
4. Replace all windows with energy efficient units.....\$40,000
5. Repair water backflow problem at overhead door.....\$25,000

COULD DO ITEMS:

1. Install sealed transition lobby at entry to mine shaft to protect visitors and
staff from continued exposure to a damp environment.....\$40,000
2. Remove glazing from tower windows and install insulated infill panels
.....\$35,000











Good Evening Mayor, Councilors,

My Name is James Kerr and I am I board member of the Cape Breton Miners Museum. I am here this evening with the Museums' Executive director, Mary Pat Mombourquette.

This evening we are going to briefly speak on the current situation at the Miners Museum in regards to the infrastructure of the Museum. My part of the presentation will be to speak on the impact of the Museum while Mary Pat will speak on what needs to be done to the building to fix the ailing structure.

As you all may or may not know, the Museum opened in 1967 as a Centennial project to tell the story of the Cape Breton Coal Miner. The Museum has always enjoyed a good reputation however the building has started to show its age and drastically needs some money spent to revitalize the structure otherwise one of the gems of Cape Breton Island will be at risk.

The past three years have been very busy at the Museum since Mary Pat's arrival. In 2016 visitor numbers increased from 13,200 in 2013 to 14,500 which is an 8% increase. 85% of the visitors to the Museum have been from off island which brings much needed revenue into our community.

Visitors currently give us rave reviews about their experience at the Museum. Ambassatours labeled us as the best shore excursion on Cape Breton Island, Tripadvisor.com gave us an award of excellence for 2014, 2015 and 2016 and also named the Museum as one of the three best tourist attractions on Cape Breton Island.

The Museum's restoration, will generates positive word of mouth and an active social media campaign. It will also give us additional usable space. With this space we will be able to offer more exhibits and programming. This will generate continued growth in our visitor numbers.

We do not want to jeopardize these accomplishments and future, with a failing building.

Currently there is once again excitement in the community towards the Museum because the village, which includes the Company Store and the Company House are again open to the public. We have also done some landscaping so that the Museum has greater curb appeal.

Because of our improved profile in the community, we have seen an

increase of community events wanting to partner with the Museum. These groups have included Bay Days, William Davis Day, CBU, CBU Art Gallery, The Old Sydney Society and some local weddings. With the increase activity around the Museum we have also noticed a decrease in questionable citizens loitering on the grounds of the Museum.

In regards to our Volunteer program it has gone from nothing in 2013 to 50 active Volunteers who were responsible last summer in keeping the Company House and Company Store open 7 days a week, 8 hours a day for a total of 880 worked hours.

These volunteers range in age from 13 - 84, many are born and raised in Glace Bay however some are CBU students who landed here from countries as far away as China, some are high school student some are retired professionals and some are retired Miners who left school in Grade 8 to pick up a pick and shovel. All take pride in their ability to tell the story of the Cape Breton Miner and his family to visitors from around he world.

The restoration will allow us to build on this successful program and give our volunteers a broader mandate that will include working with our exhibits and collections not currently on display to give the visitor a more hands on approach to our history.

Some tourists come to Cape Breton specifically to visit the Miners Museum, and once here attend other events and tourist attractions. Likewise, other tourists may have the Museum on their 2nd or 3rd thing to do in Cape Breton, however it is important to recognize that the more a tourist can accomplish in CBRM, the more the likelihood they will make the trip to a our area which ultimately benefits us all.

This project will create a lasting impact on the community because it restores a venue that draws people together. Our volunteer program draws participants from 4 generation, various ethnicities and diverse social and economic backgrounds.

The completion of the project will continue to instill pride of heritage and connection to the community. Ultimately the image of our community is improved by creating an atmosphere that attracts residents, business and investment. The image of Glace Bay and CBRM is greatly enhanced by having thriving tourist attractions.

