

Bellefontaine, Laura

From: John F. Phalen <jfphalen@cbrm.ns.ca>
Sent: Wednesday, November 30, 2016 11:02 AM
To: Dean, Kelliann M
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.



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

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Glace Bay Revitalization Plan

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 displayed 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 have 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. Examples of 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; the 116 year old historic former Town Hall known now as 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.

Downtown Glace Bay has been experiencing signs of decline in spite of its many assets. There are fewer businesses and except for a few, the business infrastructure on Main Street has for the most disappeared. Commercial Street along with the remaining business district has become tired with little progress and a deteriorating customer base.

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 Glace Bay's preferred future!* It is with this spirit and vision that the Cape Breton Regional Municipality wishes to develop a comprehensive Glace Bay Revitalization Plan. This plan will become the blueprint for immediate action.

Proposed Structure

As mentioned, the last update for Glace Bay was done in 2002 and was based on Principal Strategic Directions with the overall objective 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.

Currently working with the Cape Breton Regional Municipality, Business Cape Breton is looking at exploring a partnership with the Province of Nova Scotia to engage in the development of a Glace Bay Revitalization Plan. This direction would provide Glace Bay the opportunity to have a pivotal impact on its community resulting in an overall economic contribution to the Cape Breton Regional Municipality.

Business Cape Breton will work with the Cape Breton Regional Municipality's Economic Development Office, and a Glace Bay Working Committee to develop and flush out the Terms of Reference for the development of the Glace Bay Revitalization Plan.

Project Time Period

Start Date: November 1, 2016

Completion Date: May 31, 2017

Funding Request

Amount requested: \$225,000

These funds will cover Business Cape Breton's operational costs. Inclusive in the amount of \$225,000 as well will be the cost to engage a consultant to develop the Glace Bay Revitalization Plan.

Notes:

Business Cape Breton will work with the Cape Breton Regional Municipality by managing this project. Their responsibilities will include facilitation of the process, developing Terms of References (Request for Proposal) and evaluation process, working with Glace Bay Working Committee, overseeing work of the consultant, providing communications among all partners. These responsibilities are not to be determined all inclusive.

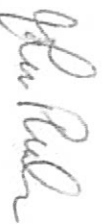
Bellefontaine, Laura

From: John F. Phalen <jfphalen@cbrm.ns.ca>
Sent: Saturday, April 22, 2017 8:37 AM
To: Dean, Kelliann M
Cc: Marie J. Walsh
Subject: FW: Business Cape Breton
Attachments: Proposal for PNS 2017.pdf

Dear Deputy Minister,

Has there been any progress on this file? Please contact if any further information is required.

Best Regards,



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

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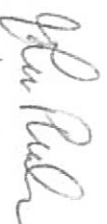
From: John F. Phalen
Sent: Tuesday, March 21, 2017 8:06 AM
To: Kelliann.Dean@novascotia.ca
Cc: Michael J. Merritt; 'mla@geoffmaclellan.ca'
Subject: Business Cape Breton

Dear Deputy Minister,

Please find attached proposal from Business Cape Breton that outlines work to be proposed for April 1, 2017 to March 31, 2018.

We would ask that you review and consider our request to pursue this work for the coming fiscal year.

Any questions, please contact.



John Phalen, P.Eng

Manager
Economic Development / Major Projects
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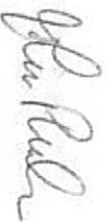
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CBRM

PROJECT PROPOSAL

The CBRM is proceeding with its 2017 – 2018 economic development direction. Business Cape Breton as CBRM's economic development arm will work in tandem with CBRM and our Economic Development Manager, John Phalen. CBRM is engaging Business Cape Breton to carry out the following project initiatives for this fiscal year. The components of this project proposal supports the economic mandate of CBRM, and will be aligned to the various government strategies for the region.

BUSINESS DEVELOPMENT COMPONENT

OBJECTIVE:

- *To support the successful creation, operation, and growth & retention of small business within the Cape Breton Regional Municipality.*

ACTIVITIES:

- ✓ Entrepreneurship Awareness
- ✓ Business Advisory Services
- ✓ Engagement in Business Plan Development
- ✓ Develop, support, manage, and/or implement business project & initiatives and business recruitment efforts within CBRM
- ✓ Promote Think Cape Breton First Program
- ✓ Development of the Protégé/Vanguard Mentoring Program

ECONOMIC DEVELOPMENT COMPONENT

OBJECTIVE:

- *To promote and facilitate CBRM regional economic development goals while providing regional leadership on targeted economic development initiatives & support to the CBRM business region, operating as connectors among economic development partners, and supporting business growth & retention.*

ACTIVITIES:

- ✓ Initiatives/Proposed Projects - Identify economic development initiatives, programs, or projects with the direction of CBRM

- ✓ Marketing and Promotions – Provide support to the Port Team for the commercialization of the Port of Sydney
- ✓ CBRM Blossoming Project
- ✓ Support to Port-Related Businesses
- ✓ Marketing Foreign Trade Zone and working in partnership to develop a FTZ Website
- ✓ Planning and hosting in collaboration with CBRM – CBRM Action 2022: Business/Industry Day event
- ✓ Planning for the Whitney Pier/New Waterford Revitalization Project:
 - Developing Background Document
 - Development of RFP/Tender Package
 - Evaluation of Proposals
 - Seek Funders
 - Hire Consultant
 - Oversee Whitney Pier/New Waterford Revitalization Plan
 - Pursuing and follow-up to the initiatives from the Glace Bay/Dominion/Reserve Mines Revitalization Plan

COMMUNITY ECONOMIC DEVELOPMENT COMPONENT

OBJECTIVE:

- *To develop, promote, support and implement projects and initiatives that are identified by CBRM and build upon the regions past infrastructure investment.*
-

ACTIVITIES:

- ✓ Plan, develop, promote, and implement specific projects identified by CBRM
 - Indian Beach Project
 - Munro Park Soccer Project
 - The Atlantic Memorial Park Project
 - Participation in project planning with committees/project proponent.
 - In collaboration with group or organization: provides research information and development of project proposal
 - Input to planning documents/funding request
 - Dialogue, correspondence and discussions with possible funding bodies (on behalf of committee) prior to approval of project

Financial Request:

CBRM is contributing \$223,956 towards economic development project initiatives and \$63,562 towards business development initiatives. On February 16, 2017 Cape Breton Regional Municipality Council unanimously approved its operation budget which included the above noted contribution.

CBRM is requesting the Province of NS match the \$223,956 amount so as the aforementioned project initiatives and planning can be fully implemented within the CBRM region.

Project Initiatives Time Frame: April 1, 2017 – March 31, 2018

Funding Request: \$223,956

CBRM will have Business Cape Breton evaluate project initiatives using the program logic model. It is a performance base model that is used by Treasury Board of Canada. Using this format, projects undertaken will be evaluated indicating their objective, and what the potential **outputs/results**, and the **outcomes/differences** these results will make in the CBRM region.

Accountability Process

- Full Internal & External Audits (Financial)
- Logic Model – designed & used by Treasury Board of Canada
- Public Presentations
- Regular Reports capturing deliverables
- BCB Legislated under Society Act of Nova Scotia