Aithisg Bhliadnhal | Annual Report 2015/16

Comunn Baile Ghàidheal nan h-Albann Nuaidh | Nova Scotia Highland Village Society













Our Vision, Mission & Proclamation

Comunn Baile Ghàidheal nan h-Albann Nuaidh | Nova Scotia Highland Village Society

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 Village. Over the subsequent four decades the site took shape. In June of 2000, *Baile nan Gàidheal* | Highland Village* become a part of the Nova Scotia Museum Family. The Society continues to operate 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.

The **vision** of the *Baile nan Gàidheal* | Highland Village* 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 *Baile nan Gàidheal* | Highland Village^{*}, 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.

The following **proclamation** was signed between the Nova Scotia Department of Tourism & Culture^{**} and the NS Highland Village Society Iona, Cape Breton Island on the occasion of an event to celebrate 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 Dept. 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 - June 17th, 2000.

* Baile nan Gàidheal | Highland Village, formerly Highland Village Museum/An Clachan Gàidhealach, is a part of of the Nova Scotia Museum family, operated in partnership with the Nova Scotia Highland Village Society. The new name/ branding was adopted in early 2015.



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

NSHVS Board of Trustees 2015/16

M.A. (Murdock) MacPherson, Creignish (President) Catherine Ann Fuller, Baddeck (VP) Betty Lord, Howie Centre (Treasurer) Paul Wukitsch, Shunacadie (Secretary John Hugh Edwards, Ross Ferry Charlene Ellis, Little Narrows Angie Farrell, Christmas Island Dr. Michael Linkletter, Antigonish Quentin MacDonald, Washabuck Pam MacGillivray, Shunacadie Damian MacInnis, Port Hood Vince MacLean, Northside East Bay Hector (Frankie) MacNeil, Iona Melissa Nicholson, Baddeck Meaghan O'Handley, Grand Narrows Daniel Chiasson (Legal Advisor Pro-Bono - Ex-officio)

Board Committees:

Executive Committee	M.A. MacPherson (Chair), Catherine Ann
	Fuller, Betty Lord & Paul Wukitsch
Finance Committee	Betty Lord (Chair), Pam MacGillivray &
	Vince MacLean.
Planning Committee	M.A. MacPherson (Chair), John Hugh
	Edwards & Meaghan O'Handley
Fundraising Committee	M.A. MacPherson (Chair), Betty Lord,
	Susan Cameron & Damien MacInnis
Engagement Committee	Meaghan O'Handley (Chair), Charlene
	Ellis & Quentin MacDonald
Stòras na h-Òigridh/Treasurers	Margie Beaton, Pam MacGillivrary,
of Youth Committee	David MacLean, Jill MacLean, Susan
	MacLean, Vince MacLean, Lisa
	MacNeil & Meaghan O'Handley
Nominating Committee	Betty Lord (Chair), Pam MacGillivray &
	Quentin MacDonald

NSHVS Staff 2015/16

Director Manager of Interpretation Mgr. of Collections/Genealogy Manager of Operations Learning & Media Specialist Administrative Assistant Animation Staff

Visitor Centre Clerks

Luchd- Céilidh/Na Cleasaichean

Business Development Intern

Marketing & Sales Coord. Fundraising Consultant

Maintenance

Groundskeeper

Students 2015

Custodian

Rodney Chaisson Jim Watson Pauline MacLean Neil J. MacNeil Katherine MacLeod Janet MacNeil Colleen Beaton, Pauline Campbell, Marie Chehy, Catherine Gillis, Jamie Kennedy (Blacksmith), Mary Jane Lamond (Gaelic Mentor), Emily MacDonald, Hoss MacKenzie, Aileen MacLean, Beth MacNeil, Debi MacNeil (Senior Animator/Costumes), Kaye Anne MacNeil, Sandy MacNeil (Farm), Sharon MacNeil, Matthew Moore, Vicki Quimby (Textile Consultant) Colin Watson & Phyllis Williams Sadie MacDonald, & Marlene MacDougall Tim MacNeil, Brendan MacMillan, Jim Bryden, Spencer Baumhartner David MacKenzie Patricia Gaudley Shay MacMullin, Amber Buchanan, Carmen MacArthur & Stacey MacLean Katie MacDonald (Term 2014/15) Courtney MacDonald, Linden MacMillan, Samara MacNeil & Robert Novak Max MacDonald Linda Crocket

Volunteer Programmers & Operational Committees:

HV Day Producers	Quentin MacDonald & Mary Emma MacNeil
Stóras a'Bhaile Committee	Jim Watson, Mary Jane Lamond,
	Susan Cameron & Dr. John Shaw



Tapadh leibh-se gu mór

The Nova Scotia Highland Village Society acknowledges the partnership and support of all three levels of government towards the operation of *Baile nan Gàidheal* | Highland Village:

Province of Nova Scotia

Baile nan Gàidheal | Highland Village is a part of the Nova Scotia Museum Family of Provincial Museums (Dept. of Communities, Culture & Heritage, Hon. Tony Ince, Minister) operated in partnership by the NS 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 & agencies including: Transportation & Infrastructure Renewal (Hon. Geoff MacLellan,







Minister), Internal Services (Hon. Labi Kousoulis, Minister); Gaelic Affairs (Hon. Randy Delorey, Minister); and Labour and Advanced Education (Hon. Kelly Regan, Minister).

Government of Canada

The Society appreciates the support of the Government of Canada through the Atlantic Canada Opportunities Agency (Hon. Navdeep Bains, Minister),



Department of Canadian Heritage (Hon. Mélanie Joly, Minister), and Service Canada (Hon. MaryAnn Mihychuk, Minister).

Municipality of Victoria County

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



Partnerships

The Society is a signature partner in the Celtic Heart of North America Marketing Cooperative. The Society is also a hosting partner for the *An Drochaid Eadarainn* web portal.



The Society also partners with Cabot Trail Motel; Cape Breton B&Bs; CB Centre for Craft & Design; Castle Moffett; Celtic Colours Festival Society; Central Cape Breton Community Ventures; *Colaisde na Gàidhlig; Comhairle na Gàidhlig,* Community Foundation of NS; Dalhousie University's Computer Science Community Outreach; Destination Cape Breton; Eskasoni Cultural Journeys; *Féis an Eilein*; Fortress of Louisbourg; Glenora Distillery; Inverness County; *Iomairtean na Gàidhlig*; Iona Heights Inn | Jill's Chocolates; Musique Royale; NSCAD University; Nova Scotia Community College; St.FX University (Angus L. Macdonald Library); *Sgoil MhicFhraing a' Chaolais*; & Victoria County.

Memberships & Affiliations

The Society is a member of Association of Nova Scotia Museums (ANSM), Canadian Museums Assoc. (CMA), Heritage Cape Breton Connection, Council of NS Archives (CNSA), Genealogical Assoc. of NS (GANS), Cape Breton Genealogical & Historical Association, Interpretation Canada, Assoc. of Living History, Farms and Agricultural Museums (ALHFAM), Tourism Industry Assoc. of NS (TIANS), Baddeck & Area Business Tourism Assoc. (BABTA), Sydney & Area Chamber of Commerce, Strait Area Chamber of Commerce, and the Cape Breton Partnership. The Society is also affiliated with the American Alliance of Museums (AAM USA), Museums Association (UK), Gaelic Society of Inverness (Scotland), Canadian Payroll Association (CPA), and Association of Fundraising Professionals (AFP - Cape Breton Branch).

President's Report

- M.A. MacPherson

It is my pleasure to report to the Annual General Meeting of the Highland Village Society on the activities of the board elected to oversee the mission of the Highland Village. The Board is usually made up of 15 members and at this meeting we will be filling one vacancy. All other board members have renewed their commitment for 2016-17. It has been a busy year for the board and for its committees. The AGM will be our eighth meeting this year.

There has been a good deal of excitement at the board level since our last AGM. There was much discussion about the future needs of the Village and, under the capable leadership of Rodney, we began to define the possibilities for site improvements. A detailed plan has been completed and we are preparing to speak to government about how they may be able to support that initiative. We are optimistic that we will see significant movement in this file in the coming months.

The committees have worked diligently. The Executive Committee successfully concluded a formal performance review of the Director. There is very strong support for the work that Rodney is doing on behalf of the Highland Village. The Finance Committee continued to overseeing the annual expenditures and budget preparation for the Village. We are on solid financial footings. The Planning Committee played a strategic role in elaboration and refinement of the Site Development Plan. They had several meetings, including sessions with the architects and consultants, on the fine-tuning of the Site Development Plan. The Engagement Committee conducted an examination of the Village's model for membership and has proposed a revised definition that, hopefully, will expand the membership in the Highland Village Society. The Fundraising Committee worked extensively throughout the winter in defining, refining and preparing for a capital campaign to support the Site Development Plan. The final stages of that are being worked on as we meet and should be made public this fall. The Nominating Committee has worked with the board members and confirmed their commitments to remain on the board and has nominated one new member to fill a vacancy. The *Stòras na-h Òigridh* Committee has continued to work with Jill's Chocolates to generate funds to support Gaelic youth. The Committee has awarded two scholarships to young Gaelic learners this year as well as making two fiddles available, on a loan basis, for young people seeking to expand their musical talents.

The Volunteers who devote many hours to the Highland Village continue to be the heart and soul of the site. Without their presence and moral support, the Village would not be able to be as successful as it is. To the volunteers we express a great big "Thank You" and want you to know that your efforts are noted and much appreciated.

To the staff, the board again acknowledges your commitment and excellent work. The Highland Village has a unique place in telling the story of the unique character and culture that the Gaels have brought to this country. The ability of the Village staff to convey this image, and to allow visitors to experience what it might have been like in those early days, is one of the great strengths of the Highland Village.

The board is looking forward to 2016-17 as we strive to continue the good work of the Village while working to expand the experience through a number of improvements to the site.

Respectfully Submitted M.A. MacPherson, President July 05, 2016

Director's Report

- Rodney Chaisson

I am delighted to present this annual report of the 2015/16 operations of the Nova Scotia Highland Village Society to its membership and stakeholders.

As we reflect on the April 1, 2015 to March 31, 2016 fiscal year, the Highland Village remains focused on its vision of being a centre of excellence for the transmission and experiential presentation of Gaelic Nova Scotia culture and folklife. We strive to provide quality memorable visitor experiences based on the rich cultural legacies handed down to us by our ancestors. We are also committed to developing partnerships, capacity building and outreach in our Gaelic cultural community, the museum and cultural sector, the regional tourism industry, and the local Central Cape Breton community.

2015/16 Overview and Highlights

The 2015/16 fiscal year was a busy and successful one. We continued to make advances in many parts of the operation including: interpretation and programming, human resources development, collections management, maintenance, site development, marketing, and community outreach. We have also seen tremendous growth in our local community over the past year.

• We continue to grow and enhance our interpretive and experiential offerings. Visitor feedback continues to be overwhelmingly positive, including reviews on Trip Advisor (2016 marks the 3rd consecutive year that we have received their Certificate of Excellence, which is based solely on ratings and reviews from visitors). Staff are seeing increased engagement between visitors and staff and our story. Our storytelling tours are being very well received and have been very popular with cruise ship visitors and during Celtic Colours.

We have completed the production of a new 5 minute orientation video for visitors, in conjunction with NovaStream of Sydney. The video



has been very well received and has reached almost 15,000 views on Facebook. A 20 minute version providing overview of the story and site is due this summer. Both projects were funded by the provincial Support4Culture program.

- We ended the fiscal with a 3.0% increase (565 people) in overall site usage over the previous fiscal. There were increases in off the road visitation (+11.4% or 1,137 people) and meetings and rentals (+982.2% or 355 people). School programs down by 53.1% (820 people) and cruise ships were down slightly by 1.9% (90 people).
- On the revenue side, we saw a 7.4% increase (\$15,433) in earned income over 2014/15. Admission revenues were up 8.3% (\$6,949), food services* were up 37.4% (\$6,836), and we took in 14.6% more (\$905) in programming revenues. Donations were down 13.0% (\$306) due to the church being closed to the public until late August. Gross retail sales* were off slightly by 0.5% (\$438).

- Volunteer engagement is up again this year. Volunteer hours for the the fiscal were up 22.1% (488) over the previous fiscal. Chase the Ace and the annual Appreciation Dinner are major factors in the increase this year. The students of Rankin School of the Narrows continue to be especially helpful with programming and events.
- Our on-line engagement continues to grow. Web visits and page views were up 86.4% and 49.0% respectively. We have 50% more likes on Facebook and 73% more followers on Twitter than a year ago.

In spite of all of the successes above, it has been a hard winter here on Hector's Point. This past February, we lost, suddenly, two colleagues, both who shared a passion for life, family, community, culture, and the Highland Village. Debi MacNeil, our senior animator and costume coordinator, took sick in early December with a serious illness. Debi tended to the scheduling of animation staff, the organizing of interpretive activities and programming, and caring for the site's extensive costume collection. She was also a champion enhancing visitor experiences including first person interpretation. Gerry MacNeil, a recent retiree also passed away in February. Gerry retired in late 2013 as senior visitor clerk. For almost 27 years Gerry greeted visitors to the site and keep the gift shop stocked, always





with a smile and great Gaelic humour. We miss both of them and their many contributions to the Highland Village and to our staff family.

Highland Village 3.0

At last year's Annual General Meeting, we introduced you to Highland Village 3.0, our vision and path to 2020 and beyond. The goal of Highland Village 3.0 is to be the premier venue for experiential



presentation and transmission of Nova Scotia Gaelic language, culture & folklife. Highland Village 3.0 has five essential components that speak to the long term sustainability of the Highland Village operation: (a) rebranding, (b) programming, (c) site development, (d) human resources, and (e) earned income.

Why Highland Village 3.0? Highland Village 1.0 reflects the growth of the Highland Village site from incorporation to its evolution of a community museum (1959-1999). Highland Village 2.0 represents our growth as a provincial museum (2000-2014). With Highland Village 3.0 we are looking to the future, ensuring the sustainability of our site.

(I) Rebranding - In 2015, we introduced a new logo and rebranded the Village as a place that is "Made of Stories." The new branding was developed for the Village by Vibe Creative Group in Sydney and has been well received by visitors, the community and our partners. The brand has been incorporated on advertising and print materials, on-site signage, clothing, and other giftware and promotional items. We also published a coffee table book in 2015 with the new branding.

- (II) Programming We continue to grow our programming offerings including folklife representations, visitor experiences & Gaelic outreach. One of our more popular offerings is our storytelling tour, conducted through first person and including a milling frolic. Other recent offerings include: a two hour living history experience for adults and families; a revamped *Spòrs* program for children; and a bonnach and butter making program for cruise ship clientele. In addition to these new programs, we have introduced a new orientation video, enhancing the introduction to the site for visitors.
- (III) **Site Development** We have made significant progress towards developing a new vision for the Highland Village site. The plan is designed to address four main strategies: (a) improve the gateway/entrance area to create a clearer and more welcoming first impressions for visitors; (b) enhance the physical interpretive capacity of the site, based on the objectives of the interpretive content framework and the Nova Scotia Museum Interpretive Master Plan; (c) resolve visitor welcome, orientation, administration and storage space issues; and (d) expand interpretation of natural and agricultural elements of the site, including the Bras d'Or Lake Biosphere Reserve, the relationship between Gaels and their environment, the connection between the Gaels and the Mi'kmaq, and the Gaelic Nova Scotia story post 1920. In 2015, working with the Nova Scotia Museum, we have engaged consultants to help fine tune our site development program, including some conceptual work, cost estimates and business plan. The plan and strategies for implementation are currently being finalized with the province. We hope to make some announcements this fall.
- (IV) Human Resources Succession planning for staff, in particular heritage and cultural skills, is paramount for the future sustainability of the Highland Village. While, we are very fortunate to have a team of capable and committed employees, the current demographics of our staff will provide us with some short, and more significantly, long term challenges in sustaining the operation. We have taken some short term steps through the interpretive mentoring and the addition of *Na Cleasaichean* team. We have also begun a review of job descriptions and required skills, which will help inform a human resource strategy.
- (V) Earned Income As noted previously, 2015/16 saw a 7.4% increase (\$15,433) in earned income. With the creation of new programs and the implementation of our site development plan, the Village's capacity for increasing and broadening its earned income base will expand.

Operational Goals

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

Highlights include: continued enhancement to first person animation (methodology, character and story content); introduction of new orientation video; incorporation of day time storytelling tours in the regular schedule; continued expansion of cultural presence and mentoring with *Na Cleasaichean*; continued expansion of cultural presentations (millings and céilidhs); expansion of food interpretation with improved food safety compliance; continued material cultural research; revamping of *Spórs* children's program into *Spórs Mòr* and *Spórs Beag*, re-introduction of *Sgadan 's Buntàta* in-class cultural

experience; and continuing to evolve interpretive events such as *Oidhche nam Bòcan*, Pioneer Day, Carding Mill Day, Donald Og Day, Celtic Colours programs, and more.

While we have made considerable progress with interpretation and programming, there is still much work to do: continued growth of first person capacity through research, training and character building, enhanced hands-on opportunities for all age groups, improved orientation, improved farm interpretation, incorporation of natural history themes, and value added experiences.

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

The 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. Highlights from the past year include: successful four day *Stòras a' Bhaile* Gaelic Folk life school offered in August; *Caidreabh na Tì* monthly tea and socials during the off-season; continued support for *An Drochaid Eadarainn* (The Bridge Between Us) interactive web portal; hosting a living history experience for *Na Gaisgich Òga* (The Little Heros) participants; and participation in the Gaelic leaders group with *Comhairle na Gàidhlig*, through which are commissioning an updated Gaelic impact study.

An Rubha, Highland Village's Folklife Magazine features articles on material aspects of life in the Province's rural, Gaelic-speaking communities, Gaelic stories, songs and folklore collected from the recitation of Nova Scotia tradition bearers with transcription and translation, along with selections from Jonathan G. MacKinnon's *Mac-Talla*. The latest issue, with a new look inspired by our new branding, was published in the winter of 2016.

Highland Village contributions to international research and publishing this year include two Gaelic articles: *Nàisean nan Gàidheal* (Renewing Nova Scotia's Gaelic Cultural Nation), appearing in *Cànan is Cultur*,



the proceedings of *Rannsachadh na Gàidhlig* 8, University of Edinburgh, made by Jim Watson and Marlene Ivey and *Ag Éirigh air Òran an Albainn Nuaidh: Suas E!* (Nova Scotia's Gaelic Song Style), *Sean Nòs* Proceedings, University of Ireland, Galway (forthcoming). Seumas and Marlene also presented the following: *Revitalizing Gaelic Nova Scotia from the Fireside*, Irish Heritage Lecture Series, Irish Cultural Centre, Charlottetown, PEI; *Restoring Gaelic Identity and Founding a Gaelic Cultural Nation*, MacPhail's Homestead Lecture Series, Orwell, Prince Edward Island; and *Introducing Gàidhlig aig Baile*, MacPhail, Irish Heritage Lecture Series, Homestead Local History Museum, PEI.

We are recognised within Nova Scotia and in Scotland for our community outreach and development work for Gaelic language and culture. We will continue to initiate, participate, and partner in activities that advance the capacity of the Nova Scotia Gaelic community.

Research - 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, as well as staying abreast of best practices in interpretation, we continue to place much emphasis on research. 2015 priorities included on-going research to authenticate material presentation on site and support for the first person storytelling and character development.

In addition to our research to support interpretation and development, we continue to offer contracted genealogical research. During the 2015/16 fiscal year, there were 62 requests, up 59% from 2014/15.

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 and dedicated staff. To ensure that staff are able to meet our operational needs, 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. 2015/16 activities included: Canadian Museums Association annual conference in Banff, AB; International Interpretation Conference in Montreal, Association of Nova Scotia Museums annual conference in Halifax; *Sean Nós* Music Conference at the University of Ireland, Galway (Jim Watson presented a paper on the song traditions of the Nova Scotia Gael), Museum Day on the Hill in Ottawa, construction safety; craft development, etc.

Animation development sessions also took place in the spring of 2015 with mentoring throughout the summer. Animation, in particular cultural content, is supported by *Na Cleasaichean*. This innovative approach to our short and long term cultural skills needs expands each year.

We have provided four week work experience opportunities for NSCC Carpentry students. Three students participated in 2015 and one in 2016. In addition to the NSCC experience, we also hosted a student from Rankin School of the Narrows for their work experience under the Options and Opportunities program. This 100 hour experience took place throughout the winter of 2016.

From April 2015 to March 2016, volunteers contributed 2,700 hours to the Highland Village, a 22.1% increase over the same period in 2014/15, which was up 106% over 2013/14. This incredible volunteer commitment was recognised at our annual Volunteer party in April at the Iona Legion as well as through Victoria County's annual volunteer program. This year's volunteer awards were presented to Steven and Nona Dyke from the North Shore and Jamie Anne MacNeil of Jamesville (youth award).



This spring, Jim St.Clair received the National Museum Volunteer Award presented by the Canadian Museums Association and the Canadian Federation of Friends of Museums. The award recognized his many contributions to the Highland Village and the Nova Scotia museum community.

The 2015 Nova Scotia Highland Village Society Award of Merit recipient was *Commun Féis an Eilein*, recognizing their 25th annual Gaelic festival and a quarter of a century of promoting and sharing Gaelic language and culture.

It is also important to acknowledge Betty Lord, and everyone who volunteered, to make our Chase the Ace lottery with the Northside East Bay Volunteer Fire Department a big success. After a run of 69 weeks, the Society has over \$53,000 to invest in site development initiatives. We also acknowledge the support of the East Bay Volunteer Fire Department and Sydney Forks Recreation Centre who became additional venues for our draw through the winter of 2016.

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

The management of our current physical infrastructure continues to adhere to accepted standards for artifacts, archival materials and heritage buildings, and in accordance with the requirements of the Province of Nova Scotia. Highland Village staff have positive working relationships with staff from the Nova Scotia Museum and Nova Scotia Department of Internal Services (Building Services division) regarding the management of these assets.

Our regular 2015 maintenance program was augmented with a \$27,907 contribution from Building Services in the form of a maintenance allowance. This new allowance will be available to the Village on an annual basis to address building maintenance projects. In 2015, the maintenance allowance covered costs related to: fixing siding issues on the visitor centre; structural repairs to the beams, joists as well as new skirting and framing on the stage; installation of new stairs at the stage; new siding and trim as required on the centre chimney house; painting and window repair on the forge; and complete reconstruction of west side of the centre hallway house. The 2016 maintenance allowance will focus on the stage roof, north barn roof, and the centre hallway house (other three sides and roof).

Building Services (ISD) completed two other projects in 2015. Significant repairs were carried out on the front facade of the church, due to damage resulting from a December 2013 wind storm. The project also involved improving structural support to the steeple and the addition of a second door with wheelchair ramp. New siding and roofing shingles were installed on the lower washroom building. There was also much design and planning work around the replacement of walls and roof of our 20 year old log cabin. Work will commence on site in late August 2016 with a completion by end of October.

On the collections side, we are participating in an international initiative called Re-Org. This program was developed by ICCROM and UNESCO to facilitate practical collections management and storage solutions for smaller museums. With the support of the Canadian Conservation Institute (CCI) and financial assistance from the Department of Canadian Heritage, we are reorganizing our two key storage spaces - visitor centre loft and the upstairs of the general store. We anticipate freeing up almost 50% of the storage capacity in the main storage loft. The project commenced in the fall of 2015 and will take 12 months.

Finally, in July 2015, the Society purchased a new 2015 Ford F150 truck through Government of Nova Scotia procurement for \$29,516. The cost of the truck has been capitalized and will be expensed over five years.

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

As noted previously, Highland Village ended the fiscal with a 3.0% increase (565 people) in overall site usage over the previous fiscal. There were increases in off the road visitation (+11.4% or 1,137 people) and meetings and rentals (+982.2% or 355 people). School programs down by 53.1% (820 people) and cruise ships were down slightly by 1.9% (90 people).

In 2015, the Highland Village continued to build on its media presence in local and regional media outlets, incorporating its new branding. The Highland Village event boards were also placed in additional locations including the Antigonish VIC and local restaurants.

The Highland Village is 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. Celtic Heart is entering its 7th year of operation.

Other marketing partnerships include: *Colaisde na Gàidhlig* | The Gaelic College, Celtic Colours International Festival Society, Eskasoni Cultural Journeys, as well as several accommodation providers.

We are very excited about the local tourism and hospitality developments that have taken place in our community with the Iona Heights Inn/Jill's Chocolates & Cafe, Darby's Old Country Kitchen, and the annual *Àros na Mara* World Oceans Day festival in 2015. We are looking forward to working with the folks at the Time Out RV and Camping Park in Estmere, which is scheduled to open in the summer of 2016. **Community Partnerships and Outreach**: 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, M8 collective, and *An Drochaid Eadarainn* working group (St. FX, NSCAD, Office of Gaelic Affairs, and Victoria County). Staff also participate in committees with the Association of Nova Scotia Museums (I currently serve as President of ANSM), Heritage Cape Breton Connection, *Comairle na Gàidhlig*, Destination Cape Breton, and the Cape Breton Partnership Prosperity Framework.

There are two partnerships, I want to elaborate on: First, the *Stòras na h-Òigridh* | Treasures of Youth Scholarship Endowment. Thanks to the diligent work of the Committee and our partnership with Jill's Cholocates, the endowment fund has grown to almost \$52,000. It is being managed by the Community Foundation of Nova Scotia. Two \$1,000 scholarships were awarded in 2015 to Stephanie MacDonald of Washabuck and Roddie MacInnis of Glendale. Fiddles were also loaned to Lilli Watson of Judique and Mia Nordine of Sydney River.

The other important community partnership of note, is the annual Central Cape Breton Appreciation Dinner for the Cape Breton Cancer Centre. The 12th annual dinner took place this spring raising \$4,818 for the Patient Care fund at the Centre. Since 2005, the dinner has contributed over \$50,000 to the fund. Our partners include Branch 124, Grandona Legion, St. Columba CWL, and Paul MacNeil, Councillor District 1, Municipality of Victoria County.

Visitation & Participation

As noted in the introduction of this report, site usage increased by 3.0% in fiscal 2015/16 over the previous fiscal. This increase was the result of increases in off the road (FIT) traffic (11.4%) and site rentals (82.2%). The increase was in spite of a 53.1% decrease in school program participation and a 1.9% decrease in cruise visits.

Mode	2015/16	2014/15	Difference	%'age
FIT	11,151	10,014	1,137	11%
Schools	724	1,544	-820	-53%
Cruise	4,570	4,660	-90	-2%
Rentals	787	432	355	82%
Other	1,907	1,924	-17	-1%
Total	19,139	18,574	565	3%

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 Damian MacInnis of Port Hood who joined the board last year. Due to work and personal commitments Damian has stepped down from the

board. We thank him for his support and enthusiasm for the Highland Village.

- 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); the late Billy Higgins, Christmas Island (heritage potato seeds); and John Philip Rankin, Mabou (horse training).
- Donations Elizabeth Cameron, Inverness; Robert S. Latimer, Truro; Frances Langille, Truro; Jolette MacAulay, Fall River; John James MacEachern, Mabou; Ann MacIntosh, River Denys; Melody MacNeil, Point Edward (in memory of Baby Avery); David & Marion Newlands, Dartmouth; Jim St. Clair, Mull River (in memory of Gerry MacNeil); Doris Tinney, Campton, NH; and Kent & Debi Walker, Big Ridge.
- Stòras na h-Òigridh/ Treasures of Youth Donations Fr. Francis Cameron, Boisdale; Janet Cameron, Boisdale; Jill's Chocolates, Iona; and Carol Urquhart, Whycocomagh.
- Artefacts & Archival Donations Fr. Verne Boutilier, Boulardarie; Don Burns, Mira; Pauline Campbell, Jamesville; Jerry & Claudette Chaisson, Pictou; Velma Humphrey, Big Pond; Rose MacDonald, Washabuck; Sadie MacDonald, Ottawa Brook; Linda MacNeil, Sydney; Rod C. MacNeil, Iona; Mary Nash, Plymouth, MA; and Jim St. Clair, Mull River.
- Congratulations To HV Board member Meaghan O'Handley and her husband Ian MacNeil and the birth of their son Theron; Beth

MacNeil, HV Animator, on 30 years of service to the Highland Village; Sadie MacDonald, Visitor Services Clerk, on 20 years of service to the Highland Village; Max MacDonald, Marketing Coordinator, on the birth of his grandson, Ira Maxwell; M.A. MacPherson, NSHVS President, on the birth of his first grandchild Matilda; Damian MacInnis, NSHVS board member on his new position with the Cape Breton Regional Economic Network; and Dan Chiasson, Highland Village legal advisor, on his retirement.

Deaths - Sympathies to the families of friends of the Highland Village or supporters of Gaelic in Nova Scotia over the past year including: former staff members Debi MacNeil and Gerry MacNeil; Ada MacLean (mother of HV staff member Aileen MacLean); Jean MacDonald, (mother-in-law to HV staff member Sadie MacDonald); Mary Nardocchio, (sister to HV staff member Neil J. MacNeil); to HV staff member Jamie Kennedy on the death of his grandmother; Nancy Linkletter (mother of board member Michael), James MacQueen (father of former board member Eleanor Anderson); Bill Higgins, who has provided us with heritage potato seeds; & noted weaver Eveline MacLeod.

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. While there is a lot of work ahead of us, our path to 2020 is paved with many exciting possibilities. Building upon the legacy handed down to us by our ancestors, Baile nan Gàidheal | Highland Village will achieve its goal to be the premier venue for experiential presentation and transmission of Nova Scotia Gaelic language, culture & folklife.

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 July 5, 2016





Financial Report

- Betty Lord, Treasurer

I am pleased to provide this overview of the finances of the Nova Scotia Highland Village Society for the year ended March 31, 2016. The complete statements and review engagement report, as prepared by our audit firm Grant Thornton, are available on our website, or by request.

Balance Sheet (Year ended March 31)

Assets	2016	2015
Cash	\$ 21,961	\$ 9,797
Receivables	\$ 4,607	\$ 4,364
Inventory	\$ 19,114	\$ 19,162
Prepaids	\$ 4,987	\$ 5,081
Vehicle	\$ 23,613	\$ 0
Restricted Cash	\$ 310,104	\$ 236,226
Total Assets	\$ 384,386	\$ 274,630

Liabilities & Surplus

	14,167
	233,907 274.630
23,185 281,791	79,410 \$ 23,185 \$ 281,791 \$ 384,386 \$

Balance Sheet

- The Society was in a good cash flow position at year end with assets of \$384,385 including: (a) \$21,961 in cash assets; (b) \$4,607 in receivables HST & trade receivables; (c) \$19,114 in gift shop inventory; (d) \$4,987 in prepaid expenses for the 2016/17 fiscal year; (e) \$23,613 for net book value of truck purchased in July 2015; and (f) \$310,104 in restricted cash see statement of changes in net assets.
- Liabilities of \$102,595 included payables and accruals (\$79,410) and deferred revenues (\$23,185). The significant increase in payable and accruals was due to the inclusion of jackpot and tax payable at March 31 for Chase the Ace. Deferred revenues included grants received for projects that will take place in 2016/17.
- ▶ The Society's net assets at March 31, 2016 were \$281,791 see statement of changes in net assets.

Statement of Revenue & Expenditures

- Due to accounting rules, the Society reported a significant surplus of \$50,266 at year end. This is due to the accumulated net profits from Chase the Ace of \$46,030. The board has designated those profits for the site development program. Thus the operational surplus at year end was \$4,236 (accumulated \$4,497) see statement of changes in net assets.
- Funding from the Nova Scotia Museum was unchanged for the fiscal \$738,296. \$27,907 was received from the Department of Internal Services for building maintenance - see projects.

Statement of Revenue & Expenditures	Budget 2015/16			Actual 2015/16	Actual 2014/15		
Revenue							
Nova Scotia Museum	\$	738,296	\$	738,296	\$ 738,296		
Admission Fees	\$	86,000	\$	90,878	\$ 83,929		
Chase the Ace (net)	\$	0	\$	46,030	\$ 0		
Donations	\$	2,000	\$	2,047	\$ 2,351		
Food Svs & fundraising	\$	31,300	\$	34,069	\$ 26,670		
Gross profit on retail	\$	28,500	\$	27,537	\$ 28,559		
Interest	\$	2,000	\$	1,794	\$ 2,175		
Membership Fees	\$	500	\$	502	\$ 596		
Miscellaneous	\$	2,100	\$	2,225	\$ 1,702		
Programming	\$	8,000	\$	7,125	\$ 6,221		
Total revenue	\$	898,696	\$	950,503	\$ 890,499		
Operating Expenditures							
Wages and benefits (net)	\$	699,371	\$	706,871	\$ 694,140		
General administrative	\$	134,400	\$	127,689	\$ 134,032		
Site and facilities	\$	44,000	\$	38,571	\$ 44,041		
Interp. & programming	\$	18,000	\$	16,506	\$ 13,390		
Total expenditures	\$	895,771	\$	889,637	\$ 885,603		
Depreciation	\$	0	\$	(5,903)			
Capital improvements	\$	(4,000)	\$	(4,531)	\$ (4,214)		
Special projects, net	\$	1,000	\$	(166)	\$ 492		
Net surplus/(deficit)	\$	(75)	\$	50,266	\$ 1,174		

- Earned income for the fiscal (\$224,281 including gross retail sales but not including Chase the Ace) were up 3% (\$4,881) over budget at year end and 8% (\$15,431) more than actuals at March 31, 2015. Increases over previous fiscal included admission fees, food service, rentals and programming.
- Gross retail sales to year end were \$86,142, an increase of \$436 from previous year and \$1,858 less than budget. It is important to note that food items sold in the gift shop were included in food services for the 2015/16 fiscal.
- Expenditures for the fiscal (including retail expenditures) were up 2% or \$11,395 over previous fiscal but 1% (or \$1,127) under budget.
- Wages and benefits are net of \$14,794 in wage subsidies received in 2015: NS Department of Labour & Advanced Education (\$12,642) and Service Canada (\$2,152).
- In July 2015, the Society purchased a new truck for \$29,516. The cost of the truck was capitalized and will be amortized over five years (\$5,903 per year). The book value at March 31, 2016 was \$23,613.
- Project funding included: (1) \$37,850 from NS Community, Culture & Heritage's Support4Culture program towards two projects - the production of interpretive videos and preparation of architectural and exhibition concepts; (2) \$5,000 from the Office of Gaelic Affairs towards the Stóras a' Bhaile Gaelic Folklife School; (3) \$2,250 in support from ACOA towards festival and event costs; and (4) \$27,907 from NS Dept of Internal Services (Building Services) towards building maintenance projects.

Statement of Changes in Net Assets	Un fun	restricted d	rep	stricted blacement serve	•		Site development reserve		Unused sick days reserve		2016 Total		2015 Total	
Opening Balance	\$	261	\$	189,484	\$	20,571	\$	0	\$	23,591	\$	233,907	\$	263,225
Excess of revenues over expenditures	\$	50,266	\$	0	\$	0	\$	0	\$	0	\$	50,266	\$	1,174
Interest earned and contributions	\$	0	\$	1,503	\$	264	\$	20,000	\$	186	\$	21,953	\$	2,548
Transfer to (from) reserve	\$	(46,030)	\$	0	\$	(20,835)	\$	46,030	\$	(3,500)	\$	(24,335)	\$	(33,040)
Balance, end of year	\$	4,497	\$	190,987	\$	0	\$	66,030	\$	20,277	\$	281,791	\$	233,907

Statement of Changes in Net Assets

- As noted above, due to accounting rules, the Society reported a significant surplus of \$50,266 at year end. This was due to the accumulated net profits from Chase the Ace of \$46,030. The board has transferred those profits for the site development reserve. Thus the accumulated operational surplus and balance of our unrestricted funds at year end was \$4,497.
- Restricted reserve fund balances at March 31, 2016 included: Replacement reserve (\$190,987), Strategic Development (\$0), Site Development (\$66,030), and Unused sick days (\$20,277). The balance in the Strategic Development reserve was used for the preparation of a business plan and thus closed at year end. A new Site Development reserve was established to support the site development plan and includes the gross profits from Chase the Ace as well as the first \$20,000 contribution from the Municipality of Victoria County. \$3,500 was transferred from the Unused Sick Days reserve to the operating account to cover wages while a staff member was on sick leave.

Other Notes

- Pursuant to the Public Sector Compensation Disclosure Act, the Nova Scotia Highland Village Society is required to disclose individuals with compensation greater than \$100,000. There are no board members, officers, employees, contractors, or consultants with compensation greater than \$100,000.
- ➤ The Canada Revenue Agency (CRA) conducted an HST audit on the Society for the 2013/14 and 2014/15 fiscal years. They found that the Society was in full compliance of HST regulations. No errors were found or adjustments required.

Respectfully submitted, Finance Committee Betty Lord, Treasurer (Chair) July 5, 2016

Nominating Committee Report

- Betty Lord, 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 have been Betty Lord, Pam MacGillivray, and Quentin MacDonald.

In accordance with the By-Laws of the Nova Scotia Highland Village Society dated June 18, 2015 (clauses 24 through 31), the Nominating Committee presents the following individual to the membership for election to serve on the Society's Board of Trustees: Dan Chiasson, Baddeck.

With this election, the composition of the Board of Trustees, including its officers, is as follows:

- Dan Chiasson, Baddeck (Exp 2019/22)
- John Hugh Edwards, Ross Ferry (Exp 2017/20)
- Charlene Ellis, Little Narrows (Exp 2017)
- Angie Farrell, Christmas Island (Exp. 2016/19)
- Catherine Ann Fuller, Baddeck (Exp. 2016/19)
- Dr. Michael Linkletter, Antigonish (Exp. 2017/20)
- Elizabeth (Betty) Lord, Howie Centre (Exp. 2016/19)
- Quentin MacDonald, Washabuck (Exp. 2018/21)
- Pam MacGillivray, Shunacadie (Exp. 2017)
- Vince MacLean, Northside East Bay (Exp. 2018/21)
- Hector (Frankie) MacNeil, Iona (Exp. 2017)
- Murdock A. MacPherson, Creignish (Exp. 2017/20)
- Melissa Nicholson, Baddeck (Exp. 2017/20)

- Meaghan O'Handley, Grand Narrows (Exp. 2017/20)
- Paul Wukitsch, Shunacadie (Exp. 2017)

The officers of the Society will be as follows:

- President Murdock A. MacPherson
- Vice President Catherine Ann Fuller
- Treasurer Elizabeth (Betty) Lord
- Secretary Paul Wukitsch

The committee thanks retiring board member Damian MacInnis for his contributions to the work of the Board and support of the Society.

Respectfully submitted, The Nominating Committee Betty Lord, Pam MacGillivray, and Quentin MacDonald July 5, 2016.

Board of Trustee Bios

Dan Chiasson is a retired lawyer who has practiced in Baddeck for many years. Dan has served as the Society's pro-bono legal advisor for over 25 years. 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 NS 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 27 years.

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

Catherine Ann Fuller lives in Baddeck and is a community development specialist. Catherine Ann is an avid sailor and aspiring mandolin player and is very proud of her children!

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 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.

Quentin MacDonald was born, raised & presently living in the neighbouring community of Washabuck. His father Ronald was a fluent native Gaelic speaker and his mother Joan is a traditional step-dancer who performed at the first Highland Village Day Concert. Quentin has been a volunteer at the Village since the mid-1980s and the Highland Village Day concert producer since 2000. He has a great interest in promoting the culture and history of our Scottish Gaelic ancestors.

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 retired to Shunacadie.

Vince MacLean is a former mayor for the City of Sydney, Leader of the Official Opposition for the Province of Nova Scotia, and Minister of various NS departments. Vince has sat on the boards of many important institutions and community organizations including the Sydney Airport Authority, Marine Atlantic, ACOA, Old Sydney Society, Cape Breton Regional Economic Development Authority, Nova Scotia Cancer Society and others. Vince is son of the late well known fiddler Joe MacLean of Washabuck. Joe's collection of fiddle manuscripts is housed at the Highland Village. Vince lives in Northside East Bay with his wife Natalie.

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, and a brand new granddaughter.

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. She lives in Grand Narrows with her husband lan MacNeil.

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 Baile Ghàidheal nan h-Albann Nuaidh 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