

Aithisg Bhliadnha | Annual Report 2021/22

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



Baile nan
Gàidheal
Highland Village
MADE OF STORIES



Iona, Cape Breton Island, Nova Scotia - April 1, 2021 to March 31, 2022



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, Tourism & Heritage.*



President's Report

- M.A. MacPherson

It is my pleasure to report to the Annual General Meeting of the Nova Scotia Highland Village Society on the activities of the Board of Trustees for 2021-22.

This meeting is a turning point for me as I am completing my eighth year as a trustee and seventh year as President of the Board. It has been a very gratifying experience. I step aside with some sense of loss, but I am pleased that the Highland Village will continue to grow and expand its mission under a strong board and creative staff leadership.

The past five years have been extensively focused on the Site Development Project. It was an ambitious undertaking that is nearing completion and we can look forward to a formal ribbon cutting in the spring of 2023.

The current year has seen the completion of the construction phase of the site development plan, a review and adoption of a human resources strategy, the opening of the Cash shingle mill, the expansion of the online store, and the deepening of the connection with supporters of the Highland Village. We continue to work to bring our local fundraising obligation to a successful conclusion as we pursue the last \$250,000 of our \$1,200,000 commitment to the \$6,800,000 Site Development Project.

COVID has been a challenge, but the summer of 2022 was a return to near normal operations with a resurgence of visitation with numbers close to our last pre-COVID year, 2019. The staff has been wonderfully adaptive during all the changes brought about by COVID and compounded by the ongoing site construction. The good humour, sense of commitment and ability of the entire village staff to make accommodations during these challenging years has been commendable. The staff deserves many thanks for their excellent work.

The years ahead are full of promise. The capacity to manage increased visitation has been enhanced; the message of the Highland Village has been given greater visibility through recent publicity; the expanded historically relevant exhibits in the Welcome Centre will complete the time line of the on-site experience; genealogical and historical research in Cape Breton will be enhanced through the Seachas Centre, in memory of Jim St. Clair; the Welcome Centre will allow us to explore full year programming; the outreach of the Village has been strengthened through expanded social media and direct contacts; and there is

continued work on the implementation of the recently adopted strategic plan that has been on hold due to COVID.

The biggest challenge facing the Village today is the level of provincial funding that is provided for locally managed museum sites in Nova Scotia. The funding for the Highland Village and the other locally managed provincial museums is currently at 98% of 2008 funding. In the intervening fourteen-years the Nova Scotia minimum wage has increased by 65%, and the cost of living has increased by 36%. For the Highland Village that means that currently 88% of our provincial funding is committed to salaries with the remainder allocated for museum operations. That is inadequate on both fronts. Rodney and I have had discussions with provincial officials in the past year emphasizing the operational challenges that the Highland Village, and other museums, are facing. We are hopeful that the renewed awareness of the issue may lead to a significant change in provincial funding.

In conclusion, I want to extend my thanks and appreciation to the board, the staff, our financial supporters, and the provincial, federal, and municipal governments. I want to express a special thank you to Rodney Chaisson for his leadership during my time on the board. He epitomizes the energy, understanding, and enthusiasm that makes the Highland Village such a vibrant place. As an organization, the Highland Village is poised for the future and that would not have happened without the consistent vision and management provided by Rodney.

The Highland Village is well positioned to enrich its mission and vision, to create a vital and sustainable Gaelic community that bilingually nurtures, communicates, and celebrates the heritage and cultural identity of the Nova Scotia's Gaelic community. The heart and soul of the Highland Village is expressed in the intangibles that constitute the legacy of the Gaels in Cape Breton, their language, culture, history, music, dance, and traditions. That is where the Highland Village makes a unique contribution to the understanding of how the Gaels have contributed to the Canadian mosaic.

Respectfully Submitted

M.A. MacPherson, President

The Nova Scotia Highland Village Society

November 30, 2022

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, 2021 to March 31, 2022.

The theme for the 2021/22 fiscal year has really been about our resiliency in responding and adapting to the 2nd year of an international health crisis while undertaking the largest site redevelopment project and related fundraising campaign in the history of our organization.

The Impact of COVID-19

When we closed for the season in fall of 2019, 25,980 people had been through our site, representing our fifth consecutive year of growth in visitation, the last three of those years being record numbers. As we recovered from our busiest season ever, we began preparing for what we expected be an even busier 2020 season based on projections from tourism growth, cruise ship bookings, and excitement around our site redevelopment.

Five short months later, 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 and long lasting.

- 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 in 2020 during a shortened season that only ran 5 days a week for 11 weeks. In 2021, we there was a slight improvement in visitation with 5,611 visitors (78% less than 2019). Our 2021 season looked a lot like 2020. Our normal season is 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. Special events and in-person/on-site programming were cancelled for both years.
- 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. Enhanced cleaning protocols, mandatory masking, occupancy limits, and social distancing became the norm.

With the monumental 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 in 2020/21. During the 2021 season, the province offered free admissions to Nova Scotia Museum Sites. As a result, our earned income was even lower. However, we did receive an increase in funding to offset the loss of admission revenue (see Treasurer's report).

In spite of the loss of earned income, we were fortunate that the Province of Nova Scotia ensured the security of our operational funding. In addition, the Government of Canada offered 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, and keep our staff employed.

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 past two years, 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).

In the winter of 2022, the Province of Nova Scotia announced its plan for returning to "normal" while living with COVID-19 - without public health restrictions and mandates. After two difficult years adapting to the pandemic, we could finally begin the path to recovery. The 2022 visitor season (which will be covered more in depth in next year's report) did make a significant step forward towards that recovery with a strong rebound of tourism, in particular cruise, as well as a return of events and programs on site. We do see a full recovery from COVID in our future, it just might take a year or two to get there.

Site Development Program

In the spring of 2019, Baile nan Gàidheal | Highland Village embarked on the most ambitious site development program and first capital campaign in its history. The time of COVID provided both challenges and opportunities for the Society. I'll discuss that shortly, but first here is a quick recap on the elements of the project and where we currently stand:

- A new modern **public washroom** building next to church was completed in June 2020. The building is to support our vital cruise ship market as well as church functions and rentals. It was designed by AWMG Architecture and built by Brilun Construction.
- A new **shingle mill** building to house working period shingle mill equipment from the Cash family in Irish Cove was completed in December 2020. The equipment was re-commissioned in September 2021 and officially opened in September 2022. The building was designed by AWMG Architecture with the slab laid by Brilun Construction and the building constructed by Highland Village staff.
- The renovation of **little barn** to an activity/programming centre was completed in January 2021. That work was undertaken by Highland Village staff using a lot of materials recycled from the old stage.
- A new modern **workshop** to support the site maintenance program was completed in March 2021. It was designed by Anne Sinclair Architect and built by Brilun Construction.

- The renovation of the old visitor centre into **curatorial centre** got underway in the fall of 2020. Phase 1 which included the exterior recladding was completed in March 2021. The renovations were designed by Abbot Brown and completed by Brilun Construction. Phase 2, which will take place after the move in to the new Welcome Centre, will focus on the interior renovations to support artifact storage and the costume department.
- The centre piece of the project - a new 7,700 sq. ft. **Welcome/Cultural Centre** (with gift shop, exhibit galleries, library/archives, multi-purpose room, kitchen, and offices) saw substantial completion in July 2022. We are targeting the spring of 2023 for the official opening after the completion of exhibits, set up of the Seanchas Centre, and move of offices from the old visitor centre. The building was designed by Abbot Brown and built by Brilun Construction. The building was designed using Passive House principles.
- The exhibition/interpretation aspect of the project will feature four exhibits - 2 indoor and 2 outdoor. The indoor exhibits (orientation and the Gaelic Nova Scotia story since the 1920s) will be housed in the new Welcome Centre. An outdoor 5 panel exhibit on the Bras d'Or Lake will stand overlooking the lake next to the Malagawatch Church. Those three exhibits are in the final phase of fabrication and installation which will be completed in the winter of 2023. Conceptual work for those exhibits was undertaken by Highland Village staff, designed by Vibe Creative Group, and fabricated and installed by Skyline Atlantic. The fourth exhibit focused on the Mi'kmaw is in the conceptual phase. A council of Elders has been established to oversee that component.

Since the program began, the budget has grown. What was originally a \$3.6 million program is now approximately \$6.8 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 have also received \$225,000 in additional funds to support the exhibit component of the project from CCTH and Support4Culture.

We very much appreciate the support of the Province, in particular the Department of Public Works 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. We have also been working with RBR Developments since the winter of 2020 to support our Next Chapter Campaign. In spite of the pandemic, we have been able to identify and engage with generous folks who support our work and have made significant contributions our our campaign. In July 2022, we launched our public fundraising campaign to raise the final \$300,000.

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 Planning

At its September 2019 meeting, the Society's Board of Trustees approved a new strategic plan. The plan identified five strategic goals that were to guide the Society over subsequent four years: Strengthen the Story; Team Recruitment & Retention; Immersive Experiences; Creative Partnerships; and Enhanced Site & Tours. With the arrival of COVID-19 implementation of our plan was temporarily paused as we dealt with the crisis management of the pandemic and our site development project.

A key recommendation from our strategic plan was to develop a human resources strategy. An ad-hoc board committee was established to work with me to develop a terms of reference for the project. In the fall of 2021, a term position was advertised and in January of 2022 Darlene MacInnis of Barra Glen began her work. Her final report and recommendation were delivered in June 2022. Implementation will begin this winter.

Once the site development plan is complete and we have a better sense of our budget projections for the next few years, we will be revisiting and renewing the overall Strategic Plan.

Hector MacKenzie

Tradition bearer and long time supporter of the Highland Village, Hector MacKenzie, passed away last spring. Hector, from the musical MacKenzie family was a fiddler, composer, singer and popular emcee. He was also instrumental in the establishment of Highland Village Day Concert and emceed the concert for many years. There will be a dedication to Hector in the next issue of *An Rubha*. We are also dedicating the 2022 Highland Village Day concert.

Other great friends that we lost included long time volunteers Jimmy Hector MacNeil and Jessie MacKinnon, and tradition bearers Catherine MacNeil of Christmas Island, Angie Farrell of Benacadie, and Katie Maggie MacLeod of Inverness

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 \$80,810.30 at December 31, 2021. Three scholarships were awarded in 2021 to Vincent McDonald, a fiddler and Gaelic learner from Halifax (\$1,000); Cameron MacNeil, a piper and dancer from Christmas Island (\$1,000), and Ruby MacDonald, a fiddler, Gaelic singer, and dancer from Creignish (\$500). Since 2014, the Highland Village has distributed \$15,500 to 17 youth to help them with their cultural journey.
- **An Rubha, The Highland Village Folklife Magazine** will finally be published this winter with wonderful cultural content, Highland Village news, and tributes to special people we have lost. The issue is dedicated to the memory of Jim St.Clair and Hector MacKenzie - both of whom have had tremendous impacts on the Village.
- The **60th Annual Highland Village Day Concert** took place as an on-line recorded concert that aired on our Facebook and YouTube

channels on August 7, 2021. The 1.5 hour presentation featured performances recorded in various locations throughout the Highland Village site with a focus on youth.

- In addition to our site development projects, there were a number of other **maintenance projects and improvements** around the site: exterior work to the carding mill, church, and school (maintenance allowance from NS Public Works; as well as interior painting of the church.
- Staff Milestones - Congratulations and thank you to Highland Village animator Marie Chehy, textile consultant Vicki Quimby and custodian Patricia Gaudley for their 35, 30 and 25 years service respectively to the Highland Village.
- The 2021 Highland Village **Award of Merit** was awarded to Catriona Parsons for all of her work in promoting and teaching Gaelic language and culture.
- Other significant initiatives and projects include: working with the Nova Scotia Museum on the new CI+ collections management system and on-line gift shops for NSM M8 sites; working on a framework for a Gàidhlig aig Baile Insitute to support community-based social language learning as well as a study on the social, economic and cultural impact of Gaelic language and culture with the Office of Gaelic Affairs; and developing the Storied Island Trail marketing partnership with Eskasoni Cultural Journeys and the Fortress of Louisbourg.

Acknowledgements (2021/22)

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 (2021)

Dell Corbett, Grand Mira ('Mira Jean' Clydesdale Horse), Sarah Nettleton (sheep), and Aileen MacLean (poultry).

Artefact & Archival Donations (2021)

Iver Gillis, Sydney; Leigh Johnson, Big Beach; Norm MacDougall, Whycocomagh; Susan MacFarlane, Maragaree; Hoss MacKenzie, Gillis Point; Jacinta MacKinnon, Baddeck; Samantha MacKinnon, Washabuck; Guy MacLean, Halifax; Threasa MacLean, Newfoundland
M.A. MacPherson, Creignish; Greg MacVicar, Marion Bridge; Ann Nestman, Halifax; Terry Rohland, Pubnico; and the former Marble Mountain Museum.

Financial Contributions (April 2021 to March 2022) - Includes donations to the Next Chapter Campaign, Treasures of Youth Scholarship fund, in memory of donations, in support of Gaelic programming, and general donations

Dorothy Almon, North Sydney; Eleanor Anderson, Sydney; Catherine Arseneau, Sydney; Brendan Baggitt, Fairfax, VA; Neil Bell, Baddeck; Elinor Benjamin, Dartmouth; John Blackwell, Pictou; John & Judy Bragg, Bragg Family Foundation, Oxford, NS; Alex Stan Campbell, Cowansville, QC; Ian Campbell, Oakville, ON; Kevin & Theresa Campbell, Shenacadie; Pius & Pauline Campbell, Jamesville; Charles & Marie Cash, Irish Cove; Susan T. Chernin, Toronto, ON; Roland Chiasson, Halifax; Christina Clayton, Denver, CO; Charles & Sandra Ellis, Little Narrows; John Farrell, Cobourg, ON; Frank Sobey, Firinn Investments Ltd., Stellarton; Jill Franklin, Iona; Kenneth Fraser, Westville; Donna Frizzell, North River Bridge; Catherine Ann Fuller, Baddeck; Margrit Gahlinger, St. Margarets Village; Marie Higgins, Ottawa Brook; Mike Hunter, West Bay; Fr. Ray Huntley, Shenacadie; Miriam Hursey, Arcadia, FL; Frances Langille, Truro; Betty Lord, Howie Centre; Philip Love, Dartmouth; Magdalen Lowe, Antigonish; Joy Lusk, Washington, DC; Ian & Cathy MacCalder, Orangedale; Anne MacDermid, Sydney; Angus Tulloch MacDonald, Mabou; Brian MacDonald, St. Andrews; Christina MacDonald, Pictou; Erin MacDonald, London, ON; John James MacEachern, Sydney; Dave MacFarlane & Lynn Davies, Fredericton, NB; Frank MacInnis, Creignish; Wayne MacIntosh, St. John West, NB; Burton MacIntyre, Whycocomagh; Alice MacIsaac, Creignish; Flora MacIsaac, Sydney; Ann & Wayne MacKay,

Whycocomagh; Sheldon MacKenzie, Sydney; Francis & Peggy MacKinnon, Baddeck; Hughie & Linda MacKinnon, Benacadie; Joe MacKinnon, Antigonish; John MacKinnon, Goderich, ON; Kenzie MacKinnon, Halifax; Malcolm MacKinnon, Northside East Bay; Michael Angus MacKinnon, Big Beach; Dr. Richard MacKinnon, Sydney; Gordon MacLean, Sugar Camp; Pauline MacLean, East Lake Ainslie; Susan MacLean, Howie Centre; Vince & Charlotte MacLean, Washabuck; Archie MacLellan, Baddeck; Clarence MacLennan, River Denys; Jack & Anita MacLeod, Ingonish Beach; Thomas MacLeod, Baddeck; Alan J. MacMillan, Sydney; Boyd & Lisa MacNeil, Sydney; Daniel MacNeil, Lingan; Jackie MacNeil, Creignish; John MacNeil, Sydney; Kaye Anne MacNeil, Benacadie; Liz MacNeil, Iona; Michael & Helena MacNeil, Jubilee; Murdell & Larry MacNeil, Iona; Murdock MacNeil, Florence; Vincent MacNeil, Bedford; Rosemary MacNeil & Alfred Larter, Waverley; Andrew MacPherson, Stockholm, Sweden; Murdock MacPherson, Creignish; Gordie Matthews, River Denys; Brian McConnell, Clementsport; Ron McConnell, Antigonish; Violet McDonald, Toronto, ON; Jamie & Ida-Jean McIntyre, Victoria, BC; Rosemary McLean, D'Escousse; Barbara Morrison, Sydney; Henry & Betty Muggah, Baddeck; Harry Munro, Kings Head; Mary & Cliff Murphy, Sydney; Anne Nestman, Halifax; David L. & Marion Newlands, Arnprior, ON; NuStar Terminals Canada Partnership, Point Tupper; Anita Price, Halifax; Mae Rowe, MacAdam's Lake; Denis Ryan, Halifax; Henry Schwarz, Linden, NJ; Barry Shears, Royston, BC; Rob Steele, Dartmouth; Genevieve Whalen, Judique; and Paul Wukitsch, Shenacadie.

Sympathies

To the families of Mike Pruski (husband of board member Dena), Chris Kaiser (son-in-law of staff member Pauline Campbell), Kenzie MacNeil (brother of board member Wilf), Catherine and Harry Steele (sister and brother in law of board member Roland Thornhill), Georgina Betts (step mother of staff member Pauline MacLean), and James MacDonald (father of staff member Shamus Y.).

In closing, I wish to thank our board, staff and volunteers for their continued unwavering support and contributions, especially through this difficult and challenging period. 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 and of the operational twists and turns as we adapted to the impacts of the pandemic.

I especially want to express my deepest appreciation to M.A. MacPherson, our departing President. I cannot thank him enough for his unwavering support, contributions, and counsel. The time, energy, and enthusiasm he has contributed to our organization, especially our Next Chapter fundraising campaign is incredible. Through his leadership and assistance, we have accomplished the most significant site development project in our history and are on the cusp of achieving our first capital campaign. That legacy speaks for itself.

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 30, 2022*

Financial Report

- Gordon Campbell, Treasurer

I am pleased to provide this overview of the finances of the Nova Scotia Highland Village Society for the year ended March 31, 2022. 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	2022	2021
Cash	\$ 636,989	\$ 763,774
Receivables	\$ 303,629	\$ 80,021
Inventory	\$ 42,576	\$ 43,939
Prepays	\$ 5,296	\$ 4,761
Restricted Cash	\$ 0	\$ 365,242
Total Assets	\$ 988,490	\$ 1,257,737

Liabilities & Surplus

Payables & Accruals	\$ 556,874	\$ 113,976
Deferred Rev- Ops	\$ 194,132	\$ 124,165
Deferred Rev - Site	\$ 0	\$ 365,242
Total Liabilities	\$ 751,006	\$ 603,383
Surplus/Net Assets	\$ 237,484	\$ 654,354
Total Liabilities/Surplus	\$ 988,490	\$ 1,257,737

Balance Sheet

- The Society was in a positive cash position at year end with assets of \$988,490 including: (a) \$636,989 in cash assets; (b) \$303,629 in receivables (HST & site development); (c) \$42,576 in gift shop inventory; and (d) \$5,296 in prepaid expenses for the 2022/23 fiscal year. Restricted cash is showing a \$0 as these funds were designated for the site development project and were utilized as part of that on-going work.
- Liabilities of \$556,874 were mostly payables and accruals, largely related to the site development project; and operational deferred revenue of \$194,132. Operational deferred revenue included grants received for projects that will take place in 2021/22. Site development deferred revenue was \$0 at year end. Those are internally restricted funds collected for the site development project.
- The Society's net assets were \$237,484, a decrease of \$416,870 from \$654,354 at March 31, 2020 - 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 of \$26,0457 was received from the NSM to off-set loss of admissions as all NSM sites had free admission in July and August of 2021.
- Our annual maintenance allowance from the Department of Public Works came in at \$28,698. The allowance is based on actual billings to Public Works for work completed by our maintenance staff.

Statement of Revenue & Expenditures	Budget 2021/22	Actual 2021/22	Actual 2020/21
Revenue			
Nova Scotia Museum	\$ 738,296	\$ 764,343	\$ 745,496
Admission Fees*	\$ 15,000	\$ 172	\$ 13,018
Donations*	\$ 1,000	\$ 2,301	\$ 1,064
Food Svs & fundraising*	\$ 1,000	\$ 1,863	\$ 1,108
Gift Shop/Retail*	\$ 40,000	\$ 34,919	\$ 27,008
Miscellaneous*	\$ 3,700	\$ 5,900	\$ 8,260
Public Works - Maintenance	\$ 30,000	\$ 28,698	\$ 30,013
Programming*	\$ 0	\$ 0	\$ 20
CEWS (Wage Subsidy)	\$ 0	\$ 194,830	\$ 490,908
<i>Special projects</i>	\$ 60,000	\$ 2,522,733	\$ 488,000
Total revenue	\$ 888,996	\$ 3,555,759	\$ 1,804,895
Operating Expenditures			
Retail Operations	\$ 24,000	\$ 25,028	\$ 24,939
Cultural Interp./Programs	\$ 11,000	\$ 10,881	\$ 9,082
Site & Facilities	\$ 66,000	\$ 84,033	\$ 75,933
Operating/Administrative	\$ 864,326	\$ 778,108	\$ 895,037
<i>Special projects</i>	\$ 110,000	\$ 3,064,320	\$ 486,883
Total expenditures	\$ 1,075,326	\$ 3,962,370	\$ 1,491,874
Capital improvements	\$ (10,000)	\$ (10,259)	\$ (8,976)
Net surplus/(deficit)	\$ (196,330)	\$ (416,870)	\$ 304,045
	\$ 965,326	\$ 898,050	\$ 1,004,991

- The Society had earned income (*noted with an **) of only \$45,155 in the fiscal, a drop of 11% from \$50,478 in the previous year, and a significant drop of 88% from \$372,585 in 2019/20. This decrease was entirely the result of the COVID-19 pandemic. 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 80% in 2021. Additionally, all NSM Sites were free in 2021. Special funding was provided to off-set that loss in revenue.
- The loss of earned income was offset with operational subsidies from the Government of Canada, namely \$194,830 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 of \$898,050 (not including special projects) to March 31, 2022 were 11% or \$106,941 lower than last year, and 7% or \$67,276 under budget. There was a decrease in wage expense. There were increased expenses for maintenance projects mostly related to the interior painting of the church and conversion of the staff washroom from compost to flush toilets. There were also additional electricity and snow removal expenses due to the site development project.
- Wages and benefits of \$697,208 were net of \$36,643 in wage subsidies received from the federal and provincial student wage programs. Net wages were down \$116,929 or 13% over last year and 10% or \$86,218 below budget.

Statement of Changes in Net Assets	Unrestricted fund	Restricted replacement reserve	Site development reserve	Unused sick days reserve	2022 Total	2021 Total
Opening Balance	\$ 309,210	\$ 199,909	\$ 124,892	\$ 20,343	\$ 654,354	\$ 350,309
(Deficiency) excess of revenues over expenditures	\$ (416,870)	\$ 0	\$ 0	\$ 0	\$ (416,870)	\$ 304,045
Transfer to (from) reserve (net)	\$ (2,105)	\$ 0	\$ 2,105	\$ 0	\$ 0	0
Site development deficit to be funded	\$ 609,776	\$ 0	\$ (609,776)	\$ 0	\$ 0	\$ 0
Balance, end of year	\$ 500,011	\$ 199,909	\$ (482,779)	\$ 20,343	\$ 237,484	\$ 654,354

- Project funding of \$2,522,733 included: \$2,175,910 for the site development project; \$144,000 for exhibit development from CCTH; \$60,823 from Gaelic Affairs for Gaelic related projects; and \$100,000 from Canadian Heritage's COVID program for museums. The difference between project expenses and revenues is largely due to site development fundraising yet to be realized or received.

Statement of Changes in Net Assets

- The Society reported an overall deficit of \$416,870 at year end decreasing our net assets from \$654,354 at March 31, 2021 to 237,484 at March 31, 2022. This decrease is due to fundraising revenues yet to be realized or received.
- The operating (unrestricted) fund increased by \$190,801 from \$309,210 at March 31, 2021 to \$500,011 at March 31, 2022.
- Restricted reserve fund balances at March 31, 2022 included: Replacement reserve (\$199,909) and Unused sick days (\$20,343).

- At March 31, 2022, the site development deficit was \$482,779. This includes all of our share of the project costs (except \$9,083). The deficit is expected be retired over the next couple of years with pledges and fundraising yet to be realized.
- 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, 2021, the value of accrued unused sick days was \$137,854.

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,

Gordon Campbell, Treasurer & Chair of Finance Committee

November 30, 2022

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 Madeline Harvey (Chair), Hector MacNeil and Joanne MacGillivray. The committee thanks retiring board members Murdock (M.A.) MacPherson and Don Hyslop 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 two individuals for election to serve on the Society's Board of Trustees: Rhonda Walker, Red Islands and Robert MacNeill, Ben Eoin.

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)
- 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)
- Rhonda Walker, Red Islands (Exp. 2025/28)

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

- President - Hector MacNeil
- Vice President - John Hugh Edwards
- Treasurer - Gordon Campbell
- Secretary - Dena Pruski

Respectfully submitted,

The Nominating Committee

Madeline Harvey (Chair), Joanne MacGillivray & Hector MacNeil

November 30, 2022

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. Now retired, 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.

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'kmaq & 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.

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 lives 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.

Rhonda Walker is a retired civil servant who spent the last 16 years of her career with the NS Dept. of Communities, Culture & Heritage (CCH). She held a variety of roles, most recently Executive Director of Archives, Museums, and Libraries. She has worked closely with volunteer boards, providing advice and support. Now living in Red Islands, she was raised in Sydney and spent many summers at the Walker farm in Ottawa Brook helping to bring in the hay (old school with horses and pitchforks). It was there that she first heard of the Highland Village and of course Highland Village Day. She was excited to support the Village's work and plans for expansion and "Next Chapter" while at CCH.

NSHVS Board of Trustees 2021/22*

Dr. M.A. (Murdock) MacPherson, Creignish - President (2014)
 Hector MacNeil, Castle Bay - Vice President (2020)
 Gordon Campbell, Whycocomagh Portage - Treasurer (2019)
 Dena Pruski, Northside East Bay - Secretary (2020)
 Matthew Cook, Reserve Mines (2021)
 John Hugh Edwards, Ross Ferry (2021)
 Madeline Harvey, Estmere (2019)
 Don Hyslop, East Kingston (2021)
 Jodi MacDonnell-Scott, Coxheath (2017)
 Joanne MacGillivray, East Bay (2020)
 Kenzie MacKinnon, Halifax (2021)
 Donnie MacNeil, Beaver Cove (2017)
 Wilf MacNeil, Johnstown (2019)
 Michelle Smith, Skye Glen (2017)
 Roland Thornhill, Baddeck (2020)

Active Board Committees:

Executive Committee	M.A. MacPherson (Chair), Hector MacNeil, Gordon Campbell & Dena Pruski
Finance Committee	Gordon Campbell (Chair), Matthew Cook, Michelle Smith & Roland Thornhill
Fundraising/Engagement Committee	M.A. MacPherson (Chair), Jodi MacDonnell-Scott, Donnie MacNeil & Roland Thornhill
Ad-Hoc Human Resource Committee	Gordon Campbell, John Hugh Edwards, Madeline Harvey, Wilf MacNeil, & Dena Pruski
<i>Stòras na h-Òigridh</i> Treasures of Youth Committee	Margie Beaton, Abigail MacDonald, Stephanie MacDonald, Kenzie MacKinnon, David MacLean, Susan MacLean, Donnie MacNeil, Lisa MacNeil (Chair) & Meaghan O'Handley
Nominating Committee	Madeline Harvey (Chair), Joanne MacGillivray & Hector MacNeil

*Board as of November 2021 AGM

NSHVS Staff 2021/22 (April 2021-March 2022)

- 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), John MacLean (Animator/Mill Operator), 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) & 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)
- Darlene MacInnis, Human Resource Specialist (term)
- *Student Animators (term):* Kalen Bonaparte, Grace Campbell, Zoie Chaisson, Jessica MacLean, Logan MacLellan, Cody MacNeil & 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, Tourism & 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: Public Works*, Gaelic Affairs (CCTH); and Labour and Advanced Education. (*Dept names as of Fall 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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