

# Tatamagouche Creamery Square Development Plan



Prepared for  
**The Creamery  
Square  
Association**  
with the assistance of  
**The Colchester  
Regional  
Development  
Agency**



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## **Introduction**

In late 2001, the Colchester County Council commissioned a study to develop a concept plan for the village of Tatamagouche. Four areas were identified for development, the Sports Commons, the Village Common, the Village Square and the Creamery Square.

The Creamery Square concept was adopted by a wide number of community groups and interests who were in need of improved cultural infrastructure in the community. This included the following groups:

- ❑ The Anna Swan Exhibit/Collection
- ❑ The Brule Fossil Museum
- ❑ The Tatamagouche Farmers Market Association
- ❑ Roy Kennedy Estate Collection
- ❑ The North Shore Development Association
- ❑ North Shore Archives
- ❑ Sunrise Trail Museum
- ❑ The Northumberland Arts Council

The Creamery Square Concept had been highlighted in several earlier studies including the North Shore Marine Study and the North Colchester Strategic Plan. Following on the recommendations of the municipal plan, a committee was formed to move ahead with the creamery square development.

Several planning sessions have occurred over the year 2003. A concept design was developed and reviewed by the committee and the community at large. As a result, many of the cultural groups identified above were adopting the concept of a common facility at the Creamery Commons. These groups include, Northumberland Arts Council, Sunrise Trail Museum, the Creamery Society, The North Shore Community Development Association Tourism Committee, Tatamagouche Farmer's Market, the Roy Kennedy Estate, the Anna Swan Museum, and the North Shore Archives Committee. Many groups had been experiencing difficulties with their existing physical infrastructure, therefore were interested in co-location on the Creamery Square site.

This development plan outlines the concept and business plan for the Creamery Square project. It includes a background to the community and its cultural assets, an outline of partner organizations and their needs, an assessment of the tourism potential for the project, the proposed concept and cost estimates, and a operational business plan with operating financial proformas.

## **Background**

Tatamagouche is located in Colchester County on Nova Scotia's north shore along the Northumberland Strait. The community is situated where the French and Waugh rivers enter a natural harbour, and gets its name from "Takumegooch" meaning "meeting of the waters". The community is approximately 90 minutes (by road) from Halifax and is centrally located on the "Sunrise Trail" between the towns of Pictou and Amherst.

The North Shore is rich in history and many of the stories and artefacts have been preserved and maintained through endless efforts of community volunteers. Remnants of plant and animal life 290 million years old have been found over the past decade along the Brule shore and are now exhibited in a small community museum. The Brule fossil discovery is also one of the earliest examples of group and herding among reptile- amphibian like creatures from the Permian Era – predating dinosaurs. It also is know for the largest example in the world of the walchia tree.

## *The Tatamagouche Creamery Square*

Human history of Tatamagouche extends into pre-European times, but it was during the Acadian era that the community established a productive agricultural base and became a supply depot for goods bound for Fortress Louisburg. In 1755 the British expelled the Acadians and the village was destroyed however, remnants of that period are still visible in Acadian dykes and French place names. The importance of agriculture in the Tatamagouche area continued into the post-Acadian era when a flood of Scottish immigrants took refuge here following the Highland Clearances. It was the rich agricultural tradition that led to the establishment of the Tatamagouche Creamery in 1925. In 1940, a larger building was constructed over the existing, much smaller structure. The Scotsburn Co-op purchased the creamery in 1968. Scotsburn is now famous for “Tatamagouche Butter”.

### **Anna Swan**

In the mid 1800s, one of Nova Scotia’s most famous personalities, the giantess, Anna Swan, was born in the Tatamagouche area and spent her youth in the community. Growing to a height of seven foot eleven inches, at sixteen she joined the P.T. Barnum's American Museum in New York City. While on an overseas tour with P.T. Barnum, she met and eventually married Martin Van Burren Bates, the so called "Kentucky Giant". The Anna Swan Archives hold personal items of both Captain Bates and Anna Swan, photographs, a door from their custom built house, and other items of interest. Anna Swan is the focus of an annual festival held each year in early August.

### **The Arts Festival**

For several years during the 1960s, Tatamagouche was the site of the Nova Scotia Arts Festival, a large artists gathering and multi-disciplinary event that attracted art patrons from around the province. The Arts Festival only met its demise when it was moved to Halifax and failed to have the same profile among the artist community.

## **Vision**

The vision of the Creamery Square project is to create a cultural centre integrated with a Farmers Market and other commercial enterprises that reflect culture and heritage of the region in order to:

1. Enhance the character and cultural resources of the village for area residents
2. Create a critical mass of heritage and commercial venues that will be an attraction for visitors, particularly summer visitors and seasonal residents

## **Partner Organizations**

### ***Sunrise Trail Museum***

The Sunrise Trail Museum is a locally operated community museum funded in part through the local museum assistance program of the Nova Scotia museum system. It is located on route #6 on the commercial “main street” in Tatamagouche. Although on the main travel route, its location does not appear inviting to visitors. The Sunrise Trail Museum plays a very important role in the preservation of North Colchester history through its collection of artifacts and information explaining historical significance of by-gone days. Collections began in the 1950’s and are ongoing. The Sunrise Trail Museum has run out of space to adequately display and caption its artifacts and showcase history. Several artifacts have to be stored off site. There is no room for expansion. Museum events have to be held off site. The physical plant is structurally unsound. The hillside location of the museum makes accessibility difficult for some and impossible for others, as the building is not wheelchair accessible. There is no on-site parking.

#### *Needs of the Sunrise Trail Museum*

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- Fully accessible building with modern museum standards*
- Expanded exhibit space*
- Increased and enhanced interpretation*
- Fully developed exhibit/collections management program*
- Sufficient revenue generating potential to cover a significant portion of operating costs (through admissions, retail etc.)*

### ***Anna Swan Picture Collection***

The Anna Swan Collection consists of an extensive set of photos and artifacts that relate to the life of the one of the worlds tallest women. Anna Swan was born and raised in Tatamagouche and later became a celebrity when she joined Barnum and Baileys Greatest Show on Earth based in New York. Owned by Dale Swan, the Anna Swan collection is housed at the Fraser Cultural Centre on a seasonal basis. However, a lack of proper environmental controls has caused the collection to deteriorate. There are approximately seventy framed pictures depicting the life of the giantess. Dale would like to see the collection housed with other North Shore artifacts at the new facility.

#### *Needs of the Anna Swan Collection*

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- Museum standard exhibit conservation facilities*
- Increased and enhanced interpretation*
- Fully developed exhibit/collections management program*

### ***North Shore Archives Society***

The Tatamagouche Archives are the result of hundreds of hours of labour by the volunteers of North Shore Archival Society, a non-profit organization. These archives contain an extensive collection of materials relating to the Tatamagouche area. Hundreds of photos, old maps, newspapers, old ledger books, deeds, etc. can be seen there. There is also an extensive genealogical section with records of many local families. The Society is currently located in the attic of the Fraser Cultural Centre and feels the artifacts are in danger of moisture, mold or spontaneous combustion in their current location. They

## *The Tatamagouche Creamery Square*

are interested in locating in a building with other heritage-oriented groups – a facility that allows for complete accessibility, safety, security, and climate control, adequate space with room for expansion and technological advances.

### Needs of the North Shore Archives

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- Fully accessible building with modern museum standards*
- Expanded exhibit space*
- Modern archive conservation facilities*

### ***Northumberland Arts Council***

The Northumberland Arts Council is a non-profit organization operated by volunteers housed in the Fraser Cultural Centre. The building was donated by Lillian Fraser and her sister Margaret. The Council was registered in 1982 and the mandate of the Northumberland Arts Council is to support and further the culture and history of the area and to this end it supplies space for the use of non-profit culturally orientated organizations. The building houses “The 1889 Gallery”, which displays the work of Maritime artists from May to September. There is a large craft room used for displays and demonstrations and three small multi-purpose rooms. A permanent display of artifacts related to the locally born giantess Anna Swan is also housed at the Cultural Centre. A wide array of weekly activities, ranging from a Bridge Club to knitting classes are hosted at the Fraser Cultural Centre. Well-known annual events, attracting visitors from far and near, include “The Festival of the Trees”, “The Annual Quilt Sale” and “The Blueberry Festival”. The Council is interested in co-locating at the Creamery Square and is supportive of further development of the concept.

### Needs of the Arts Council

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- Low Maintenance Exhibit space*
- Venue suitable for attracting art patrons*

### ***Brule Fossil Centre***

The Brule Fossil Centre is a community museum located 12 kms from Tatamagouche recently established to house and exhibit the important paleontological discoveries from the Brule Shore. Remnants of plant and animal life 290 million years old have been found over the past decade along the Brule Shore. The find is also one of the earliest examples of group and herding among reptile-amphibian like creatures from the Permian Era – pre-dating dinosaurs. It is also known for the largest example in the world of the walchia tree. The museum is currently housed in a former school house.

### Needs of the Brule Fossil Centre

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- Fully accessible building with modern museum standards*
- Expanded exhibit space*
- Increased and enhanced interpretation*
- Fully developed exhibit/collections management program*
- Sufficient revenue generating potential to cover a significant portion of operating costs (through admissions, retail etc.)*

## *The Tatamagouche Creamery Square*

### ***Roy Kennedy Estate***

The Roy Kennedy Estate includes extensive collections of records and artefacts from the Tatamagouche area. The collection is currently in storage until a suitable museum/exhibit facility is available.

#### Needs of the Roy Kennedy Estate

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- Fully accessible building with modern museum standards*
- Expanded exhibit space*
- Increased and enhanced interpretation*
- Fully developed exhibit/collections management program*
- Sufficient revenue generating potential to cover a significant portion of operating costs (through admissions, retail etc.)*

### ***Farmers Market***

The Tatamagouche Farmers market is one of the oldest farmers markets in Nova Scotia. It has grown from 5 vendors opening 8 weeks per year to over 35 vendors opening for 32 weeks per year. It is a non-profit organization that provides a venue for local food producers and Artisans to promote and sell their goods. Because it is community based, it brings local farm products, crafts and baked goods into the heart of the village each week. The farmers market has been located at the Creamery Square for 2 years.

#### Needs of the Farmers market

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- Attractive location/facility suitable for generating consumer traffic*
- Highly functional retail environment capable of accommodating up to 40 vendors (seasonally) and 10-20 during the winter months*
- Food preparation facilities*
- Space for a possible full time retail outlet for farm market vendor*

## **Management challenges of existing organizations**

There are a number of small museums and heritage groups in the Tatamagouche area many of which are documented above. Each of these groups has its own management challenges and capacity issues. Furthermore, none has the market potential to make a major impact on tourism traffic patterns, generate significant revenues or provide funding for staff. They tend to have low visibility and consequently have very low capture rates (somewhere in the range of 1-2%). If some or all of these groups could come together under one roof and/or within a joint management structure, the market impact and visibility could increase substantially and it is likely that the financial viability would be improved as well.

## **Tourism Potential For the Creamery Square**

### ***Tourism Revenues***

Tourism is an important part of the Nova Scotia economy accounting for over a billion dollars in revenues each year. In rural communities, despite its seasonal nature, economic viability, at least in part, depends on tourism. Like other rural areas, the north shore of Nova Scotia (we will refer to it as the Gulf Shore as recommended North Cumberland Tourism Development Plan) derives an important part of its income from tourism. During the summer season, people are attracted to the area by warm water beaches, golf courses and by historical and cultural attractions that are situated in several locations throughout the Gulf Shore area.

While the Gulf Shore area generates a significant volume of tourism traffic, it is characterized by a low “capture rate”. In other words, many visitors drive through without stopping. This low capture rate has two important implications. First, despite the significant number of drive through visitors, tourism revenues are relatively low. Secondly, there is potential to increase tourism revenues if there is a reason for tourists to stop and stay a while, in other words, if there is a major attraction.

### ***Tourism Development***

The Gulf Shore is an area in need of a tourism focus. Study after study either directly or indirectly points out the weakness of this area in establishing a strong tourism identity.

#### **Cumberland Tourism Marketing Plan**

In a study that evaluated tourism for Cumberland County almost 20 years ago, there was a clear reference to a need for strategic infrastructure in the area.

“Cumberland County lacks a mix of attractions capable of attracting and holding tourists in the region. While potentially major attraction centres exist within the region, most are neither developed nor packaged in such a manner that they can compete effectively with the alternatives available in other regions. Missing are the vacation clusters which contain a sufficient number of different products and services capable of satisfying a range of needs, interests and activities.”

*Cumberland Tourism Marketing Plan (Dr P. Williams, 1983)*

#### **North Cumberland Tourism Development Plan**

While there has been significant infrastructure development in the Fundy Shore area, the situation remains much the same on the Gulf Shore as it was 20 years ago. In fact, a 1999 tourism study makes reference to this report:

“The Cumberland Study is more than 15 years old, yet in some respects it could have been written for the North Cumberland region today. While it no longer holds for some parts of the county, in particular the Fundy Shore where significant new tourism attractions have been developed, it is relevant to the Northumberland Shore region and its recommendations can guide the direction of tourism development in this area.”

*North Cumberland Tourism Development Plan (RMA, 1999)*

#### **CNTA Strategic Tourism Plan**

In June 2002, the Central Nova Tourism Association (CNTA) completed a new plan for tourism development in the Central Nova Tourism region (Colchester, Cumberland and East Hants

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counties). The plan has an objective to grow tourism revenues by 100% in the next 10 years – from a benchmark of \$149M to \$300M.

To achieve this goal the plan has 4 strategic priorities that generally refer to identity, packaging, marketing and infrastructure. The infrastructure focus deals with the weaknesses identified in earlier studies and emphasizes the creation of new destination attractions. Among all the areas of the CNTA region, the Gulf Shore has the most significant infrastructure deficiency and the need for the development of a key attraction is highest. In discussions with members of the CNTA, the Creamery Square project was considered to be a key development that would help position the Gulf Shore as a growth area for Nova Scotia tourism.

### NS Tourism Council

This is consistent with the Nova Scotia Tourism Partnership Council Product Development Strategy that calls for the development of “new significant attraction and destinations that generate travel to the province”. While the Creamery Square concept may not fall into the same class as for example, the Louisburg National Historic Site, it will be a significant and viable cultural attraction which if developed to its full potential will transform the Gulf Shore tourism region to a new and more mature level of tourism experience.

### The North Shore Marine Study

The potential for development of the Creamery Square is highlighted in the 1998 study on marine tourism in the Gulf Shore region (EDM, North Shore Marine Tourism Study). The study provides the following recommendations for the development of tourism infrastructure in Colchester County:

“Located on an enhanced waterfront, the Tatamagouche Creamery including proposed attractions such as the Brule Shore Geology Exhibit and Anna Swan Interpretive centre can provide Tatamagouche with the critical mass necessary to capture large volumes of tourists.”

(North Shore Marine Tourism Study, EDM, 1998).

The Sunrise Trail Heritage Tour developed in 1999 attempts to tie the various cultural and heritage tourism sites together through a self-guided tour. However, the lack of an anchor attraction between the NS/NB border and Pictou leaves the heritage tour with little market impact.

To build the tourism profile in the Gulf Shore Region beyond the “Scenic route to Cape Breton” image that it has currently, the area must create an attraction that has significant market impact. A destination focus will suggest to touring visitors that they should plan to stop over and/or stay overnight in the region.

## **The Tatamagouche Creamery Property**

The Creamery Site can be described as follows:

The site is located on the estuary of the Waughs River and has excellent viewscapes north east towards Tatamagouche Bay and southward across the river. It has roughly 160 m (500 ft) of waterfront along its southeast side. The site is bordered on the north east side by the designated route for the Trans-Canada Trail on an abandoned rail line. The Trail is within a right of way of at least 30 m (100 ft) wide (considerably wider in places) owned by the Province of Nova Scotia. The site is approximately 140 m (450 ft long) including a 50' road right of way and 75 m (235 ft) deep. A feed mill and storage building owned by Scotsburn Dairy, located close to the western corner of the property is still in active use.

Existing buildings on the site are as follows:

### **1. The Creamery Building:**

The main creamery building is a building with 2 floors of usable space centrally located on the site with its back to the river on the front and side. It has a semi-finished interior and is in reasonably good condition. Its base area is approximately 15 m (50 ft) by 20 m (65 ft) and it has approximately 300 m<sup>2</sup> (3000 sq ft) of floor space on each floor. The main floor largely consists of a single room with a heated cement floor. It also has an entrance foyer and washroom facilities. The second floor is also largely an open space and is accessed by an open stairway from the foyer. The Creamery Building is owned by the Creamery Society and operated under lease by the North Colchester Development Association.

### **2. The Ice House**

The ice house is located southeast of the creamery building. It is roughly 6 m (20ft) by 8 m (25 ft) and has a base area of 50 m<sup>2</sup> (500 sq ft). The exterior style is interesting. The interior condition is not known. The Ice House is also owned and administered by the Creamery Society

### **3. The Shed Building**

The shed building is located on the Northeast side of the Creamery Building adjacent to the road right of way. It has a base area of roughly 175 m<sup>2</sup> (1800 sq ft) with dimensions of 8m (25 ft) by 25 m (75ft). It has an unfinished interior with two floors and several garage doors on the southwest side. The shed is still owned and operated by Scotsburn Dairy, primarily for storage. The owners have indicated to members of the Creamery Society that the building is available for acquisition by the Society.

## **Creamery Square Concept**

### ***The Goal***

The goal for Tatamagouche Creamery Square is the creation of a financially and organizationally sustainable multi-purpose heritage/cultural tourism destination. To reach this goal, Creamery Square will need to achieve a “critical mass” that will attract a sufficient number of paying and purchasing patrons so that financial sustainability can be achieved. We believe that the inclusion of all of the components we envision, for both the buildings and the site, will achieve this critical mass, and that conversely, partial development will not. Attracting patrons will also be dramatically affected by the marketing campaign that will be needed to create awareness and encourage visitation. Again, critical mass will be crucial here because without it you have less of an attraction. In addition, from an organizational perspective, a partial development will create problems. Because new users occupying existing spaces implies that the current occupiers must move, if there is nowhere for them to go, then the process of accommodating all users will break down. In short, for Creamery Square to achieve its goal is “all or nothing”. This may seem harsh, but we believe it to be the reality.

### ***Analysis of Development Options***

#### **Occupants**

Our analysis was based on the assumption that the following occupants should be accommodated somewhere within Creamery Square, recognizing that not all of these potential occupants have made a decision that they would move to, or relocate within, Creamery Square.

- Anna Swan Exhibit/Collection
- Art (and possibly Craft) Gallery
- Brule Fossil Museum
- Creamery Econo-Museum or Creamery Exhibit
- Commercial concession areas
- Farmers Market
- Roy Kennedy Estate Collection
- Multi-purpose Performing Arts Centre
- North Shore Archives
- Offices for administration
- Storage for artifacts and function equipment
- Sunrise Trail Museum
- Visitor Information Centre
- Washrooms

In addition, we considered it desirable that the following components, that do not require a roof, be included somewhere within the site if possible.

- Substantial parking
- Look-offs with views of the river
- Picnic area (s)
- Playground
- Walkway to Village Green

**Spatial Requirements (Existing and Desirable)**

Our analysis then moved on to assess the approximate existing floor area occupied by the potential occupants, together with an assumption about what a desirable, reasonable and practical floor area would be for each one, as follows, in square feet:

| Potential Occupant                             | Existing | Desirable |
|--|----------|-----------|
| • Anna Swan Exhibit/Collection                 | 200      | 600       |
| • Art (and possibly Craft) Gallery             | 200      | 650       |
| • Brule Fossil Museum                          | 600      | 600       |
| • Creamery Econo-Museum or Creamery Exhibit    | None     | 600       |
| • Commercial concession areas                  | None     | 500       |
| • Farmers Market                               | 1,300    | 2,000     |
| • Museum Gift Shop                             | None     | 200       |
| • Roy Kennedy Estate Collection                | None     | 500       |
| • Multi-purpose Performing Arts Centre         | 2,000    | 3,000     |
| • North Shore Archives                         | 300      | 600       |
| • Offices for administration                   | 100      | 600       |
| • Storage for artifacts and function equipment | 200      | 2,000     |
| • Sunrise Trail Museum                         | 1000     | 1,500     |
| • Visitor Information Centre                   | 150      | 200       |
| • Washrooms                                    | Varies   | 200       |

**Occupant Clustering**

The next assessment involved is an examination of the possibility of clustering certain users together where there was a commonality of function, such as the museum components, and separating them where there was a diversity of function, such as the differing needs between a Farmers Market and an Art Gallery. This assessment is not absolute because it would be possible, for example, to have offices in either a museum space or a performing arts space. Nevertheless, we believe the clustering outlined below is both functional (based on season of operation, proximity of occupants, and visitor servicing) and marketable, as follows:

- Arts and Crafts Gallery totaling a desirable 650 square feet
- Creamery Square Museums Complex (includes Anna Swan Exhibit/Collection, Brule Fossil Museum, Creamery Econo-Museum or Creamery Exhibit, Museum Gift Shop, Kennedy Estate Collection, North Shore Archives, Offices for administration, Sunrise Trail Museum, Visitor Information Centre, Washrooms) totaling a desirable 5,700 square feet.
- Farmers Market (includes storage for artifacts and function equipment) totaling a desirable 4,000 square feet.
- Multi-purpose Performing Arts Centre totaling a desirable 3,000 square feet.

**Existing Buildings and Land**

Our assessment of the existing building and lands quickly revealed that the only building currently available for development, the Creamery building, was in reasonably good structural condition and definitely a candidate for refurbishing to bring it up to contemporary standards for occupancy and general purpose public (including museum) use. We were also struck by the architectural and heritage significance of the building, especially if it could be retained for use together with the other related buildings (Ice House, Feed Mill, Storage Shed and Feed Store) thereby retaining the historical association of the buildings. Additionally, it is clear that there is considerable opportunity for creating a desirable public-use access to the waterfront.

However, based on information provided, we understand that there is a reasonable expectation that the development of the site could include the Scotsburn land to the north of the Storage Shed, as well as some land to the south, including most of the buildings listed above. Additionally, it appears that the DNR property to the west of the site could also be available. Accordingly, our concept for the

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development of the site assumes that all of this land and the buildings therefore is available for the development of Creamery Square. The buildings are comprised of:

- Creamery Building, ground floor approximately 3,000 square feet, second floor approximately 2,500 square feet.
- Ice House, ground floor approximately 625 square feet.
- Storage Building, ground floor approximately 2,020 square feet, second floor approximately 2,020 square feet.
- Feed Store, raised dock loading floor, approximately 800 square feet.

### ***Alternative Occupant Locations and Associated Costs***

Our analysis of various options quickly revealed that the ground floor of the Storage Shed was the logical location for the Farmers Market. It has grade level entry, a long south facing wall with clear spans already built into it, with the potential for overflow and/or summertime expansion into the area between it and the Creamery Building. The desirable square footage of 2000 square feet would be met by using this building. In addition, the requirement for storage for artifacts and function equipment could be met by using the second floor, especially given the ease with which it could be made to carry reasonable loads by the addition of posts and beams below, which would be in keeping with a Farmer's Market.

Further analysis also quickly suggested that the Ice House, with a square footage of 625 square feet, closely matched the 650 square foot desired for the Arts and Crafts Gallery. The Ice House can easily be raised to a more appropriate grade and refurbished to create a modern gallery space. It has high walls, a potential view of the river, and wide access if required for sculptures and travelling exhibits. Additionally, its separated location would give it a distinct identity and hence enhance the perception and marketing effectiveness of Creamery Square as a destination with a number of visitor opportunities.

This then, left two clusters of occupants, the Museums Complex requiring 5,700 square feet (assuming the VIC, museum gift shop, washroom and administration Offices are included, totaling 1,200 of the 5,700 total), and the Multi-purpose Performing Arts Centre totaling a desirable 3,000 square feet.

Based on the community's historical use of the Creamery Building as a multi-purpose and performing arts space, we first assessed the possibility of continuing this usage. Given the desired 3000 square feet this meant that one or other of the Creamery Building's floors would need to be exclusively devoted to this function. Both floors present difficulties for an ideal development because the second floor, while open, has accessibility issues because it is on the second floor, while the ground floor is below grade with structural support posts. Additionally, using half of the Creamery Building for a multi-purpose and performing arts space meant that the other floor would need to be used for museum complex use or not used at all. Given the desirability of keeping all museum complex functions together we proceed to prepare a comparative cost evaluation based on two options, one, that a new museum complex building was constructed, or two, that a new multi-purpose and performing arts space was constructed. In either case, we assumed that the Feed Storage buildings, which have the least historical value, would be removed and replaced with a new building, either a museum complex building or a multi-purpose and performing arts building, but in a more westerly location.

To provide a comparative evaluation of the options for development of the Creamery Square the following cost scenarios were developed:

#### **Option One — Multi-purpose and performing arts function only in the Creamery Building**

|  |                   |
|--|-------------------|
| • Refurbish Storage Building to create a Farmers Market and artifact and functions equipment storage, 2,200 sq. ft. at \$75-85/sq. ft. | \$ 176,000        |
| • Refurbish Ice House to create an Arts and Crafts Gallery, 625 sq. ft. at \$75-85/sq. ft.   | \$ 50,000         |
| • Refurbish Creamery Building to create a multi-purpose and performing arts space, 5,500 sq. ft. at \$110-120 sq. ft.                  | \$ 632,500        |
| • Build new Museums Complex building, 5,700 sq. ft. at \$120-130/sq. ft.   | <u>\$ 712,500</u> |
| Total  | \$1,571,000       |

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**Option Two — Multi-purpose and performing arts function and approximately one half of museums complex functions in the Creamery Building**

|   |                    |
|---|--------------------|
| • Refurbish Storage Building to create a Farmers Market and artifact and functions equipment storage, 2,200 sq. ft. at \$75-85/sq. ft.    | \$ 176,000         |
| • Refurbish Ice House to create an Arts and Crafts Gallery, 625 sq. ft. at \$75-85/sq. ft.  | \$ 50,000          |
| • Refurbish Creamery Building to create a multi-purpose and performing arts and museums complex space, 5,500 sq. ft. at \$110-120 sq. ft. | \$ 632,500         |
| • Build new Museums Complex building, 3,200 sq. ft. at \$120-130/sq. ft.  | <u>\$ 400,500</u>  |
| Total   | <u>\$1,259,000</u> |

**Option Three — Multi-purpose and performing arts function in a new building**

|  |                    |
|--|--------------------|
| • Refurbish Storage Building to create a Farmers Market and artifact and functions equipment storage, 2,200 sq. ft. at \$75-85/sq. ft. | \$ 176,000         |
| • Refurbish Ice House to create an Arts and Crafts Gallery, 625 sq. ft. at \$75-85/sq. ft.   | \$ 50,000          |
| • Refurbish Creamery Building to create a museums complex space, 5,500 sq. ft. at \$110-120 sq. ft.                                    | \$ 632,500         |
| • Build new multi-purpose and performing arts building, 3,000 sq. ft. at \$120-130/sq. ft.   | <u>\$ 375,000</u>  |
| Total  | <u>\$1,233,500</u> |

Note that these costs are gross construction costs only and do not include fees, exhibit design and construction, furnishings, site

**Recommendation**

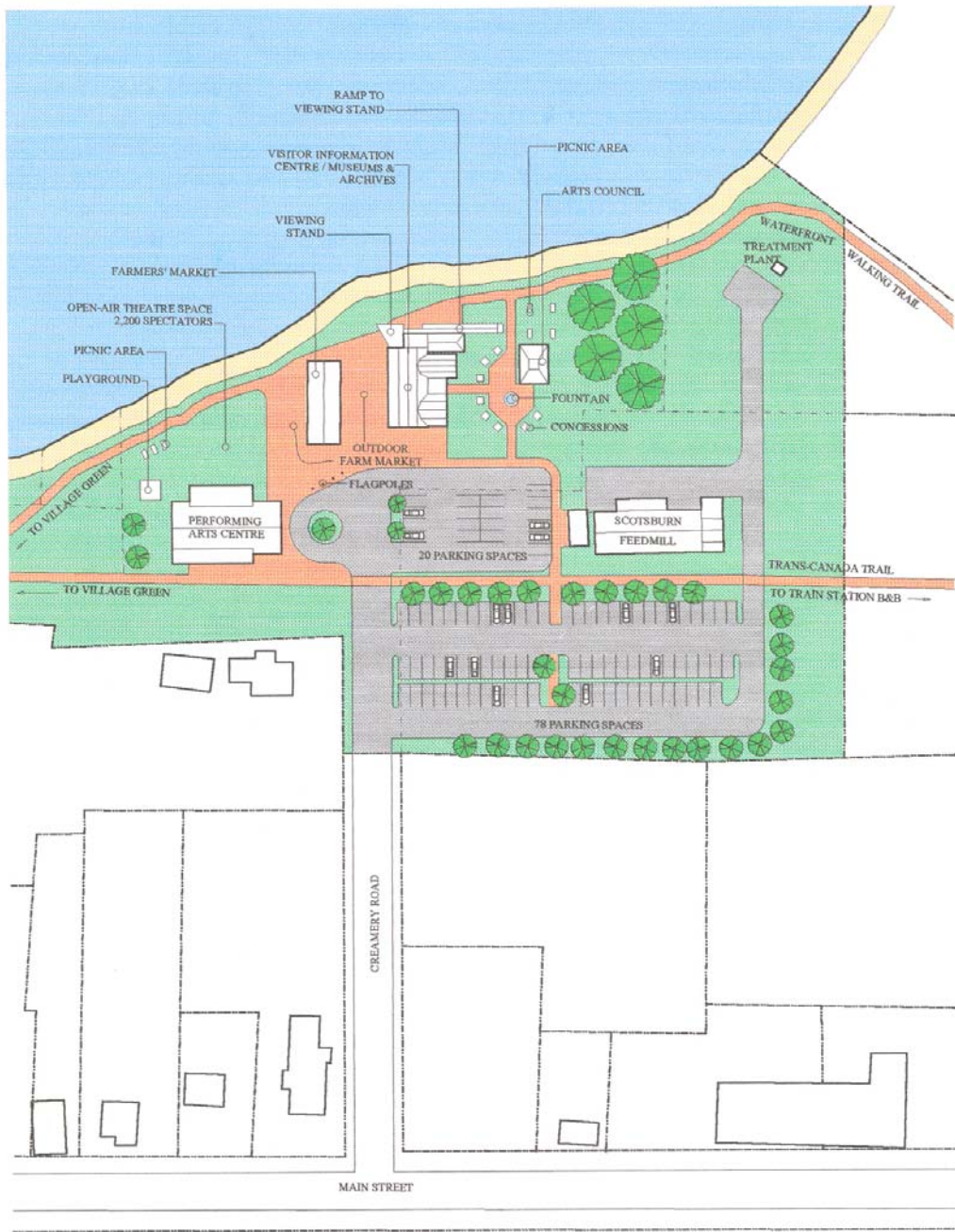
Based on our analysis of the gross construction/refurbishing costs we recommend that the museums complex functions be wholly located within the Creamery Building with the Sunrise Trail Museum and administration offices on the second floor, and all other occupants on the ground floor. Accordingly, our conceptual plans have been prepared based on this recommendation.

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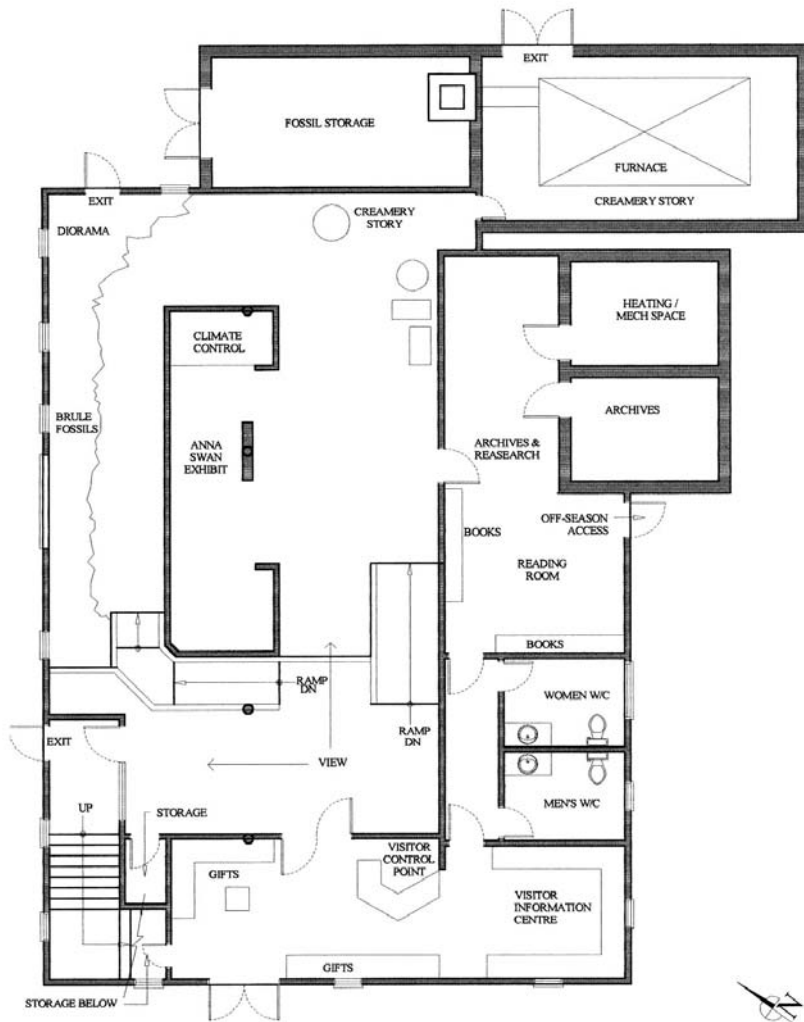
**Perspective View**  
Creamery Square  
Tatamagouche, NS  
May 2003

The Tatamagouche Creamery Square



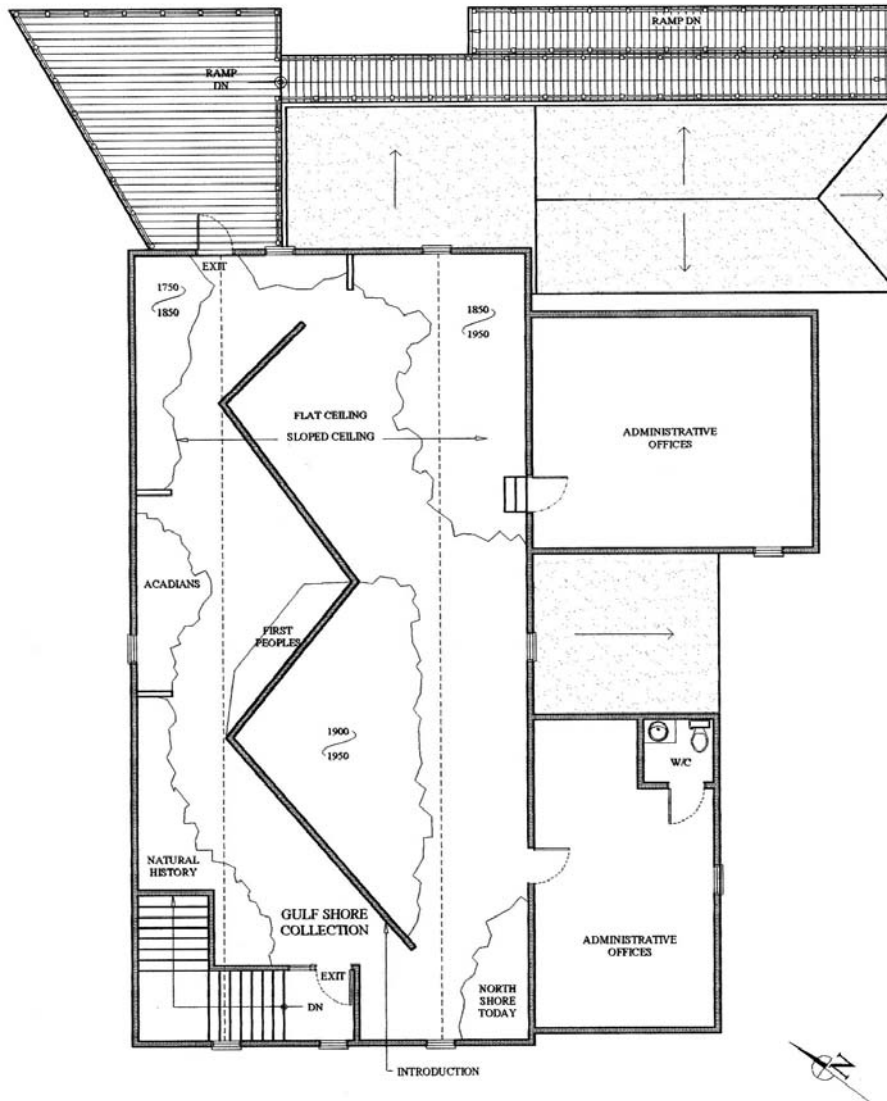
**Site Plan**  
Creamery Square  
Tatamagouche, NS  
May 2003

The Tatamagouche Creamery Square



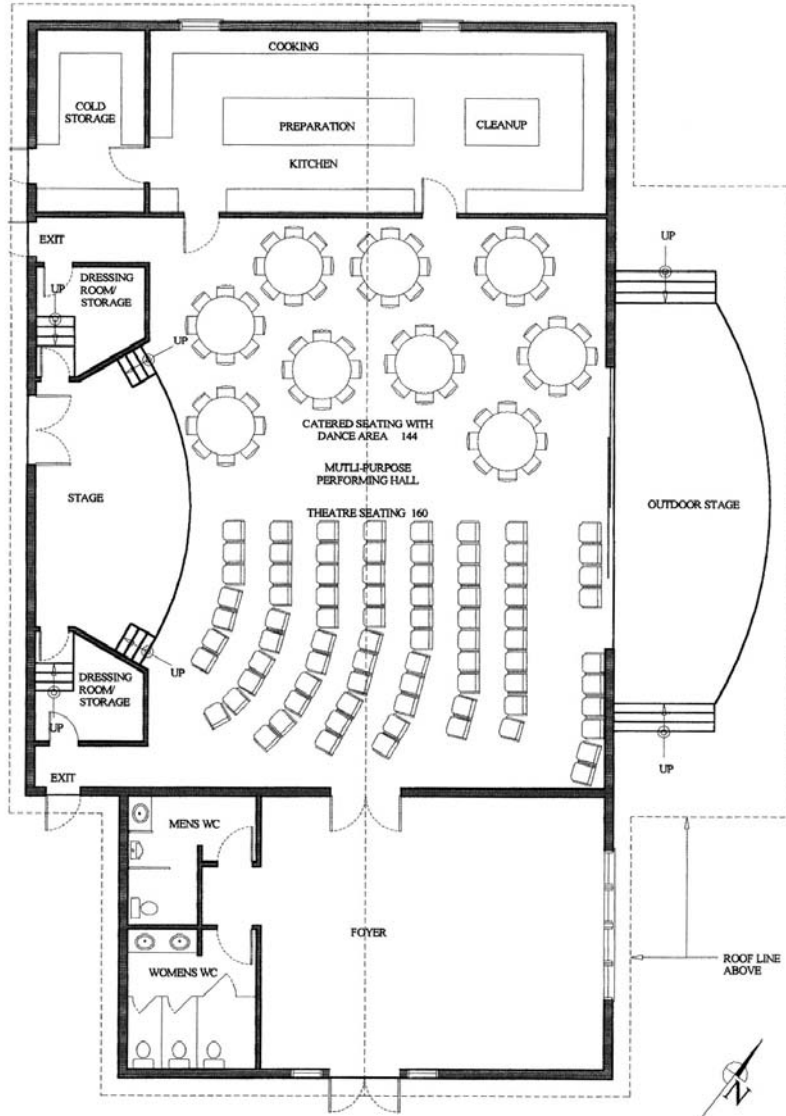
**The Creamery Square Museums  
Ground Floor Plan**

0 1 5 10 FEET  
METERS Creamery Square  
Tatamagouche, NS  
May 2003

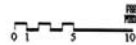


### The Creamery Square Museums Second Floor Plan

0 1 3 10 METERS  
Creamery Square  
Tatamagouche, NS  
MSV 2003



**Tatamagouche Performing Arts Centre  
Ground Floor Plan**



Creamery Square  
Tatamagouche, NS  
May 2003

# Business Plan

## Market Analysis

### *Proximity to population centres*

#### *Regional population*

Colchester County has a population of approximately 50,000. This population is generally within 45 minutes by road from Tatamagouche. Truro, the largest town has a population of 12,000. The population within the immediate vicinity of Tatamagouche (approximately 15 minutes by road) is estimated to be 6390 (North Shore Community Health Plan, 1999).

The Halifax area, Nova Scotia's largest urban region with a population of over 250,000 is roughly 90 minutes by road from Tatamagouche.

#### *Summer resident market*

The North Cumberland Tourism Strategy states that there are 2000 seasonal residences on the Gulf Shore area of Cumberland County. It also estimates that there are (on average) 3 people per seasonal household (6000 seasonal residences in that area). Indeed, the number of seasonal residences exceeds the number of permanent households on the Gulf Coast of Cumberland County. A similar situation exists in the Tatamagouche area. We would estimate that there are as many seasonal residences between the Cumberland County border and the Pictou town limits as there are in North Cumberland.

The seasonal resident market is generally attracted by the ocean. The beach is the main attraction but people are likely to be attracted to an area that will entertain and provide a cultural experience. This is especially true if the weather is cool and cloudy for a few days and the beach is less attractive. This suggests that the summer resident population will be a captive market for the Creamery Square facility. A high capture rate is very likely among this group.

#### *Out of province tourism traffic*

Nova Scotia visitor exit surveys conducted in 1992 showed that 58,100 parties/year travel through Tatamagouche from outside the province. This is equal to approximately 120,000 people. 50% were pleasure travellers and half were from Canadian provinces outside the Atlantic region.

The following chart compares traffic volumes through Tatamagouche with volumes through 6 other rural communities in Nova Scotia.

|             | Total non-resident visitors | Overnight | % overnight | Pleasure travelers |
|-------------|-----------------------------|-----------|-------------|--------------------|
| Guysborough | 26,100                      | 1,300     | 5%          | 16,600             |
| Parrsboro   | 27,800                      | 4,600     | 17%         | 13,000             |
| Louisburg   | 48,200                      | 8,300     | 17%         | 32,700             |

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|                 |         |        |     |        |
|-----------------|---------|--------|-----|--------|
| Tatamagouche    | 58,100  | 5,900  | 10% | 27,600 |
| Annapolis Royal | 76,700  | 9,900  | 13% | 44,700 |
| Lunenburg       | 115,700 | 15900  | 14% | 61,700 |
| Baddeck         | 159400  | 33,400 | 21% | 75,400 |

Tatamagouche exhibits a moderately high traffic flow (twice that of Parrsboro for example) but a lower than average capture rate (few people spend the night). In fact 82% of tourists drive through Tatamagouche without stopping.

The location of Tatamagouche makes it well positioned as a alternative travel route for traffic from outside the province, bound for eastern locations including Pictou, Antigonish and all parts of Cape Breton. Without a major travel destination or star attraction in the Tatamagouche area, this potential is not being fully realized. With a major attraction in Tatamagouche, traffic volumes and capture rates could be significantly higher leading to increased revenues from tourism in the area.

### **Visitation at NS Museums**

The following is an overview of attendance at Nova Scotia Museums:

#### *Actual visitor numbers*

Nova Scotia Museums show a wide range in annual attendance.

Nine museums have annual visitation less than 5,000. The Sutherland Steam Mill situated 12 kms from Tatamagouche on route #326 falls into this category. In 2002 it attracted 4,649 visitors, 20% were from outside the province.

Six Museums have between 5000 and 10,000 visitors per year. The Balmoral Grist Mill situated 10 kms from Tatamagouche on route #256 attracted 8,998 visitors in 2002, 19.7% were from out of province.

Three museums attract between 10,000 and 50,000 visitors per year. This includes several museums based in rural areas such as the Fundy Geological Museum in Parrsboro (23,093), the Highland Village Museum in Cape Breton Island (18,018), the Nova Scotia Museum of Industry (46,195), the Ross Farm Museum (24,304) and Sherbrooke Village (58,429).

Halifax area museums have the highest attendance levels. The Maritime Museum of the Atlantic attracted 208,923 visitors in 2002 and the Museum of Natural History attracted 93,170 visitors.

Outside the Halifax area, the Fisheries Museum of the Atlantic has the highest attendance at 107,253.

### **Visitation Projections**

Based on market positioning, proximity to population centers and out of province tourism traffic, visitation (people who pay admission fees to the museum) could be expected to fall into a range from a low scenario of 6,000 per year to a high of 24,000 per year with a most probable projection of 15,000 per year depending on the effectiveness of market development.

Total number of visitors to the site (including farmers market, performance center, art gallery, site recreational facilities and possible retail etc.) could be 2-3 times the number of museum visitors.

## **Market strategy**

### ***Market positioning***

Creation of a critical mass of activities, entertainment etc.

Within the museum complex, the focus will be to create sequence of experiences that will arrest the attention and offer a compelling perspective of cultural, historical and paleontological story of the Tatamagouche and Gulf Shore region. This focus may be enhanced through the interpretive plan and supporting program elements such as a passport system, self guided tour etc.

The branding and market positioning of the museum complex will expand on this concept. The marketing image will not just focus on the extraordinary (such as the Anna Swann story) but also on the idea that the museum is conceptually a series of stories or a number of distinct museums all put together into a larger picture of the natural and cultural history of the area. The rationale for this concept is to inform the potential visitor that the Creamery Square complex offers them a full agenda of entertainment and discovery.

Within this approach, the farmers market becomes an integral component. The market will complement the cultural themes, add to the experience, and expand on the range of activities.

The critical mass of the attraction will be further developed by creating an environment of festivals and entertainment surrounding the museum, including youth and family activities. The performing arts center will provide the physical infrastructure to attract entertainers and develop the festival and entertainment image of the site. The branding exercise could explore the idea of a festival that runs continuously throughout the entire summer.

The principles of the market positioning and branding process can therefore be summarized as follows:

- Develop a critical mass of activities
- Provide a cultural experience of the Gulf Shore Region
- Incorporate a range of museum themes, concepts and stories
- Create a center of social and cultural activity that will entertain and interest visitors

## **Organization**

The Creamery square facilities will be administered by a board of directors with representatives from all of the participating organizations. If it is a stand-alone organization it will be incorporated as a non-profit society. The administrative organization will have a long-term lease with the Creamery Society

### ***Operation***

The operating season for the museum complex will be determined by the projected traffic/activity levels at the site.

Both touring traffic and summer resident activity typically reach peak volumes in Nova Scotia during the months of July and August. There is a slightly lower peak level among some segments of the tourism market in September (especially tour buses and mature travelers). However, in rural communities (that are off the main travel corridors), the peak season is largely confined to those two months. The highest level of visitation/activity at the creamery square will be during the peak summer season. It is anticipated that activity will be lower in June and September when touring traffic begins to drop off and that there will be significantly less activity in May and October. The exception may be

## *The Tatamagouche Creamery Square*

during the Octoberfest. This event draws substantial numbers and this will spillover to the Creamery Square attraction.

The archives will be open year round.

The performing arts center will offer a complete performance season from July 1 – August 31<sup>st</sup> including live theatre shows (4-5 days), live music, mime/circus events, and dinner theatre. During the low peak, shoulder season and holiday periods, it should be available for private catered events, fund-raising and community theatre events. During the winter season (after Jan 1<sup>st</sup>, it will be closed).

### ***Management***

A general manager will be employed to oversee the operation of the museum complex, gallery and performance center. This position will require strong management and promotional skills and an intense commitment to the operation. The position will be full time seasonal (roughly 9 months per year).

### ***Staff***

Staff will be employed on a tiered level of employment with minimal staffing in the shoulder season (May and October), with progressively higher levels of staff as tourism activity increases during the summer months, to a maximum of 5 front line staff in July and August.

One maintenance staff person will be employed from March through to November.

## ***Calculation of Net Operating Income***

We have calculated the financial scenario from operation of the Creamery Square complex by evaluating each of the three major components as separate business units. These components are:

1. Museum complex
2. Farmers market
3. Performing arts center

A detailed operating scenario for the museum complex is incorporated into the financial scenario for the Creamery Square in section “Projected Cash Flow” under section -Financial Projections. This outline includes a pro-forma operating cash flow statement based on what appears to be the most reasonable projection of visitation to the museum complex.

A general operating scenario for the performing arts center is also outlined in the section – Financial Projections. It is projected that the performing arts center will be a venue for fund-raising events and will contribute to the operation of the Creamery. Income (over costs) from fund-raising events are shown as “fund-raising” revenues in the Creamery Square income projections.

The Farmers Market will operate in the same manner as the existing market with the Farmers Market Association managing its own operation through the efforts of the vendors. Utility costs, insurance etc, that are specific to the market will be covered by the Farmers Market Association. The market will pay a fee to the Creamery Square association to cover a share of the cost of overall administration and maintenance costs (including maintenance staff costs).

### ***Museum Complex - Revenues***

Income projections are based on 15,000 paid visitors to the museum complex each year. Generally business analysts and planners like to project an increasing number of visitors over the first three to five years. In our experience, visitor numbers (for community-based tourism attractions) are more likely to approximate the long-term average in the first year. Our three-year projections therefore show visitor numbers maintained at a constant level.

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The museum complex will charge an entry fee. This fee will provide part of the revenues required to cover operating costs. The balance of costs will be funded through gift shop sales, program funding and employment grants, sponsorships and local fund-raising.

### *Admission fees*

Admission fees will be charged to all museum visitors. A fee of \$3.50 per adult is recommended. In addition, there will special rates for youth, family groups, and seasonal passes. We calculate the average fee (based on this varied rate structure) will be \$2.70 per visitor.

### *Gift shop revenues*

Merchandising is a vitally important source of revenues for most museums and cultural attractions. Strong merchandising skills (product selection, presentation, inventory management, etc) will be needed to make ensure that a gift shop can make a substantial contribution to the revenues of the museum complex. With good merchandising practices, we feel that average sales of \$10.00 per party (where an average party consists of 2.5 visitors) are feasible.

### *Fund-raising*

Fund-raising events (special theatre and entertainment events at the performance center) are expected to contribute \$7500 in revenues annually.

### *Operating Grants*

Several partners in the museum complex currently receive operating grants (for example the Sunrise Trail Museum receives funds from the Nova Scotia Museum Assistance Program). The museum complex will apply for a new level of operating funds to replace the existing grants that partners are currently receiving. Given the amalgamation of 4 separate museum exhibits plus the archives and possibly the arts council, we project that income from operating grants of \$15,000 per year is reasonable.

### *Employment program funding*

Summer employment program grants, while less common now than several years ago, are still an important way to acquire assistance for student and youth employment as well as employment of adult workers that have a developmental focus. We project that income support of \$5000 annually is reasonable.

### *Sponsorships*

Operating income from a major corporate sponsor will also be an important source of revenues for the Creamery Square complex. The sponsor will require a significant profile and visibility on the site and in all promotional materials both relating to the museum complex and the performance centre. Assuming that the museum can provide an adequate benefit package, we project \$17,500 in annual sponsorship income.

### ***Museum Complex - Operating costs***

#### *Staff wages and salaries*

Salaries will be as determined by the staffing levels outlined above. The general manager will be compensated at a level appropriate for a non-profit organization based on the required level of responsibility and effort for a seasonal period of employment.

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Maintenance staff cost will be based on one employee with a reasonable level of skill and experience in building and landscape maintenance and will be compensated appropriately for a seasonal period of employment.

Salaries for front line staff will be determined according to the schedule outlined above based on appropriate wage levels. Wage levels are expected to be 10-20% higher than minimum wage on average.

In addition to staff costs, the following operational costs are anticipated on an annual basis:

### *Legal/accounting*

This will cover the cost of bookkeeping, annual audits and legal costs that may occur from time to time. It will also include miscellaneous financial charges such as bank fees, credit card commissions as well as all taxes.

### *Utilities*

Utility costs include heating, electrical, phone, waste removal and other miscellaneous costs. During the winter season the building will be heated only to a low maintenance level.

### *Insurance*

Insurance will be required to cover general liability as well as fire theft and vandalism.

### *Supplies*

This cost item will cover office supplies, cleaning, miscellaneous, landscaping costs etc.

### *Maintenance*

Maintenance costs include repairs to the buildings, equipment and grounds, painting and upgrading of structures etc.

### *Financing costs*

In addition to direct operating costs, financing costs are also projected. This will cover the interest charges on a rolling line of credit to cover inventory purchases, pre-season maintenance and staff wages in the early part of the season before peak season revenues can be acquired.

### *Annual marketing program costs*

This covers the cost of annual advertising and promotional expenditures. The projected budget may be seen as a base cost and it would be expected that additional marketing would be covered by funds levered through partnership marketing programs (such as the NS destination marketing initiative) partnership trade show ventures, etc.

Based on this scenario of operating revenues and costs, we feel that a balanced and sustainable operation is feasible for the museum complex.

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### ***Performing Arts Centre***

Financial projections for the Performing Arts Centre are based on admissions fees to scheduled events (theatre and other entertainment), and community and fundraising events.

#### Theatre and other entertainment

Revenues projections are based on admissions to traveling theatre shows and from concerts by musicians and other arts performances. The example of the Ship's Company Theatre Second Stage, Parrsboro, NS, was used as a basis for determining how theatre would be planned and for determining a reasonable revenue and cost structure.

The Ship's Company Theatre is professional theatre company that presents two main stage show each year. These are large productions and involve professional actors and production staff. In addition, Ships Company presents several "Second Stage" shows each season. The second stage uses small traveling companies that offer three or four-day runs. These companies charge \$1000-\$1500 depending on the duration and size of the production.

Our projections are based on this type of production. It is assumed that there are 8 shows per season, each with a duration of 4 days (Thursday-Sunday). Projected occupancy (for a 150 seat theatre) is 60% and admissions fees are assumed to be \$12.00 per person. Payment to the production company is assumed to be \$1500.

We assume a similar scenario for other entertainment. Projections are based on 4 (single night) shows per year with an admission of \$10.00 and a cost per show of \$750.

Other revenues will be from fund-raising events (all staff would be volunteers for these events), community events (where revenues would be from rental of the facility) and special events.

Costs are based on the incremental costs of the performing arts centre over the general costs of the Creamery Square. In other words, the general management and administration costs of the performing arts centre are included with management and administration of the Creamery Square. In addition, it is assumed that revenues from fundraising would be directed to the overall operation of the Creamery Square. This is shown on the operating Proforma of the Creamery Square as "fundraisng revenues".

## **Projected Capital Budget**

The following is a final estimate of the recommended option for the Creamery Square project based on full accounting of all capital costs including existing assets and in kind community contributions. The budget also proposes a cost allocation based with federal, provincial and local sources identified in the budget.

### **Phasing Option**

#### **January 2004 - September 2004**

|   |                |
|---|----------------|
| Fundraising Program                                 | 20,000         |
| Marketing & Signage Program @ 50%                   | 32,500         |
| Stakeholder Re-Organization & Systems Modernization | 35,000         |
| Architectural Designs                               | 40,000         |
| Exterior Site Work X 50%                            | 137,500        |
| Land  | 220,000        |
| Farmers Market                                      | 187,000        |
|   | <hr/>          |
|   | <b>672,000</b> |

#### **September 2004 - August 2005**

|  |                  |
|--|------------------|
| Creamery Building                          | 852,000          |
| Engineering, Electrical & Mechanical @ 50% | 75,000           |
| Exhibit Design & Implementation            | 225,000          |
| Exterior Site work @ 25%                   | 68,750           |
| Artifacts                                  | 100,000          |
| Ice House                                  | 53,125           |
| Marketing Program                          | 32,500           |
|  | <hr/>            |
|  | <b>1,406,375</b> |

#### **September 2005 - August 2006**

|  |                |
|--|----------------|
| Performing Arts Centre                   | 473,000        |
| Exterior & Site work @ 25%               | 68,750         |
| Engineering, Electrical Mechanical @ 50% | 75,000         |
|  | <hr/>          |
|  | <b>616,750</b> |

**Overall Total** **2,695,125**

### **Funding Options**

**Phase 1** **672,000**

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|                         |   |
|-------------------------|---|
| Community (land)        | 220,000 (land)  |
| Municipality (Exterior) | 137,500 (Exterior) Road Infrastructure                                      |
| Agri Futures or NSAgr.  | 72,500 (Mktg & Signage / Architected)                                       |
| ACOA                    | 164,863 (Fundraising Program / Stakeholder<br>Re Org. / Market Lease holds) |
| HRDC                    | 77,137  |
|                         | <b>672,000</b>  |

**Phase 2 1,406,375**

|                            |                                 |
|----------------------------|---------------------------------|
| Community (Artifacts)      | 100,000 (Artifacts)             |
| Community (Cash)           | 100,000                         |
| Dept. of Canadian Heritage | 225,000 (Exhibit Design / Imp.) |
| Sport & Recreation         | 68,750 (Park / Viewing Area)    |
| Dept. of Tourism / Culture | 100,000                         |
| HRDC                       | 465,568 (Labour see pg. 27)     |
| ACOA                       | 347,057                         |
|                            | <b>1,406,375</b>                |

**Phase 3 616,750**

|                  |                |
|------------------|----------------|
| Community (Cash) | 100,000        |
| Municipality     | 68,750         |
| OED              | 50,000         |
| ACOA             | 398,000        |
|                  | <b>616,750</b> |

**Overall Total 2,695,125**

**Potential Human Resource Canada Participation**

The refurbishing work necessary to bring the Creamery Building, Ice House and Storage Building up to contemporary public-use standards involves construction and building repair skills that potentially lend themselves to an HRC skills transfer project. For the skills transfer to occur in a genuine manner it will be necessary to hire skilled mentors at a ratio of one mentor per four unskilled people.

Assuming a local market rate of \$25/hour, including benefits, for the mentor, and \$12/hour including benefits for the unskilled workers, the average cost per hour per team member (one mentor, four unskilled) would be approximately \$15/hour. Based on the assumption that 75% of the labour cost of the renovation of the three buildings is potential HRC program tasks, it is possible to assess the possible level of HRC participation in hours and dollars, as follows:

- ❑ Creamery Building, total refurbishing cost of \$852,000, 66% labour cost of \$562,320, with 75% potentially HRC program for total HRC cost of \$421,740.

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- ❑ Ice House, total refurbishing cost of \$53,125, 55% labour cost of \$29,218, with 75% potentially HRC program for total HRC cost of \$21,914.
- ❑ Storage Building, total refurbishing cost of \$187,000, 55% labour cost of \$102,850, with 75% potentially HRC program for total HRC cost of \$77,137.

The potential total HRC program cost is therefore \$520,791. At an average labour cost of \$15/hour the total hours would be 34,720 or approximately 18 people for one year (assuming 2000 hours of work per person per year). In practical terms, this would translate into one project manager, one office/bookkeeper, one team supervisor and three five person refurbishing teams.

### **Marketing and Fundraising Strategy**

Typically, a capital expenditures budget will not include a budget item for marketing and fundraising. However, for a project like the Tatamagouche Creamery Square, where working capital is likely to be extremely scarce, it is prudent to include initial expenditures on these items so as to maximize the probability that the project will open with the highest possible level of paid attendance and purchases.

Once the operation is established with a revenue stream, then advertising and marketing expenditures can be planned within the annual operating budget.

In the early stages of major community-driven projects, where there is inevitably a need for fundraising, start-up marketing and fundraising marketing are inextricably linked. Before the project is completed, there is the potential problem of communicating to potential donors the nature of the project. Additionally, there is the need to develop professional fundraising materials outlining the donor opportunities as well as the nature of the donor recognition for such opportunities. All of this involves an integrated marketing plan that should follow roughly the sequence outlined below.

1. Create a distinct visual identity that will function well in all stationery, advertising media, branded merchandise, signage and product applications.
2. Create a series of top quality artist's impressions of the completed project in use with lots of visitors.
3. Establish a fundraising campaign team with a variety of donor recognition opportunities that vary in price from a low of perhaps \$25 to the maximum possible for a major opportunity such as the naming of the Performing Arts Centre.
4. Establish a marketing campaign that includes an integrated signage plan designed to create awareness, a desire to visit Creamery Square, and directions for doing so. Other components of the marketing campaign should include a brochure and website, as well as standardized print advertisements.