

## ***Glace Bay Revitalization Strategy***

### ***Introduction:***

Glace Bay has a rich heritage, culture and social fabric. For the past one hundred years, Glace Bay's economy rested on the twin pillars of coal mining and fishing. It mined coal from the depths of the earth and from under the Atlantic Ocean. In its' history it was noted as the largest town in Canada and the site of 12 collieries. Its population peaked in 1951 at 25,586. For much of its history Glace Bay has had a positive impact on the economy of Cape Breton, Nova Scotia and Canada. For over 100 years, coal represented one of the largest revenue sources for Nova Scotia and Glace Bay played a significant part in this revenue. It was this vibrant economy, along with the natural beauty of the area that was key factors in attracting men like Bell and Marconi to the Island.

The region remembers a past filled with the faces of many cultures, busy streets, successful merchants and a vibrant social scene. Around the turn of the last century Glace Bay's photography displays a spirited town, with beautiful architecture and vital enterprises. But times change and memories fade and the large contributions of Glace Bay have mostly been forgotten.

With the onset in the mid 1990's of the demise of the coal and steel industries plus the dramatic reductions in fishing quotas Glace Bay's future came into question. Many residents have had to leave the area for employment. Glace Bay's downtown core deteriorated, businesses closed, population declined (2011 census – 19,076) and apathy began to set in. The younger generation in the community has grown up in a time of continuous decline. The spirit, however, that has been passed from generation to generation doesn't recognize the term "quit".

Glace Bay still has a lot to offer. It is home to the Savoy Theater, the cultural center of Cape Breton Island, as well as to one of the largest municipal park complexes on the Island- Renwick Brook and Queen Elizabeth Park. The Cape Breton Miner's Museum static displays and underground mine tour as well as Parks Canada Marconi Museum play a pivotal role in attracting tourist to the island. Other significant assets include Bayplex (an arena/entertainment complex), South Street Ball Park, Convergys Call Center employing hundreds of employees with plans to increase its work force, our 116 year old Historic former Town Hall now the Glace Bay Heritage Museum, the Cape Breton Regional Police Service, the UNIA Cultural Museum representing the history of African Canadians in Cape Breton and a renewed entrepreneurial spirit among Glace Bay residents.

The most recent revitalization plan for the Glace Bay and Area was prepared in 2002, over fourteen years ago. Although some key recommendations regarding infrastructure enhancements and the implementation of a facade program were successfully implemented and embraced by the entire community, many other recommendations were never pursued and many are now obsolete.

***It is Time Now Again - to ignite that generational spirit that doesn't recognize the term "quit" and define our preferred future!***

It is with this spirit and vision that the Cape Breton Regional Municipality wishes to develop a comprehensive Glace Bay Revitalization Strategy Plan. This strategy becomes the blueprint for immediate action.

## ***STRUCTURE OF THE GLACE BAY REVITALIZATION STRATEGY***

### ***VISION, GOALS AND PRINCIPLES:***

Comprehensive statement of where Glace Bay needs to head and the significant new directions to take.

### ***PRINCIPAL STRATEGIC DIRECTIONS (PSD):***

The main directions to take in order to:

- Achieve the Vision
- Improve Standards
- Improve Competitiveness

### ***GOALS:***

What the PSD are expected to achieve.

### ***TASKS:***

Major undertakings required to achieve the goals of each PSD.

### ***OBJECTIVES:***

Each task must reach the identified target

### ***Activities***

Actions that must be undertaken in each task if the objectives are to be met.



The Plan would be outlined as follows:

***Background and Introduction***

Indicated in this section would be the background information, need for the Revitalization Strategy, the study's goals and objectives, key issues,

***Approach and Methodology***

Contains the approach, methodology and work plan.

***Existing Conditions Review***

Entails an examination of existing and potential future assets of the Glace Bay region, particularly those that may influence development of the community as a whole. With this analysis, the Revitalization Team can define development areas where the efforts should be focused.

***Development of a Marketing and Communications Plan***

Development of a broad-based marketing plan and communications strategy is critical in pursuing the goals and objectives of the revitalization program. It will demonstrate that the plan must be based in reality, on a thorough understanding of where we start and where we are going. It will require consensus forged with a common purpose and direction that a plan provides.

***Elements of the Revitalization Plan***

To contain the rationale/vision statement/plan objectives/any boundary definitions/community image/architectural branding and key elements of the revitalization Plan.

***Implementation of the Strategy and Costs***

Identifies long- term strategy/new planning tools/redevelopment strategy/construction phasing/cost estimates.

***Funding Program Recommendations***

To identify possible funding partners, their resources and programs.

***Economic Impact***

The preparation of the economic impact for the Glace Bay Revitalization Plan. This consists of measuring the direct, indirect and induced impacts of the construction and operational phase of the phase.

The overall objective is to establish Glace Bay as a vibrant community within the Cape Breton Regional Municipality that attracts new business, encourages local entrepreneurship, new residents and visitors in a sustainable manner.

## John F. Phalen

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**From:** Eileen Lannon Oldford <eileen@businesscapebreton.ca>  
**Sent:** Sunday, November 27, 2016 7:07 PM  
**To:** Michael J. Merritt; John F. Phalen  
**Cc:** 'Douglas Rudderham'  
**Attachments:** Glace Bay Revitalization Strategy.doc

Hi Mike and John

Here is the information for consideration to incorporate into the email that is to be prepared for Kelliann for the \$225,000.00 request. It has been sent to the Mayor for his review. Please feel free to adjust at your discretion. Would you please advise Parker and I when the letter is ready so he may have Geoff review a copy and he can expedite on his end.

Much appreciated!

Eileen

## John F. Phalen

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**From:** Eileen Lannon Oldford <[eileen@businesscapebreton.ca](mailto:eileen@businesscapebreton.ca)>  
**Sent:** Wednesday, November 30, 2016 6:24 AM  
**To:** John F. Phalen  
**Cc:** Parker Rudderham; Cecil Clark; Michael J. Merritt  
**Subject:** Re: Geoff's response

Thanks John for your attention to this request. I am available tomorrow should you require anything further.  
Eileen

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Eileen Lannon Oldford  
CEO Business Cape Breton

On Nov 29, 2016, at 10:10 PM, John F. Phalen <[jfphalen@cbrm.ns.ca](mailto:jfphalen@cbrm.ns.ca)> wrote:

Just got back from Halifax...will be in the office tomorrow am....will draft the response

JP

Sent from my Bell Samsung device over Canada's largest network.

----- Original message -----

**From:** Eileen Lannon Oldford <[eileen@businesscapebreton.ca](mailto:eileen@businesscapebreton.ca)>  
**Date:** 2016-11-29 7:12 PM (GMT-04:00)  
**To:** Cecil Clark <[cecilclarke@eastlink.ca](mailto:cecilclarke@eastlink.ca)>, "Michael J. Merritt" <[mjmerritt@cbrm.ns.ca](mailto:mjmerritt@cbrm.ns.ca)>, "John F. Phalen" <[jfphalen@cbrm.ns.ca](mailto:jfphalen@cbrm.ns.ca)>  
**Cc:** Parker Rudderham [REDACTED] > Section 480 MGA  
**Subject:** Geoff's response

Hi Gentleman

Geoff's response sent to Parker re the document.

If we can get the CBRM letter/email to Kelliann tomorrow it would expedite the approval and flow of funds.

Thanks Eileen

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Eileen Lannon Oldford  
CEO Business Cape Breton

Begin forwarded message:

**From:** Douglas Rudderham <[REDACTED]>  
**Date:** November 29, 2016 at 4:36:31 PM AST  
**To:** [cecilclarke@eastlink.ca](mailto:cecilclarke@eastlink.ca)

Section 480 MGA

**Cc:** Eileen Lannon Oldford <[eileen@businesscapebreton.ca](mailto:eileen@businesscapebreton.ca)>  
**Subject:** Fwd: RE:

Parker Rudderham



Section 480 MGA

Sent from my iPhone

Begin forwarded message:

**From:** "MacLellan, Geoffrey C" <[MACLELGC@novascotia.ca](mailto:MACLELGC@novascotia.ca)>  
**Date:** November 29, 2016 at 4:34:15 PM AST  
**To:** 'Douglas Rudderham'



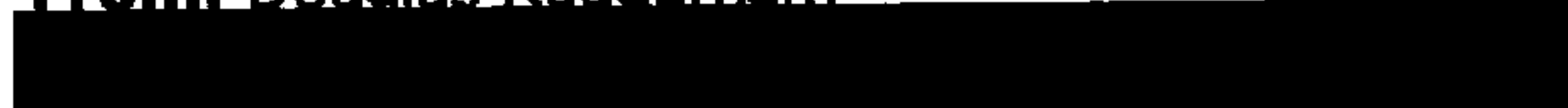
Section 480 MGA

**Subject:** RE:

Looks fantastic!

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**From:** Douglas Rudderham



Section 480 MGA

**Sent:** Tuesday, November 29, 2016 2:09 PM  
**To:** MacLellan, Geoffrey C  
**Subject:** Fwd:

Parker Rudderham



Section 480 MGA

Sent from my iPhone

Begin forwarded message:

**From:** "Eileen Lannon Oldford"  
<[eileen@businesscapebreton.ca](mailto:eileen@businesscapebreton.ca)>  
**Date:** November 29, 2016 at 1:28:57 PM AST  
**To:** "'Cecil P. Clarke'" <[cpclarke@cbrm.ns.ca](mailto:cpclarke@cbrm.ns.ca)>, "[Cecil Clarke](mailto:cecilclarke@eastlink.ca)", "[Michael J. Merritt](mailto:mjmerritt@cbrm.ns.ca)"  
<[mjmerritt@cbrm.ns.ca](mailto:mjmerritt@cbrm.ns.ca)>, <[jfphalen@cbrm.ns.ca](mailto:jfphalen@cbrm.ns.ca)>,

"Douglas Rudderham"

Section 480 MGA

Hi All

Here is the final product after today's discussion with the Mayor and John Phalen.

John it is my understanding from the Mayor that you will prepare the email ask to Kelliann once you return tomorrow. Would you please forward a copy to me.

Thank you to all!

Regards Eileen



## John F. Phalen

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**From:** Eileen Lannon Oldford <eileen@businesscapebreton.ca>  
**Sent:** Sunday, January 08, 2017 6:54 PM  
**To:** bruckschwaiger@cbrm.ns.ca; Amanda M. McDougall; George M. MacDonald  
**Cc:** Parker Rudderham; John F. Phalen  
**Subject:** Glacé Bay/Dominion Revitalization Plan

Thank you for taking my call on a Sunday to inform you that Business Cape Breton will be facilitating a process for a project to complete a Revitalization Plan for Glacé Bay/Dominion. The resources are in place to facilitate the process and to engage a Consulting Company through an RFP process. I look forward to working with you and Stakeholder Working Committee representative of your districts regarding the opportunity to have a plan developed to move your districts forward. I will be working closely with CBRM's Economic Development manager John Phalen throughout this process. I will see you at the meeting at Talo's on Friday. I have copied John Phalen and our BCB Chair Parker Rudderham for information purposes.

Cheers Eileen

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Eileen Lannon Oldford  
CEO Business Cape Breton

**John F. Phalen**

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**From:** Eileen Lannon Oldford <eileen@businesscapebreton.ca>  
**Sent:** Saturday, January 14, 2017 4:39 AM  
**To:** Section 480 MGA ilovette [REDACTED] Parker Rudderham; Cecil Saccary; dannyfellis [REDACTED] Duke Fraser; leroy\_peach [REDACTED]  
**Cc:** Cecil Clark; John F. Phalen; Michael J. Merritt; Mark Bettens; Christina Lamey  
**Subject:** Fwd: Glace Bay & Area Revitalization Plan  
**Attachments:** Background - Glace Bay & Area Revitalization Plan as of Jan 12-17.docx; ATT00001.htm; Press Release - GBA Revitalization Plan.docx; ATT00002.htm

For your information purposes. Scroll down for Press Release and background info for Glacé Bay and Area Revitalization Plan which encompasses now Reserve Mines and Dominion. BCB is in process of developing draft RFP and how the public meeting will be planned.

Cheers Eileen

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Eileen Lannon Oldford  
CEO Business Cape Breton

Begin forwarded message:

**From:** "Business Cape Breton" <info@businesscapebreton.ca>  
**Date:** January 13, 2017 at 11:30:08 AM AST  
**To:** <info@businesscapebreton.ca>  
**Subject:** Glace Bay & Area Revitalization Plan

Please see the attached. Thank you!

## John F. Phalen

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**From:** John F. Phalen  
**Sent:** Wednesday, November 30, 2016 11:02 AM  
**To:** 'Kelliann.Dean' [REDACTED] Section 480 MGA  
**Cc:** Michael J. Merritt; Marie J. Walsh  
**Subject:** Glace Bay Pilot Project  
**Attachments:** Glace Bay Revitalization Plan - November 29-16 (3).doc

Deputy Minister,

I am following up in regard to discussions that the Board of Business Cape Breton have had with the province in regard to a number of strategic projects that they can pursue.

A pilot revitalization project for Glace Bay is envisioned and the project scope is attached.

Thank you for your assistance on this project and we look forward to receiving your response.



Section 480 MGA

John Phalen, P.Eng  
Manager  
Economic Development / Major Projects  
CBRM

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**John F. Phalen**

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**From:** Minister, DMA <DMAMIN@novascotia.ca>  
**Sent:** Thursday, December 08, 2016 3:35 PM  
**To:** Cecil P. Clarke  
**Cc:** Michael J. Merritt; John F. Phalen; Jones, Donna  
**Subject:** Correspondence from the Honourable Zach Churchill  
**Attachments:** Mayor Cecil Clarke - December 8-16.pdf

December 8, 2016

Please see the attached correspondence from the Minister of Municipal Affairs, Honourable Zach Churchill.

Thanks

Minister's Office  
Department of Municipal Affairs





**Municipal Affairs  
Office of the Minister**

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PO Box 216, Halifax, Nova Scotia, Canada B3J 2M4 • Telephone 902 424-5550 Fax 902 424-0581 • [novascotia.ca](http://novascotia.ca)

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December 8, 2016

Mr. Cecil Clarke  
Mayor  
Cape Breton Regional Municipality  
320 Esplanade  
Sydney, NS B1P 7B9

Dear Mayor Clarke:

I am writing as a follow up to Deputy Dean's letter of October 7, 2016 to Michael Merritt where we committed \$225,000 to support CBRM in conducting an innovative, community-led, viability exercise. Subsequently, on November 30, 2016, the Department received a request for \$225,000 from John Phalen, Manager Economic Development/Major projects for a pilot revitalization project for Glace Bay.

Our original offer of financial assistance was in response to Recommendation 17 of the Fiscal Review and your call for economic development support from the Department outside of the REN program. We envisioned an innovative approach to looking at the viability of the entire municipality, following a successful model that has been used in other urban areas with population decline.

Therefore, for clarification, the original offer of \$225,000 is no longer applicable and we will instead fund the \$225,000 Glace Bay revitalization project. Department staff will work with CBRM staff to ensure that the terms of reference and reporting requirements are clear.

We look forward to working with you.

Sincerely,

Zach Churchill  
Minister

c John Phalen, CBRM [jfphalen@cbrm.ns.ca](mailto:jfphalen@cbrm.ns.ca)  
Michael Merritt, CAO, CBRM  
Donna Jones, Senior Financial Analyst, Department of Municipal Affairs