

# Aithisg Bhliadnha | Annual Report 2020/21

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



Baile nan  
Gàidheal  
Highland Village  
MADE OF STORIES



IONA  
Surround Yourself with Beauty



Iona, Cape Breton Island, Nova Scotia - April 1, 2020 to March 31, 2021



# Our Vision, Mission & Proclamation

Comunn Baile Ghàidheal na 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\* became 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 folklife museum and cultural centre, Roots Cape Breton Genealogy & Family History Centre, and Highland Village Gift Shop. The Society is a registered charity with the Canada Revenue Agency.

## **Vision & Mission Statement**

*Our vision is to be the leading Gaelic folklife centre, recognized in Nova Scotia, nationally and internationally as an essential institution for continuing development and representation of a vital and sustainable Gaelic community.*

*Our mission is to grow as a Gaelic folklife centre that bilingually nurtures, communicates and celebrates the heritage and cultural identity of Nova Scotia's Gaelic community.*

The following **proclamation** was signed between the Nova Scotia Department of Tourism & Culture\*\* and the Nova Scotia 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 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.*



## President's Report

– M.A. MacPherson

I want to begin my report by expressing thanks to four board members who are retiring this year. Collectively they have been key players in the work and developments that have set the Highland Village on a course for the future. They have provided essential guidance and support to the board for many years.

Betty Lord is completing eight years as a board member with most of that time serving on the executive as Treasurer as well as working on several other board committees. In 2019, Betty agreed to extend her term for two additional years to oversee the finances as we began the site development project. She has been a leader in many ways and played a major role in fundraising ventures to support the Highland Village and the Site Development Project. Her work and unflagging dedication are acknowledged and appreciated. The Highland Village is a better place because of Betty's commitment as her work has made a significant difference.

Dan Chiasson has completed five years as a trustee, serving recently on the executive as Vice Chair. He has also been a member of several committees and provided wise counsel to the board, the executive, and the committees where he served. Dan's contribution has extended beyond the recent term on the board as he has provided pro bono legal counsel to the Highland Village for three decades. Dan has been, and will continue to be, a trusted and valued member of the Highland Village community.

Quentin MacDonald is completing six years as a trustee, recently serving on the executive as Secretary as well as a participant on several board committees. Quentin's contribution to the Highland Village extended beyond the role that he played as a trustee and member of the executive. The planning and execution of Highland Village Day was Quentin's work for many years, and he was quick to volunteer in any way that could be of assistance. We acknowledge his contribution to the Highland Village.

Vince MacLean is completing six years as a trustee. His insights, advice, and dogged support for the mission of the Highland Village is recognized and appreciated by all who have worked with him. Vince was an instrumental voice in encouraging the creation of the site development project and in supporting the work that was necessary to make this project a success. He continues to be

a source of guidance on many topics. Vince's participation and encouragement will be remembered by the Highland Village community.

The major focus of the board this year has been the Site Development Project. We are in the final year of that process, with construction and renovation proceeding on schedule. It has been an exciting time as we see the changes occurring on the hill as the welcome centre, the Cash shingle mill, the workshop, and the other developments materialize. We owe significant thanks to many people as the project moves toward completion. We acknowledge the federal, provincial, and municipal governments, corporate and personal donors, friends, and all those who have supported our plan. Through the efforts of many, the long-term future of the Village has been assured.

This year has been a significant challenge for the Highland Village due to the demands presented by Covid-19. I believe that we have managed the crisis competently. This was made possible largely through the flexibility, adaptability, and teamwork of the staff. This would not have been possible without the wonderful people who work for and with the Highland Village. Thank you.

I want also to acknowledge the role that Rodney Chaisson has played in addressing the challenges of construction, with Covid-19 and with the constant disruptions and meetings. We are where we are today due largely to Rodney's leadership, insight, communication, organizational and management ability, and work ethic. His capacity to support multiple projects while capably managing the day-to-day operations on the hill is admirable. We are truly fortunate to have such a capable Director. On behalf of the Highland Village, thank you.

The future of the Highland Village is bright. We have new facilities and an opportunity to focus on culture, language, traditions, dance, music and all the intangibles that demonstrate why we refer to the Village as "Made of Stories". We see expanded relationships with our Mi'kmaq neighbours around the Bras d'Or Lake, improved exhibits, the possibilities of year-round programming, the capacity to accommodate renewed and expanded visitation, and the opportunity to becoming a Canadian cultural icon in the center of Cape Breton.

We owe thanks to many people for the completion of a successful year.

*Respectfully Submitted*

*M.A. MacPherson, President*

*The Nova Scotia Highland Village Society*

*November 3, 2021*



## Director's Report

– Rodney Chaisson

I am pleased to present this annual report on the operations of the Nova Scotia Highland Village Society to its membership and stakeholders for the fiscal year April 1, 2020 to March 31, 2021. This report is presented to the Society membership on November 3, 2021 - its 62nd birthday as an incorporated organization.

The theme for the 2020/21 fiscal year, and this report, has really been about our resiliency in responding and adapting to an international health crisis. COVID-19 arrived in Nova Scotia just two weeks prior to the start of this fiscal year. We have been living with it ever since. The pandemic and the required public health measures put in place to address it has impacted every aspect of our operation. In spite of all of the challenges presented to us, there have been some silver linings, including initiatives that will enable us to set in place a strong foundation for recovery post COVID-19.

### *The Impact of COVID-19*

My last annual report focused on the success of the 2019 season, during which we saw a fifth consecutive year of growth in visitation, the last three of those years being record visitation. That year Highland Village had 25,980 people on its site. When we closed in the fall of 2019, we began preparations for what we expected be an even busier 2020 season.

In early 2020, it became very apparent that the world had changed and instead of another banner year, we would be facing the biggest international health crisis this century. The impact was immediate:

- Provincial and international borders were closed to all non essential travel in early 2020. Cruise ships were banned at all Canadian Ports (ban was lifted on November 1st, 2021). In 2019, cruise accounted for 38% of our visitation. With the loss of cruise and tourism travel, Highland Village visitation dropped by a whopping 89% to 2,994. The 2020 Highland Village season ran only 11 weeks (5 days per week), instead of its normal 20 weeks (7 days per week).
- Under public health orders museums in Nova Scotia were closed for a period during both the springs of 2020 and 2021.
- As public health experts learned more about the virus and its emerging variants, public health guidelines and restrictions changed. We had to stay abreast of those changes and adapt our operations accordingly. Programs and events were cancelled. Enhanced cleaning protocols, mandatory masking, occupancy limits, and social distancing have become the norm.

With an 89% drop in visitation, our earned income also took a significant hit. Admission sales, gift shop revenues, and other site generated sources that we depend on to meet our budget commitments dropped by 87% or \$322,107 (see Treasurer's report). We were fortunate, however that the Province of Nova Scotia ensured the security of our operational funding for the year and the Government of Canada made available emergency funding programs including the Canada Emergency Wage Subsidy (CEWS) and the Canadian Heritage Emergency Funding for Museums which more than offset our losses in earned income. These two factors enabled us to keep operating through the crisis.

In addition to the operational funding noted above, the Province of Nova Scotia also increased its investment in our Site Development Program, which will be discussed later in this report.

I commend and thank our staff for all of their efforts and flexibility in making the best of the year, In particular those on the front lines. It has certainly been challenging serving our visitors and telling our stories while adhering to COVID protocols and keeping everyone safe. I also commend staff for quickly pivoting to provide programming, outreach and content on-line to our community (local and international).

There is still much uncertainty about the future, especially on how we live with COVID-19. While we are seeking hints of a return to a (new) normal, experts suggest tourism will not fully recover until 2024 or 2025. We will continue to work with our partners to ensure a healthy future for the Highland Village.

### Site Development Program

In the spring of 2019, Baile nan Gàidheal | Highland Village embarked on the most ambitious site development program in its history. Below is a quick recap on the elements of the project and where we currently stand:

- New modern public washroom building next to church to serve cruise ships and church functions. Designed by AWMG Architecture. Built by Brilun Construction. Completed June 2020.
- New shingle mill building to house working shingle mill equipment from the Cash family in Irish Cove. Designed by AWMG Architecture. Built by Brilun Construction (slab) and Highland Village staff (building). Completed December 2020. Equipment re-commissioned September 2021.
- Renovation of little barn to an activity/programming centre. Work undertaken by Highland Village staff. Completed January 2021.
- New workshop to support site maintenance program. Designed by Anne Sinclair Architect. Built by Brilun Construction. Completed March 2021.
- Renovation of existing visitor centre into curatorial centre. Phase 1 exterior recladding. Designed by Abbot Brown. Work by Brilun Construction. Completed March 2021.
- New 7,700 sq. ft. welcome/cultural centre with gift shop, exhibit galleries, library/archives, multi-purpose room, kitchen, and offices. Designed by Abbot Brown. Built by Brilun Construction. Expected date of completion Summer 2022.
- Two new indoor exhibits (orientation and the Gaelic Nova Scotia story since the 1920s) and two new outdoor exhibits (Mi'kmaq peoples and the Bras d'Or Lake Biosphere). Conceptual work by Highland Village staff. Final design and fabrication by Skyline Atlantic/Vibe Creative Group. Expected date of completion Summer 2022.



Since the program began, the budget has grown. What was originally a \$3.6 million program is now approximately \$6.5 million. The increase in budget comes as the result of an additional \$1.5 million investment by the Province of Nova Scotia (on top of their initial investment of \$1.2 million) as part of their COVID-19 stimulus program. There have also been cost escalations in the new welcome centre component as a result of its Passive House design and the increase in the cost of building materials due to COVID-19. Those costs have also been covered by the Province.

We very much appreciate the support of the Province, in particular the Department of Transportation and Active Transit (Public Works as of September 2021) who have been managing and overseeing most of the elements of this project.

Other funding partners have included: \$1.2 million from ACOA, \$270,000 from Canadian Heritage, and \$100,000 from the Municipality of Victoria County. The Society is also working on a \$1 million fundraising campaign. We have engaged RBR Development to support this work. At year end, we were almost 50% towards that goal. Watch for more information in the coming months.

We are very much excited about the future of the Village as a result of these new spaces. They will provide us with a new capacity to grow our operation and achieve our vision. Stay tuned.

### Strategic Plan

At its September 2019 meeting, the Society's Board of Trustees approved a new strategic plan (2019 to 2022). The plan identified five strategic goals that were to guide the Society over subsequent four years. There were 5 main strategies: (1) Strengthen the Story: *Strengthen and share the Gaelic Nova Scotia story through innovation and modern-day living culture*; (2) Team Recruitment & Retention: *Develop innovative human resource policies and practices that will assist with recruiting and retaining team members*; (3) Immersive Experiences: *Build on existing programming to create an interactive cultural site filled with immersive, relevant and dynamic experiences*; (4) Creative Partnerships: *Pursue creative industry and community-based partnerships to address challenging factors including staff succession and housing shortages, while pursuing opportunities for growth (Artist in Residence programs)*; (5) Enhanced Site & Tours: *Enhance the visitor experience through site logistics and visitor-centric tour options*.

COVID-19 resulted in a temporary pause in the implementation of our strategic plan. However, we will be revisiting and renewing the plan in early 2022.

### Significant Losses

This past spring, Jim St. Clair, a long time supporter, mentor, friend, and past president of the Highland Village passed away at 90 years of age. Jim was a major force in the growth and development of the Village, especially through the 1980s and 1990s leading up to the Village joining the Nova Scotia Museum.

In March 2020, Sadie MacDonald, who had only recently retired after 25 years as member of the Highland Village staff, passed away after a short battle with cancer. Sadie was one of the wonderful smiling faces of our front desk and gift shop. She ran the shop for the last 8 years of her tenure.

Other great friends that we lost included Lucille "Lou" MacKenzie, one of the leaders of the Highland Village Pipe Band; Joan MacDonald Gillis, long time Highland Village supporter, board member and tradition

bearer; Janet Cameron, Highland Village supporter and tradition bearer; and Eddie Jack MacNeil, Highland Village supporter and tradition bearer.

I also want to note the passing of Rosalie Courage, the principal in RBR Developments. Rosalie came on board in early 2019 to help us with our fundraising for the site development project. Rosalie quickly became a champion for our project and for the vision of the Highland Village. She passed away in March 2020 after a short battle with cancer.

### Other Items of Note

- Our **Stòras na h-Òigridh | Treasures of Youth Scholarship Fund**, which is managed by the Community Foundation of Nova Scotia, had a balance of \$73,327.78 at December 31, 2020. Three scholarships were awarded in 2020 to Abby Hanson, a fiddler, piano player and Gaelic singer from Montague Coal Mines, HRM (\$1,000); Gracie Hawes, a fiddler and piano player from St. Andrews, Antigonish County (\$500); and Phillip Whyte, a Gaelic speaker and singer from Barrachois, CBRM (\$1,000). Haley Rose MacLean of Creignish was also presented with a half-size fiddle as part of the Fund's fiddle loan program. \$13,000 in scholarships have been awarded to 14 youth over the past seven years.
- **An Rubha, The Highland Village Folklife Magazine** was published in the spring of 2021 with wonderful cultural content, Highland Village news, and tributes to special people we have lost. The issue is dedicated to the memory of former staff member Sadie MacDonald and former long-time volunteer and tradition bearer Joan (MacDonald) Gillis.
- The **59th Annual Highland Village Day Concert** took place as an on-line recorded concert that aired on our Facebook and YouTube channels on August 1, 2020. The 1.5 hour presentation featured performances recorded in various locations throughout the Highland Village site with what would be the last finale on the Highland Village stage.
- Staff pivoted last spring to **virtual programming** in response to public health measures that prevented on-site in-person

programming. We have been offering weekly Pop-Up Gàidhealtachds with Gaelic conversation at lunch time on Fridays; monthly readings from Mac-Talla on Thursday evenings; and our signature Gaelic program, Stóras a' Bhaile Gaelic Folk School, which is normally offered on site each August, was also offered on-line with supplementary sessions in the fall and winter. In addition, videos with lots of great Gaelic content have been created and added to our social media channels. While we are looking forward to having folks back on site for these programs, we very much appreciate that we have been able to use technology to maintain reach to our local and international communities during the pandemic.

- In addition to our site development projects, there were a number of other **maintenance projects and improvements** around the site: exterior work to the school, blockhouse and carding mill (maintenance allowance from NS Transportation and Active Transit); conversion of staff washroom at middle level from compost toilet; interior painting of MacDonald House, MacQuarrie-Fox House, and MacIver-Nash House; and completion of the bothy below the Log house.
- We marked **staff milestones** in 2020. Congratulations and thank you to Highland Village animator Beth MacNeil and groundskeeper David MacKenzie who were recognized in December 2020 for her 35 and 20 years service respectively to the Highland Village.
- The 2020 Highland Village **Award of Merit** was awarded to Flora Ann MacIsaac from Boisdale Cove for all of his work in promoting Gaelic language and culture, in particular supporting Gaelic learners.
- Our **volunteers** were celebrated in early 2020 with the Municipality of Victoria County's volunteer program - Ann Marie MacNeil, Grass Cove; Innis MacMullin, Boisdale (youth); and the Student Body at Rankin School of the Narrows (community).

## Acknowledgements (2020/21)

### Tapadh Leibh Gu Mór

Commun Baile Ghàidheal na h-Albann Nuaidh | Nova Scotia Highland Village Society gratefully acknowledges the support of many individuals, organizations 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 15 of this report.*

### Farm Program Partner (2020)

Dell Corbett, Grand Mira ('Mira Jean' Clydesdale Horse) & New Agrarians (seeds).

### Artefact & Archival Donations (2020)

Joe Coombs, Sydney; Brenda Crowdis, Newtown; Elizabeth Fearon, Halifax; Susan Gianatassio, Everett MA; Lila Long, Hopewell, NS; Susan MacFarlane, Margaree; Kay & Lyndon MacKenzie, Sydney; Christine MacKinnon, Sydney; Patsy MacMullin, Sydney; Jean MacQueen, Sydney; Betty MacNeil, Eskasoni Rd.; and Lisa Marston, Chesterfield, MO.

### Lifetime Memberships

Dr. Margaret Bennett, Perthshire, Scotland and Stuart MacLeod, Northside East Bay.

### Financial Contributions (June 2019 to March 2020)

Gordon & Vera Campbell, Whycocomagh Portage; Pius & Pauline Campbell, Jamesville; Susan Chernin, Toronto; Dan Chiasson Law Inc., Baddeck; Rosalie Courage, Halifax; Kevin Donnelly, Isle of Skye, Scotland; John & Jeanne Eyking Family Foundation, Millville, NS; Betty Lord, Howie Centre; Les Dominy, Renfrew, ON; Gail Gordon, Kentville; Susan Hanaen, New Iberia, LA (in honour of Jim St.Clair); Madeline Harvey, Estmere; Miriam Hursey, Arcadia FL; Murrena Kennedy, River Denys; Learn North Inc., Port Hawkesbury; Margaret Lepley, Arlington, MA.; The Colin & Bella MacDonald Foundation, Halifax; Florence MacDonald-Nearing, Whycocomagh; Steve & Dianne MacDonald, Whycocomagh (in memory of Sadie MacDonald); John James MacEachern, Sydney/ Mabou; Ian MacIntosh, Sydney; Wayne and Ann MacKay, Whycocomagh; Kenzie MacKinnon Law Inc., Halifax; Richard MacLean, Weymouth; Roderick J.

MacLennan, Truro; Mary MacLeod, Iona; Wilf and Betty MacNeil, Johnstown; MacPhee Ford, Dartmouth; M.A. MacPherson, Creignish; David Murphy, Ottawa; Debbi & Frank Sobey, Stellarton; Josephine Sobol, Northside East Bay; Robert Steele, Dartmouth; Suon Medical Inc., Halifax; Rollie Thornhill, Baddeck; and George Unsworth, Sydney.

#### **Treasures of Youth Financial Contributions (June 2019 to March 2020)**

Jill Franklin/Jill's Chocolates, Iona; Donna Frizzell, Piper Pewter, Baddeck; Clare MacDonald, Washabuck; Jackie & Donna MacNeil, Creignish; Fred McCracken, Beaver Cove; and Anne Nestman, Halifax.

#### **Congratulations**

To staff member Emily Clegg and her partner Kevin Murphy on the birth of their daughter Una Laurel.

#### **Best Wishes**

To Jamie Kennedy (Blacksmith) who has left Highland Village to move on to new opportunities. Well wishes to Chris Kaiser (son-in-law to animator Pauline Campbell).

#### **Sympathies**

To the families of Thane Cameron (husband of Past President Susan Cameron); George Cash (donor of shingle & grist mills); Winnie Chaffe (Cape Breton fiddler); Marilyn Lamond (mother of Mary Jane Lamond, Gaelic consultant); Cecilia MacDonald (Gaelic tradition bearer Mickey MacNeil's partner); Annie MacKenzie (mother of HV staff David Brian MacKenzie); John Mackley (brother of HV staff Pauline Campbell); Clare MacDonald (HV volunteer); Winifred MacDonald (tradition bearer of Cape Breton music); Gail MacNeil (sister-in-law of former staff Sharon FX MacNeil); Fr. Hughie MacNeil (HV supporter); Louise MacNeil (wife of late Gaelic tradition bearer Jamie MacNeil); and Dena O'Handley (sister to HV staff Basil MacLean)

**In closing**, I wish to thank our board, staff and volunteers for their unwavering support and contributions through this difficult and challenging year. We certainly could not have made the progress we have without their dedication, commitment and passion for our Gaelic Nova Scotia culture and organizational vision.

I thank the board for their continued support, oversight and sage wisdom. They are a great group of individuals who lend their time and expertise to enabling the Society to achieve its vision. They have been particularly supportive of the site development program. I especially want to express my appreciation to the departing board members Betty Lord, Quentin MacDonald, Dan Chaisson and Vince MacLean. Each of them have made significant contributions to the work and success of this organization. To our board chair, M.A., I cannot thank you enough for your unwavering support, contributions, and counsel.

I also want to express my appreciation to Highland Village staff for their flexibility and patience as we transitioned through considerable uncertainty to adapt to our new COVID-19 reality amidst significant upheaval from our site development project. As a result, our working conditions have been difficult at times. Our staff have demonstrated incredible resilience in persevering through these challenges to serve our visitors, our community, and advance our project and commitments.

While some uncertainty for the future remains, we will continue to work together to build a resilient Highland Village. The new facilities and exhibits from our site development strategy along with our strategic plan provide us with a stronger foundation from which to rebuild and grow. We have much to celebrate and much to share as we work to ensure continued success and growth for Baile nan Gàidheal | Highland Village, our Central Cape Breton community, and our Nova Scotia Gaelic community.

*Respectfully submitted by  
Rodney Chaisson, Director,  
November 3, 2021*



## 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, 2021. The complete statements and audit report, as prepared by Grant Thornton, are available on our website, or by request.

### Balance Sheet (Year ended March 31)

Assets	2021	2020
Cash	\$ 763,774	\$ 712,217
Receivables	\$ 80,021	\$ 52,142
Inventory	\$ 43,939	\$ 34,015
Prepays	\$ 4,761	\$ 10,851
Restricted Cash	\$ 365,242	\$ 167,852
<b>Total Assets</b>	<b>\$ 1,257,737</b>	<b>\$ 977,077</b>

### Liabilities & Surplus

Payables & Accruals	\$ 113,976	\$ 401,084
Deferred Rev- Ops	\$ 124,165	\$ 57,832
Deferred Rev - Site	\$ 365,242	\$ 167,852
<b>Total Liabilities</b>	<b>\$ 603,383</b>	<b>\$ 626,768</b>
Surplus/Net Assets	\$ 654,354	\$ 350,309
<b>Total Liabilities/Surplus</b>	<b>\$ 1,257,737</b>	<b>\$ 977,077</b>

### Balance Sheet

- The Society was in a good cash flow position at year end with assets of \$1,257,737 including: (a) \$763,774 in cash assets; (b) \$80,021 in receivables (HST); (c) \$43,939 in gift shop inventory; (d) \$4,761 in prepaid expenses for the 2021/22 fiscal year; and (e) \$365,242 in restricted cash.
- Liabilities of \$603,383 included payables and accruals of \$113,976, largely related to the site development project; operational deferred revenue (\$124,165); and site development deferred revenue (\$365,242). Operational deferred revenue included grants received for projects that will take place in 2021/22. Site development deferred revenue are internally restricted funds collected for the site development project.
- The Society's net assets were \$654,354, an increase of \$304,045 from \$350,309 at March 31, 2021 - see *statement of changes in net assets*.

### Statement of Revenue & Expenditures (next page)

- Operational funding from the Nova Scotia Museum was unchanged for the fiscal at \$738,296. A one-time contribution towards equipment purchases of \$7,200 was received from the Museum in 2020/21 bringing the total contribution to \$745,496.
- Our annual maintenance allowance from the Department of Transportation & Active Transit (formerly TIR) came in at \$30,013. The allowance is based on actual billings to TAT for work completed by our maintenance staff.

Statement of Revenue & Expenditures	Budget 2020/21	Actual 2020/21	Actual 2019/20
<b>Revenue</b>			
Nova Scotia Museum	\$ 745,496	\$ 745,496	\$ 743,096
Admission Fees*	\$ 40,000	\$ 13,018	\$ 147,895
Donations*	\$ 2,000	\$ 1,064	\$ 5,660
Food Svs & fundraising*	\$ 1,400	\$ 1,108	\$ 53,339
Gift Shop/Retail*	\$ 40,000	\$ 27,008	\$ 137,593
Miscellaneous*	\$ 900	\$ 8,260	\$ 9,177
NS TAT - Maintenance	\$ 30,000	\$ 30,013	\$ 34,034
Programming*	\$ 500	\$ 20	\$ 18,921
CEWS (Wage Subsidy)	\$ 255,360	\$ 490,908	\$ 0
<i>Special projects</i>	\$ 0	\$ 488,000	\$ 473,063
<b>Total revenue</b>	\$ 1,115,656	\$ 1,804,895	\$ 1,622,778
<b>Operating Expenditures</b>			
Retail Operations	\$ 29,500	\$ 24,939	\$ 83,408
Cultural Interp./Programs	\$ 16,000	\$ 9,082	\$ 22,288
Site & Facilities	\$ 75,000	\$ 75,933	\$ 65,777
Operating/Administrative	\$ 897,472	\$ 895,037	\$ 931,538
<i>Special projects</i>	\$ 85,800	\$ 486,883	\$ 483,575
<b>Total expenditures</b>	\$ 1,103,772	\$ 1,491,874	\$ 1,586,586
<b>Depreciation</b>	\$ 0	\$ 0	\$ (5,903)
<b>Capital improvements</b>	\$ (11,000)	\$ (8,976)	\$ (7,346)
<b>Net surplus/(deficit)</b>	\$ 884	\$ 304,045	\$ 22,943

- The Society had earned income (*noted with an \**) of only \$50,478, a significant drop (87%) from \$372,585 in 2019/20. This decrease was entirely the result of the COVID-19 pandemic which had catastrophic consequences for tourism around the world. With next to no visitation from outside of Atlantic Canada, an absence of cruise ship traffic, at-home learning for Nova Scotia students, and a shortened season, visitation to Highland Village was down almost 90% in 2020. All sources of earned income experienced significant decreases as a result.
- The loss of earned income was offset with operational subsidies from the Government of Canada, namely \$490,908 from the Canada Emergency Wage Subsidy (CEWS), and \$100,000 from Canadian Heritage's Emergency COVID program for museums, which is included under special projects.
- Operational expenses (not including special projects) to March 31, 2021 were 9% or \$98,020 lower than last year, and 2% or \$12,981 under budget. The decrease was largely due to a reduction in expenditures as a result of operational changes in response to COVID-19. While most expenses were down we did increase resources for maintenance projects and the interior painting of period buildings. OHS expenses were also significantly higher.
- Wages and benefits of \$812,012 were net of \$30,147 in wage subsidies received from the federal and provincial student wage programs and the Government of Canada's Temporary Wage Subsidy (COVID-19). Wages were up \$23,647 or 3% over last year and 2% or \$11,046 above budget.

<b>Statement of Changes in Net Assets</b>	Unrestricted fund	Restricted replacement reserve	Site development reserve	Unused sick days reserve	<b>2021 Total</b>	2020 Total
Opening Balance	\$ 8,515	\$ 199,909	\$ 121,542	\$ 20,343	<b>\$ 350,309</b>	\$ 327,366
Excess of revenues over expenditures	\$ 304,045	\$ 0	\$ 0	\$ 0	<b>\$ 304,045</b>	\$ 22,943
Transfer to (from) reserve	\$ (3,350)	\$ 0	\$ 3,350	\$ 0	<b>\$ 0</b>	\$ 0
Balance, end of year	\$ 309,210	\$ 199,909	\$ 124,892	\$ 20,343	<b>\$ 654,354</b>	\$ 350,309

- Project funding of \$488,000 included: \$371,133 for the site development project; \$16,867 from Office of Gaelic Affairs (CCH) for Gaelic related projects; and \$100,000 from Canadian Heritage's emergency COVID program for museums.

#### Statement of Changes in Net Assets

- The Society reported an overall surplus of \$304,045 at year end increasing our net assets from \$350,309 at March 31, 2020 to \$654,354 at March 31, 2021. This increase is largely due to government emergency COVID subsidies and programs.
- The operating (unrestricted) fund increased by \$300,695 from \$8,515 at March 31, 2020 to \$309,210 at March 31, 2021.
- Restricted reserve fund balances at March 31, 2021 included: Replacement reserve (\$199,909), Site Development (\$124,892), and Unused sick days (\$20,343).
- The Site Development reserve was established to support the site development plan and includes externally restricted funding

including a \$100,000 contribution from the Municipality of Victoria County as well as donations. Internally restricted monies for the site development project are included in deferred revenue - site development.

- The unused sick days reserve was established to cover wage expenses for replacement staff up to the value of the accrued unused sick days for the staff person being replaced. As of March 31, 2020, the value of accrued unused sick days was \$133,036.

#### 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.

*Respectfully submitted,*

*Betty Lord, Treasurer & Chair of Finance Committee*

## Nominating Committee Report

- Betty Lord, Committee Chair

The Nominating Committee is pleased to present its report to the membership. Serving on the committee this past year were Betty Lord (Chair), Madeline Harvey, Dan Chiasson, and Quentin MacDonald. The committee thanks retiring board members Dan Chiasson, Betty Lord, Quentin MacDonald, and Vince MacLean for their contributions to the work of the Board and support of the Society.

In accordance with the By Laws of the Nova Scotia Highland Village Society (clauses 24 through 29), the Nominating Committee presents the following four individuals for election to serve on the Society's Board of Trustees: Matthew Cooke, Reserve Mines; John Hugh Edwards, Ross Ferry; Don Hyslop, Kingston; and Kenzie MacKinnon, Halifax.

With this election, the composition of the board will be as follows:

- Gordon Campbell, Whycocomagh Portage (Exp. 2022/25)
- Matthew Cooke, Reserve Mines (Exp. 2024/27)
- John Hugh Edwards, Ross Ferry (Exp. 2024/27)
- Madeline Harvey, Estmere (Exp. 2022/25)
- Don Hyslop, Kingston (Exp. 2024/27)
- Jodi MacDonnell-Scott, Coxheath (Exp. 2020/23)
- Joanne MacGillivray, Northside East Bay (Exp. 2023/26)
- Kenzie MacKinnon, Halifax (Exp. 2024/27)
- Donnie MacNeil, Beaver Cove (Exp. 2020/23)
- Hector MacNeil, Castle Bay (Exp. 2023/26)
- Wilfred MacNeil, Johnstown (Exp. 2022/25)
- Dena Pruski, Islandview (Exp. 2023/26)
- Michelle Smith, Skye Glen (Exp. 2020/23)
- Roland Thornhill, Baddeck (Exp. 2023/26)

The Board of Trustees is also proposing to extend the term of M.A. (Murdock) MacPherson, Creignish until 2022 as per clause 29 (2) of the Society's by-laws.

Subject to the approval of the above, the officers of the Society will be as follows:

- President - Murdock A. MacPherson
- Vice President - Hector MacNeil
- Treasurer - Gordon Campbell
- Secretary - Dena Pruski

*Respectfully submitted,*

*The Nominating Committee*

*Betty Lord (Chair), Madeline Harvey & Quentin MacDonald*

*November 3, 2021*

## Board of Trustee Bios

**Gordon Campbell** is originally from Big Bras d'Or. He graduated with his BBA from UCCB in 1987 and received his CA designation while working with Deloitte & Touche in Sydney. For 27 years, Gordon has held a number of senior finance roles, primarily with the Empire/Sobeys. Married to Vera, they have 3 adult children and currently reside in Whycocomagh Portage.

**Matthew Cook** has worked with Parks Canada since 2008. He is currently the Acting Visitor Experience Manager at Alexander Graham Bell Museum in Baddeck. He was a board member and treasurer of the Old Sydney Society and a member of the CBRM Heritage Advisory Committee. He has bachelor degrees in commerce and history and is pursuing a masters degree in Scottish history at the University of Dundee. His interests include genealogy, gardening, reading, and birding. He has two daughters, aged 19 and 16.

**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.

**Madeline Harvey** grew up in Northern New Brunswick. She came to Cape Breton and Parks Canada as a student interpreter while attending St. Francis Xavier University in Antigonish. She has worked in various segments of the hospitality industry as well as in the private sector, prior to a return to Parks



Canada in 2005. She retired earlier this year. She currently sits on several community boards. Madeline and her husband, Paul, currently live on the shores of the Bras d'Or Lake on the Iona Peninsula.

**Don Hyslop**, originally from Saint John, NB, taught at Dwight Ross Jr. High/Pine Ridge Middle School in the Annapolis Valley for 30 years. While teaching he became interested in the Gaelic language and its history in Nova Scotia. He taught beginner Gaelic as an extra-curricular activity, started a Gaelic Choir and organized Gaelic Heritage Concerts, which prior to COVID were still hosted annually. He lives in Kingston, NS with his wife Elizabeth. Highland Village has received proceeds from several of the concerts.

**Jodi MacDonnell-Scott** is a registrar with the Nova Scotia Community College, Marconi Campus. She lives in Coxheath with her husband Dave.

**Joanne MacGillivray** grew up in Northside East Bay, graduated from Dalhousie and has been teaching in Northern Quebec & Cape Breton since then. Her Dad was John Joe MacGillivray who was a founding member of the Cape Breton Gaelic Society in the early seventies. She is also related to Donald MacEachern who was well known in the Cape Breton Gaelic Culture circle. Joanne taught in Eskasoni & has an interest in the Mi'kmaw & Gael's working together along with her own personal interest in the Gaelic way of doing things.

**Kenzie MacKinnon** graduated from St. Francis Xavier University with a Major in Political Science, following which he studied at the University of Edinburgh. He has law degrees from Dalhousie University and the London School of Economics. Kenzie was awarded the designation of Queens' Counsel in 2013. His practice has been in the area of family and matrimonial law. Kenzie is active in his community, having served on several boards, and being involved in the political process, both at the federal and provincial levels.

**Donnie MacNeil** grew up in Big Beach and graduated from Rankin Memorial High School and Mount Allison University. Donnie spent 9 years working in BC. He and his family moved back to Cape Breton in 1999 to live in Beaver Cove and work with the Nova Scotia Community College as a Manager of Information Technology. Donnie is currently retired. Donnie and his wife Theresa, have 2 daughters. Donnie a grandchild of the Allan J's (Angie) from Christmas Island, but is more commonly referred to as "Donnie Leona" (MacKinnon) after his father passed at an early age.

**Hector MacNeil** was born and raised in Portage. He completed a BA in Celtic Studies at UCCB and an MA in Celtic Studies at St. F.X. in Antigonish. Retired from the Gaelic College and Cape Breton University, Hector worked throughout

his professional life as a Gaelic teacher and promoter. He also served with a number of community organizations over the years. Hector has taught Gaelic language and song to students of all ages in many different settings and has been a regular contributor at Gaelic storytelling sessions, milling frolics and anywhere Nova Scotia Gaels gather to celebrate their language and their culture. He lives in Castle Bay with his wife Gisele.

**Wilf MacNeil** is a former teacher and administrator with the public school system. He is currently CEO of Learn North Inc in Port Hawkesbury. He is involved in several community and regional development organizations. He resides in Johnstown with his wife Betty.

**M.A. (Murdoch Andrew) MacPherson** is a retired educator and administrator who has worked in public, military and private schools, as well as St. Francis Xavier University and University of New Brunswick. He lives in Creignish with his wife Sandra. They have two adult children, two granddaughters and two grandsons.

**Dena Pruski** is retired from Bell-Aliant where she was an Operations Manager for Small Business. Currently Dena is a volunteer at the Cape Breton Regional Hospital in hospice palliative care and is a member of the East Bay and Area Community Council. She also volunteers as a reader/lector at St Mary's Church in East Bay and assists the CWL with their lunches for funerals and other activities. Dena and her husband Mike live in Islandview.

**Michelle Smith** came to Cape Breton 35 years ago to study Gaelic language and culture and ended up staying to live, farm and raise her family. In that time she has become noted for her knowledge about traditional agriculture and heritage seeds. She served as secretary on the board of Seeds of Diversity Canada for six years and continues to volunteer for a wide range of farming and community development projects. She has three grown children - Rosie, Laurel & Linden.

**Roland Thornhill** is a proud Newfoundlander who can tell a story as well as any other Newfoundlander and better than most. Born in Grand Banks, he attended Memorial and Dalhousie Universities. He served as Mayor of Dartmouth from 1967 to 1973 and MLA for Dartmouth South in the NS House of Assembly from 1974 to 1993. He held various cabinet posts including Minister of Development, Chair of the Treasury Board and Deputy Premier, Minister of the Environment, Minister of Industry, Trade and Commerce. He was appointed Minister of Tourism in 1988 and finally Minister of Community Services. He was honoured with Queen Elizabeth's Golden Jubilee Medal in 2002. He has sat on many boards. He lives in Baddeck with his wife Bonnie.

## NSHVS Board of Trustees 2020/21\*

Dr. M.A. (Murdock) MacPherson, Creignish - President (2014)  
 Daniel Chiasson, Baddeck - Vice President (2016)  
 Betty Lord, Howie Centre - Treasurer (2013)  
 Quentin MacDonald, Washabuck - Secretary (2015)  
 Gordon Campbell, Whycocomagh Portage (2019)  
 Madeline Harvey, Estmere (2019)  
 Jodi MacDonnell-Scott, Coxheath (2017)  
 Joanne MacGillivray, East Bay (2020)  
 Vince MacLean, Northside East Bay (2015)  
 Donnie MacNeil, Beaver Cove (2017)  
 Hector MacNeil, Castle Bay (2020)  
 Wilf MacNeil, Johnstown (2019)  
 Dena Pruski, Northside East Bay (2020)  
 Michelle Smith, Skye Glen (2017)  
 Roland Thornhill, Baddeck (2020)

### Active Board Committees:

Executive Committee	M.A. MacPherson (Chair), Dan Chiasson, Betty Lord & Quentin MacDonald
Finance Committee	Betty Lord (Chair), Gordon Campbell, Vince MacLean & Michelle Smith
Fundraising Committee	M.A. MacPherson (Chair), Betty Lord, Vince MacLean & Jodi MacDonnell-Scott
Human Resource (Ad-hoc for Strat. Plan)	Dan Chiasson, Wilf MacNeil, Dena Pruski, Madeline Harvey & Gordon Campbell
Stòras na h-Òigridh   Treasures of Youth Committee	Margie Beaton, David MacLean, Jill MacLean, Susan MacLean, Vince MacLean, Donnie MacNeil, Lisa MacNeil (Chair) & Meaghan O'Handley
Nominating Committee	Betty Lord (Chair), Madeline Harvey, Dan Chiasson & Quentin MacDonald

\*Board as of September 2020 AGM

## NSHVS Staff 2020/21 (April 2020-March 2021)

- Rodney Chaisson, *Director*
- Katherine MacLeod, *Manager of Interpretation*
- Pauline MacLean, *Mgr. of Collections/Genealogy*
- Tim MacNeil, *Manager of Operations*
- Janet MacNeil, *Administrative Assistant*
- Shannon MacMullin, *Coordinator of Cultural Experiences*
- Dr. Shamus Y. MacDonald, *Gaelic Cultural Consultant*
- Emily Clegg, *Coord. Agricultural Renewal/Costumes*
- *Front Line Staff:* Colleen Beaton (Animator), Pauline Campbell (Animator), Marie Chehy (Animator), Catherine Gillis (Animator), Cecelia Laing (Animator), Emily MacDonald (Animator), Hoss MacKenzie (Animator/Blacksmith), Aileen MacLean (Animator), Basil MacLean (Animator/Farmer), Alyssa MacNeil (Visitor Centre Clerk/Animator), Anne MacNeil (Visitor Centre Clerk/Animator), Beth MacNeil (Animator), Kaye Anne MacNeil (Animator), Laura MacNeil (Animator), Sandy MacNeil (Animator/Farmer), Vicki Quimby (Animator/Textile Consultant) Lauren Readman (Animator) & Phyllis Williams (Animator)
- *Na Cleasaichean/The Players:* Amber Buchanan, Hannah Krebs, Emily MacDonald, Ed MacDonnell, Stacy MacLean & Colin Watson
- *Operations Team:* Patricia Gaudley (Custodian), Brendan Higgins (labourer), David MacKenzie (Groundkeeper), Paul MacLean (Carpenter), Stanley MacLellan (Labourer-term) & Malcolm Matheson (Carpenter-term)
- *Student Animators:* Kalen Bonaparte, Grace Campbell, Zoie Chaisson, Jessica MacLean, Logan MacLellan, Cody MacNeil, Lili Watson & Phillip Whyte

### Contractors

- *Marketing coordination:* Max MacDonald
- *Marketing creative:* Vibe Creative Group
- *Fundraising:* RBR Development Associates Limited



## Tapadh leibh-se gu mòr

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)\* 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 including: Transportation & Active Transit\*, Gaelic Affairs (CCH); and Labour and Advanced Education. (\*Dept names as of March 31, 2021)



### Government of Canada

The Society appreciates the support of the Government of Canada through the Atlantic Canada Opportunities Agency, Department of Canadian Heritage, and Employment & Social Development Canada.



### Municipality of Victoria County

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



## Partnerships

The Society is a signature partner in the Celtic Heart of North America Marketing Cooperative; a founding partner in the Experience Iona initiative and a hosting partner for the *An Drochaid Eadarainn* web portal.



Other partners include: Cape Breton Centre for Craft & Design; Cape Breton University (Beaton Institute & Centre for Cape Breton Studies); NSCAD University Masters of Design Students; Celtic Colours International Festival; Celtic Heart of North America; Colaisde na Gàidhlig | The Gaelic College; Central Cape Breton Community Ventures; Comhairle na Gàidhlig | Nova Scotia Gaelic Council; Community Foundation of Nova Scotia; Destination Cape Breton Association; Eskasoni Cultural Journeys; Féis an Eilein; Fortress of Louisbourg; Grandona Legion, Branch 124, Iona; Iomairtean na Gàidhlig | Office of Gaelic Affairs; Iona Heights Inn & Jill's Chocolates; Musique Royale; Municipality of Inverness County, Municipality of Victoria County, St.F.X. University (Angus L. Macdonald Library); and Sgoil MhicFhraing a' Chaolais | Rankin School of the Narrows.

## Memberships & Affiliations

The Society is a member of Association of NS 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, 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), and Association of Fundraising Professionals (AFP - Cape Breton Branch).





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

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