



AITHISG BHLIADNHAL | ANNUAL REPORT

2013/14





Our Vision, Mission & Proclamation



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. In 1962, the Society held the first Highland Village Day Concert to raise money for the construction and operation of the Highland Village. Over the subsequent four decades the site took shape. In June of 2000, the Highland Village Museum/An Clachan Gàidhealach* become a part of the Nova Scotia Museum Family. The Society operates the Village on behalf of the Province. The operation consists of 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/theatre facility. The Society is a registered charity.

This **vision** of the Highland Village Museum/An Clachan Gàidhealach* 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).

The **mission** of the Highland Village Museum/An Clachan Gàidhealach*, a living history museum, is to research, collect, preserve and share the Gaelic heritage and culture of Nova Scotia inclusive of Gaelic folklife from settlement to present, including, but not limited to, language, cultural expressions, lifestyles, crafts, customs, and represent it accurately and vibrantly.

Proclamation between the Department of Tourism & Culture** of the Province of Nova Scotia and the Nova Scotia Highland Village Society Iona, Cape Breton Island on the occasion of an event to celebrate Nova Scotia Highland Village as a new member of the Nova Scotia Museum family:

Whereas, Nova Scotians believe the history, culture, language and traditions of the Scots-Gaelic people are a valuable and living part of the Nova Scotian story; and, these people have contributed greatly to the formation of our Nova Scotian identity; and,

Whereas, after due consultation, the people of Cape Breton and its heritage community have indicated their desire to see Cape Breton Island heritage further represented in the Department of Tourism & Culture** provincial museum system; and,

Whereas, the Board of Governors of the Nova Scotia Museum has recommended that Nova Scotia Highland Village become a part of the Nova Scotia Museum family and the Province of Nova Scotia has accepted this recommendation;

Therefore, we, the undersigned, duly pledge to continue to work toward the creation of an understanding of the story of the Scots-Gaelic people through our museum. We promise to continue to preserve and present the Gaelic language and culture for the benefit of all Nova Scotians and visitors. We agree to strive to inspire the people of our province to Know, value, and maintain this important part of Nova Scotia's past, present and future: the culture, traditions, and language of the Scottish Gaels.

Signed this day at Iona, Cape Breton Island, Nova Scotia
Saturday, June 17th, 2000

* *The Highland Village/An Clachan Gàidhealach is a part of the Nova Scotia Museum family, operated in partnership with the Nova Scotia Highland Village Society.*

** *Now the Department of Communities, Culture & Heritage.*

Comunn Clachan Gàidhealach na h-Albann Nuadh | Nova Scotia Highland Village Society

4119 Rathad 223, Rubha Eachainn, Alba Nuadh, B2C 1A3 | 4119 Highway 223, Iona, NS, B2C 1A3

(902) 725-2272 1-866-442-3542 www.highlandvillage.ca

NSHVS Board of Trustees 2013/14

Susan Cameron, Antigonish (President)
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 Paul Wukitsch, Shunacadie
 Daniel Chiasson (Legal Advisor Pro-Bono - Ex-officio)

NSHVS Staff 2013/14

Director	Rodney Chaisson
Manager of Interpretation	Jim Watson
Mgr. of Collections/Genealogy	Pauline MacLean
Manager of Operations	Jim Bryden (retired April 2014) Neil J. MacNeil (April 2014 -)
Learning & Media Specialist	Katherine MacLeod
Senior Animator/Costume Coord	Debi MacNeil
Administrative Assistant	Janet MacNeil
Marketing & Sales Coord.	Max MacDonald
Animators	Colleen Beaton, Pauline Campbell, Marie Chehy, Catherine Gillis, Emily MacDonald, Aileen MacLean, Beth MacNeil, Jean MacNeil (ret. 2013),

Kaye Anne MacNeil, Sharon MacNeil,
 Matthew Moore, Colette Thomas (to
 April 2014), Colin Watson,
 Phyllis Williams

Animator/Gaelic Language Mentor	Mary Jane Lamond
Animator/Textile Consultant	Vicki Quimby
Animator/Blacksmith	Jamie Kennedy & Hoss MacKenzie
Animator/Farmer	Sandy MacNeil
Visitor Centre Clerks	Gerry MacNeil (ret. 2013) Sadie MacDonald, Marlene MacDougall (& Animator) Tim MacNeil
Maintenance worker	David MacKenzie & Curtis MacNeil (13)
Groundskeeper	Patricia Gaudley
Custodian	Shay MacMullin (& <i>Luchd- Céilidh</i>)
<i>An Drochaid Eadarainn</i> Moderator	<i>Luchd- Céilidh</i> Amber Buchanan, Carmen MacArthur
Farm Renewal Coordinator	Emily Clegg (Term 2014)
Business Development Intern	Katherine MacDonald (Term 2014/15)
Students 2014	Courtney MacDonald, Jamie MacNeil, Mary Emma MacNeil
Students 2013	Caitlin Bennett, Marc Campbell, Rachael MacNeil, Matthew Moore

Committees & Volunteer Programmers

Stòras na h-Òigridh/Treasurers of Youth Committee	Margie Gillis, Pam MacGillivray, David MacLean, Susan MacLean, Vince MacLean & Lisa MacNeil-Gallant
Volunteer Programmers	Quentin MacDonald & Mary Emma MacNeil, HV Day Producers



Our Partners

The Nova Scotia Highland Village Society acknowledges the partnership and support of all these levels of government towards the operation of the Highland Village Museum/An Clachan Gàidhealach:



The Highland Village Museum/An Clachan Gàidhealach is a part of the Nova Scotia Museum Family of Provincial Museums (Dept. of Communities, Culture and Heritage, Hon. Tony Ince, Minister) operated in partnership by the Nova Scotia Highland Village Society. The Society is grateful for the support, both financial and in-kind, provided by the department. The Society acknowledges the support from other Nova Scotia Government departments and agencies including: Internal Services (Hon. Labi Kousoulis, Minister); Office of Gaelic Affairs (Hon. Randy Delorey, Minister); and Economic and Rural Development and Tourism (Hon. Michel Samson, Minister).



The Society appreciates the support of the Government of Canada through Enterprise Cape Breton Corporation and Service Canada.



The Society thanks the Municipality of Victoria County for its support through the Recreation & Tourism Dept. and Paul MacNeil, Councillor District 1.

Other project partners include: NSCAD University, St. Francis Xavier University, Cape Breton University, Celtic Heart of North America Cooperative, Eskasoni First Nation, Sgoil Mhic Fhraing a' Chaolais/Rankin School of the Narrows, Celtic Colours, Destination Cape Breton, Glenora Distillery, Cabot Trail Motel, Silver Dart Lodge, Castle Moffett, and Cape Breton B&Bs.

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 - Susan Cameron

Fàilte Oiribh Uile, 's taing airson tighinn. Welcome to the 2013-2014 Annual General Meeting of the *Nova Scotia Highland Village Society*. Thank you all for attending, it is vital to the organization to have its members engaged in our work.

As a sign of respect and acknowledgment, the following individuals who have touched our organization in a myriad of ways and have since passed away, will be named. Marie MacLean, Washabuck (retired HV staff member & Gaelic mentor), Helen MacNeil, Barra Glen (leader of the former HV Pipe Band, wife of past HV president and longtime volunteer Rod C. MacNeil, and mother to HV staff member Tim MacNeil), Tunney Betts, Sydney (father of HV staff member Pauline MacLean, Tunney also made some reproductions that are on site), Donnie Matheson (former board member and the equipment operator who moved the Malagawatch Church up the Highland Village hill) Marge Gillis, Jamesville (grandmother of former HV staff member Colette Thomas). I would also like to extend good wishes to current Staff members who are coping with difficult situations.

I have been proud to be associated with this organization for many years now. I loved the place the first time I saw it, and I feel privileged to be in a position to contribute to its success. There has been obvious growth and movement forward in the organization over that time. I will focus on a few of the noteworthy accomplishments from the past year, as well as hopes for the coming year. A new energy is emerging from the Board membership and positive things will result, this despite a challenging winter on the weather front.

There was a retreat held last April, in which the Board with the assistance of Lesley Southwick-Trask revisited the work done from a previous retreat held in September of 2009. This exercise has given us some areas on which to

focus as we look to position the organization to meet the challenges as new directions in Museums are unfolding. There are exciting and innovative practices that can serve as models that we can shape to our own purposes. Five recommendations were identified from the retreat. The Board has begun work on these, by firstly establishing an Ad-hoc governance committee. This committee's work identified what needs to be done. We are reviewing committee structures, including their membership and terms of reference, as well as bylaws and other governance matters. This is a healthy practice and one that every Board does periodically. The coming year will see some results from this effort.

There are accomplishments worth celebrating. *Stòras na h-Òighridh/Treasures of Youth Committee* is now in a position to give out its first scholarship after years of hard work. The fund is in good hands with the *Community Foundation of Nova Scotia* and will contribute to opportunities for cultural endeavors of the youth of our area. Improvements such as the Tuning Room renovation as well as the addition of security cameras have been carried out. The publication of *An Rubha, 2013 - 2014*, as well as the outreach and scholarly activities undertaken by the staff are commendable. Our Social Media presence continues to grow and evolve as does our marketing strategies. There are accomplishments worth mentioning. Through my participation in *Oidhche nam Bòcan/Night of the Spooks*, I can attest to the tremendous effort of the staff and volunteers and the wonderful response of the visitors that this event engenders. On top of that it was a lot of fun and I recommend getting involved.

It is also important to note that there were significant staff challenges and the flexibility shown and dedication of staff members as they dealt with this situation speaks volumes about the leadership of the organization. The budget picture for museums in Nova Scotia has been less than ideal, but we managed well in spite of this. At this time our financial picture remains

strong, but it is time to look at significant fundraising work to ensure that the place continues to thrive into the future.

Staff retirements should be acknowledged as well. Jim Bryden (Manager of Operations), Gerry MacNeil (Visitor Centre Clerk), and Jean MacNeil (Animator) have all retired after lengthy years of service. Colette Thomas (Animator) will not be returning this season. Colette has embarked on a new career as a Producer with Eastlink TV.

Welcome to our new staff members. Neil J. MacNeil (Big Beach) has been hired as the Manager of Operations. Matthew Moore (Sydney), Emily MacDonald (Whycocomagh) and Phyllis Williams (Edwardsville) have been hired as Animators. Marlene MacDougall (Port Hastings), who has worked the last two seasons as a Visitor Centre Clerk and Animator will see her time increased in the Gift Shop.

I would like to welcome new Board members, John Hugh Edwards, Michael Linkletter, and Meghan O'Handley as we begin a new year at the Village. Thank you all for making this commitment.

Last but not least, an acknowledgement is due to the retiring Board members, Hector MacNeil and Madeline Harvey. Their contributions have made a difference to the organization.

I would now like to turn the meeting over to our director, Rodney Chaisson, who will present his report for the year 2013/2014.

Respectfully submitted,
Susan Cameron, President
June 24, 2014

Director's Report - Rodney Chaisson

I am very pleased to present this annual report of the 2013/14 operations of the Nova Scotia Highland Village Society to its membership and stakeholders.

Operational Overview

The Highland Village remains focused on being a centre of excellence for the transmission and experiential presentation of Gaelic Nova Scotia culture and heritage. We strive to provide quality visitor experiences and leadership in promoting linguistic and cultural renewal in our community. This work has been recognised by our local cultural, heritage and tourism communities, and by the international Gaelic community. In the past two years, that recognition has come in the form of three awards: Trip Advisor Certificate of Excellence in May 2014 ((based on visitor ratings), 2013 Visitor Serving Award from Destination Cape Breton, and the 2013 Dr. Phyllis R. Blakeley Archival Award from the Council of Nova Scotia Archives.



Throughout the 2013 visitor season, the Highland Village continued to advance and evolve its interpretive programming, especially in terms of first person (role playing) animation. We believe that this form of interpretation is a much more effective way to tell our story, and provide insight into our ancestors and the Gaelic way of life. First person also better enables visitors

to make emotional connections to our story, thus receiving a more rewarding experience.

First person has been very well received by visitors who have provided overwhelmingly positive feedback. Staff have noticed increased engagement with visitors. We are well on our way to being a best practices attraction in experiential interpretation and storytelling for a minority-language based culture.

In addition to interpretation, we also continued to grow our innovative outreach to the Gaelic learners' community through our annual *Stòras a' Bhaile* program and the evolving *An Drochaid Eadarainn* website which enables transmission of Gaelic culture through an on-line virtual *céilidh*. These initiatives allow us to make tangible contributions to our cultural community.

Visitation this year was a bit of a mixed bag. Off the road (FIT) visits were up 4.2% over that of 2012. There was also an increase in visits by Cape Bretoners. As these two categories have seen declines over the past few years, we are hopeful that improved visitor engagement and a more focused marketing message will see further increases in these categories in the coming years.

Volunteer engagement was up significantly in 2013 over 2012. There were 106% more volunteer hours this year than last. The vast majority of those volunteer hours were for special events, in particular the *Oidhche nam Bocan*/Night of the Spooks Halloween program. The students at Rankin School of the Narrows have been especially helpful with our programs and events.

Engagement through social media, especially Facebook continued to grow in 2013. A photo we posted in November to mark the 10th anniversary of the moving of the Malagawatch Church had a Facebook reach of over 10,000 people. We currently have 1,738 likes on Facebook and 463

followers on Twitter. Our posts are frequently shared by the Nova Scotia Museum as well as the Celtic Heart partnership. This coming year, we will be exploring and experimenting with other social media opportunities including Instagram and Pinterest.

The successes noted above occurred in spite of significant challenges for the Highland Village operation, the most serious of which are human resources and visitor & earned income growth. Both of these issues speak to the long term sustainability of the operation.

In terms of human resources, maintaining appropriate staff to support the operation in 2013 continued to be a challenge. In 2012, our staff experienced unprecedented health and personal issues. In 2013, two more staff were off with significant health issues. These issues will continue to place pressure on the Highland Village operation in the years to come as we contend with aging staff and community demographics. We will be addressing our short and long term staffing challenges as we embark on the development of a human resources strategy for the organisation.

While feedback from our visitors has never been better, we are increasingly challenged to maintain and grow our visitation and earned income base. In spite of an increase in FIT and Cape Breton Island visitors, we did see an overall decline in site usage of 10%. The decrease is the result of declines in Cruise Ships visitation (down 16%, even though there was a 14% increase in cruise ship passengers to the Port of Sydney), school programming (down 50%), and weddings. Our 2014 marketing plan will continue to focus on growing our local visitation and halting the decline of tourist traffic.

Another challenge moving forward for the operation is site infrastructure. There have been no major enhancements or additions to the period site since the addition of the Malagawatch Church in 2003. As well, support facilities for visitor services, retail, administration, collections management, and maintenance are inadequate. The aesthetics of the Highland Village entry area provide a poor first impression for the Highland Village visitor. A

site development strategy, currently in draft format, will hopefully address those issues.

The Highland Village/*An Clachan Gàidhealach* continues to move forward. In spite of some challenges, we are making progress. This report provides an overview our 2013 operation, with the aim of achieving further progress in 2014.

Interpretation and Programming - To provide experiential and interactive programs to demonstrate Gaelic folklife in Nova Scotia.

Overall, our 2013 daily animation and interpretive program was successful. First person animation continued to evolve resulting in more effective storytelling and increased engagement with visitors. A wide variety of demonstration activities were present throughout the season.

There were some challenges in program delivery as a result of the absence of Jim Watson, Manager of Interpretation, due to illness. In order to meet our operational needs for the season, some human resource changes were undertaken including a couple of internal staffing adaptations, and the development of a new program with contracted personnel.

Internal changes were focused on program planning and delivery. Debi MacNeil was appointed Senior Animator to coordinate the day-to-day animation and interpretive programming. Katherine MacLeod's role was changed to include interpretive planning under the title of Learning & Media Specialist. The success of an enhanced Halloween program speaks to the effectiveness of these changes and that new team.

Nos a'bhaille was developed to provide continuity in the presence of Gaelic language and culture on site. Shay MacMullin, Carmen MacArthur and Amber Buchanan, all fluent Gaelic speakers, were contracted on a part-time basis to provide linguistic and cultural content to visitors, collect content from tradition bearers, and provide outreach programming to the Gaelic

learners' community. The presence of Mary Jane Lamond, Colin Watson and Beth MacNeil also supported the continuity of cultural presence on site.

As well, an unexpected funding reduction from the Nova Scotia Department of Communities, Culture and Heritage, resulted in a last-minute change in our daily hours of operation for 2013. Instead of being open 8 hours per day from 9:30 am to 5:30 pm, effective June 1, 2013, the Village was open daily from 10 am to 5 pm. The change in hours took place as the Village began collecting data to revisit its hours of operation. We currently have one of the longest seasons, with full services, of any living history site in Atlantic Canada. We need to make better use of our resources by optimising our hours of operation to support increased interpretation and programming during demand times.

In 2014, we will continue to grow our daily animation and interpretive programming. Key initiatives will include continued development of first person (role playing) interpretation; improved farm animation and interpretation (Emily Clegg hired through Support4 Culture Funding); and other priorities. Strategies will also be developed for increasing the number of ceilidhs, milling frolics and other cultural representations on site, and for providing value added offerings to visitors.

All of our children and youth programs were offered through the summer months. Participation in *Spòrs* continues to be strong. Participation in the living history programs were slightly weaker this year. Based on data collected as part of our New Brunswick best practices trip as well as information on the structure of Sherbrooke's children's programs, we will be making further changes to the design of our children and youth programs in 2014.

Our once popular Candlelight Tour program was offered in 2013. Unfortunately, as a result of low bookings and weather issues, no tours took place. For 2014, the Candlelight Tour will be placed on hiatus. Staff will investigate and develop a new evening program for 2015.

Participation in Highland Village school programs (including on-site visits) were down by half in 2013. In 2012, 1569 students participated in school programs (453 for *Sgadan 's Buntata* and 1116 in on-site visits). Only 774 students took part in Highland Village school programs in 2013 (all on-site visits), a decrease of 51%. This decrease is largely due to a three of factors: *Sgadan 's Buntata* was not offered in 2013; notices to teachers about school visits were late going out; and schools are finding it more difficult to cover increasing bussing costs. Our local school boards continue to experience declines in enrolment as well. Moving into the 2014 we expect to see these numbers recover as well will be offering *Sgadan 's Buntata* and our bookings for site visits are strong.

Oidhche nam Bòcan/Night of the Spooks has become one of our signature interpretive programs. It has high visitor, staff and volunteer engagement. The program also enables us to celebrate one of the most important Gaelic feasts, and we get to end the season with a bang. This year, as a result of observations at Peter Pacey's Haunted Hikes in Fredericton, we made it even better. Rather than a guided tour with skits, we made the entire tour experiential with everyone in character. In essence when visitors left the Visitor Centre, they entered another realm until they returned to the tuning room. Feedback has been very positive. We increased capacity on the Friday and Saturday night tour offerings with two additional groups each night. Attendance for the three day program (October 24, 25 & 26) was up 93% over last year to 482 participants. In addition to staff time on the event, volunteers from Iona and as far away as Antigonish, Mabou and the North Shore contributed 683 hours to its success.

A new event on our programming calendar was "Donald Og" Day on August 1st. It was offered in connection with the Louisbourg 300 celebrations. Donald "Og" is the central character in the story of the founding of Iona. He served with the British forces during the 1758 siege of Louisbourg. Costumed staff from Louisbourg's militia and special events troupe were on site that day to help us celebrate. We had 116 people through the site that day.

We will offer this event again in 2014 around Highland Village Day, and may make it an annual theme day. Louisbourg has expressed interest in similar partnership in the future.

Celtic Colours events were also well attended. Over the 9 day festival we had 302 people attend various events, in addition to our regular museum visits. Events included a concert in the church, textile workshop, annual Joe Neil MacNeil lecture, céilidhs, milling frolic and special storytelling tour.

During the 2013 visitor season, the Highland Village also hosted a number of other events and programs including: Carding Mill Day, Pioneer Day, Gaelic Food Day, lecture series (Annual Joe Neil MacLean Memorial Lecture and Annual Alex Francis MacKay "Gaelic in the Bow" series), and other interpretive programs. Each of these programs were evaluated with adjustments recommended for 2014.

Gaelic Community Capacity Building & Outreach - To be a leader in Gaelic language and cultural development in Nova Scotia.

Stòras a' Bhaile took place over four days this past July. It has become our signature Gaelic outreach event. It was very well received by participants (average 20 per day - capacity for the program). The program is funded by the Office of Gaelic Affairs. *Stòras a' Bhaile* continues to be well received by participants as it offers an innovative opportunity for Gaelic language and cultural transmission. *Stòras a' Bhaile* 2014 will be offered in 2014 with continued support from the Gaelic Affairs.

With the assistance of funding from Gaelic Affairs, the Highland Village has been able to hire Shay MacMullin, on a contract basis, to lead the growth and use of the site. Over the last year she has been working with the site programmer to address some technology issues, moderate and oversee the addition of content, address content issues and promote the site to target users in the Gaelic learners' community. Additional content has also been added through Gaelic Affairs' *Bun 's Barr* mentorship program. The most

significant issue facing the website at this point is sustainability. Resources to hire Shay to moderate the site have come on a project basis from Gaelic Affairs. On-going resources need to be identified to enable on-going moderation and maintenance of *An Drochaid Eadairinn*.

Our monthly Gaelic teas continue to attract on average a dozen or more participants on a monthly basis throughout the off-season.

As noted earlier, *Nos a' Bhaile* was developed as a pilot project in response to a need to backfill Gaelic language and cultural skills that would be missing during Jim Watson's absence. Shay MacMullin, Carmen MacArthur and Amber Buchanan, all fluent Gaelic speakers, were contracted on a part-time basis to provide linguistic and cultural content to visitors, collect content from tradition bearers, and provide outreach programming to the Gaelic learners' community. *Nos a' Bhaile* had important short term and long-term implications for the Highland Village. In the short term, it helped us fill a critical void for the 2013 visitor season by ensuring that our program of céilidhs and milling frolics took place and that advanced Gaelic language was present on site, as well as establishing another avenue for outreach to our Gaelic learners community. In the long term, the program has enabled us to better engage with three very talented up and coming Gaelic tradition bearers who may be able to help fill future human resource challenges with Gaelic language and cultural skills. The program will continue in 2014 with more integration in to our animation program.

Research - To sponsor high quality research to support programs and material representation, as well as a publications program.

Our research program has been on-going through 2013. Research is conducted as required to support character development, material culture presentation, site development, best practices in interpretation and visitor engagement, and other interpretive priorities. This will continue into 2014.

In 2013, we developed a short term solution for off-site storage of digitised audio/video and archival materials with portable hard drives. We are hopeful that in the not to distant future Nova Scotia's CIO (Chief Information Office) will provide more central server space for A/V files.

We continue to acquire library materials to support our research and operational requirements, including the latest publications related to Gaelic Nova Scotia and Scotland as well as museology and visitor engagement. As well, this past summer, we received a significant collection of library books on various aspects of Cape Breton and Scottish history from Vince MacLean, Northside East Bay. To accommodate our growing library, new shelving was acquired and the library moved to the boardroom. We also purchased new cabinets for reference books for the genealogy/archive office and upgraded our computer equipment for audio/video files with funding from ECBC.

The number of genealogy research requests was down by 16% from 67 in 2012 to 56 in 2013. However, research fees collected increased by 21% from \$480 in 2012 to \$580 in 2013.

A strategy for addressing genealogy database and server issues is on hold as a result of staff changes at the Communities, Culture and Heritage Secretariat.

We were only able to publish one issue of *An Rubha* during the fiscal, due to Jim Watson's absence. The magazine, which features Gaelic folklore, research, and news from the Highland Village, continues to be well received. 2000 copies are printed of each issue, half of which are circulated to Highland Village stakeholders, and the other half made available to visitors. Our goals next fiscal will be to get back to publishing two issues per annum as well as refreshing the design.

Human Resources and Governance - To develop and support the human resources necessary to achieve the vision.

Highland Village is very fortunate to have a skilled, motivated, flexible, adaptive and dedicated staff. The organisation has had a relatively low turn over in staff. One third of our staff have over 20 years of service. Half of the staff have been employed for 10 years or more. The Village is recognised in the community as a good place to work.

The continued success of the Highland Village is very much dependant upon the organisation sustaining a workforce with these values as well as the skills that enable us to meet our operational needs (i.e. linguistic and heritage skills, content knowledge and interpretive methodologies, legislative compliance and organisational capacity).

Over the past two years, the Highland Village has experienced unprecedented staff health and personal issues. All aspects of the operation have been impacted by these challenges - management, front line and support services.

Some of the issues above, can be tied to the aging demographics of our staff. As of the fall of 2013, 45% of our staff was 60 years of age or older (including 75% of our management positions and 50% of our front line positions). 24% of our staff were 65 and older. In the next several years, there will be a significant number of retirements (including three in the fall of 2013). This means that a significant pool of knowledge and skills, will be leaving the operation in the next five to ten years. Subsequent to the 2013 season, three staff announced their retirements: Jim Bryden (Manager of Interpretation since 2002), Gerry MacNeil (Senior Visitor Centre Clerk since 1986), and Jean MacNeil (Animator since 2001). Each of these three individuals leave voids in various skills and knowledge important to the operation. Some skills and knowledge are going to be difficult to replace.

Further complicating the Highland Village's human resource challenge is that its aging staff is mirrored in the demographic changes happening throughout Cape Breton Island. Victoria County, where the Village is positioned, is the most rapidly aging demographic in the province of Nova Scotia, which is one of the fastest aging provinces in Canada.

The Highland Village has seen incredible growth and improvement in its programming and overall experience in the past decade. It is much better positioned to meet its strategic goals and provide a quality visitor experience today than it was ten years ago. In order to maintain and grow the experience and sustain the operation, a plan is required that will enable the Society to more strategically develop its human resource base, taking in to account the challenges ahead of it. We are currently seeking the appropriate consultant that may be able to undertake the project. We are hoping to undertake preparation of a Strategic Human Resource Development Plan this fiscal year.

In addition the training noted above, four staff (Rodney Chaisson, Katherine MacLeod, Debi MacNeil and Vicki Quimby) undertook a best practices trip to New Brunswick heritage and cultural sites in August. The sites included Kings Landing, Village Historique Acadien, Le Pays de la Sagouine, and Calithumpians' Haunted Hikes of downtown Fredericton. The trip was well worth undertaking, providing us with lots of ideas for animation, interpretation, presentation and visitor services. There was also a great deal of validation for the work we are doing. Observations and learnings from the trip had an almost immediate impact on our programming as we implemented significant enhancements to our Halloween program. These changes, largely inspired by the Haunted Hikes, resulted in a much more engaging visitor experience for this signature program.

Volunteers have played an enormously important role in the development of the Highland Village. Recognition of the on-going contribution of our volunteers continues to be a priority for the organisation. In April 2013 and 2014,

the Society sponsored a volunteer recognition reception at the Iona Legion, during Volunteer Appreciation Week. In addition to the reception, we also participated in the Municipality of Victoria County's annual volunteer recognition initiative. Our 2014 volunteer awards were given to Hugh and Linda MacKinnon of Benacadie. A youth volunteer award was given to Courtney MacDonald. From April to December 2013, volunteers contributed 1,913 hours to the Highland Village, a 106% increase over the same period in 2012.

Provincial Infrastructure - To develop and maintain the physical infrastructure including grounds, buildings, farm, artifacts and equipment in accordance with standards and NSM policies.

Collections management activities (acquisition, cataloguing, conservation, storage, and research) are on-going. Inventories of collections in publicly accessible areas are conducted three times per year (opening, mid season, and end of season).

In 2013, we completed renovation of the storage loft in the general store. This included purchase and installation of new shelving and re-organisation of artifacts. There is now more space in the loft for artifacts that can be moved from the overflowing visitor centre storage loft. Transfer of artifacts from the visitor centre storage loft to the general store loft will take place in 2014.

Building and site maintenance is an on-going activity and priority at the Highland Village. The annual maintenance planning tool provides us with a framework for managing our maintenance activities. Some highlights from our 2013 program include: completed renovations to the foyer and gift shop in the visitor centre; completed interior renovation to the tuning room/stage building including new drywall, ceiling tiles, exterior and interior doors, windows, cupboards, some floor coverings, curtains and blinds, furniture, light and electrical fixtures, heat pumps and heaters, and audio-visual equipment (with funding from Enterprise Cape Breton Corporation); window sashes on

the Centre Chimney House, Malagawatch Church, school, and main barn; replacement of shingles and painting of exterior of the Turn of the Century House; jacking up, exterior painting and installation of gutters on the workshop; installation of new entrance sign; replacement of old picket fence between visitor centre and washroom building with new pole fence; and installation of security cameras at Visitor Centre and General Store. In addition to the projects undertaken above, the maintenance team also undertook many other maintenance projects in addition to providing support for setting up and hosting special events and programs.

All of this work took place despite some staffing challenges on our maintenance team. Our groundskeeper David MacKenzie was off for most the season after surgery for cancer. Curtis MacNeil, who was part of our team in 2012, filled in for most of David's absence.

As mentioned earlier, Jim Bryden announced his retirement at the end of the 2013 season. Jim has been Operations Manager since 2002. We will certainly miss Jim. Jim has been succeeded by Neil J. MacNeil, who took over as Manager of Operations in late April of this year. We are pleased to have Neil aboard.

Progress on preparation of a Site Development Strategy was placed on hold during the 2013 season as a result of day to day operational needs. That process will recommence this coming summer and fall.

The Nova Scotia Department of Transportation and Infrastructure Renewal undertook a few projects in 2013 including: replacement of the culverts and filling-in the gully between the canteen and workshop; replacement of the culverts at the bottom of the driveway, installation of a new septic system to service the stage, canteen, workshop and washroom building, addressing sulphur smell in our water, and addressing mould issues in the church. I estimate that TIR spent almost \$200,000 in 2013 on projects at our site. Since joining the NSM, TIR has spent \$558,000 on Highland Village infrastructure. TIR Priorities for 2014 include addressing issues on south wall of the log

house, and replacement of asphalt roofs on the canteen and washroom buildings. They are also overseeing repairs to the church as a result of wind damage.

Marketing & Building Awareness - To effectively market the Highland Village as a destination for experiencing Gaelic folklife and as an international centre fore Gaelic culture and heritage.

Our marketing objectives for 2013 were to increase the number of Cape Breton visitors by 10%; increase the number of Nova Scotia visitors by 5%; halt the decline of visitors from other “individual” sources; and enroll 100 people in the Village’s new Ambassadors program. Our actual results are captured on the chart below:

	2012	2013	Objective	Actual
Cape Breton	4,280	6,171	10%	44%
Nova Scotian	1,472	1,515	5%	3%
Canada	3,038	3,119	0% or +	3%
US (non-cruise)	2,665	2,319	0% or +	-13%
International	753	732	0% or +	-3%
Ambassador Pass	n/a	0	100	0

Some of the highlights of our 2013 marketing program included:

- *develop and foster a relationship with Cape Breton’s 105 Bed & Breakfast operators:* All B&B operators were contacted through a mixture home visits, telephone calls and letters. All B&Bs received copies of a DVD slide show showing the Highland Village and its experiences as well as an invitation to visit the Village with a complementary admission. Operators have been very receptive to our communications. We will continue to foster these relationships in the coming years.

- *continue to grow and maintain a close working relationship with Destination Cape Breton and the Celtic Heart marketing coop to leverage any and all destination marketing opportunities that may be possible through these organizations:* This activity has been on-going.
- *improve visitor tracking:* We have a much better sense of who is coming, when and how they heard about the site.
- *grow the Village’s Facebook reach and engagement by posting engaging content:* Social media engagement continues to grow, in particular Facebook. We currently have 1,738 likes on Facebook and 463 followers on Twitter. A photo we posted in November to mark the 10th anniversary of the moving of the Malagawatch Church had a Facebook reach of over 10,000 people. We have also recently started an Instagram account for the Village. Now from our home page you can connect with all of our social media channels: Facebook, Twitter, YouTube, Instagram, and Trip Advisor. We are currently investigating the potential of Pinterest as well as a format for reporting on our social media engagement.
- *continue our email blasts through iContact and continue to issue Media Releases:* This has been on-going.
- *leverage newspaper spending to create more placement opportunities in Cape Breton newspapers:* This was accomplished, in particular with the Cape Breton Post.
- *move east side radio marketing from MBS to the Coast; do remote radio broadcasts with the Coast from the Village on Highland Village Day and Pioneer Day:* We have developed a new relationship with Coast Radio. They were on location for Carding Mill Day, Highland Village Day and Pioneer Day. In addition, CBC Mainstreet Cape Breton dedicated a broadcast in July to the Village.

- *produce two attractive banners and provide small cash sponsorship to a number of local festivals in exchange for signage display:* This was completed. We (animation staff with booth) attended the Broad Cove Concert and the Gaelic College's 75th Anniversary Celebrations.

In addition to the tactics above, we also developed a series of sign boards for VICs on the Island. The boards included a promotional shot of the Village with pre-printed posters with our events for the week. Each week the event poster would be updated by VIC staff. The sign boards were well received by VIC staff. We will repeat next year.

In 2013, we established a new cross promotional relationship with the Fortress of Louisbourg and their Louisbourg 300 celebration. Their special events troupe and militia units were on site for two of our events - Donald "Og" Day and Pioneer Day. A number of our animation staff attended their Culture Fête event, demonstrating a number of cultural activities including a milling frolic. Louisbourg has expressed interest in continuing and growing this relationship in the years to come.

Highland Village has on-going marketing partnerships with Silver Dart Lodge (discount program), Cabot Trail Motel (package) and Castle Moffatt (package).

Our relationship with Eskasoni Cultural Journeys continues to evolve as does the Goat Island/Eskasoni Cultural Journeys attraction. Their staff did a familiarisation tour of our site last season. Our site will visit their facilities and programming in this season. As well, 20 packages were sold this year. Eskasoni's Cultural Journeys provides the Highland Village with a marketing and programming partner celebrating the natural linkages between Gaelic and Mi'kmaq culture. Their Goat Island attraction will also provide another attraction in Central Cape Breton, creating some critical mass.

We have been a partner with the annual Celtic Colours International Festival since its inception as both a host of concerts and community activities. We

have also remained open through the Festival every year. This year we hosted a concert, workshops, céilidhs, a milling frolic, and storytelling tour. Celtic Colours week continues to be a busy week for the Village. This has been a very beneficial relationship that we intend on maintaining and growing where possible.

Our 2014 marketing plan will be developed this winter, based on the results of our 2013 program. Our goal will be to ensure continued engagement with our Cape Breton audience as well as building our off the road tourist traffic.

Community Partnerships and Outreach - To cooperate with other local community groups to support community economic and cultural development.

There have been some significant achievements for the *Stòras na h-Òigridh/ Treasures of Youth* scholarship endowment in the past year. Thanks to the diligent work of the committee, the fund currently stands at \$37,240, exceeding their initial goal of \$35,000 for the first campaign. In the spring of 2014, the first scholarship under the endowment was offered. The fund is also now managed by the Community Foundation of Nova Scotia. This will enable us to achieve greater returns from investments.

Nine students from Rankin School participated in our Community-based learning program this past fall, one day per week from mid September to closing. The program returned this year after a one year hiatus, due to staff changes at both the Village and the School. The program was more focused this year on mentorship. Placements included the gift shop, animation, forge and maintenance. Feedback from the students has been very positive.

This fiscal saw two instalments of our Annual Central Cape Breton Appreciation Dinner for the Cape Breton Cancer Centre - November and May. Between the two suppers we raised \$9,285 for the Patient Care Fund at the Cape Breton Regional Hospital. Since 2005, the dinner has contributed al-

most \$40,000 to the fund. From now on, the dinner will be held in the spring. All of the partners find the fall to be a difficult time to have the dinner with other commitments.

In 2013, we worked with Central Cape Breton Community Ventures and the Municipality of Victoria County to promote evening walks throughout the summer months. We also met with the Rankin School to develop a weekly winter walking program in the gym.

Visitation & Participation

As noted in the introduction of this report, our 2013 visitor season closed with overall site usage down by 10% over the same period in 2012. This decrease was in spite of a 4% increase in off the road (FIT) traffic. The main factors for this decline included a 16% decrease in visitors from the cruise ships, 51% decrease in participation in school visits, and 65% decrease in meetings and rentals (mostly weddings). Overall site usage to December 31, 2013 was 18,663, down 10% (2,098 visitors) from 2012.

Mode	2013	2012	Difference	%'age
FIT	10,253	9,829	424	4%
Schools	774	1,569	-795	-51%
Cruise	4,773	5,700	-927	-16%
Rentals	386	1,088	-702	-65%
Other	2,477	2,575	-98	-4%
Total	18,663	20,761	-2,098	-10%

(FIT) visits were up 4% (or 424 people) to December 31. Every month through the season, with the exception of August, saw modest increases in FIT visits. October experienced a more significant increase, primarily due to Celtic Colours. 55% of our site usage came from FIT visitors in 2013, up from

Source	2013	2012	Change	Objective
Cape Breton	6,171	4,280	44%	10%
Mainland NS	1,515	1,472	3%	5%
NB/NF/PEI	419	422	-1%	0% or +
Quebec	423	352	20%	0% or +
Ontario	1,270	1,243	2.2%	0% or +
Western Canada	1,007	1,021	-1%	0% or +
US (non-cruise)	2,319	2,665	-13%	0% or +
International	732	753	-3%	0% or +
Ambassador Pass	n/a	0	0	100

47% in 2012. The increase in FIT visits comes mostly from an upswing in Cape Bretoners visiting the site, which was one of our marketing objectives for 2013. Cruise Ship Visits

Cruise ship passengers arriving at the Port of Sydney were up by 14% (12,714) in 2013. Unfortunately, the number of passengers coming to the Highland Village in 2013 was down by 16% (or 927 people). Cruise ship passengers accounted for 26% of our visitors in 2013 a slight decrease from 27% in 2012. The decrease in cruise ship passengers was unexpected. Availability of bussing is thought to be one reason for the drop in traffic to our site. In spite of this drop, the Highland Village continues to be one of the more popular destinations for shore excursions. In the past few years, we have consistently captured between 6 and 7% of the passengers arriving in Sydney. In 2013, we slipped slightly to 5%. We will be meeting with our partners in the months to come to address this inconsistency, and find ways to increase traffic to our site. As well, we have a new more in-depth package being offered to smaller groups from the ships in 2014. It is important to note that with the cruise industry, we do not actually get to market directly

to the passenger. Our client is the tour operator, whose client is the cruise line. The cruise line sells the packages to the passenger.

Sydney currently receives 37% of cruise ship traffic in the region (Atlantic Canada/New England - Halifax gets 90%). An industry consultant suggests that Sydney expects annual growth of 2.5% over the next 15 years.

Our 2013 marketing plan focused on growing our local visitation and halting the decline of tourist traffic. In particular, we hoped to re-introduce Cape Bretoners to the Village and the experience we provide.

The challenge for us is that our community, specifically Cape Breton Island, has seen unprecedented out-migration in the past decade and a half. Here are some stats to consider: In 1996, the population of Cape Breton Island was 158,260. By 2006, that number dropped 10% to 142,298. The 2011 census reported a further 4.4% decline in population to 135,974. In the past 15 years, the population of Cape Breton Island shrunk by a stunning 14.1%.

In terms of the off-the-road tourist traffic, getting the message out to them is more difficult and more expensive. In order to be more successful in reaching that group, we need our regional and provincial tourism marketing campaigns to be more effective. Through the Celtic Heart marketing cooperative, we continue to improve our relationship and collaboration with Destination Cape Breton, as they rebuild a Cape Breton Island marketing program. We hope to see some results in the coming years.

Earned Income

Overall earned income was down 3% over the previous year. The most significant increases were in admissions, concerts and miscellaneous. The most significant decreases were in gift shop sales and food service revenue, largely attributable to a decline in cruise ship passengers, and decline in Codfish Supper sales.

One of most important earned income revenue sources is our admission revenue. In 2013, admission revenue accounted for 41% of our non-grant revenue. 2013 admission revenues were up 2.5% over 2012 to \$82,322. This is a record amount for our site. The 2013 increase is largely due to a slight increase in our admission fees, as approved by the Board in our 2013/14 operating budget.

The next most significant revenue source for the Highland Village is from retail operations, mainly Gift Shop sales and some General Store sales (39% of earned income). In 2013, retail sales were down 6% to \$80,507. Our record for gift shop sales is \$86,000. Taking out cost of goods sold and other direct expenses (non-wages), retail operations return between \$24,000 to \$28,000 annually to the Highland Village.

There is certainly room to grow retail revenues. Through the Celtic Heart marketing partnership, the Cape Breton Centre for Craft and Design has been engaged to undertake a retail and merchandising strategy for Celtic Heart partners. Most of the recommendations of the report have been implemented. The strategy examined our product mix, linking products to site themes, display, up-selling, signature products, crafts, branding, and more. We are hoping to build upon the recommendations of the report to grow gift shop sales.

In addition to the initiatives above, we also introduced modest increases in food service options in the gift shop. In addition to bottled cold beverages and candy, we added coffee, tea, baked goods, and potato chips from Atlantic Canada, to the shop. This was done as a pilot in the fall season. We are pleased with sales and will continue to provide these offerings throughout the 2014 season.

Finally, the size and location of our gift shop is an issue that needs to be addressed in our site development plan. With the increases in the quantity of visitors arriving on cruise ship days, the hospitality service had to be moved back stage. This came at the expense of potential gift shop revenues

as cruise ship visitors no longer were required to exit the site through the shop. This year cruise ship visitors represented 26% of our visitation. The shop is also too small to adequately handle those large cruise ship days or to properly display our merchandise. In the short term, we are going to display some merchandise in the tuning room, hopefully encouraging passengers to visit our gift shop.

Programming fees were down 5% in 2013 to \$3,582. This was largely due to lower than usual participation in our living history programs and hosting no Candlelight Tours. That decrease was off-set slightly with increased participation in our Halloween program. Our goal for 2014 is to make the program enhancements noted earlier in this document and make recommendations for fee changes in 2015.

This year was the 52nd Annual Highland Village Day. Started in 1962, the annual Highland Village Day concert was a significant fundraising event for the Highland Village up until the late 1990's. In fact, it was the early concerts that provided the Society with the initial funds to commence construction of the Village. Throughout its fifty-plus years, Highland Village Day has been an important community event. Over the past two decades Highland Village attendance and the impact that its profits have on the annual operating budget of the site has declined. This has been a trend for all of the "Scotch" concerts around the Island. In 2013, we took in \$8,635 in concert receipts plus \$2,428 in the canteen.

The Highland Village has been offering Codfish Suppers since 1984 as a fundraiser for the site. In the early days, the suppers provided significant revenues for the site as attendance was strong and much of the food was donated and prepared by volunteers. As a result of changes in food regulations over the years, and our aging local demographics, all of our food is now purchased, with substantial increases in food costs in recent years, and paid staff carryout most of the event. Up until four years ago, the supper was offered two times per season - once in July and once in August. Since 2010,

it has been held annually. Significant reductions in attendance in the August supper combined with challenges in attracting volunteers make returning to two dinners annually unfeasible. Codfish Supper simply no longer works as a fundraiser for us.

In 2014, we will be exploring other avenues for increasing and diversifying our earned income. Thanks to ECBC and Coastal Business Opportunities Incorporated (CBDC), we will have an intern on staff for 12 months to help us with that work. Katherine MacDonald of Northside East Bay starts her internship on June 30.

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 4 of this report.
- ▶ **Retiring Board Members** - A special thank you to long time retiring Highland Village Board members: Madeline Harvey of Estmere (trustee since 2008) and Hector MacNeil of Castle Bay & Sydney River (trustee since 2009, Vice President of the board for past few years). We thank each and everyone of them for their contributions to the work of the board and the success of the organisation.
- ▶ **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); Kelly and Jim Booth, Gillis Point (highland cattle); Trueman and Laurinda Matheson (soay sheep); Billy Higgins, Christmas Island (heritage potato seeds); and John Philip Rankin, Mabou (horse training).
- ▶ **Donations** - Janet Cameron, Boisdale; Robert Latimer, Truro, NS; Ann MacIntosh, River Denys; Murdell MacNeil, Iona; Helen & Alexander Matheson, Fall River, NS (in memory of Helen MacNeil); David

Newlands, Dartmouth; Jim St.Clair, Mabou (in memory of Marie MacLean).

- ▶ **Stòras na h-Òigridh/ Treasures of Youth Donations** - Baddeck Buildings Supplies; Ann Louise Campbell & Preston MacQuarrie, Sydney; Canso Ford Sales Ltd. Port Hawkesbury; Joseph Chobor, Clifton, NJ; John & Jeanne Eyking Family Foundation, Millville; Helen's Bakery, Baddeck; Jill's Chocolates, Dartmouth; Joanne MacDougall, League City, TX; Angus MacIsaac (in memory of Cameron MacDonald); Jack & Aileen MacKillop, Baddeck; Margaret A. MacKinnon, Florence; David & Giora Dawn MacLean, Creignish; NuStar Terminals Canada; Point Tupper; Piper Pewter, Indian Brook; Superior Propane, Leitches Creek; George Unsworth, Sydney
- ▶ **Artefacts & Archival Donations** - Grace Ann MacDonald, Michael A. MacNeil, Jim St.Clair, Vincent J. MacLean, Marjorie Serafinus, Margaret (Peggy)MacKinnon, Joan MacKenzie, and Gordon MacDonald.
- ▶ **Best Wishes** - Best wishes Hector MacNeil, former Highland Village Vice-President; Jim Watson, Highland Village Manager of Interpretation; David MacKenzie, Highland Village Groundskeeper; and Steve Griffith, husband of Highland Village animator Aileen MacLean; who are all facing health challenges.
- ▶ **Deaths** - Sympathies to the families of friends of the Highland Village or supporters of Gaelic in Nova Scotia over the past year including: Marie MacLean, Washabuck (retired HV staff member & Gaelic mentor), Helen MacNeil, Barra Glen (leader of the former HV Pipe Band, wife of past HV president and longtime volunteer Rod C. MacNeil, and mother to HV staff member Tim MacNeil), Tunney Betts, Sydney (father of HV staff member Pauline MacLean, Tunney also made some reproductions that are on site), Donnie Matheson (former board member and the equipment operator who moved the Malagawatch Church up the Highland Village hill) Marge Gillis, Jamesville (grandmother of former HV staff member Colette Thomas). Our hearts go out to all their families for their loss.

Wrap Up

The Highland Village has great strengths in its programming, its people, its site, and its relationships and partnerships. We have made much progress towards our vision as a result of our strengths. In the years to come our goal is to maintain and grow our successes by taking advantage of the opportunities that are in front of us to enhance and expand our offerings and experiences, better connect our story, and the wisdom and richness of that story, to contemporary life, and build new mutually beneficial partnerships.

As we build on our successes and take advantage of the opportunities ahead of us we also need to address our weaknesses while being prepared for potential threats. Our key weaknesses moving into 2013 are the aging demographic of our staff, the aging and operationally inadequate building infrastructure, a weak farm program, and need to broaden our earned income sources. Addressing these weaknesses will be paramount to our successes in 2013 and beyond.

In closing, I wish to thank the board and staff of the Highland Village for all of their contributions to the successes of the Society. We certainly could not have made the progress we have without their dedication and commitment.

Respectfully submitted by
Rodney Chaisson Director
June 24, 2014

Financial Report - Betty Lord, Treasurer

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, 2014. The complete statements, as prepared by our auditors Grant Thornton, are available on our website or by request.

Highlights from this year's statements include:

- ▶ The fiscal year ended March 31, 2014, saw a slight deficit of \$1,741. With an accumulated surplus of \$828 at April 1, 2013, the accumulated deficit at March 31, 2014 was \$913.
- ▶ Overall revenues (including gross retail sales) 0.5% less than budgeted at year end and 4% less than actuals at March 31, 2013, largely due to a reduction in our core funding from the Nova Scotia Museum.
- ▶ The operating grant for 2013/14 from the Province of Nova Scotia, through the Nova Scotia Museum, saw a 5.7% decrease from \$754,586 to \$711,575 (\$4,500 towards audit fees and \$4,500 for the foyer renovations). An additional \$9,000 in special funding brought the total up to \$720,575.
- ▶ Overall earned income (including gross retail sales) was down 6% from budget. March 31, 2014 actuals were also down 3% from the previous year. Admission Fees were up 3% over the previous year due to fee increases. Retail sales, food service and programming all experienced declines.
- ▶ The Society received \$14,072 from student funding programs in 2013, including contributions from Nova Scotia Department of Economic and

Rural Development and Tourism (\$8,330), Nova Scotia Department of Community Services (\$2,524) and Service Canada (\$3,218).

- ▶ Overall operational expenditures (including retail expenditures) for this fiscal were down 4% from the previous fiscal, and down 2% from budget.
- ▶ Project funding included: (1) An Drochaid Eadarainn moderator & strategic planning - \$9,460 from the Office of Gaelic Affairs; (2) Stòras a' Bhaile Gaelic Folklife School - \$4,750 from Office of Gaelic Affairs; (3) Tuning Room & Archival Enhancement Project - \$45,000 from Enterprise Cape Breton Corporation; (4) \$4,000 in support from Enterprise Cape Breton Corporation towards festival and event costs; and (5) \$500 from Victoria County Recreation and Tourism for music presentation.
- ▶ At March 31, reserve funds are as follows: \$220,432 for replacement reserve, \$20,356 for strategic planning and \$23,350 for employee sick days. \$30,255 held in trust for the Stòras na h-Òigridh/Treasures of Youth Fund, as been transferred to the Community Foundation of NS.
- ▶ The Society is currently in a good cash flow position. As of March 31, the Society had assets of \$339,825 which included restricted funds (\$264,138), gift shop inventory (\$28,953), prepaids (\$3,195), cash (\$9,534) and receivables (\$34,005). Liabilities of \$76,600 included deferred revenues (\$7,585) as well as payables (\$69,015). The Society's net assets at March 31, 2014 were \$263,225.

Respectfully submitted,
Finance Committee
Betty Lord, Treasurer (Chair)
June 24, 2014

Nominating Committee Report - Madeline Harvey & Paul Wukitsch

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 Madeline Harvey and Paul Wukitsch

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:

- ▶ John Hugh Edwards, Ross Ferry
- ▶ Dr. Michael Linkletter, Antigonish
- ▶ Murdock A. MacPherson, Creignish
- ▶ Melissa Nicholson, Baddeck
- ▶ Meaghan O'Handley, Grand Narrows

With the election of these individuals, the composition of the Board of Trustees is as follows:

- ▶ Susan Cameron, Antigonish (Exp. 2015)
- ▶ Susan Stubbart-Samways, Iona (Exp. 2015/18)
- ▶ Eleanor Anderson, Sydney (Exp. 2016/19)
- ▶ Angie Farrell, Christmas Island (Exp. 2016/19)
- ▶ Catherine Ann Fuller, Baddeck (Exp. 2016/19)
- ▶ Elizabeth (Betty) Lord, Howie Centre (Exp. 2016/19)
- ▶ Charlene Ellis, Little Narrows (Exp. 2017)
- ▶ Pam MacGillivray, Shunacadie (Exp. 2017)

- ▶ Hector (Frankie) MacNeil, Iona (Exp. 2017)
- ▶ Paul Wukitsch, Shunacadie (Exp. 2017)
- ▶ John Hugh Edwards, Ross Ferry (Exp. 2017/20)
- ▶ Dr. Michael Linkletter, Antigonish (Exp. 2017/20)
- ▶ Murdock A. MacPherson, Creignish (Exp. 2017/20)
- ▶ Melissa Nicholson, Baddeck (Exp. 2017/20)
- ▶ Meaghan O'Handley, Grand Narrows (Exp. 2017/20)

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 Madeline Harvey and Hector MacNeil 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
Madeline Harvey
Paul Wukitsch
June 24, 2014

(See following page for Board member bios).

Board of Trustee Bios

Eleanor Anderson, Sydney, is professor of Tourism Management at Cape Breton University. She received a Masters of Tourism Administration from The George Washington University. She has experience in the tourism, environment and business sectors, and is an AI Gore trained Climate Change Messenger. She is the author of two books on the history of Broughton, Cape Breton County. She has two daughters and two grandsons.

Susan Cameron, Antigonish, is the Celtic Collection librarian at St. Francis Xavier University. She has been on the Board for several years now and has been involved with *Stòras a' Bhaile* since its inception. Her long standing interest in Gaelic and its culture brought her into contact with many like-minded people over the years.

Dan Chiasson is a lawyer who serves as the Society's pro-bono legal counsel (ex-officio). Dan is very involved in community organisations. He lives in Baddeck with his wife Nancy.

John Hugh Edwards was born and raised in Sydney Mines and has lived in Ross Ferry for the past thirty years, minus periods of exile in the United Kingdom and Ottawa. In 2002 John Hugh facilitated a province wide series of meetings on the future of Gaelic in Nova Scotia. A report on the consultation was released by the Nova Scotia Department of Tourism and Culture in December 2002.

Charlene Ellis is from Little Narrows, the mother of 3 and has been teaching at Rankin School of the Narrows for the past 26 years.

Angie Farrell is a fluent Gaelic speaker from Christmas Island and retired public school teacher.

Catherine Ann Fuller lives in Baddeck and for the past 13 years has worked in Sydney for the NS Dept of Economic and Rural Development and Tourism. Catherine Ann is an avid sailor and aspiring mandolin player and is very proud of her two year old granddaughter!

Dr. Michael Linkletter originally hails from the Summerside area of PEI. He received his PhD from Harvard University and has taught in the Celtic Studies Department at StFX since 2001.

Betty Lord, Howie Center, is a traditional Gaelic singer and a student of Gaelic language and culture. She has organized numerous Gaelic cultural events including language workshops, lectures, concerts, as well as fundraising events. She is a founding member of *Feis a' Bhaile Bhig*, in Pictou County. Betty is retired from Sobeys.

Pam MacGillivray, was born and raised in Glace Bay, attended Mt. St. Vincent University (BA), St.F.X. (BEd), and San Diego State (Masters Ed Admin.). She worked in education in Alberta for over thirty years, served as Board Chairman of Keyano College and on the Senate of the Univ. of Alberta. She is retired and living in Shunacadie.

Hector (Frankie) MacNeil of Iona was born here, schooled here and worked for CN Rail 6 or so yrs. He then went off to work for Air Canada at Toronto airport for 31 years retiring in 2001. He returned to Cape Breton with his wife Josie, leaving daughter & son to fend for themselves. He is here until "someone plants me."

M.A. (Murdock Andrew) MacPherson is a retired educator and administrator who has worked in public, military and private school as well as St. Francis Xavier University. He currently instructs in the University of New Brunswick's Masters of Education program. He lives in Creignish with his wife Sandra. They have two adult children.

Melissa Nicholson was born and raised in Big Baddeck. Growing up, history and culture was an important part of the lessons she learned at her grandfathers' knees. She has a BA in Celtic Culture from Cape Breton University, which featured a one year immersion at Sabhal Mòr Ostaig. She is currently enrolled in the B.Ed. program at St. FX University and works as a guide at the Alexander Graham Bell Museum.

Meaghan O'Handley grew up in Boisdale. She teaches Gaelic and music at Rankin School of the Narrows. She has been involved with Gaelic language and culture for many years, and is getting married later this summer.

Paul Wukitsch is a retired social worker, and a well known fiddler with the Boisdale Trio. He lives in Shunacadie with his wife Jane and their three children.



Comunn Clachan Gàidhealach na h-Albann Nuadh | Nova Scotia Highland Village Society

4119 Rathad 223, Rubha Eachainn, Alba Nuadh, B2C 1A3 | 4119 Highway 223, Iona, NS, B2C 1A3

(902) 725-2272 1-866-442-3542 www.highlandvillage.ca