

2020-2022 Business Plan for



Submitted on 22 April by



The Co-operative Enterprise Council of New Brunswick

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Overview of the Enterprise's Business Model

The Association Maison Doucet Hennessy House Association Inc. is a charitable non-profit organisation that is redeveloping the historic Doucet Hennessy House (DHH) into an arts, culture, and heritage hub — a social enterprise that will serve both the local Bathurst population as well as non-resident tourists.

DHH's business model is illustrated below. The orange text indicates "enterprise" (related to paying customers) elements of the business model and green text the "social" (related to non-paying community stakeholders); this reflects the hybrid nature of most social enterprises. Items listed in the "Key Partners", "Key Activities", "Key Resources", and "Key Operating Costs" are common to both the social and enterprise aspects.

Key Partners National Trust for Canada City of Bathurst Commercial tenants Bay Breeze Art Gallery Chaleur Community Inclusion Network Nepisiguit Centennial Museum and Cultural Centre Nepisiguit Genealogy and Archive Assoc. Dale Point Nature Reserve Local financial institution Valerie Foulem (community arts for youth) Regis and Jessica Tillet (bakers) Bathurst Chamber of Commerce	Key Activities Tenant engagement Promotion of the House and its hosted events Event management Building security, cleaning, and maintenance Archiving, preservation, and presentation Administration Key Resources The House and its historical significance Audio-visual equipment Furniture for rooms occupied by the Association and public space One part-time executive director, one part-time support person, contracted janitorial and maintenance service An engaged board of directors Website and social media accounts Financing for building renovations	Value Propositions Co-locate with complementary community organisations in a well-equipped, reasonably-priced office, studio, workshop, and event space in one of the community's leading historical landmarks. Experience Bathurst's rich cultural and creative organisations, events, and foods in one of its leading historical landmarks.	Customer Relationships Co-create one of Bathurst's cultural and creative destinations. Be part of Bathurst's rich cultural and creative community Channels Personal networking Website and social media Promotion in local print media, community radio and television (English and French) Road signage	Customers Paying tenants: cultural, creative, community organisations, and a heritage-themed café and performance venue Individual community members and groups who take part in the events, meetings, workshops, and food of the Association and its various tenants
Key Operating Costs Payroll Mortgage payment ¹ Professional fees Utilities (heat, electric, water, sewer) Property taxes Insurance (commercial general liability, fire)		Operating Revenue Streams Monthly leases Hourly venue rentals Charitable donations and other fundraising revenue		

¹ While only the interest portion of the mortgage payment is technically a tax-deductible operating expense, the full payment will be a regular disbursement that the Association will need to pay.

Market Opportunity

DHH's paying customers will be arts, culture, and heritage organisations, plus one foodservice operator, in the Bathurst area who are looking to become part of an arts, culture, and heritage hub — a destination for locals and tourists.

Key Customer Segments

Anchor Tenants

Through the feasibility study research, the Association identified the following potential anchor tenants, who expressed an interest in moving into a renovated Doucet Hennessy House on a full-time basis:

1. *Bathurst SPCA* (<https://bathurstspca.com/>) - office space for the executive director
2. *Sugar Hoops* dance and fitness business (<http://www.sugarhoops.com/>) - office space
3. *Movement Workshop School of Contemporary Art* (<http://www.movementworkshop.com/>) - office space
4. *Landry School of Highland Dance* (<http://bit.ly/LandryHighlandDancers>) - small dance studio
5. *Regis and Jessica Tillet* - French bakers interested in café space.
6. *Valerie Foulem* - community arts for youth, interested in use of community / workshop space.

Hourly/Daily Venue Rental Customers

Through the feasibility study research, the Association also identified the following potential hourly rental users:

1. *Fresh Fibers Studio* (<https://www.freshfibersstudio.com/>) - teaching space
2. Local knitting club - meeting space
3. *Zumba* instructor (in 2019) - small studio
4. *Bay Breeze Art Gallery* (<http://www.baybreezeart.ca/>) - art gallery to provide solo shows
5. *Irish Canadian Cultural Association, Bathurst Branch* (<https://bathurstirish.com/>) - meeting and event space
6. *NB Scottish Cultural Association, Bathurst Chapter* (<http://www.nbscots.com/>) - meeting and event space

These expressions of interest to do something at least a year in the future (i.e. after renovations are completed) are some distance from signed leases and rental agreements, but they do provide a clear signal of a market opportunity and a sound starting point for business development.

Current Competitive Offerings

Competition is defined in this business plan as any reasonable alternative that our target customers might perceive they have to our enterprise's products and services. Within this definition, there are generally three types of competition: direct, indirect, and do-it-yourself (DIY).

- Direct competition includes all those similar enterprises that are offering the same or very similar products and services.
- Indirect competition includes alternatives that may appear to be quite different (in form and/or function) from our enterprise, but which are nonetheless meeting the same or similar needs of our target customers.
- Finally, DIY competition (really, a variant of indirect competition) includes cases where our customers might be meeting their own needs that we might otherwise meet with our products and services.

We will deal with each in the following subsections.

Direct Competition

While there is a similar facility in development in the village of Pointe-Verte (www.labarquecoop.org), 30 minutes away, there is currently no alternative in the local Bathurst area for a multi-tenant arts, culture, and heritage hub.

Indirect Competition

There are a number of locations appropriate for arts, culture, and heritage organisations that are looking to lease office space, for example:

- **209 Main Street** (<http://bit.ly/209MainStreet>) - "Spacious commercial area perfect for small business or boutique/retail and specialty sales. Affordable rates with extra storage available. Give me a call at 546-3309 if you have any questions or if you would like to schedule a visit! Great location to start a business or to expand!"
- **720 Thornton Ave** (<http://bit.ly/720ThorntonAve>) - "1000 sqft office space in bathurst for rent parking is included"
- **1810 Vallee Lourdes** (<http://bit.ly/1810ValleeLourdes>) - "Various commercial spaces for rent from 100 to 700 square feet all inclusive (electricity-heating-cleaning). Large parking available, possibility of development according to the activity."

This is actually the most common form of competition that DHH will face, in terms of where its target customers are currently locating. That said, none of these spaces would offer the kind of value proposition (multi-tenant, heritage space) that DHH will be able to provide.

Do-It-Yourself (DIY) Competition

The Nepisiguit Centennial Museum and Cultural Centre and their archives are located in their own building, and a number of smaller heritage, cultural, social organisations are operating out of members' homes and booking meeting space on an as-needed basis.

DHH's Unique Value Proposition

As presented in the feasibility study for this enterprise, the 14 stakeholder interviews identified 13 cases where the current office, studio, or teaching spaces were not well-suited to the interviewees' needs, such that they expressed an interest in moving to a renovated Doucet Hennessy House. At least three interviewees expressed that there is a need for additional creative and cultural space in the city of Bathurst; quality space where complementary organisations could co-locate to create a compelling destination within the community. A renovated Doucet Hennessy House was seen as offering good potential for this kind of space.

The business model will create a multi-tenant hub — a pleasant, historic destination, filled with a range of organisations — where local people and tourists alike could experience the rich diversity of Bathurst's culture and creativity. That is a compelling value proposition for potential tenant organisations.

Marketing Plan

Services, Pricing, and Sales Goals

The Association's revenue streams will be a combination of: annual (possibly multi-year) leases; hourly/daily venue rentals; and grants, donations and fundraising. The annual lessees will be the anchor tenants, who will help ensure regular traffic to the property, and provide predictable, monthly revenue to offset the House's basic operating costs, such as utilities. The hourly/daily rentals and other revenue, while less predictable, will actually be greater than the annual leases.

Annual leases:	Space (ft2)	Rate/ft2			Monthly Lease	Annual Lease
Office #1	200	\$15.00			\$250	\$2,500
Office #2	200	15.00			250	2,250
Office #3	180	15.00			225	1,800
Office #4	150	15.00			188	1,313
Office #5	175	15.00			219	1,313
Cafe / Kitchen	365	12.00			365	2,920
Performance Space	200				0	0
Totals for annual leases					\$1,496	\$12,095
Hourly/daily rentals:		Hourly rental	Avg hours rented per week / 84	Avg weekly rental revenue	Average monthly revenue	Annual revenue
Dance studio/event space	336	\$25.00	20	\$500	\$2,167	\$26,000
Community/workshop space	385	\$30.00	20	600	<u>2,600</u>	<u>31,200</u>
Totals for hourly/daily rentals					<u>\$4,767</u>	<u>57,200</u>
Total lease and rental revenue					\$6,263	\$69,295

In addition to the physical space, DHH will provide access to high-speed wifi, network printer / copier, and will outfit each meeting room and public space with all necessary furniture and audiovisual equipment. All food and beverage services will be provided by the cafe tenant. The studio will include a specially-designed dance floor (at a cost of \$18,000).

Promotion and Outreach

DHH's paying customers will be other organisations seeking weekly, daily, or monthly rental space. Outreach to these organisation will primarily be undertaken by personal networking on the part of DHH's staff and board members. While DHH will not be responsible for the promotion of its tenants, their success will be in DHH's interest, and we will therefore support their promotional activities through the following means:

- **Website** - DHH's website will showcase the historic house and its various tenants, through a combination of text, photo, and video. It will also include a up-to-date calendar, to inform potential visitors of coming events and meetings, as well as prospective renters of availability. A schedule of rental rates for all available spaces will be clearly visible. The website will include links to the websites of all regular tenants, as well as DHH's own social media.
- **Social Media** - DHH will maintain and regularly post updates to its Facebook, Twitter, and Instagram accounts. Posts will feature the various events and activities that are happening at DHH.
- **Local Newspaper** - DHH will run a small, business-card-sized ad in the Northern Light and Etoile Chaleur, the Chaleur region's weekly newspapers. This ad will feature a consistent message about DHH's value proposition as an arts, culture, and heritage hub, and will include a link to DHH's website. DHH may also periodically submit stories and other editorial content about the Association and its tenants.
- **Local Radio and Television** - DHH will work with the local radio and television outlets to secure free, public interest coverage.
- **Personal Outreach** - DHH's executive director will undertake the following outreach activities:
 - Regular personal outreach to all relevant arts, culture, and heritage organisations;
 - Attendance at relevant arts, culture, and heritage events and meetings; and
 - Selective participation on the boards of directors of local arts, culture, and heritage organisations.

Sales and Fundraising

DHH's executive director will be responsible for meeting all rental sales and fundraising targets.

Rental Sales

DHH's executive director will implement and continuously refine the following sales pipeline:

1. **Identify prospects** - Maintain a current, detailed listing of all potential tenants (monthly and regular hourly/daily);
2. **Connect and qualify** - Reach out by phone and email to connect with prospects and confirm their interest and ability to use DHH;
3. **Assess and explore** - Conduct in-person meeting (ideally including a tour of DHH) to assess the prospect's needs and priorities, and to explore potential rental solutions; and
4. **Propose and contract** - Provide a simple, one-page rental proposal, revise as necessary and appropriate, and finalise with an appropriate contract (one-page rental agreement for hourly/daily renters, lease for monthly tenants).
5. **After-the-sale service** - Follow up with every renter and tenant to ensure their satisfaction, identify potential service improvements, and explore future sales opportunities.

Fundraising

DHH's executive director will be responsible for implementing four fundraising strategies:

1. Monthly donors program
2. Major gifts
3. Fundraising events
4. Government and foundation grants and contributions - for example:
 - a. New Brunswick Department of Tourism, Heritage, and Culture (<https://www2.gnb.ca/content/gnb/en/departments/thc.html>)
 - b. Department of Canadian Heritage (<https://www.canada.ca/en/canadian-heritage.html>)
 - c. National Trust for Canada (<https://nationaltrustcanada.ca/>)
 - d. Employment New Brunswick (<https://www2.gnb.ca/content/gnb/en/gateways/employment.html>)

Operations Plan

Key Functions and Responsibilities

The following people will be required to develop, finance, launch, market, and manage the property:

- The board of directors will be responsible, as a committee of the whole, to lead a successful capital campaign;
- An ad hoc committee of board members who will be responsible for: recruiting an executive director, and working with the executive director to engage a general contractor for the building and site renovations;
- One executive director, starting out as part-time but growing into full-time during the first year of operation, responsible for: liaising with the general contractor, and generally overseeing the renovation process; managing the building, staff, and volunteers; recruiting and engaging with tenants and other users; scheduling; promotion and stakeholder engagement; supporting the board of directors; and curating the museum and its archives;
- One or more part-time support people, paid and/or volunteer (to assist the director during peak times and with the social media accounts);
- A contracted bookkeeping service; and
- A contracted janitorial and maintenance service.

The annual salary for executive directors in Canada ranges from \$42,000 to \$107,000 (exclusive of benefits), depending upon the organisation, location, and specific job requirements. The average annual salary is \$65,000, exclusive of benefits (<https://www.payscale.com>).

Systems and Infrastructure

Building and Site Requirements

The Association has engaged a number of engineering and architectural professionals, to identify the renovations required to make the House a pleasant public and work space, while preserving the building's intrinsic heritage value. In 2017, the Association engaged Heritage Standing Inc. (HSI) to conduct a thorough review of reports that had been done previously, and to make recommendations for how to proceed. The executive summary of HSI's report and their Revised Rough Order of Magnitude Costs schedule are presented in Appendix C. HSI's rough estimate of the capital cost of renovating the building and site came in at \$911,000. While this is a large sum, it represents a significant reduction (with appropriate rationale) from the previous estimate of just over \$1.4 million. Given this analysis, it is reasonable, with the potential for cost overruns, that this will be a \$1 million capital project. These renovations will be necessary to bring the building back up to a state where it could be used as a public facility.

Furniture, Fixtures, and Equipment Requirements

Informed by the stakeholder interviews, profiles of similar properties, and the HSI report, it will seem reasonable that, in addition to the building and site renovations referenced above, the Association will be required to invest in the following:

- Furniture for the Association's office and public spaces
- Furniture (tables and chairs) and audiovisual equipment (large screen television and/or data projector and screen, microphone and amplifier) for the first floor event space
- Tables and chairs for the first floor community / workshop space
- Tables, chairs, and retail counter and display case for the café (although this could be made the responsibility of the lessee)
- Upgraded appliances for the kitchen
- Fixtures for the public bathrooms
- Appropriate, energy-efficient lighting fixtures throughout the building
- Special dance floor for the studio space (\$18,000)

The capital cost of these items could easily amount to an additional \$50,000.

Systems

The following systems will implemented to effectively market and manage the property:

- An upgraded website, with an online calendar of events and links to the Association's various social media;
- Social media (Facebook, Twitter, Instagram) accounts that are managed on a daily basis;
- A system to manage room and event bookings;
- An accounting system for the Association's business; and
- Policies and procedures for the full- and part-time use of the property.

It will be the responsibility of the Association to define, implement, and continuously refine these systems, policies, and procedures.

Financial Plan

Revenue Forecast

				2020:												2020		2021		2022	
Enterprise Revenue:				Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total					
Annual leases:	Space (ft2)	Rate/ft2	Monthly Lease														Occupancy	Occupancy			
Office #1	200	\$15.00	\$250			\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$250	\$2,500	\$2,500	83%	\$2,750 92%		
Office #2	200	15.00	250				250	250	250	250	250	250	250	250	250	2,250	2,500	83%	2,750 92%		
Office #3	180	15.00	225					225	225	225	225	225	225	225	225	1,800	2,250	83%	2,475 92%		
Office #4	150	15.00	188						188	188	188	188	188	188	188	1,313	1,875	83%	2,063 92%		
Office #5	175	15.00	219							219	219	219	219	219	219	1,313	2,188	83%	2,406 92%		
Cafe / Kitchen	365	12.00	365					365	365	365	365	365	365	365	365	2,920	4,380	100%	4,380 100%		
Performance Space	200		0						0	0	0	0	0	0	0	0	0	100%	0 100%		
Totals for annual leases						\$1,496	0	0	\$250	\$500	\$1,090	\$1,278	\$1,496	\$1,496	\$1,496	\$1,496	\$12,095	\$15,693		\$16,824	
Hourly/daily rentals:		Hourly rental	Avg hours rented per week / maximum 84 hours per week:																		
Workshop/makerspace rentals		385	\$25.00		0	0	5	5	10	15	10	10	20	25	25	15		25		30	
Dance studio/event space rentals		336	\$30.00		0	0	15	15	15	15	0	0	25	25	30	30		30		35	
				Forecasted revenue for month:																	
Workshop/makerspace rental fees					\$0	\$0	\$500	\$500	\$1,000	\$1,500	\$1,000	\$1,000	\$2,000	\$2,500	\$2,500	\$1,500	\$14,000	\$31,250		\$37,500	
Dance studio/event space rental fees					0	0	1,800	1,800	1,800	1,800	0	0	3,000	3,000	3,600	3,600	20,400	45,000		52,500	
Total hourly/daily rental fees					0	0	2,300	2,300	2,800	3,300	1,000	1,000	5,000	5,500	6,100	5,100	34,400	76,250		90,000	
Total forecasted enterprise revenue					0	0	\$2,550	\$2,800	\$3,890	\$4,578	\$2,496	\$2,496	\$6,496	\$6,996	\$7,596	\$6,596	\$46,495	\$91,943		\$106,824	
Social Revenue - Exclusive of Capital Financing:																					
Individual donations:																					
Monthly donors					10	10	15	20	25	25	25	25	40	40	40	40		50		75	
Average monthly donation					\$10	\$10	\$10	\$10	\$10	\$10	\$10	\$10	\$10	\$10	\$10	\$10		15		20	
Total forecasted monthly donations					\$100	\$100	\$150	\$200	\$250	\$250	\$250	\$250	\$400	\$400	\$400	\$400	\$3,150	\$9,000		\$18,000	
Major gifts								5,000					5,000				\$10,000	5,000		5,000	
Total individual donations					\$100	\$100	\$150	\$5,200	\$250	\$250	\$250	\$250	\$5,400	\$400	\$400	\$400	\$13,150	\$14,000		\$23,000	
Fundraising events (net proceeds):																					
Annual dinner and auction													\$5,000				\$5,000	\$6,250	25%	\$7,813 25%	
Monthly coffee house													500	500	500	500	2,000	2,500	25%	3,125 25%	
Total fundraising events					\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$5,500	\$500	\$500	\$500	\$7,000	\$8,750		\$10,938	
Government and foundation grants and contributions:																					
National Trust for Canada						\$30,000											\$30,000	\$20,000		\$10,000	
Heritage Canada Cultural Spaces								10,000									10,000	5,000		5,000	
NB Department of Tourism, Heritage, and Culture									20,000								20,000	15,000		10,000	
PETL					0	0	0	0	0	2,310	2,310	2,310	0	0	0	0	6,930	14,137		14,420	
Total government and foundation grants and contributions					\$30,000	\$0	\$0	\$10,000	\$20,000	\$2,310	\$2,310	\$2,310	\$0	\$0	\$0	\$0	\$66,930	\$54,137		\$39,420	
Total forecasted social revenue					\$30,100	\$100	\$150	\$15,200	\$20,250	\$2,560	\$2,560	\$2,560	\$10,900	\$900	\$900	\$900	\$87,080	\$76,887		\$73,357	
Total forecasted revenue					\$30,100	100	\$2,700	\$18,000	\$24,140	\$7,138	\$5,056	\$5,056	\$17,396	\$7,896	\$8,496	\$7,496	\$133,575	\$168,830		\$180,181	

Monthly Cash Flow Forecast

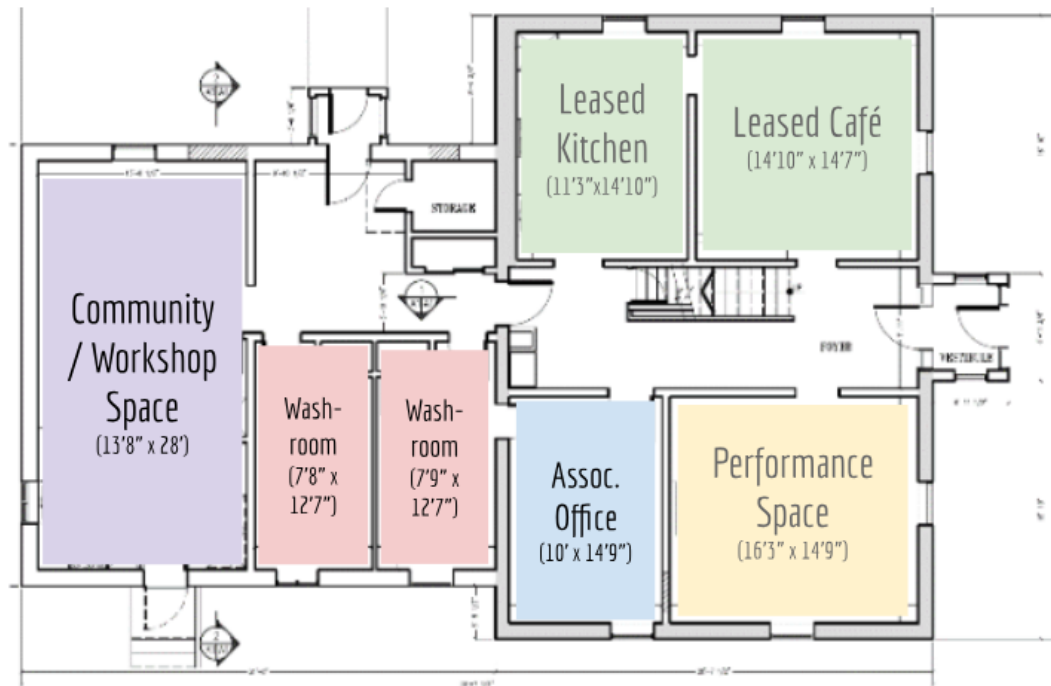
	2020:														
Operating Cash In:	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	2020	2021	2022
Enterprise revenue (lease and rentals)	0	0	\$2,550	\$2,800	\$3,890	\$4,578	\$2,496	\$2,496	\$6,496	\$6,996	\$7,596	\$6,596	46,495	\$91,943	\$106,824
Social revenue (donations, fundraising, grants)	30,100	100	150	15,200	20,250	2,560	2,560	2,560	10,900	900	900	900	87,080	76,887	73,357
Total revenue	30,100	100	\$2,700	\$18,000	\$24,140	\$7,138	\$5,056	\$5,056	\$17,396	\$7,896	\$8,496	\$7,496	\$133,575	\$168,830	\$180,181
Operating Cash Out:															
Payroll including benefits	\$3,850	\$3,850	\$3,850	\$3,850	\$5,317	\$7,627	\$7,627	\$7,627	\$6,233	\$6,233	\$6,233	\$6,233	\$68,530	\$97,165	\$105,302
Utilities:															
Heat	1,000	1,000	750	750	250	0	0	0	100	250	750	1,000	5,850	6,435	7,079
Power	200	200	200	200	200	200	200	200	200	200	200	200	2,400	2,640	2,904
Telcom	125	125	125	125	125	125	125	125	125	125	125	125	1,500	1,650	1,815
Contracted services:															
Bookkeeping service	200	200	200	200	200	200	200	200	200	200	200	200	2,400	3,600	5,400
Janitorial and maintenance	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	12,000	15,000	18,750
Insurance	250	250	250	250	250	250	250	250	250	250	250	250	3,000	3,150	3,308
Professional fees (accountant, lawyer)	0	0	0	0	1,500	0	0	0	0	0	0	0	1,500	1,650	1,815
Office supplies	100	100	100	100	100	100	100	100	100	100	100	100	1,200	1,320	1,452
Mortgage payment	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	1,200	14,400	14,400	14,400
Contingency	250	250	250	250	250	250	250	250	250	250	250	250	3,000	3,750	4,688
Total operating cash out	\$8,175	\$8,175	\$7,925	\$7,925	\$10,392	\$10,952	\$10,952	\$10,952	\$9,658	\$9,808	\$10,308	\$10,558	115,780	150,760	166,911
Net operating surplus / -deficit	21,925	-8,075	-\$5,225	\$10,075	\$13,748	-\$3,814	-\$5,895	-\$5,895	\$7,738	-\$1,912	-\$1,812	-\$3,062	\$17,795	\$18,070	\$13,270
Add: Opening cash balance	0	21,925	13,850	8,625	18,700	32,448	28,634	22,739	16,843	24,581	22,669	20,857	0	17,795	35,865
Ending cash balance	\$21,925	\$13,850	\$8,625	\$18,700	\$32,448	\$28,634	\$22,739	\$16,843	\$24,581	\$22,669	\$20,857	\$17,795	\$17,795	\$35,865	\$49,134

Schedule of Financing Requirements and Sources

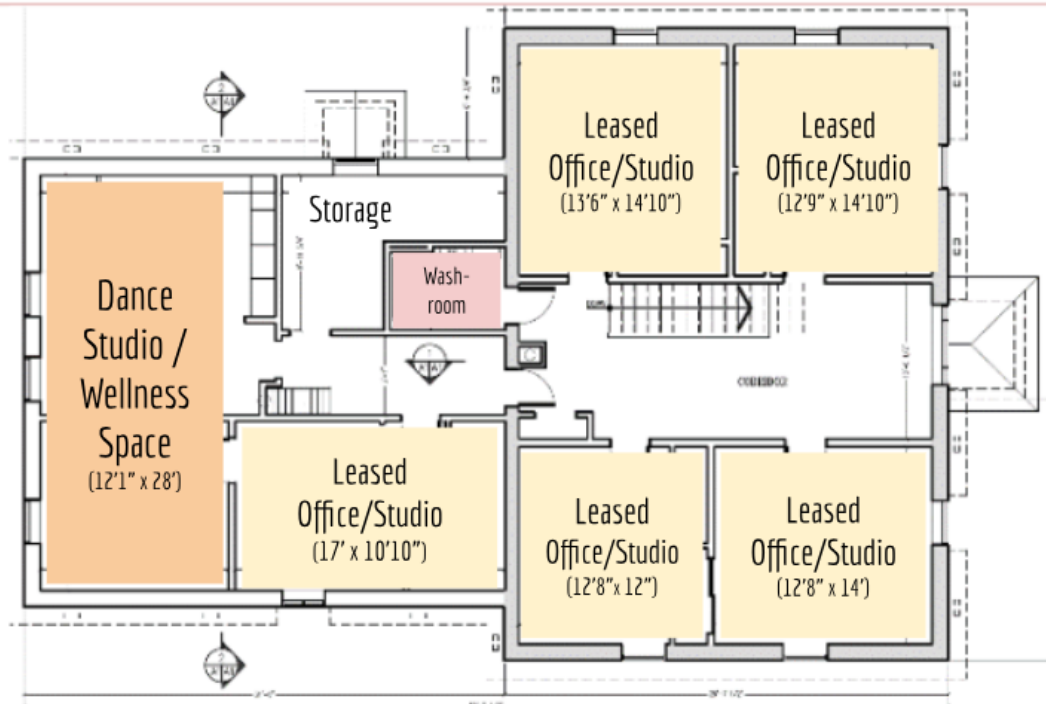
Uses of Funds	Amount	Sources of Funds	Amount	
Building and site renovation	\$1,000,000	Grants	\$500,000	45%
New floor in dance studio	18,000	Donations / fundraising	401,600	36%
Furniture, fixtures, and equipment	32,000	Mortgage	<u>200,000</u>	<u>18%</u>
Contingency	<u>51,600</u>			
Total	\$1,101,600		\$1,101,600	100%

Appendices

Appendix A: Proposed Floor Plan for the Renovated Building



Ground Floor



Upstairs

Appendix B: Potential Funding Opportunities

Employment Programs

Youth Employment Fund

- 100% of minimum wage costs and MERCs
- Constant intake
- Managed by NB PETL (Post Secondary Education Training and Labour)
- 26 weeks employment
- Under 30, must be recent graduate (includes high school students)
- Can only be used once by student

Young Canada Works

- Covers 75% of minimum wage and 100% of MERCs. Organization pays 25% of wage total
- Deadline January 15
- Managed by federal government
- Must be enrolled full time in an educational institution
- Up to 12 weeks, can be extended into early September if student is still available
- Also offers extensions into October, November and December if student is available

NB Community Museums Summer Employment Program

- 100% of minimum wage and MERCs
- Managed by Heritage Branch, NB Tourism, Heritage and Culture
- Museum must be member of AHNB
- Must be enrolled full time in an educational institution
- 9 weeks in summer

Neil Squire Society

- 100% of Minimum Wage, organization responsible for MERCs
- Skills Development Programs
- 12-16 weeks in summer

Canada Summer Jobs

- 100% Minimum Wage and MERCs
- Employment and Social Development Canada
- 8 weeks in summer

Other Funding Opportunities - Provincial

Heritage Place - Conservation Grant

- The program has two components:
 - Component A will contribute up to 75%, to a maximum of \$5,000 per project, for specialized design, engineering and/or conservation expertise for conservation related aspects.
 - Component B will contribute up to 50%, to a maximum of \$30,000 per project, of the capital required for conservation related aspects.)
- https://www2.gnb.ca/content/gnb/en/services/services_renderer.17176.html
- The Built Heritage Program is directed at conservation-related aspects of built heritage rehabilitation projects. Built Heritage includes heritage buildings and heritage landscapes.

Community Cultural Places Grant

- This program will contribute 75% up to a maximum of \$75,000. Appropriate in-kind contributions may be considered.
- [https://www2.gnb.ca/content/gnb/en/departments/thc/services/services_renderer.201350.Community Cultural Places Program - Grant.html](https://www2.gnb.ca/content/gnb/en/departments/thc/services/services_renderer.201350.Community_Cultural_Places_Program_-_Grant.html)
- The Community Cultural Places Program is directed at small communities, or communities at risk due to financial or social issues, wishing to take advantage of their existing arts and heritage resources. Across this province there is an array of heritage places and creative talent. These resources can benefit communities, strengthen identity and reinforce pride. This facilitates economic and social development, as well as creates cultural tourism opportunities.
- Completed projects will provide cultural venues, community focus, enhanced community pride, identity and welcome visitors.

Heritage Place - Property Tax Abatement

- Specifically, in the first year of the program, the owner of the heritage property will pay property tax on the pre-project assessment. The owner would then be forgiven 75% of the assessment increase during the second year, 50% in the third and 25% in the fourth year. Beginning in the fifth year, and continuing for subsequent taxation years, the owner would pay the full property taxes based on the full post-project assessment.)
- https://www2.gnb.ca/content/gnb/en/services/services_renderer.17276.html
- The Property Tax Abatement Program for Heritage Properties is an incentive for owners of heritage properties to restore and re-use designated historic places, thereby extending their useful life and preserving their heritage value to the community.

Commemorations and Celebrations Program

- https://www2.gnb.ca/content/gnb/en/departments/thc/services/services_renderer.201422.Commemorations_and_Celebrations_Program.html#serviceDescription
- The New Brunswick Commemorations & Celebrations Program provides funding to assist in covering some of the costs associated with programs/activities/initiatives that commemorate and celebrate significant historical events in New Brunswick - including the 150th anniversary of Confederation in 2017

Arts in Communities Program (AIC)

- Deadline April 16 and October 1
- [https://www2.gnb.ca/content/gnb/en/services/services_renderer.201424.Arts_in_Communities_Program_\(AIC\).html](https://www2.gnb.ca/content/gnb/en/services/services_renderer.201424.Arts_in_Communities_Program_(AIC).html)
- The Arts in Communities (AIC) Program is intended for new, emerging and established arts and cultural organizations and performing arts festivals that strengthen New Brunswick communities artistically, culturally and economically through vibrant arts and cultural activities. The AIC Program supports specific projects and initiatives that leverages partnerships with other arts organizations (where applicable) and/or engage professional, and/or emerging artists.
- DEADLINE: April 15 - For projects occurring before October 1st.
- Level of Funding:
 - Category A: Up to \$2,500 per organization per year
 - Category B: Up to \$7,000 per organization per year
 - Category C: Up to \$10,000 per organization per year

Other Funding Opportunities - Federal

Heritage Canada Legacy Fund

- Cannot be applied for in the same year as a Cultural Spaces Fund
- <https://www.canada.ca/en/canadian-heritage/services/funding/building-communities/legacy-fund.html>
- Building Communities Through Arts and Heritage - Legacy Fund component provides funding for community-initiated capital projects, intended for community use. Recipients may receive up to 50 per cent of eligible project expenses up to a maximum of \$500,000.

Heritage Cultural Spaces Fund

- Cannot be applied for in the same year as a Legacy Fund application
- <https://www.canada.ca/en/canadian-heritage/services/funding/cultural-spaces-fund.html>

- The Canada Cultural Spaces Fund (CCSF) supports the improvement of physical conditions for arts, heritage, culture and creative innovation. The Fund supports renovation and construction projects, the acquisition of specialized equipment and feasibility studies related to cultural spaces.

New Horizons for Seniors Program - Community-based projects

- Up to \$25,000
- <https://www.canada.ca/en/employment-social-development/services/funding/new-horizons-seniors-community-based.html>
- Organizations that want to help seniors make a difference in the lives of others and in their communities are eligible to receive federal grants and contributions funding. Projects must be led or inspired by seniors and address one or more of the following five program objectives:
 - promoting volunteerism among seniors and other generations;
 - engaging seniors in the community through the mentoring of others;
 - expanding awareness of elder abuse, including financial abuse;
 - supporting the social participation and inclusion of seniors; and
 - providing capital assistance for new and existing community projects and/or programs for seniors.
- Community-based projects are eligible to receive up to \$25,000 per year, per organization, in grant funding or a small grant of a maximum of \$5,000.

Culture, History and Sport Funding

<https://www.canada.ca/en/canadian-heritage/services/funding.html>

First Spark Initiative

- <https://www.canada.ca/en/canadian-heritage/services/funding/cultural-investment-fund.html>
- From November 15, 2018, to November 15, 2019, arts and heritage organizations may apply for up to \$5,000 to organize a collaborative problem-solving activity which seeks to address a common business challenge.

Documentary Heritage Communities Program (DHCP)

- <http://www.bac-lac.gc.ca/eng/services/documentary-heritage-communities-program/Pages/dhcp-portal.aspx#program-objectives>
- The Documentary Heritage Communities Program (DHCP) ensures that Canada's continuing memory is documented and accessible to current and future generations by adopting a more collaborative approach with local documentary heritage communities. The Program is delivered in the form of contributions that support the development of Canada's local archival and library communities by increasing their capacity to preserve, provide access to and promote local documentary heritage. Additionally, the Program provides opportunities for local documentary heritage communities to evolve and remain sustainable and strategic.
- The DHCP provides financial assistance to the Canadian documentary heritage community for activities that:
 - increase access to, and awareness of, Canada's local documentary heritage organizations and their holdings

- increase the capacity of local documentary heritage organizations to better sustain and preserve Canada's documentary heritage