

Cape Breton Regional Municipality

**Special Council Meeting
Stakeholder Budget Consultation Sessions**

AGENDA

FRIDAY, FEBRUARY 19TH, 2016

9:30 A.M.

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

Cape Breton Regional Municipal Council

Stakeholder Budget Consultation Sessions

Friday, February 19th, 2016

9:30 a.m.

AGENDA

Roll Call

Time	Group	Spokesperson	Presentation
9:30 a.m.	National Trust	Mr. Jim Mountain	See page <u>4</u>
9:50 a.m.	United Way	Ms. Lynne McCarron	See page <u>40</u>
10:10 a.m.	Horizon Achievement Centre	Mr. Stephen Tobin & Ms. Carol Pendergast	See page <u>45</u>
10:30 a.m.	New Dawn Enterprises Ltd.	Mr. Leonard Murray	See page <u>49</u>
10:50 a.m.	Sydney Mines Heritage Society	Dr. Stuart Critchley	See page <u>54</u>
LUNCH BREAK			
1:00 p.m.	Community Transportation Working Group	Mr. Eric Leviten-Reid	See page <u>63</u>
1:20 p.m.	Synergy Louisbourg & Fortress of Louisbourg Association	Ms. Dorothy Payne & Ms. JoAnna LaTulippe-Rochon	Presentation to Follow
1:40 p.m.			
2:00 p.m.	Cape Breton Partnership	Mr. Keith MacDonald	Presentation to Follow
2:20 p.m.	Business Cape Breton	Ms. Eileen Lannon-Oldford	See page <u>69</u>
3:00 p.m.	Destination Cape Breton Association	Ms. Katherine MacDonald	Presentation to Follow
3:20 p.m.	Fluoridation Issue	Ms. Marlene Kane	See page <u>80</u>

Adjournment



MAIN STREET *Canada*

A PROGRAM OF THE NATIONAL TRUST FOR CANADA

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

A PRESENTATION BY THE
NATIONAL TRUST FOR CANADA

FEBRUARY 19, 2016

National Trust
for Canada



Fiducie nationale
du Canada



NATIONAL TRUST FOR CANADA

The National Trust for Canada

- The National Trust is a national charity and social enterprise that empowers community leaders to create resilient communities with the goal of strengthening the local economy and enhancing the social and cultural health of the community.
- We have a track-record for helping revitalize Canada's downtowns and regions and raising awareness for Canada's heritage places with programs like This Lighthouse Matters, This Place Matters and Canada's Top 10 Endangered Places List.
- We are a delivery organization for the Department of Canadian Heritage's Young Canada Works program.
- We have an extensive network of experts and practitioners in community revitalization across Canada.



Heartz-O'Halloran Row, in the heart of Charlottetown, PEI, a building saved by the National Trust for Canada.



NATIONAL TRUST FOR CANADA



NATIONAL TRUST FOR CANADA

REGENERATING PLACES OF FAITH

A WORKSHOP FOR RURAL AND SMALL URBAN COMMUNITIES



Thursday, September 24, 2015, 10:00 AM – 4:00 PM

New Dawn Centre for Social Innovation, 37 Nepean Street, Sydney, Nova Scotia

In September 2015, the National Trust and Faith and Common Good delivered a workshop in Cape Breton to over 100 community members.

It was a full-day of sharing inspiration, strategies and ideas to save and renew Nova Scotia's places of faith.



Main Streets



Regions



Sites

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

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



Years of Decline and Pressure

- Physical degradation due to declining revenues (slip cover approach)
- Globalization, Changing retail patterns
- Transportation – People increasingly mobile
- Social and economic role of downtowns diminished

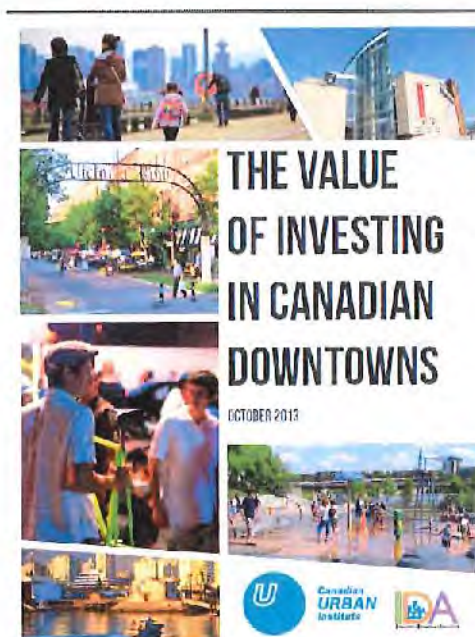




Culture-led Community Development Through Renewal of Core Areas

"The downtowns that have achieved the most success and transformation have been patiently committed to revitalization efforts for decades."

Canadian Urban Institute, Report 2013



MAIN STREET CANADA

In its first phase Main Street Canada® documented these statistics for 100 projects

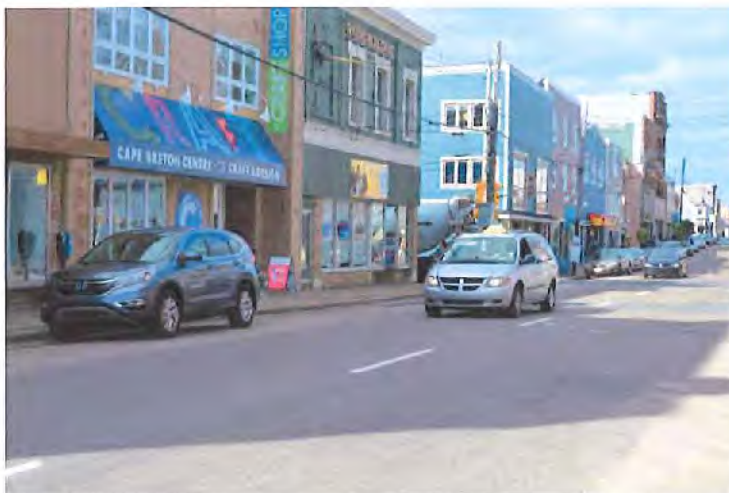
- 700 major building renovations
- 6,000 jobs and 1,500 new businesses created
- \$90 million invested in participating communities
- Each dollar invested by Main Street Canada generated \$30 of private investment.

2016

- 300 ++ projects Quebec, Alberta, Saskatchewan, Ontario



Your downtown is the **heart of your community** and the most visible indicator of **community pride**.



How the Main Street® Approach Works

The National Trust's trademarked Main Street® approach is built on tried and true principles:

- ➡ Comprehensive
- ➡ Incremental
- ➡ Empowering and Inclusive
- ➡ Partnership-oriented
- ➡ Working With Local Assets
- ➡ Insistent on Quality



The National Trust's Main Street® approach will revitalize the Sydney Waterfront District comprehensively and simultaneously:



This proposal has been informed by:

- An initial videoconference and 2 visits between National Trust staff and members during 2015

These following planning studies:

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



Project steps:

1. Strike an **agreement** between the National Trust and CBRM
2. Formalize the Sydney Waterfront District Regeneration **Advisory Committee**
3. Undertake an **Opportunity Assessment** and **Work Plan**
4. Create a **Vision** and comprehensive **Action Plan**
5. Deliver customized Downtown Regeneration **Training Sessions**
6. Establish a downtown, visible, “storefront” **Project Office**
7. Recruit and hire a full-time **Regeneration Coordinator**
8. Facilitate **mentoring and training** other communities within the CBRM



The Full-time Main Street® Coordinator is Key



The Main Street® Office Serves as a Community Hub



Coordination of the Sydney Waterfront District Regeneration Initiative

The National Trust will assist with the training and mentoring of a full-time Regeneration Coordinator, strategically operating from a visible, on-street office in the heart of The Sydney Waterfront District.



The Sydney Waterfront District Regeneration Initiative proposes representation from:

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



Project Goals:

- Build on Sydney's **cultural heritage** to enhance the **role and image of The District** as a place for new and creative enterprises
- Focus on **filling street level and upper floor vacancies**
- Bring **design knowledge and expertise for adaptive re-use and renovation**
- Operate with an **open and inclusive project planning and delivery approach** to generate the best of ideas
- Identify opportunities to **generate jobs, and increase the tax base**
- Advise on the CBRM'S plans to rejuvenate and rebuild the Charlotte St. streetscape through **infrastructure improvements**



Proposed National Trust Regeneration Services For Years 1 – 5 (Budget Lines 4.1 – 4.4)

- **Opportunity Assessment: Setting the Stage (Year 1) 4.1**
- **Organizing to Take Action (Year 1) 4.2**
- **Training in the Main Street Regeneration Approach (Year 1) 4.3**
- **Training Refreshers (Years 2 – 5) 4.3**
- **Creating the Sydney Waterfront District Regeneration BluePrint (Year 1) 4.4**
- **Annual Review Blueprint Review - Years 2, 3, 4. (Year 5 – Renewed Blueprint for next 5 years) 4.4**



(Budget lines 4.5 – 4.7)

- **Ongoing Support: Coaching and Mentoring (provided Years 1 – 5) 4.5**
- **Specialized Expertise Services In Design, Marketing, Economic Restructuring, Business Development (provided Years 1 – 5) 4.6**
- **Monitoring and Evaluation: Keeping It on Track (Years 1 – 5, monthly), measuring 4.7**



(CORRESPONDS WITH SECTION 4.0 IN THE PROPOSAL)						Total
	2016	2017	2018	2019	2020	
4.1 Start-up Pre-planning Opportunity Assessment	\$ 9,500					\$ 9,500
4.2 Organizational Development	\$ 8,700					\$ 8,700
4.3 Training	\$ 6,500	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 26,500
4.4 Creating the Sydney Regeneration BluePrint, Yearly review	\$ 33,250	\$ 5,000	\$ 5,000	\$ 5,000	\$ 16,250	\$ 64,500
4.5 Ongoing Coaching & Mentoring	\$ 7,000	\$ 4,500	\$ 4,500	\$ 4,500	\$ 5,750	\$ 26,250
4.6 Specialized On The Ground Expertise	\$ 9,500	\$ 39,750	\$ 39,750	\$ 39,750	\$ 39,750	\$ 168,500
4.7 Ongoing Monitoring, documentation	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000	\$ 20,000
Project Management/contingency	\$ 5,000	\$ 3,250	\$ 3,250	\$ 3,250	\$ 4,000	\$ 18,750
Total Professional Fees	\$ 83,450	\$ 61,500	\$ 61,500	\$ 61,500	\$ 74,750	\$342,700
Travel – NT and Consultants	\$ 13,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 12,500	\$55,500
Reports Production , printing	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 10,000
Total Disbursements	\$ 15,000	\$ 12,000	\$ 12,000	\$ 12,000	\$ 14,500	\$ 65,500
Total Fees and Disbursements	\$ 98,450	\$ 73,500	\$ 73,500	\$ 73,500	\$ 89,250	\$408,200



A Total Team Approach

Operational Budget:

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

Complements and Partners With The Existing Sydney Waterfront District Association Operation Budget



The National Trust-CBRM Partnership brings:

42 years of experience in culture/heritage-led regeneration and
community economic development

A commitment to :

- Work with you to bring additional financial and professional resources to this initiative
 - Integrity, creativity, and quality
 - Focus on building capacity locally and regionally
 - The innovative use of technology
- National and International exposure to the CBRM initiative



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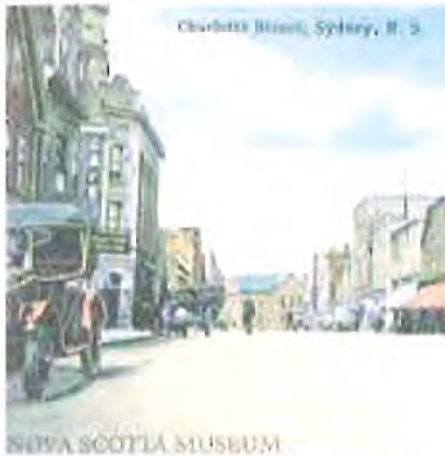
Questions?

Thank you!

Alison Faulkner
Director of New Initiatives

Jim Mountain
Director of Regeneration Projects





MAIN STREET
Canada

A PROGRAM OF THE NATIONAL TRUST FOR CANADA

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

Proposal submitted by the
National Trust for Canada

February 19, 20



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1.0 Introduction

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

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

This proposal makes recommendations to:

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



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

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

2.0 How the Main Street Approach Works

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

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

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

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

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

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

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

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

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



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

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



2.1 The National Trust Experience in Downtown Regeneration

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

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

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



Saskatchewan - Main Street® Projects (2011-2013)

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

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

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

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

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

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



3.0 Methodology

3.1 Goals for the Sydney Waterfront District

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

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

The District Regeneration initiative proposes to:

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

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



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

3.2 Geographic Scope

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

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

3.3 The Sydney Story

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

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



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

3.4 An Action Driven Approach

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

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

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



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

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

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

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

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

Organization

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

Economic Restructuring/Business Development

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

Design/Urban Planning

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



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

Community Cultural/Social Development

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

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



3.5 Organizational Basis for the Sydney Waterfront District Regeneration Initiative

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

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

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



3.6 Coordination of the Sydney Waterfront District Regeneration Initiative

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

The Full-time Main Street® Coordinator is Key



The Community Drives the Vision and Plan



The Main Street® Office Serves as a Community Hub



A Main Street® Community Taps into a National Network

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



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

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

4.0 Local Budget & Estimated Costs

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

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

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

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



5.0 Proposed National Trust Regeneration Services

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

5.1 Opportunity Assessment: Setting the Stage (Year 1)

Key activities:

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

Deliverables:

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

5.2 Organizing to Take Action (Year 1)

Key activities:

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

Deliverables:

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



- A visible, credible project start-up

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

Key activities: National Trust will deliver comprehensive training to:

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

Deliverables:

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

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

Key activities:

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

Deliverables:

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

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

Key activities:





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

Deliverables:

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

5.6 Specialized Expertise Services (provided Years 1 - 5)

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

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

These services will be provided by expertise in :

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



Deliverables:

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

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

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

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

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

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

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



- Media and social media exposure

Deliverables:

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

5.8 Annual Review of Project Budget and Project Activities

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

6.0 The Sydney Regeneration Project Team Composition and Skills

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

Main Street Regeneration Advisor: Jim Mountain

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

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

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

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



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

Additional Team Members: Consultant Expertise

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

These team members will participate in:

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

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

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

Economic Development Consultant - Jon Linton

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

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



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

Design Consultant – Tom Horrocks

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

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

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

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

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

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



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

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

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

Natalie Bull, Executive Director, National Trust for Canada

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

7.0 References

Bruce Dawson, Manager, Historic Places Program

Heritage Conservation Branch
Saskatchewan Ministry of Parks, Culture and Sport
9th Floor, 1919 Saskatchewan Drive
Regina, SK S4P 4H2
Phone: 306-787-5777
bruce.dawson@gov.sk.ca

Bob Gill, Main Street Coordinator, Prince Albert

Main Street Prince Albert
1105 Central Avenue
Prince Albert, SK S6V 4V7
Phone 306-763-1802
mainstreetpa@sasktel.net

Cara A. Finn, Manager of Economic Development (former Main Street Coordinator)
Middlesex County



399 Ridout Street North
London, ON N6A 2P1
Phone: 519-434-7321 x2347
cfinn@middlesex.ca

Mr. Matthew Francis, Executive Director (former Provincial Main Street Coordinator)
Chilliwack Museum & Archives
45820 Spadina Avenue
Chilliwack, BC V2P 1T3
Phone: 604-795-5210
matthew@chilliwackmuseum.ca

Tara-Leigh Heslip (former Main Street Coordinator)
Coordinator - Community Development
Phone: (306) 695-2006
theslip@southeastconnection.ca



8.0 Budget

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

Activities (corresponds with section 4.0 in the Proposal)	2016	2017	2018	2019	2020	Total
4.1 Start-up Pre-planning Opportunity Assessment	\$ 9,500					\$ 9,500
4.2 Start-up Organizational Development/committees/ project hiring/& Launch	\$ 8,700					\$ 8,700
4.3 Start-up and refresh training and for Coordinating staff and committees	\$ 6,500	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 26,500
4.4 Regeneration Planning Team Consulting team in Design, Economic Restructuring, Marketing, Cultural Planning, and Organizational expertise to creating the Sydney Regeneration BluePrint /yearly review/ Year 5 Revision	\$ 33,250	\$ 5,000	\$ 5,000	\$ 5,000	\$ 16,250	\$ 64,500
4.5 Ongoing Coaching & Mentoring	\$ 7,000	\$ 4,500	\$ 4,500	\$ 4,500	\$ 5,750	\$ 26,250
4.6 Specialized On The Ground Expertise : Business Development, Economic Restructuring, marketing, design	\$ 9,500	\$ 39,750	\$ 39,750	\$ 39,750	\$ 39,750	\$ 168,500
4.7 Ongoing Monitoring, documentation	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000	\$ 4,000	\$ 20,000
Project Management/contingency	\$ 5,000	\$ 3,250	\$ 3,250	\$ 3,250	\$ 4,000	\$ 18,750
Total Professional Fees	\$ 83,450	\$ 61,500	\$ 61,500	\$ 61,500	\$ 74,750	\$342,700
Travel – NT and Consultants*	\$ 13,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 12,500	\$55,500
Reports Production , printing	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 2,000	\$ 10,000
Total Disbursements	\$ 15,000	\$ 12,000	\$ 12,000	\$ 12,000	\$ 14,500	\$ 63,500
Total Fees and Disbursements	\$ 98,450	\$ 73,500	\$ 73,500	\$ 73,500	\$ 89,250	\$408,200

(see budget notes on the following page)



Budget Notes

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

9.0 Conclusion

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

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

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

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

For more information contact:

Alison Faulknor
Director of New Initiatives
Tel: 613-237-1066 ext. 225
Email: afaulknor@nationaltrustcanada.ca

Jim Mountain
Director of Regeneration Projects
Tel: 613-237-1066 ext. 226
Email: jmountain@nationaltrustcanada.ca



United Way
Cape Breton

CBRM Public Transit Pilot Project

Looking for CBRM to:

- Commit \$40,000.00 to public transit pilot project, to match commitment of same amount from Provincial Government.
- Endorse smart card technology (in development stage) for monthly, all-access community pass.

Change Starts Here.



United Way
Cape Breton

CBRM Public Transit Pilot Project

Key Points (CBRM Transit Study):

- Smart Card Technology Implementation
- Monthly Pass
- User-friendly system

Change Starts Here.



United Way
Cape Breton

CBRM Public Transit Pilot Project



Change Starts Here.



United Way
Cape Breton

CBRM Public Transit Pilot Project

**UWCB currently funds programs based on
Three areas of impact:**

From poverty to possibility

- Moving people out of poverty
- Meeting basic human needs (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

CBRM Public Transit Pilot Project

- ***Partnership with CBRM on monthly transit pass***
- ***UWCB has secured funding from TELUS***
- ***UWCB will subsidize low income earners***
- ***Pass will be implemented in April 2016***

Change Starts Here.



United Way
Cape Breton

CBRM Public Transit Pilot

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

- **Prevent** – We would like to prevent people from living in poverty.
- **Reduce** – We would like to reduce the number of people living in poverty.
- **Support** – We would like to support people who are currently living in poverty by providing resources for their immediate needs.

Change Starts Here.



United Way
Cape Breton

CBRM Public Transit Pilot Project

How Does Transit Fit Into 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

Questions?

Change Starts Here.

Cecil P. Clarke, Mayor - CBRM
320 Esplanade – Suite 400
Sydney, Nova Scotia
B1P-7B9

September 2nd 2015

Mayor Clarke,

On behalf of our clients, staff and board of directors, I wanted to take this time to personally thank you for your recent visit and tour of Horizon Achievement Centre. It was a pleasure meeting you and we certainly appreciate you taking time out of your busy schedule to learn more about our organization.

Horizon Achievement Centre is Cape Breton's leading provider of vocational training and employment development services for adults living with intellectual disabilities. A vital part of our community since 1984, we support and promote the values of independence, choice and inclusion.

As you are now aware, our existing facility no longer adequately meets the needs of our clientele. We find ourselves severely restricted by limited space and functionality. With upwards of 50 individuals currently waiting for service, we have no options for further growth or development.

We have recently secured a large parcel of land adjacent to Open Hearth Park, and we are now excited to launch the "Beyond the Horizon" building campaign. Our proposed 36,000 sq. ft. campus style facility will embrace a unique composition of building elements; each designed to meet department, program, and client needs – all while providing a much-needed piece of infrastructure in the heart of Downtown Sydney.

Your continued support and encouragement will help us realize what I see as a very bright future on the **horizon**.

Kind Regards,

ORIGINAL SIGNED BY

Carol Pendergast
Executive Director
902.539.8553 ext. 223
carol.hac@ns.sympatico.ca



 Beyond *the*
Horizon
BUILDING CAMPAIGN
 Horizon Achievement Centre



A campus-based facility supporting individual learning and stand alone business.

Horizon currently leases 15,000 sq. ft. from the Kiwanis Club of Sydney for its vocational, Employment and Life Enhancement programs and owns a second 2,750 sq. ft. facility for Pre-vocational and Transition Day Options. The proposed 86,000 sq. ft. facility is designed using a campus concept, it is designed as a unique workplace to address needs, each designed to meet departmental program needs. This will permit each department to maintain individuality while using a high level of office or workshop facility.

Life Enhancement services will operate from a spacious area that will support training services for life, communication, personal, health, social, leisure and recreational skill development.

Vocational Services will consist of a range of skill training, which will be designed to meet skills for today's marketplace, hospitality, food services, janitorial, retail, office, etc.

Pre-Employment will consist of various courses and activities designed to provide essential skills to those who have no previous skills or training in community-based employment (Retail therapy, computers, interpersonal, personal skills, communication, etc.).

Social Enterprises: Stand alone businesses that provide occupational training and a means of income for people with a variety of disabilities, increased independence, social integration, self-confidence and economic self-sufficiency (e.g. catering services, coffee shop, mail services, document scanning, etc.).



Did you know?

The new Horizon Employment Centre will:

Serve more educational goals, addressing their needs today and into the future.

Provide business partnerships through a specialized facility.

Minimize the cost of education through a shared facility.

Provide a more sustainable "green" building.

Expand the Centre's presence in the community.

Enhance the facility's presence in the community through a variety of programs and services.

Provide a facility for training and employment through stand alone businesses.

Create a new environment that encourages community involvement.



a bright future on the horizon

enriching lives (our stories)



Colleen Arsenault

Team Lead, Food Services

Meet Colleen, a valued employee of Horizon who has worked for the past 13 years and has been instrumental in the development of the Food Services team. She has a wealth of experience in the food service industry and has been a key player in the development of the Food Services team. She has been a key player in the development of the Food Services team.

Ryan Shanahan

Team Lead, Food Services

Ryan is a dedicated employee who has been working for Horizon for the past 10 years. He has a wealth of experience in the food service industry and has been a key player in the development of the Food Services team. He has been a key player in the development of the Food Services team.



Ray Doyle

Team Lead, Food Services

Ray is a dedicated employee who has been working for Horizon for the past 10 years. He has a wealth of experience in the food service industry and has been a key player in the development of the Food Services team. He has been a key player in the development of the Food Services team.

Lynette Sampson

Team Lead, Food Services

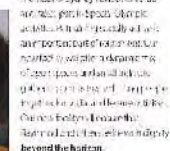
Lynette is a dedicated employee who has been working for Horizon for the past 10 years. She has a wealth of experience in the food service industry and has been a key player in the development of the Food Services team. She has been a key player in the development of the Food Services team.



Gary Denny

Team Lead, Food Services

Gary is a dedicated employee who has been working for Horizon for the past 10 years. He has a wealth of experience in the food service industry and has been a key player in the development of the Food Services team. He has been a key player in the development of the Food Services team.



your donation matters...

visit **www.horizon-ns.ca** and follow
the links to make a donation today



For information on our 'Corporate Partner' donation programs
contact Carol Pendergast **902 539-8553**

Horizon Achievement Centre
780 Upper Prince Street
Sydney, NS B1P 5N6

Phone (902) 539-8553
<http://www.horizon-ns.ca>

Registered Charity





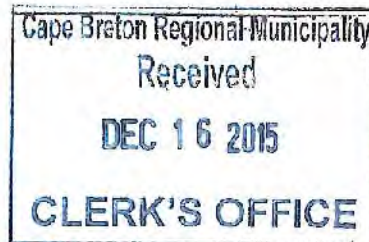
New Dawn Enterprises Ltd

P.O. Box 1055, 75 Prince Street, Sydney, Nova Scotia B1P 6J7

Phone: 539-9560 Fax: 539-7210

Website: www.newdawn.ca

Deborah Campbell
Municipal Clerk
Cape Breton Regional Municipality
320 Esplanade
Sydney, NS B1P 7B9



Good Afternoon Ms. Campbell

M

I am writing today to request an opportunity to have New Dawn staff make a presentation to Council. We wish to speak to Council about the New Dawn CEDIF program and its 2015 investments in the CBRM. This is a program that raises money for investment in local businesses and over ten years has invested more than \$11M in local businesses including Protocase, Marcato Digital, Advanced Glazings, Nova Stream, Media Spark and Retakes & Revelries. We are happy to send our presentation in advance and would appreciate an opportunity to speak briefly (10 minutes) at the January or February meeting. This would be an information presentation – highlighting to Mayor and Council an innovative program that has achieved some success in supporting and growing the local economy. Can you let me know how to proceed with this request?

Sincerely:

ORIGINAL SIGNED BY

Leonard Murray
Manager of Accounting Services
New Dawn Enterprises
902 539 9560 Ext 240



What is a CEDIF?

\$100 million in RRSPs are purchased by Cape Bretoners each year and sent to the centres of capital. In 1999, NS created the CEDIF program and tax credit to encourage Nova Scotians to invest in their own communities.

A Community Economic Development Investment Fund (CEDIF) is an investment option that allows Nova Scotians to invest in their own community.

New Dawn CEDIFs:

- 100% Local
- 35% Tax Credit
- 2.5% Dividend (*)
- RRSP Eligible
- 100% Redemption Rate (*)
- No Annual Management Fee

Each New Dawn CEDIF is governed by a volunteer board of directors; CEDIF boards are assisted by investment committees tasked with attending company presentations, researching growth potential and making investment recommendations.

* Best performance does not guarantee future results

WWW.NEWDAWN.CA • 902-539-9560



Where are we today?

- New Dawn Holdings, New Dawn Community Investment, New Dawn Innovation Fund
- New Dawn's 11th CEDIF campaign (until February 29, 2016)
- \$11 million invested in Cape Breton
- \$1.2 million paid in dividends
- \$3.3 million in provincial tax credits
- \$1.5 million in RRSP-related tax savings
- 100% redemption rate
- 577 investors
- 100% local

WWW.NEWDAWN.CA • 902-539-9560



One Nova Scotia

CEDIF program highlighted as holding great promise for struggling communities across the province.

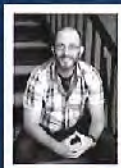
Report urged the government to both consider its expansion and to increase its marketing and, in turn, its uptake.

NOW OR NEVER:
AN URGENT CALL TO
ACTION
FOR NOVA SCOTIANS

WWW.NEWDAWN.CA • 902-539-9560



New Dawn CEDIF Investments



WWW.NEWDAWN.CA • 902-539-9560



New Dawn CEDIF Investments



WWW.NEWDAWN.CA • 902-539-9560



New Dawn CEDIF Investees

- Must be active for-profit businesses based in Cape Breton and listed with the Nova Scotia Registry of Joint Stock Companies.
- For established firms, 3 years of financial statements and CRA Tax Returns.*
- Following approval of a five-year investment, New Dawn CEDIF businesses must submit annual financial statements for board assessment and pay interest monthly.
- Interested companies can find preliminary form here:
http://www.newdawn.ca/cedif_forms
- Presentations begin in April/May 2016 (April/May of each year following the January/February raise)

WWW.NEWDAWN.CA • 902-539-9560



New Dawn CEDIF Investors

- Five year investment
- Minimum \$1000 investment
- Maximum \$15,000 investment
- Transfer existing RRSPs w/out penalty
- Investment deadline: February 29, 2016
- 35% tax credit in investment year (\$1000 investment = \$350 tax credit)
- Roll over in year 5 (additional 20%); roll over in year 10 (additional 10%)
- 65% equity tax credit (or \$650 on your original \$1000 investment) over 15 years

WWW.NEWDAWN.CA • 902-539-9560



New Dawn CEDIF Impacts

Access to capital for local businesses looking to expand operations or repatriate debt

Viable investment opportunities for members of the community interested in where there money is invested and/or concerned about local economic development

Increasingly robust local discourse on self-reliance, local investing, and local business/entrepreneurial assets

WWW.NEWDAWN.CA • 902-539-9560



Sydney Mines
Heritage Society and Fossil Museum

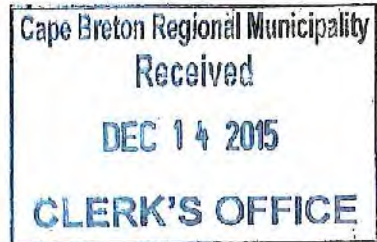
P.O. Box 1112 Sydney Mines
B1V 2Y4



Business: (902) 544-0992

Ms. Deborah Campbell
Municipal Clerk
Cape Breton Regional Municipality
Sydney, NS

Nov. 29, 2015



Dear Ms. Campbell:

If possible, I would like to do a fifteen minute presentation at the next council meeting on behalf of the Sydney Mines Heritage Society and Cape Breton Fossil Centre. We are not looking for anything from Council, but rather the presentation will focus on the work that we do and the visitation statistics. We would like to show Council how we have grown and our role within the municipality as a result of money spent by Council in the past. It is our way of saying thank you.

I wait to hear from your office.

Sincerely:

ORIGINAL SIGNED BY

Dr. Stuart Critchley (Ed.D.)
Curator

Cc: Mr. Jim Tobin, Chairperson, Sydney Mines Heritage Society

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

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

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

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

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.



Part of Our Future

Community Transportation in CBRM

Community Transportation Working Group

Practical ways to preserve and enhance community transportation in CBRM

- | | |
|---|--|
| ❖ Aron Ashton (Public Health) | ❖ Eric Leviten-Reid (New Dawn Enterprises) |
| ❖ Margie Gillis (Carmel Centre) | ❖ Eldon MacDonald (CBRM) |
| ❖ Reg Johnson (East Cape Breton Community Health Board; CTNS) | ❖ Mike MacKeigan (CBRM) |
| ❖ Susan King (ACAP-Cape Breton; Central Cape Breton Community Health Board) | ❖ Rick McCreedy (CBRM) |
| | ❖ Emma Jerrott (ACAP-Cape Breton) |

Process

1. Community discussion groups
2. Stakeholder forum
3. Health impact study
4. Report to CBRM and Province

Discussion Groups

- Sydney
- Glace Bay
- Sydney Mines
- CBU
- NSCC
- Port Morien
- Christmas Island
- 7 groups
 - 5 urban, 2 rural
- 60 participants

Participants

- ❑ Transit Users
- ❑ Non-Transit Users
- ❑ People with low-incomes
- ❑ Seniors
- ❑ People with disabilities
- ❑ People with mental health conditions
- ❑ Students and faculty (CBU and NSCC)
- ❑ Sydney and Area Chamber of Commerce
- ❑ Convergys
- ❑ Community Health Boards
- ❑ Department of Community Services
- ❑ Velo Cape Breton
- ❑ Crossroads Clubhouse
- ❑ VON
- ❑ Adult Learning Association of CB County
- ❑ CBRM Councillors

Citizens Willing and Able



"Local people know where the ice is thin."
-Jimmy Tompkins



Stakeholder Forum (Feb 10, 2016)

- 27 participants
 - Government
 - Business
 - Institutions
 - Community Organizations
 - Citizens
- Overview of Public Transportation in CBRM
- Panel: Why Does Community Transportation Matter to Local Residents?
- Presentation: Case for Support and Path Forward

Community Transportation Matters

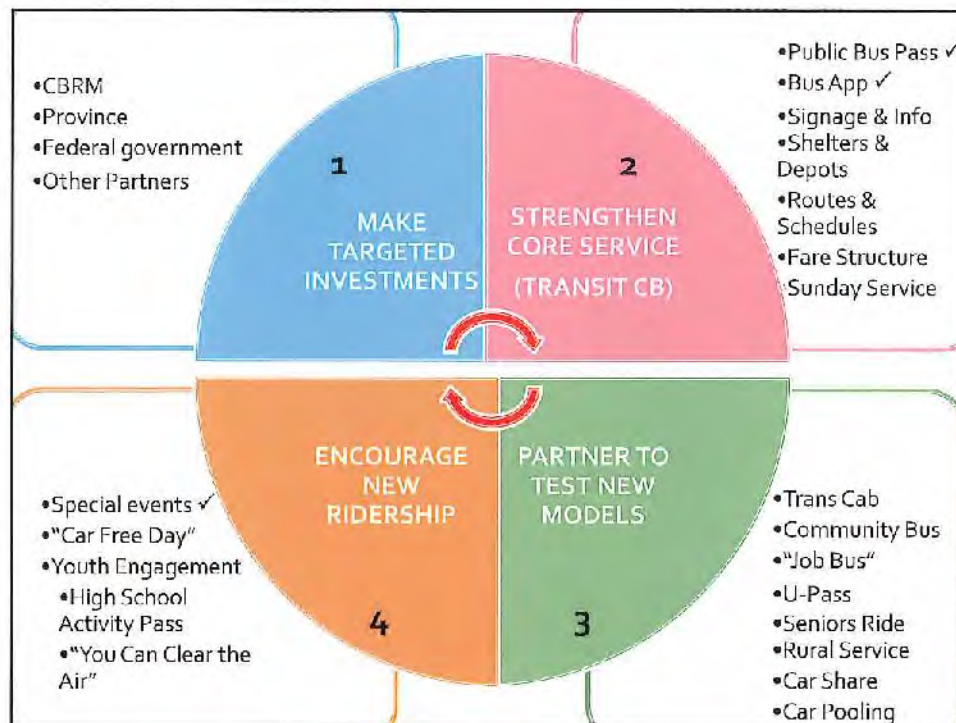
- Economic impact
- Health impact
- Education impact
- Community involvement
- Environmental sustainability

Community Transportation Is an Important Part of CBRM's Future

- The world has changed in ways that makes it more important than ever to have a strong community transportation system
 - 'One CBRM'
 - Economic growth and building healthy communities
 - Aging population
 - Cost of car ownership
 - Strategic social spending
 - Attracting and retaining population
 - Climate change

Base of Support

- Strong community interest
- A basketful of promising ideas
- Willingness of partners to contribute



Recommendations

1. Council fully endorse the 2016/2017 transit budget as presented by staff during budget deliberations including steps toward the development of Sunday service, Dial-a-Ride service and use of Handi-Trans to address community transportation needs in rural areas.
2. Council strongly advocate for changes in the province's funding formula for urban transportation as a complement to its own renewed investment in community transportation.
3. CBRM review its taxation structure with an eye to ensuring substantial and sustained investment required for a strong community transportation system.

*Business Cape Breton Presentation
to CBRM Mayor & Council*

February 19, 2016

CORE COMPONENTS

BUSINESS DEVELOPMENT & ECONOMIC DEVELOPMENT

Objectives:

- *Promote and facilitate regional municipal economic development goals*
- *Provide regional leadership on targeted economic development initiatives*

CORE COMPONENTS CONTINUED

BUSINESS DEVELOPMENT & ECONOMIC DEVELOPMENT

- *Operate as connectors supporting business growth & retention (Island-wide)*
- *Provide services to the Cape Breton Regional Enterprise Network (CBREN) in support of the Prosperity Framework*

BUSINESS DEVELOPMENT

SMALL BUSINESS DEVELOPMENT PROGRAM FOCUS

- *Entrepreneurial Awareness*
- *Productivity and Business Skills Training*
- *Business Counselling*

ENTREPRENEURIAL AWARENESS ACTIVITIES

- *Business Basics Online Training Program*
- *Business Guest Speakers Series*
- *Co-operative Entrepreneurial Education – Riverview High School*
- *Weekly Business Officers Outreach Sessions (Island-Wide)*
- *Business Information Day*
- *Engage Inverness*

PRODUCTIVITY & BUSINESS SKILLS TRAINING ACTIVITIES

- *Biz at Breakfast Series*
- *Mentorship Program*
- *2015 Women in Business Conference*
- *Talking Business Luncheons*
- *Business Advisory Services*

PRODUCTIVITY & BUSINESS SKILLS TRAINING
ACTIVITIES - WORKSHOPS

- *Start-Up Business Accounting*
- *Social Media Training*
- *Young and Successful Entrepreneurs Session*
- *Business Strategy, Legal Considerations & Marketing Business Growth*

PRODUCTIVITY & BUSINESS SKILLS TRAINING
ACTIVITIES



BUSINESS SKILLS TRAINING – 2015 WOMEN IN BUSINESS

- Record number of nominations
– 118 (9 awards)
- Participants took part in all day
information workshops
- Keynote speaker Laura Peck of
McLoughlin Media
- Sold out Women in Business.
Gala Awards Dinner – 192
attendees



BUSINESS DEVELOPMENT RESULTS TO JANUARY 31, 2016

263 - engaged in business plan development

1124 - engaged in productivity and skills training

1106 - engaged in entrepreneurial awareness

Value to the Municipal Units

Small Business Development Program – As of January 31, 2016
Breakdown Per County

County	Businesses	Start Ups	Expansions	Projected Payroll	Projected Job Potential	Projected Value of Investment
CBRM	76	55	21 (12 completed)	\$3,492,906	173	\$7,665,276
Inverness (Port Hawkesbury)	6	5	1	\$123,750	7	\$375,900
Richmond	8	5	3	\$315,000	9	\$1,162,243
Victoria	12	7	3 (1 completed)	\$805,195	33	\$1,271,800
TOTALS	102	72	30 (13 completed)	\$4,736,851	222	\$10,475,219

BUSINESS DEVELOPMENT – CBREN ACTIVITIES

- *Chartered Professional Accountants of Canada – Four Half Day Workshops Providing Accounting Expertise*
- *Procurement Workshop – Municipal Procurement Process*
- *Exploration of Entrepreneur Apprenticeship Program*
- *Building Contractor Workshops – Municipal Permits/Building Regulations*

BUSINESS DEVELOPMENT – CBREN ACTIVITIES

- *CBC Radio Pitch It! Event – JA Entrepreneurs*
- *Municipal Business Report - Start Up/Expansion*
- *Cape Breton Business Success Stories*
- Occupational Health & Safety Training Workshops

BUSINESS DEVELOPMENT – CBREN ACTIVITIES

- *Business Succession Planning Workshops*
- *Buying/Selling a Business – Do's and Don'ts Workshop*
- *Development of CBREN Website www.capebretonren.ca*
- *Island-wide "Dream it! Plan it! Start it!" Radio / Print Campaign*

BUSINESS DEVELOPMENT – CBREN ACTIVITIES

- *Think Cape Breton First Program Campaign*
- *Business Cape Breton Column – Positive Change*
- *Development of computerized Business Tracking System*
- *Business Retention & Expansion Program*
- *Development Isle Madame Assoc. Marketing Agreement*

BUSINESS DEVELOPMENT – THINK CAPE BRETON FIRST



ECONOMIC DEVELOPMENT – CBREN ACTIVITIES

- *Port Business – Marketing & Business Recruitment Support*
- *Foreign Trade Zone*
- *Ottawa/Halifax – Cape Breton Day*
- *Isle Madame Façade*

ECONOMIC DEVELOPMENT – CBREN ACTIVITIES

- *Island Wide Economic Summit Planning*
- *CBRM Municipal Projects/Initiatives*
 - *2015 CBRM Blossoming Project*
 - *Infrastructure Projects – Indian Beach & Munro Park*

ECONOMIC DEVELOPMENT – CBRM BLOSSOMING



FORMAL REQUEST OF CBRM FOR FISCAL 2016

- *Small Business Development Program*
- *Cape Breton Regional Enterprise Network (CBREN)*
- *2016 CBRM Blossoming Project*

THANK YOU!

CBRM Stakeholder Budget Consultation Session - Friday, February 19, 2016

Mayor Clarke and Council,

Re: Costs associated with water fluoridation

Adding fluoridation chemicals to the water supply of Sydney, Glace Bay, New Waterford and the Northside is not mandated by any level of government. As there is no formal requirement to fluoridate the water supplies of these four communities, the decision to fluoridate is optional.

Due to the highly corrosive nature of Hydrofluorosilicic Acid, the fluoridation chemical used, and the care with which it must be stored and handled, there are many costs related to this process in addition to the chemical cost.

Please provide the total costs associated with water fluoridation in all four water treatment plants, including:

- the fluoridation chemical Hydrofluorosilicic Acid
- any other buffering chemicals required, such as caustic soda, due to the addition of Hydrofluorosilicic Acid, which is extremely corrosive and damaging to equipment
- monitoring, repair and maintenance of the injection systems
- projected equipment replacement and upgrades
- daily compliance testing for fluoride concentrations (number of tests required per day per treatment plant and all related costs of that testing)
- labour
- training (including health and safety)
- any additional liability insurance that may be required due to fluoridation

Thank-you.

Marlene Kane

Sydney

(902) 562-7049

