



Highland
Village
Museum
AN CLACHAN
GÀIDHEALACH

ROOTS
Cape Breton
Genealogy & Family History Centre



COMUNN CLACHAN GÀIDHEALACH NA H-ALBANN NUAIDH

AITHISG Bhliadhna ANNUAL REPORT

NOVA SCOTIA HIGHLAND VILLAGE SOCIETY



2011/12



NOVA SCOTIA
ALBA NUADH



OUR VISION

Our Vision is to be internationally acknowledged for advancing research, fostering appreciation, learning and sharing authentic Gaelic language and heritage while serving a vibrant Gaelic cultural community (i.e. a Gaelic institution).

OUR MISSION

Our Mission is to research, collect, preserve and share the Gaelic heritage and culture of Nova Scotia inclusive of Gaelic folk-life from settlement to present, including but not limited to, language, cultural expressions, lifestyles, crafts, customs, and represent it accurately and vibrantly.

OUR PEOPLE

BOARD OF TRUSTEES (2011/2012)

Kathleen MacKenzie, Antigonish (President)
Hector MacNeil, Sydney River / Castle Bay (VP)
Susan Cameron, Antigonish (Treasurer)
Hugh MacKinnon, Benacadie (Secretary)
Donald Beaton, Little Narrows
Charlene Ellis, Little Narrows
Catherine Ann Fuller, Baddeck
Madeline Harvey, Estmere
Pam MacGillivray, Shunacadie
Hector (Frankie) MacNeil, Iona
Walter MacNeil, Sydney / Grand Narrows
Hugh Webb, Antigonish
Paul Wukitsch, Shunacadie
Daniel Chiasson (Legal Advisor Pro-Bono - Ex-officio)

Jamie Kennedy, Animator / Blacksmith
Mary Jane Lamond, Animator / Gaelic Mentor
Hoss MacKenzie, Animator / Blacksmith
Aileen MacLean, Animator
Beth MacNeil, Animator
Debi MacNeil, Animator / Costume Coord.
Jean MacNeil, Animator
Kaye Anne MacNeil, Animator
Sandy MacNeil, Animator / Farm hand
Colette Thomas, Animator
Vicki Quimby, Animator / Textile Consultant
Colin Watson, Animator

Collections/Archives

Pauline MacLean, Collections Mgr. / Genealogist
Katherine MacLeod, Collections Assistant

STAFF (2011/2012)

Administration

Rodney Chaisson, Director
Janet MacNeil, Administrative Asst.

Admissions/Gift Shop

Gerry MacNeil, Senior Visitor Centre Clerk (*On Leave)
Sadie MacDonald, Visitor Centre Clerk
Marlene MacDougall, Visitor Centre Clerk (2012)

Animation/Interpretation

Jim Watson, Manager of Interpretation
Carmen MacArthur, Chief Interpreter
Colleen Beaton, Animator
Marie Chehy, Animator
Catherine Gillis, Animator

Operations

Jim Bryden, Manager of Operations
Tim MacNeil, Maintenance Worker
David MacKenzie, Groundskeeper
Curtis MacNeil, Maintenance Helper (2012)
Patricia Gaudley, Cleaner

Other Term & Project Staff

Caitlin Bauman ('12), *Caitlin Bennett* ('12), *Daniel MacDonald* ('12), *Katie MacDougall* ('11), *Laura MacNeil* ('11 & '12), *Rachael MacNeil* ('11), *Matthew Moore* ('12), *Rachel Redshaw* ('11)

VOLUNTEER PROGRAMMERS

Quentin MacDonald, HV Day Producer
Jim St.Clair, Candlelight Tour Guide

OUR ORGANISATION

The Nova Scotia Highland Village Society was incorporated on November 3, 1959, under the Societies Act of the Province of Nova Scotia, with the purpose of constructing and operating a replica pioneer village at Iona as well as preserving and promoting Nova Scotia's Highland Scottish Gaelic culture. Over the four decades that followed, the living history museum took shape with artifacts, buildings and interpretive programs.

In June of 2000, the Society began a new relationship with the Province of Nova Scotia. This new relationship saw the Highland Village Museum/ *An Clachan Gàidhealach* become a part of the Nova Scotia Museum Family (now the Department of Communities, Culture & Heritage). The Society now operates the site on behalf of the Province. The site is a 43-acre museum and cultural complex including the Highland Village Living History Museum and Gaelic Folklife Centre, Roots Cape Breton Genealogy & Family History Centre, Highland Village Gift Shop, and an outdoor entertainment and theatre facility. The Society is a registered charity with the Canada Revenue Agency.

OUR PARTNERS

The Nova Scotia Highland Village Society acknowledges the partnership of the Province of Nova Scotia towards the operation of the Highland Village Museum/ *An Clachan Gàidhealach* through *Communities, Culture & Heritage/Nova Scotia Museum* (Hon. Leonard Preyra, Minister); *Transportation & Infrastructure Renewal and Office of Gaelic Affairs* (Hon. Maurice Smith, Minister), and *Economic and Rural Development and Tourism* (Hon. Percy Paris, Minister).



The Society also acknowledges the support of the *Government of Canada* through the *Department of Canadian Heritage, Enterprise Cape Breton Corporation, & Service Canada* and the *Municipality of Victoria County* through the *Recreation and Tourism Department & Paul MacNeil, Councillor District 1*; towards projects and special initiatives.



Other project partners include: NSCAD University, St. Francis Xavier University, Cape Breton University, Celtic Heart of North America Cooperative, Bras d'Or Lake Biosphere Reserve Association, Sage Voices Society, Eskasoni First Nation, Sgoil Mhic Fhraing a' Chaolais/Rankin School of the Narrows, Destination Cape Breton, Highland Heights Inn, Glenora Distillery, Cabot Trail Motel, Silver Dart Lodge, and Castle Moffett.

OUR AFFILIATIONS

The Society is a member of the National Trust of Scotland, *CLI Gàidhlig*, Gaelic Society of Inverness (Scotland), Association of Nova Scotia Museums (ANSM), Canadian Museums Assoc. (CMA), Heritage Cape Breton Connection Cooperative, Council of Nova Scotia Archives (CNSA), Genealogical Assoc. of Nova Scotia (GANS), Cape Breton Genealogy & Historical Society, Interpretation Canada, Costume Society of Nova Scotia, Assoc. of Living Historical Farms and Agricultural Museums (ALHFAM), American Association for State and Local History, Tourism Industry Assoc. of Nova Scotia (TIANS), Baddeck & Area Business Tourism Assoc. (BABTA), Sydney & Area Chamber of Commerce, and the Strait Area Chamber of Commerce.

PRESIDENT'S REPORT

By Kathleen MacKenzie, President

Welcome to the 2011-2012 Annual General Meeting of the Nova Scotia Highland Village Society. Thank you for taking the time and effort to attend.

I would like to acknowledge the deaths over the past year of those who have had a connection or who have made a contribution to the Highland Village in some manner. They are Michael "Shorty" MacNeil, Ellen "Dan Rory" MacNeil, Alex Francis MacKay, Ken Nilsen, Betty Ivey, Duncan MacNeil, and Angus MacDonald.

The Board and administration give our best wishes to Gerry MacNeil who is recovering from cancer treatments.

Overview

As you are well aware the financial challenges of the present economy have affected cultural institutions in a big way. Although the HV's visitation numbers were down by 5.8% from last year the average visitation numbers has dropped by only 2% over the last decade. Provincially we have seen budgetary restraints and the restructuring of some departments have affected us. We are very fortunate that the annual provincial grant has not been reduced and the HV continues to enjoy financial health.

The HV now falls under the jurisdiction of the newly created Department of Communities, Culture, and Heritage and under the new division of Archives, Museums, and Libraries. Bill Greenlaw, former director of the NS Museum is now the director of this section. Calum Ewing is the Director of the Nova Scotia Museum. The HV happily has a very strong and positive working relationship with them as well as with the Office of Gaelic Affairs. More and more collaboration with others is vital. The HV continues to benefit from joint endeavours such as the M7 Collective and Celtic Heart Marketing Cooperative, and CB Partnership for example. Over the past year the HV has continued to maintain its strong on-line presence, received much free press and advertising, and continues to use social media to great advantage. Visitor feedback remains very positive. Interpreters and staff continue to receive intensive training and first person interpretation was introduced last season. Programming is very strong. *An Drochaid Eadarainn*, an online immersive experience for Gaelic language learners was launched in Halifax on 2 May, 2012 in Halifax and on 4 May, 2012 in Port Hawkesbury as part of Gaelic Awareness Month. A great deal of hard work, dedication, and research went into this project. All those who worked on it deserve a lot of praise.

This project was funded via Canada Heritage's Canada Interactive Fund, which unfortunately was a victim of the latest round of federal cuts. Another very positive endeavor this year was the launching and further development of the *Stòras na h-Òigridh*/Treasures of Youth Fund, established to sponsor, promote, and further develop the talents of young people interested in preserving various aspects of the Highland Scottish culture. Improvements have been made the Visitor Centre and new signage has been erected.

Over the past year as well, Management and the Board of Trustees looked at several internal policies to streamline greater efficiencies. Those that were examined relate to financial and human resources, and awards. As well, terms of reference for all committees of the Board i.e. standing, ad-hoc, and operational were improved.

Retiring Board Members

I would like to offer a thank you to those board members who are retiring from the Board this year. They are Catherine Ann Fuller and Donald Beaton. On behalf of the Board, I thank them for the important contributions they have made over many years and wish them well in all future endeavours.

New Board Members

I would also like to welcome new board member Susan Stubbart-Samways, of Iona, who has so kindly agreed to give her time and energy to the HV. Thank you very much for agreeing to sit as a member of the Board. I hope that you will find the experience a valuable and enjoyable one.

In Conclusion

The daily operation and administration of the HV can be very challenging especially considering the present economic environment. We are very lucky to have strong, knowledgeable and dedicated employees both in management and staff, as well as in those who chose to volunteer their time. Our director, Rodney Chaisson, continues in the role very successfully with his strong administrative ability and commitment to the position.

I would now like to turn the meeting over to our director, Rodney Chaisson, who will present his report for the year 2011-2012.

Respectfully submitted,
Kathleen MacKenzie, President.

OPERATIONAL REPORT

Rodney Chaisson, Director

I am very pleased to present this annual report of the operations of the Nova Scotia Highland Village Society to its membership and stakeholders. The past year has been a mixed bag of successes and challenges with key advancements in interpretation & programming and community outreach initiatives, and a decrease in visitation as a result of poor weather and a less than stellar provincial tourism season.

Realising Our Vision

While visitation is an important quantifiable measure of success, the fundamental measure of our success as a museum and cultural institution is our ability to follow our mission and realise our vision (see page 2 of this report). Through our most recent strategic planning process, led by Marlene Ivey, we laid out a five year plan to advance us towards realising our vision, guided by our nine organisational objectives.

(1) To provide experiential and interactive programs to demonstrate Gaelic folk life in Nova Scotia

Interpretation is the area of the Highland Village operation that has seen the most significant growth in the past several years and will continue to be where we place much of our emphasis as we move forward. Progress has included an increased presence of Gaelic language and culture throughout the site, improved representations of Gaelic folk-life, introduction of first-person/role playing in animation, increased activities and demonstrations throughout the site, and increased emphasis on making the site more engaging for children and youth.

While we have made considerable progress with interpretation and programming, there is still much work to do including: continued growth of first person capacity through research, training and character building, enhanced hands-on opportunities for all age groups, improved orientation, incorporation of natural history interpretation, introduction of interpretive aids via mobile devices, and more.

The expectations of museum visitors has changed significantly over the past two decades. The days of providing passive interpretation with visitors viewing static objects on shelves with labels are over. Today's visi-

tor is seeking experiences that are engaging, are social, and provide an emotional connection to them. They are also looking for the use of new technology where appropriate. Research, including visitor feedback and best practices, will continue to play an important role in ensuring that our programs and interpretation remain relevant and engaging for visitors.

(2) To be a leader in Gaelic language and cultural development in Nova Scotia

The Highland Village is a recognised leader for Gaelic language and cultural development in Nova Scotia. Since joining the Nova Scotia Museum in 2000, we have led or been part of, a number of initiatives to help advance Gaelic in our province: Gaelic Development Strategy, *Gàidhlig aig Bhaile*/Gaelic in the Community immersion methodology, *Cainnt mo Mhàthar*/My Mother's Tongue website, Gaelic image project, Office of Gaelic Affairs, MOU with Gaelic Scotland, Gaelic community boundary signs, *Stòras nan Gaidheal*, *Stòras a' Bhaile*, *An Drochaid Eadarainn* website, and others. We are certainly recognised within Nova Scotia and in Scotland for our community outreach and development work around Gaelic language and culture. We will continue to initiate and participate in activities that advance the capacity of Gaelic Nova Scotia.

One of the highlights of our outreach work has been the launch of *An Drochaid Eadarainn* (The Bridge Between Us) this past spring. *An Drochaid Eadarainn* is an interactive on-line social space for the Nova Scotia Gaelic community, building upon the success of *Stòras a' Bhaile*. A prototype was developed in 2010 in partnership with the NS Department of Economic and Rural Development and Tourism/Nova Scotia Community Access Association, Office of Gaelic Affairs, Municipality of Victoria County, NSCAD University, and St. FX University. The Department of Canadian Heritage came on board in early 2011 with a significant investment to help us expand the prototype to create the full website. The Office of Gaelic Affairs has also been a significant champion for the project. Working with a steering committee and project staff, the project was led by Marlene Ivey (now at NSCAD University) and Jim Watson, our Manager of Interpretation. Thanks and congrats to all on the completion of a great project.

(3) To sponsor high quality research to support programs and material representation, as well as a publications program

In order to ensure authenticity in programming and material presentation of the site, we have undertaken a number of research initiatives including: development of our strategic plan, interpretive research report for the blackhouse/Life in Scotland era of the site, on-going research to authenticate material presentation for other eras on site, a plan for revitalisation of the farm program, and on-going research to support Gaelic language and cultural content on site and in programming. In addition, we also continue to publish *An Rubha*, the Highland Village Gaelic Folklife Magazine, on a regular basis. *An Rubha* contains many articles related to Gaelic language, Gaelic arts and material culture.

There is still much research to do. We are currently developing a plan to provide more formal research reports for the other three eras on site. We are also looking at undertaking research regarding natural history themes that should be explored on site including the Gael and their relationship to the land as well as the significance of the Bras d'Or Lakes. We will also continue to research current trends and best practices in museology, especially as it pertains to visitor engagement and experiences.

(4) To develop and support the human resources necessary to achieve the vision

Highland Village is very fortunate to have a skilled and dedicated staff. To ensure that staff are able to meet the operational needs of the operation including interpretation (linguistic and heritage skills, content knowledge and interpretive methodologies), legislative compliance and organisational capacity, the Highland Village continues to invest in relevant training and professional development opportunities. In addition to training, the Highland Village also has a solid human resource management framework and a competitive compensation scheme.

In spite of the above, human resources is quickly becoming the most significant challenge facing the Highland Village and will become its largest impediment for growth and development. Almost one-third of our staff is 60 years of age or older, including all of our key management positions. In the next several years, we will see a significant number of retirements. Couple

that with demographic changes throughout Cape Breton Island, and we could be looking at significant skills gaps in our operational requirements. The development of a human resource strategy was identified as a priority in our strategic plan. Work on that strategy will begin this coming summer.

(5) To develop and maintain the physical infrastructure including grounds, buildings, farm, artifacts, and equipment in accordance with accepted standards

The management of our current physical infrastructure continues to adhere to accepted standards. Staff have participated in training on national standards for maintenance of heritage buildings. We have also put in place a new maintenance planning tool. Staff have a productive working relationship with Nova Scotia Museum and Transportation & Infrastructure Renewal personnel regarding building maintenance issues at the Village. We also have a 3-D rendering of the site for use in site planning.

The preparation of a site development strategy to address visitor services, interpretation, aesthetic, storage, support and other issues was identified as a priority in our strategic plan. Last spring, the process started with a joint staff-board workshop. The process was then deferred to the Site Development committee to advance. Our aim is to have a completed strategy this fall.

(6) To effectively market the Highland Village as a destination for experiencing Gaelic folk life and as an international centre for Gaelic culture and heritage

A few years ago, Icon prepared a branding strategy for the Highland Village to support this objective. This report was followed by a marketing assessment from the promotions unit of the Nova Scotia Museum. The vast majority of the recommendations of those two reports have been implemented. The only outstanding item is the introduction of an updated logo for the Village. Discussions around a revised logo are in progress. We hope to have an approved concept later this summer or early this fall.

The Highland Village is also one of the founding and signature partners in the "Celtic Heart of North America" marketing cooperative, the goal of which is to promote and enhance Cape Breton Island's Gaelic/Celtic tourism product. Leveraging support

from Enterprise Cape Breton Corporation and Tourism Nova Scotia, the cooperative includes the Gaelic College, Celtic Colours, Celtic Music Centre, Glenora Distillery, Féis an Eilean, Cape Breton Centre for Craft and Design, Victoria County, Inverness County, Richmond County and the Cape Breton Regional Municipality. The cooperative is presently in the third year of operation.

One of our key marketing objectives is to grow our on-line presence. During the winter of 2010/11, we gathered and prepared refreshed content for our new main website, which was integrated into the Nova Scotia Museum content management system. The new site launched on June 1, 2011. We also improved and enhanced our use of social media channels. We will continue to add new content to our website and social media throughout the 2012 season.

(7) To be an active member of the Nova Scotia Museum family of museums,

Highland Village staff have been involved and continue to be active on working groups and initiatives within the Nova Scotia Museum including: M7 collective of large locally managed sites, Interpretation Working Group, Collections Management Working Group, Musemark, steering committee for development of the Interpretive Master Plan, and working committee on the NSM Collections Management Policy.

(8) To cooperate with other local community groups to support community economic and cultural development

We are involved in many other groups to advance initiatives in our local community, in the wider Gaelic cultural community and in the provincial tourism and heritage sectors. Our most significant partnerships at this point include: the Celtic Heart marketing partnership, M7 collective, *An Drochaid Eadarainn* working group, leadership experience for women with Sage Voices, student work experience with Rankin School, and Central Cape Breton Appreciation Dinner for the Cape Breton Cancer Centre. Staff also participate in committees with the Association of Nova Scotia Museums, Heritage Cape Breton Connection, and Destination Cape Breton.

(9) To secure long-term funding to support these objectives

We have been successful in obtaining funding to complete the *An Drochaid Eadarainn* website project.

Funding of over \$135,000 enabled us to bring that project to completion. Once the site development plan has been completed, we will be able to look at a funding plan to achieve the goals of that strategy.

The development of our strategic plan, and the subsequent work in advancing the objectives of the plan have been guided by evidence based research. The world around us, in particular the needs and demands of our visitor and constituent community, are changing rapidly. In order to effectively engage with our community and provide experiential opportunities for our visitors, we must conduct on-going research to stay on top of current trends, embrace emerging technologies, and seek best practices in innovative interpretive delivery.

The last fifty years have seen the Highland Village grow from a dream to a Provincial museum for Gaelic language and folk-life. Our goal for the next fifty is to build on that strong base and be an international leader in cultural interpretation and renewal.

Interpretation & Cultural Outreach

By Jim Watson, Manager

Contained here is a report for the Nova Scotia Highland Village Society membership on activities and projects completed under the Management of Interpretation at Highland Village during 2011, or to be completed/continued during 2012. Highlights are contained in the text below.

Outreach, research and special animation programming of note for 2011 included workshops relevant to cloth production in the province's 19th century Highland settlements, the fourth annual *Stòras a' Bhaile* - as an outgrowth of *Stòras nan Gàidheal* 2008 - and the successful fourth year delivery of a revised *Sgadan is Buntàta* /Herring and Potatoes school visits during May, Gaelic Awareness Month, along with continuation of *Na Deugairean* (Teens Living History program) for 2011 and into 2012. Significant research for authenticating interpretation of the blackhouse, completed in 2009 and 2010 by Collections Manager Pauline MacLean and assistant Katherine MacLeod, continue to inform enhancements to our tour's 18th century starting point with the era *Gàidhealtachd na h-Albann* (Gaelic Scotland 1770s - 1830s.) Discussions for extending similar research to the succeeding era, titled *Coille Mhór na h-Albann Nuaidh* (The Forests of Nova Scotia 1770s - 1850s) are now under way.

Ongoing programs during 2011 - 2012 include *Spòrs* (Fun) for children, *Na Làithean Sona* (Happy Days living history), twice a week house *céilidhs*, weekly milling frolics and music and dance demonstrations in the schoolhouse. The 2012 season will see their continuation of these popular interpretive activities, along with *Stòras a' Bhaile* and inauguration of the Alex Francis MacKay, Gaelic in the Bow, lecture and performance series comprised of a lecture on traditional Gaelic fiddling, workshop and demonstration performance by Cape Breton exponents of this unique style of Gaelic music.

Gaelic language and cultural interpretation in 2011 welcomed the return of Mary Jane Lamond, Joe Peter MacLean and Anita MacDonald to our buildings as they provided the site with Gaelic singing, language instruction, music and dance. Animators further strengthened intangible interpretation by development of characters for role playing, as recommended by John Veverka in 2008. Implementation of role playing has been nurtured and brought to fruition under the training of Peter Pacey, Interpretation Canada board member and founder of Calthumpians Theatre group.

Afternoon *céilidh* and milling frolic sessions remain well received by visitors and serve as primary nodes of interpretation for delivering intangible expressions of Gaelic art expressions and social aesthetics. Sessions introducing Gaelic storytelling, song and dancing at the Centre Chimney House and Schoolhouse give visitors a special opportunity to socialize in a Gaelic cultural environment. Prominent in the 2011 interpretation schedule, more of same will be offered throughout the 2012 season.

Research conducted by Vicki Quimby, Textile Researcher has found applications in authentication of period costuming, pioneer cloth production in the log cabin and centre chimney house eras, popular workshops and a series of articles appearing in *An Rubha*. Textile research will be further applied in 2012 to costuming authentication for the eras leading up to the twentieth century, complimented by the seamstress work of Debi MacNeil, animator and costume coordinator.

Building on the success and partnerships of *Stòras*: Nova Scotia Gaelic Folklife School since the summer of 2008, *Stòras a' Bhaile* 2011 was launched with a full registration of participants who engaged in four days of

immersion activities taking place between the hill and tuning room. *Stòras* 2012 repeats with a list of participants sold out since April. Founded on the principal of language acquisition by social transmission, sessions include introduction to supporting technology through the digitized recordings online at *Sruth nan Gàidheal* (<http://gaelstream.stfx.ca/>), and will introduce *An Drochaid Eadarainn* this season. Now extending to four days, this event is well received by participants and contributors, with suggestions that the schedule be extended to a five day program and held on more than one occasion during the year. As a program presented in an immersion setting, the school's mission is to emphasize Nova Scotia's distinct cultural heritage in conjunction with local Gaelic renewal initiatives, having the added benefit of informing on-site interpretation. *Stòras a' Bhaile* has been co-operatively organized by the Nova Scotia Highland Village, Angus L. Macdonald Library, Dr. John Shaw and Mary Jane Lamond. Funding support was provided by the Office of Gaelic Affairs. Plans for *Stòras a' Bhaile* 2012 are now in place with this year's program dates set for August 13th, 14th, 15th and 16th.

Season 2011 saw Highland Village continue celebration of Nova Scotia rural life on Open Farm Day, held in September. A province wide promotion, the day is designated to draw attention to agricultural life in Nova Scotia as farms and related businesses open their doors to the public. The inclusion of Open Farm Day on the Village's event calendar is in keeping with green community outreach programming that began in 2009, with gardening seminars presented on site by expertise from the Nova Scotia Department of Agriculture. Farm Day will continue in September 2012, preceded by a spring addition to interpretation of farm life titled Cash's Carding Mill Day. A June event begun in 2010, this early 2012 promotion featured operation of the carding mill and demonstrations of sheep shearing by wool expert Sarah Nettleton of St. Peter's area with presentations on wool dyeing with Vicki Quimby.

The Village published its twelfth issue of *An Rubha* (Uh Roo-uh), the second of two issues, in 2011, with the first issue of 2012 to appear in July. With submissions from cultural expertise, and reported in Gaelic and English, *An Rubha* has become a publication flagship for Highland Village at home and abroad. Each issue elicits additional requests for copies, indicating a wide range of interest in the Village as a museum and folklife centre.

Staff animation training took place on a once a month schedule over the winter months of 2012, ending with an alternating one week intensive session for all staff in May. Emphasis was placed on Gaelic language cultural skills and first person animation. Continuing investment in upgrading animators' linguistic, cultural and presentation skills through training and educational opportunities remains a priority as we more deeply engage with interpretation of intangible culture.

The Nova Scotia Highland Village Society Strategic Plan, drafted by Marlene Ivey, during 2009 & 2010, continues to inform interpretation initiatives as we move further towards integration with Nova Scotia Museum's Master Interpretative Plan and further develop details for our in-house interpretive content framework.

Marlene's most recent work with Village concluded with the launch of the CIF funded Gaelic culture website *An Drochaid Eadarainn*. (www.androchaid.ca) Begun as a prototype in 2010, *An Drochaid Eadarainn* is an innovative, audiovisual online social space featuring living Gaelic Culture in Nova Scotia. Contents for the site are drawn directly from field recordings of traditions, customs, food ways and cultural expressions as found in the Province's Gaelic-speaking regions. Designed as the virtual manifestation of Highland Village's annual *Stòras a' Bhaile* Gaelic folklife school, the site aims to serve as an interactive portal emulating the social transmission of Gaelic language and culture through technology. Partners in the development of *An Drochaid Eadarainn* (The Bridge Between Us) include the Department of Canadian Heritage's Canada Interactive Fund. Contributing partners also include NSCAD University, Office of Gaelic Affairs, Office of Acadian Affairs, St. F.X. University, the Municipality of Victoria County, and the Broadband Nova Scotia Initiative through the Nova Scotia CAP Association and the Department of Economic and Rural Development and Tourism. Project co-ordination was done by the Nova Scotia Highland Village Society.

Student research through the Young Canada Works program also made a significant contribution to interpretation capacity in 2011 with completion of a literature review of Gaelic folklore and intangible culture by Rachel Redshaw, St. F.X. Celtic Studies major.

Other interpretation highlights and initiatives include:

* Monthly off season staff training sessions;

- * Spring 2012 staff Gaelic/ cultural training led by Mary Jane Lamond, Jim Watson, and Carmen MacArthur;
- * On-going daily animation schedule including cultural and crafts presentations such as wool preparation, making of yarn with various implements and preparation of traditional Gaelic foods;
- * Observance of Gaelic Feast Days such as *Là Fhéill Caluim Cille*;
- * Research of natural dyeing in Gaelic Nova Scotia and subsequent workshops;
- * On-going development of linen program: growing flax, processing, spinning and weaving;
- * Development and installation of new interpretive signage, 2011;
- * Provided interpretive staff for *Camp an t-Samhraidh, Féis an Eilein*, Christmas Island Firehall;
- * Ongoing consultation with St. F.X. on *Sruth nan Gàidheal* / Gael Stream, on-line formatting of the Gaelic Folklore Project completed by Dr. John Shaw in 1982;
- * Consultations with Office of Gaelic Affairs to create a moderator position for *An Drochaid Eadarainn*;
- * Home Remedies and Cures in Gaelic Nova Scotia 8th Annual Joe Neil MacNeil Memorial Lecture, *Lodaidh MacFhionghain*, CEO, Office of Gaelic Affairs;
- * *Chun a' Rubha* (Gaelic tour of Highland Village);
- * *Caidreabh na Tì* (Gaelic language social gatherings);
- * *Oidhche na Bòcan*, special Halloween tour (3 nights);
- * Candlelight Tours, conducted by Jim St. Clair/ Catherine Gillis and staff;
- * *The Gaelic Fireside Tradition: Virtual Transmission of Archived Recordings*: presentation by Jim Watson, Marlene Ivey, the Celts in the Americas Conference, St. F.X.;
- * *An Drochaid Eadarainn*: The Nova Scotia Gaelic Tradition On-Line, Soillse Research conference, Minority Languages in Their Heartlands, presentation by Jim Watson and Marlene Ivey, *Sabhal Mór Ostaig*;
- * *Na Trì Chearcallan Ceangailte* (Three Linking Circles): Jim Watson published in *Cleachdadh na Gàidhlig*, proceedings of Gaelic and community development conference, *Sabhal Mór Ostaig*;
- * *An Drochaid Eadarainn* brochure development for distribution in participants information packages at minority languages and technology conference, Cambridge;
- * Designing for Gaelic Nova Scotia presentation for NSCAD international undergraduate students in design;
- * Host for Department of Education and presenters for cultural workshops.

As always, guide staff are to be cited for exceptional commitment to the interpretation of Gaelic life at Highland Village. Their innovative suggestions are central to impetus for ongoing upgrades to presentation of the Gaelic story on-site. Interpretation also owes a debt of acknowledgment to administration, site operations and archival staff. The quality of interpretation at the Village is dependent upon their support. Thanks are due to Marlene Ivey, now associate professor with the NSCAD University, for her crucial role as lead researcher for the *An Drochaid Eadarainn* project and contributing project staff with special mention of Katherine MacLeod and Shay MacMullin for bringing their exceptional patience and technical skills to bear on bringing *An Drochaid Eadarainn* across the finish line.

The combined efforts of all sectors working in co-ordination at Highland Village are the backdrop to momentum towards our becoming a living-history museum of acknowledged excellence. Within that framework of initiative, professional planning, research and appropriate consultations are the cornerstones for authentication in interpretive presentation.

Collections & Archives

From Pauline MacLean, Manager

Tasks for the Collections & Archives department have been guided by the 2011-2012 Highland Village operating budget and program plan.

The 2011-2012 objectives include: manage the NSM/Highland Village collection of artifacts which includes an inventory artifacts in the buildings, update location files within the MIMS database, catalogue new items; undertake research to authenticate and enhance representation of tangible and intangible cultural heritage and presentation throughout the site; continue the inventory process for buildings on the hill; continue research and prepare interpretive support document for the Forests of Nova Scotia era including the log house, bothan, centre chimney house, and barn; complete the re-organization of items in the storage area of the store; continue the process to identify items to move to working collection in consultation with NSM; pursue outside funding sources as available; provide genealogical research as requested; continue the process to implement material culture improvements to blackhouse exhibit in accordance with recommendations from the Blackhouse report according to budget avail-

ability; continue the process to acquire the shingle mill from Irish Cove; continue to add to the Library materials to aid in research and knowledge; and continue participation in Collections Management Working Group for NSM.

Completed and on-going tasks include: MIMS continues to be updated as needed. The accession register and MIMS database have been updated with 80% of the backlog complete. We are still waiting for some signed gift agreements to be returned from donors. Outstanding tax receipts for donations received have been sent to Halifax for signature by the Executive Director, returned to us and sent out to our donors. The Collections Manager has transferred 470,416 school records from MIMS to spreadsheets for archiving. Access to the Genealogy MIMS server has been lost since these records were transferred. (update – we have re-established the link to the server but we are on borrowed time with it.) Articles have been purchased to enhance the presentation of buildings and movement of out-of-time period items has begun in the Nash and MacDonald houses. Preparations have also been made for hands-on-activities and several have been installed in our buildings. Our blacksmith has been involved in making pieces for the activities. Cleaning of the store storage which had started in 2011 will be continued according to the plan created and as staff time permits. Research materials for the Pioneer Period of the Village have been gathered. Staff members are researching their own characters for interpretation of particular time periods. Genealogy requests are being filled by the Collections Manager as required. Library materials are being purchased as needed or requested by staff. Recommendations from the Blackhouse report continue to be studied, costed and will be carried out according to a timetable to be determined.

The Collections Manager continues to fill requests, on an ad-hoc basis, for research into items for the Interpretation department. Research is being carried out to compare store ledgers from Malagawatch and East Lake Ainslie. Food stuffs and non-clothing items are being recorded and will be compared.

We have purchased two data loggers which display the temperature and humidity to allow us to instantly take action if needed. The replacement of the building envelope appears to have solved the excessive humidity problems in the Visitor Centre storage.

A Material Culture committee has been formed comprised of pertinent staff with the Collections Manager as chair. Terms of Reference have been drafted with the purpose of providing a forum for the communication of research findings and issues in an effort to improve material culture representation throughout the site. The committee has met twice and discussed the Interpretive Standards for Presentation & Behaviour updating wording and adding new items. The final draft from the Committee has gone to Management Team for review. It was re-introduced to all staff in the 2012 Spring Staff Meeting.

The Collections Manager continues to sit on the NSM Collections Management Working Group and attends meetings in person or by conference call. She has contributed to a committee set up to complete revisions of the Nova Scotia Museum Collection Policy. The revisions of the Collections Management Policy are still under review by the NSM lawyer and Senior Management including the Deputy Minister of CCH. The re-organization of the Department of Communities, Tourism and Culture has slowed the progress and necessitated some structural changes. It is anticipated that the policy will be approved in 2012-2013. At the moment, it is not clear who will be signing Gift Agreement, Loan Agreements and other documents. Gift agreements have been sent to Halifax in anticipation of the procedure being worked out. Tax receipt forms for two donations sent to Halifax for signatures have been received and sent to donors.

The NSM Collection Management study has been released and is being reviewed by the Collections Management Working Group with an eye to its implementation. The Collection Manager will sit on an ad-hoc committee to work on the definition of working collection and editing of procedures for changing artifacts to working. She will also be involved in reviewing the Collections Policy prior to it being approved.

Accessioned items in our collection to be transferred to the NSM working collection will be identified once the re-organization of the CCH is complete and roles within the department are finalized.

The Collections Manager attended the 2012 edition of the Edge of the Wedge experience in Rocky Bay, Newfoundland & Labrador from March 25-28. The program focused on creating value added experiences for visitors using the talent located in our own communi-

ties. She is working on a report of her attendance at the conference for the Director.

The Collections Assistant completed the installation of children's activities in most of the buildings. She has assisted the Chief Interpreter with seasonal planning, children's programming and the Sage Voices Leadership Workshop which is planned for 2012. She also completed the layout for the latest edition of *An Rubha*. Her main focus has been on digitizing and editing audio and video for the *An Drochaid Eadarainn* web project and she has taken part in content management training for the project to enable her to work on the site and is working with the staff of *An Drochaid Eadarainn* to ensure the files are in the correct formats and uploaded to the site to meet the deadlines along with testing of the features of the site. Permissions have been obtained from donors of sound, audio and a list of all contributors will be available.

Artifacts and archival materials received: Lorrie MacKinnon/John MacKinnon/Peter Jack MacLean (books); Carol Law (net needles and other wooden tools for nets); Dorothy Barnard (large number of items from the family of Norman MacIver); Charles Bayne (Kennedy boat from Orangedale Station); Stephen Vigneau (spinning wheel); and John Marshall (spinning wheel).

Operations

By Jim Bryden, Manager

Highland Village staff are responsible for the day to day maintenance and care of the Provincially owned assets at the Highland Village site. We have a great working relationship with Craig MacDonald, Nova Scotia Museum coordinator of site maintenance as well as Transportation & Infrastructure Renewal staff in the Sydney office - Darrell MacKinnon and Cliff Delaney. Our maintenance program is guided by the annual maintenance planning tool, required maintenance, and operational requirements.

Some highlights of our 2011 maintenance program include: dug trenches and installed water lines to the Nash and Fox MacQuarrie houses with hand pumps outside both houses; repaired part of sills on two sides of the store and put concrete posts underneath to strengthen the bottom of store on the east and south corners; installed new siding on part of the outside wall of the store; some work has been done to the floor of the

Blackhouse, more will be needed in the near future; one new ramp has been built on the east side of the big barn; jacked up the MacDonald house to straighten it out and keep it from sinking in the ground and put new concrete posts underneath sills; installed a partial new sill in the front of the MacDonald House and repaired area around the door including new threshold and storm door; the store, school, lower part of church, church steps, and ticket booth were painted; more site cleanup was done in removal of dead trees and wind falls; 300 new trees were planted in the area between the woodshed and church parking lot; two new windows have been installed in the church; a new composting toilet has been installed on the second level in the taigh beag; paths and roadways were graded and graveled; some time was spent cutting poles & posts for wooden fences; and during the season about 8 cords of wood were split & piled to be ready for the next season.

A new window has been installed in the gift shop of the visitor centre and the whole building was newly sided. Repairs were also done to the back of the building. This work was done by an outside contractor arranged by TIR. A flooring company put down new flooring in the boardroom, right down to the back door and in the gift shop and lobby areas. Some preparation and finish work was done by our team. The flower beds in front and beside the visitor centre were improved, enlarged and replanted. These jobs were done in addition to our everyday grounds and maintenance work and so provided for a busy season of work on the site.

Other on-going tasks for operations staff include regular building and grounds maintenance and grooming tasks as well as support for special events and interpretive programs.

In addition to the maintenance program delivered by our staff, the Nova Scotia Department of Transportation & Infrastructure Renewal has also approved a number of capital projects on our site. In the months to come TIR will replace culverts between the canteen and workshop, fill in the gully behind the canteen, and replace the septic system currently serving the lower washroom building. They have also helped us with the purchase of materials for some 2012 scheduled projects.

Director's Overview

Here are some other highlights from the past year:

Human Resource Management

- ☉ Gerry MacNeil, our Senior Visitor Centre Clerk has taken a leave of absence for the 2012 season as she recovers from surgery and treatments for cancer. We wish Gerry all the best and hope for a speedy recovery.
- ☉ We welcome new term staff to the Highland Village - Marlene MacDougall, Visitor Centre Clerk, Curtis MacNeil, Maintenance Assistant, Laura MacNeil, Digital Collections Assistant (student), Matthew Moore, Heritage Animator (student), Caitlin Bauman, Curatorial Assistant, Design (student), Daniel MacDonald, Curatorial Assistant, Research (student), and Caitlin Bennett, Heritage Animator (student).
- ☉ The annual Highland Village Award of Merit is presented to those who have made outstanding contributions to the Highland Village and/or Gaelic culture in Nova Scotia. The 2011 award was presented to Helen MacNeil and Lucille MacKenzie for their work with the Highland Village Pipe Band. The 2012 award recipients will be announced during our 51st Annual Highland Village Day Concert on Saturday, August 4th.
- ☉ Highland Village volunteers were awarded with Victoria County Volunteer Awards. This year, awards were given to Lorne MacNeil and Dana MacNeil (youth).

Fundraising Initiatives

- ☉ 2011 marked the 50th Annual Highland Village Day Concert. It was a very successful day with one of the largest attendances in years. The milestone was marked with special performances and presentations. Highland Village Day was started in 1962 to raise funds for the construction and on-going operation of the Highland Village. For many years, Highland Village Day was one of the most important revenue sources for the Highland Village. It remains a significant community celebration and one of Cape Breton's original "Scottish" concerts. The 2011 concert was produced by Quentin MacDonald.

- ⊗ Last year, the Fundraising/Membership Committee held a fundraising ticket draw - 2011 Celtic Colours Experience for 2. The prize features tickets for two to three concerts, three nights accommodations in Baddeck, a living history experience at Highland Village, an iPod Touch, Cape Breton Music CDs, and \$200 spending money. Silvia Barton from California was the winner. The draw took in \$6470 in ticket sales which will go towards consolidating, digitizing and expanding upon our present audio and video holdings in order to make items in our collection more accessible and usable for Highland Village staff and for the community at large. The committee includes Hector MacNeil (chair), Betty Lord, Pat Bates, Kathy MacKenzie, and Catherine Ann Fuller.
- ⊗ A committee has been working diligently over the past year and a half to develop an endowment fund to support Nova Scotia Youth to improve their cultural skills in the Gaelic tradition. *Stòras na h-Oigridh*/Treasurers of Youth was launched in August 2011 as part of the Highland Village Day Concert. As of the end of March 2011, the committee had raised \$23,447. The committee also sponsored fundraising concert in Sydney in late May 2012. Also, last fall, the committee received the donation of a fiddle made by Mr. Paul Trépanier of Timmons, ON, for use by an up and coming fiddle student. Thanks to David Papazian of the North Shore for making the connection. The committee includes Lisa Gallant MacNeil, David MacLean, Vince MacLean, Susan MacLean, Margie Beaton, Paul Wukitsch, and Pam MacGillivray.
- ⊗ Our annual dinner in support of the Cape Breton Cancer Centre at the Cape Breton Regional Hospital was held last fall. We raised \$4,390 for the Centre. Thanks to Paul MacNeil, District 1, Municipality of Victoria County for assistance with the costs of the event as well as our new partners - Grandona Branch 124, Royal Canadian Legion and the St. Columba CWL. Since 2005, we have raised almost \$25,000 for the Cancer Centre. The dinner which was inspired by the late Dan E. MacNeil, a former board member, and created by Donna and Jimmy MacNeil.
- ⊗ In conjunction with *Sgoil Mhic Fhraing a' Chaolais*/Rankin School of the Narrows, we offer a work experience program for students. The fall of 2011 marked the third year for the program.
- ⊗ Working with the M7 collective (larger locally managed NSM sites including Fundy Geological, Ross Farm, Sherbrooke Village, Acadian Village, Fisheries Museum and Firefighters Museum), we accessed funding to examine the feasibility of pursuing other sources of revenue as a collective to help with operational and special projects.
- ⊗ We continue to explore and grow a partnership with the Eskasoni First Nation to offer a one of a kind cross cultural tourism experience featuring Mi'kmaq and Gaelic cultures.
- ⊗ We participated in the "Textiles in the Marketplace" course led by Lesley Armstrong at NSCAD University this past winter. Students researched and created prototypes of projects that could be sold in a gift shop such as ours.
- ⊗ We have been working with the community and the Victoria County Physical Activity coordinator to offer programs and initiatives related to physical activity in the Central Cape Breton area.
- ⊗ The Cape Breton release of the *The Fiddler's Reel*, Marc Almon's latest Gaelic short film, was held on site last September. Much of the film was shot on our site during the summer of 2010.
- ⊗ Musique Royal and Celtic Colours continue to host concerts in the Malagawatch Church.

Visitation & Earned Income

- ⊗ Overall visitation to the site decreased by 5.8% to 21,026 in 2011/12. Over the past decade, our visitation has remained steady in the 19,000 to 22,000 range, peaking in 2003/04 with 23,681. This trend is encouraging considering that many other large heritage sites in Nova Scotia have seen substantial decreases during the same period. Here are the annual attendance figures for the past ten years with

Community Leadership & Partnerships

- ⊗ The Bras d'Or Lake has been recognised by UNESCO as a Biosphere Reserve. This special design-

percentage changes over the previous period:

2002/03 =22,484 (+1%)
 2003/04 =23,681 (+5%)
 2004/05 =21,538 (-9%)
 2005/06 = 21,955 (+2%)
 2006/07 =19,881 (-10%)
 2007/08 =19,512 (-2%)
 2008/09 =20,022 (+2%)
 2009/10 = 21,582 (+8%)
 2010/11 = 22,315 (+3.4%)
 2011/12 = 21,026 (-5.8%)

- ⊗ Our off-the road (or FIT - free and independent traveller) visitation was down 10.2%. The number of school children participating in education programs on and off site was down by 20.6% to 1,501. Passengers from cruise ships in Sydney were down by 12.8% to 4,252.
- ⊗ Visitors from Cape Breton Island were down 8.2% and mainland Nova Scotia was down 18.7%. Visitation from outside Nova Scotia was as follows: Atlantic Canada (-0.4%), Quebec (-39.8%), Ontario (-10.9%), Western Canada (-16%), New England (-14.9%) other USA sources (-15.9%), and international sources (-52.2%). We had a large increase (+84.2%) in unknown which skews some of the other numbers above.
- ⊗ Here are some indicators for tourism in NS for the 2011 calendar year: total visitors to NS (no change), automobile visitors to NS (-5%), air visits to NS (+9%), room nights sold on Cape Breton Island (-4%), total room nights sold in NS (-1%), cruise ship visitation to Sydney (-2%), Nova Scotia Museum visits (-6.9%), Fortress of Louisbourg visits (-8%), Bell Museum visits (+1%).

Nova Scotia Museum & CCH

- ⊗ **REORGANISATION** - The reorganisation of the Nova Scotia Museum and the Department of Communities, Culture and Heritage continues. Bill Greenlaw is now the Executive Director of Archives, Museums, and Libraries. Calum Ewing is the Director of the Nova Scotia Museum.
- ⊗ **NEW MINISTER** - As of late May 2012, Communities, Culture and Heritage has a new Minister - The Hon. Leonard Preyra, MLA for Halifax Citadel. As well,

Gaelic Affairs also has a new Minister - Hon. Maurice Smith, MLA for Antigonish. Gaelic Affairs is administratively part of Communities, Culture and Heritage, but maintains its own Minister at the Cabinet level.

- ⊗ **SHERBROOKE VILLAGE** - George Brothers has retired as Executive Director of Sherbrooke Village. Best wishes to George and his wife Lesley as they start a new chapter in their lives. Mark Sajatovich, former marketing director with Parks Canada on Cape Breton Island has been hired as their new ED.

Acknowledgements

- ⊗ **TAPADH LEIBH-SE GU MÓR** - The Nova Scotia Highland Village Society gratefully acknowledges the support of many individuals, organisations and governments for their unwavering support of the Highland Village and its work. Acknowledgements of our funding and project partners can be found on page 3 of this report.
- ⊗ **FARM PROGRAM PARTNERS** - Special thanks to those friends of the Village who provide animals and other contributions to our farm interpretation program: *Dell Corbett, Grand Mira ("Mira Jean" clydesdale horse); Doug & Susan MacDonald, Ottawa Brook (highland cattle); Trueman and Laurinda Matheson (soay sheep); and John Philip Rankin, Mabou (horse training).*
- ⊗ **DONATIONS** - *Brenda Barclay, London, ON; Pat Bates, Sydney; Janet Cameron, Boisdale; R. S. Latimer, Truro; Anne MacNeil, Ottawa Brook; Michael A. MacNeil, Benacadie; David Newlands, Dartmouth; River and Lakeside Pastoral Charge, and Jim St.Clair, Mull River.*
- ⊗ **STÒRAS NA H-ÒIGRIDH/ TREASURES OF YOUTH DONATIONS** - *Vic Aucoin, Sydney; Baddeck Home Hardware, Baddeck; Boudreau's Fuels, Arichat; Canso Ford Sales, Port Hawkesbury; Daphne Dominy, Renfrew, ON; Charles Ellis, Little Narrows; Jim Gillis, North Sydney; Helen's Bakery, Baddeck; Denis Larade, Cheticamp; Raymond McCann, Vienna, VA; Rebecca McConnaughey, Saint Peter, MN (IHO Deborah Goodwin); Margaret McCurdy, Halifax; Jack & Aileen MacKillop, Baddeck; Angus MacLean, Lower Washabuck; Calum MacLean, Dartmouth; David MacLean, Millville; Jennifer MacLean, Millville; Martin MacLean, Millville; Susan MacLean, Sydney Forks; Vince & Charlotte MacLean, Washabuck; Vince & Natalie MacLean, East Bay; Charles & Mary MacLennan Foundation, Truro; Jack*

& Anita MacLeod, Ingonish Beach; Deidre MacNeil, Vienna, VA; Lisa and Boyd MacNeil, Sydney; Jim Matheson, Bedford; Gloria Munro, Whycocomagh; Johnanna Nalan, Ledyard, CT (IMO Ella MacAulay, Seafoam & IHO Edith S. Cross, Norwich, CT); Piper Pewter, Indian Brook; Larry & Marge Sondler, Chicago, IL (first donor to campaign); Victoria Standard, Baddeck; and Ken Wilson Home Hardware, Sydney.

☉ **ARTEFACTS & ARCHIVAL DONATIONS** - See Collections & Archives report.

☉ **DEATHS** - Sympathies to the families of friends of the Highland Village or supporters of Gaelic in Nova Scotia over the past year including: Michael "Shorty" MacNeil (last fluent speaker in Ottawa Brook), Ellen "Dan Rory" MacNeil of Red Point (first woman NSHVS President), Alex Francis MacKay, Glendale (Gaelic speaker and fiddling icon), Ken Nilsen, Antigonish (Nova Scotia Gaelic scholar and supporter), Betty Ivey, North Sydney (mother to Marlene Ivey), Peter Murphy, Iona; Duncan MacNeil, McKinnons Harbour (former volunteer, father of staff member Patricia Gaudley and father-in-law of director Rodney Chaisson), and Angus MacDonald, Ottawa Brook (former volunteer). Our hearts go out to all their families for their loss.

Wrap Up

For the coming year, the Highland Village will continue to build on its strengths while addressing its challenges. We will: strive to increase and improve the visitor experience while authenticating material and cultural representation on site; grow representation of language and cultural expression on site; continue to make our daily interpretation more engaging for visitors; prepare a site development strategy to better support our operational needs; develop a human resource strategy to ensure that we have the skills and knowledge on site to sustain and grow the operation; make better use of social media channels and opportunity; continue to grow relationships and partnerships with other groups for program and project delivery and marketing; and much more.

The successes achieved by the Highland Village have only come about because of the hard work, contributions and skills of its people, whether they be members of the Board of Trustees, staff, volunteers, or community supporters. I especially wish to thank departing board members Catherine Ann Fuller and Donald Beaton who have been great champions of the Highland Village over the years. The organization could never have achieved what we have over the past five decades without every one of those individuals. A list of current board and staff is at the front of this report.

Respectfully submitted,
Rodney Chaisson, Director

FINANCIAL REPORT

Susan Cameron, Treasurer & Chair of Finance Committee

Attached to this report are the Statement of Revenue & Expenditures for the General Account of the Society and the Schedule of Operating and Administrative Expenditures for the fiscal year ended March 31, 2012. The complete audited financial statements as prepared by our auditors Grant Thornton are available on our website or by request.

Highlights from this year's statements include:

- ⊗ As of the March 31, 2012 statements, the reporting of reserve related expenses and revenues has been changed to meet new CICA guidelines. As a result of these reporting changes, the Society is showing a larger than budgeted surplus of \$12,655 at year end. The operating surplus at March 31, 2012 is \$314.
- ⊗ The operating grant for 2011/12 from the Province of Nova Scotia, through the Nova Scotia Museum, remained constant at \$754,586.
- ⊗ Overall earned income was down 5% to \$196,309. Admission revenues were down 14% to \$67,678, largely due to poor weather and a slow tourism year. Gift Shop sales remained steady at \$80,471. Donations were up 18% to \$3,102. Programming was down 48% to \$3,965. Programming revenues in 2011 include the 50th anniversary dinner and dance.
- ⊗ Fundraising revenues increased by 7% to \$35,978. Fundraising includes food service (hospitality service to the cruise ship, canteen revenue from Highland Village Day, and the Codfish Supper), Highland Village Day Concert, and the concert series held in the Malagawatch Church.
- ⊗ The Society received \$13,791 from student funding programs in 2011, including contributions from Nova Scotia Department of Economic and Rural Development and Tourism (\$8,210), Canadian Heritage (\$2,704) and Service Canada (\$2,877).
- ⊗ Operational expenditures for this fiscal were up 2% from the previous period. Expenses stayed within budget and were controlled to offset the decrease in revenues for the period.

- ⊗ In addition to the Society's operational support, we also received special funding support for a number of projects including: (a) *An Drochaid Eadarainn* internet project - \$128,090 from Canadian Heritage, \$2,800 from Municipality of Victoria County, and \$5,000 from the Office of Gaelic Affairs. Total project budget was \$135,890; (b) *Stóras a' Bhaile* Gaelic Folklife School - \$4,949 from Office of Gaelic Affairs. Total project costs were \$4,949; (c) Other Gaelic Projects - \$5,000 from Office of Gaelic Affairs. Total project costs were \$5,000; (d) \$5,000 in support from Enterprise Cape Breton Corporation and \$500 from the Municipality of Victoria County towards festival and event costs.

- ⊗ Reserve funds increased to \$298,988 at March 31, 2012. The funds are broken downs as follows: \$210,871 for replacement reserve, \$44,670 for strategic planning and \$20,000 for employee sick days. As well, \$23,477 is being held in trust for the *Stóras na h-Òigridh*/Treasures of Youth Fund.

- ⊗ The Society is currently in a good cash flow position. As of March 31, the Society had assets of \$374,045 which included restricted funds (\$298,988), gift shop inventory (\$25,515), prepaids (\$2,834), cash (\$40,024) and receivables (\$6,684). Liabilities of \$74,743 included deferred revenues (\$49,862) as well as payables (\$24,881). The Society's net assets at March 31, 2012 were \$299,302.

Quarterly financial reports are prepared by staff and presented to the finance committee for review prior to each quarterly board meeting. New financial management policies were adopted in November 2011 by the board. The board now meets annually with its auditors prior to the AGM.

Respectfully submitted,

Finance Committee

Susan Cameron, Treasurer (Chair)

Catherine Ann Fuller, Trustee

Pam MacGillivray, Trustee

Rodney Chaisson, Director (Ex-officio)

June 28, 2012

NOMINATING REPORT

Hugh MacKinnon, Committee Chair

The Nominating Committee of the Nova Scotia Highland Village Society is pleased to present its report to the membership of the Society. Serving on the committee this year has been Hugh MacKinnon (Chair), Madeline Harvey and Walter MacNeil.

In accordance with the By-Laws of the Nova Scotia Highland Village Society dated June 3, 2009 (clauses 23 through 34), the Nominating Committee presents the following four individuals to the membership for election to serve on the Society's Board of Trustees:

☛ Susan Stubbert-Samways, Iona.

With the election of this individual, the composition of the Board of Trustees is as follows:

Rotation A (1st year of 3 year term)

- ☛ Susan Cameron, Antigonish (Exp. 2015)
- ☛ Hector MacNeil, Sydney (Exp. 2015)
- ☛ Susan Stubbert-Samways, Iona (Exp. 2015/2018)
- ☛ *vacant*
- ☛ *vacant*

Rotation B (3rd year of 3 year term)

- ☛ Kathleen MacKenzie, Antigonish (Exp. 2013)
- ☛ Hugh MacKinnon, Benacadie (Exp. 2013)
- ☛ Walter MacNeil, Grand Narrows/Sydney (Exp. 2013)
- ☛ Hugh Webb, Antigonish (Exp. 2013)
- ☛ *vacant*

Rotation C (2nd year of 3 year term)

- ☛ Madeline Harvey, Estmere (Exp. 2014)
- ☛ Charlene Ellis, Little Narrows (Exp. 2014/2017)
- ☛ Pam MacGillivray, Shunacadie (Exp. 2014/2017)
- ☛ Hector MacNeil, Iona (Exp. 2014/2017)
- ☛ Paul Wukitsch, Shunacadie (Exp. 2014/2017)

In addition to the above names, Dan Chiasson of Baddeck has agreed to continue in his capacity as the Society's pro-bono legal counsel.

The committee thanks retiring board members Catherine Ann Fuller and Donald Beaton for their contributions to the work of the Board and support of the Society.

The officers of the Society will be confirmed at the next meeting of the Board of Trustees.

Respectfully submitted,

*The Nominating Committee
Hugh MacKinnon, Chair
Madeline Harvey
Walter MacNeil*

June 27, 2012

COVER PHOTOS

Cover photos (clockwise from top left): Sandy MacNeil and "Mira Jean" greet visitors at the fence (Destination Cape Breton); Jean MacNeil sharing cookies with visitors (Destination Cape Breton); children take a break from Laithean Sona/Living History Program (Communications Nova Scotia); and John Shaw and Joe Peter MacLean play a tune in the school as part of the Stòras a' Bhaile program.