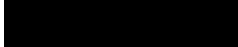




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Item No. 9.1.1
Grants Committee
March 28, 2022

TO: Chair and Members of Grants Committee

SUBMITTED BY:  (Original Signed)

Jacques Dubé, Chief Administrative Officer

DATE: February 22, 2022

SUBJECT: **Interim Community Museums Grants Program: Recommended Awards 2022**

ORIGIN

January 31, 2022 – Application deadline for the Interim Community Museums Grants Program.

LEGISLATIVE AUTHORITY

Halifax Regional Municipality Charter (“HRM Charter”), S.N.S 2008, c.39

79A (1) Subject to subsections (2) to (4), the Municipality may only spend money for municipal purposes if

(a) The expenditure is included in the Municipality’s operating budget or capital budget or is otherwise authorized by the Municipality

Administrative Order 2018-010-ADM Respecting Interim Grants to Community Museums.

5 (1) Subject to annual budgetary approval, grants may be made available through this grant program for a term of three fiscal years: 2020-21, 2021-22 and 2022-23.

(2) Council may, by resolution, extend the term of the grant program for additional fiscal years.

9. Operating Grants may provide up to a three (3) year commitment, or the balance remaining in any stated term of the program, subject to annual budgetary approval by Regional Council.

Administrative Order 2019-007-ADM Respecting Grants Reporting.

RECOMMENDATION ON PAGE 2

RECOMMENDATION

It is recommended that the Grants Committee recommend that Halifax Regional Council:

1. Approve seven (7) Project Grants as detailed in the Discussion section of this report at a combined cost of \$43,923.50 in fiscal year 2022-23 from Operating Account M310-8004;
2. Adopt the amendments to Administrative Order 2018-010-ADM as set out in Attachment 1 of this report to extend the Interim Community Museums Grant Program by 2 years, to March 31, 2025; and
3. Subject to Council's approval of Recommendation 2 and annual budgetary approval, extend the term of currently approved Operating Grants to fiscal year 2024-25.

BACKGROUND

In 2018, Regional Council approved the implementation of a 3-year *Interim Community Museums Grants Program* for eligible non-profit and charitable organizations located within the geographic boundary of the municipality. The term "community museum" is defined in Administrative Order 2018-010-ADM to distinguish these museums from provincial, federal or institutional museums, stand-alone archives, interpretation centres, art galleries etc. The program was intended to be "interim" pending the development of a Culture and Heritage Priorities Plan. The Municipality has since initiated the development of an HRM Museum Strategy, and it is anticipated that community museums will be positioned in relation to the Municipality's role in direct service delivery.

In 2021, the term of the grant program was extended by two years to end March 31, 2023. To aid navigation and administrative efficiencies, the program was also amended to consolidate access to funding through a "single point of entry"; the revised program includes multi-year Operating Grants and non-recurring Capital, Project, and Special Grants. A further two-year extension to March 31, 2025, is proposed while awaiting the outcome of the Culture and Heritage Priorities Plan and Phase 1 of the HRM Museum Strategy. If approved, an extension to the term of the program will allow for advance notice to current program participants should amendments to the program be recommended by staff or Council.

This report details the following:

- recommended Project Grants and Capital Grants in fiscal year 2022-23;
- an amendment to Section 5 of Administrative Order 2018-010-ADM to extend the term of the program by two years (Attachment 1 of this report); and
- an update on the service contract with the Association of Nova Scotia Museums.

In accordance with Section 9 of Administrative Order 2014- 010-ADM, Operating Grants may be awarded on a multi-year basis for up to three (3) years, or the balance remaining in the term of the program. Hence, thirteen Operating Grants totalling \$122,000 have been approved for fiscal 2022-23, subject to budget capacity and are listed in Attachment 2 of this report.

DISCUSSION

As of the January 31, 2022 deadline a total of eight (8) on-time applications were received. The combined value of requests is \$59,753.50.

Recommended Awards

The following project descriptions and recommendations are presented in alphabetical order.

Project Grant (>\$5,000)

1.Cole Harbour Rural Heritage Society – Cole Harbour Heritage Farm – Cole Harbour (Registered Heritage Property)

Incorporated in 1978, the society is a registered non-profit and a Canadian charity that owns and operates 2.5 acres of land featuring an original residence and outbuildings representative of the area's agricultural past. In 2021 the Society completed a re-evaluation under the provincial *Museum Evaluation Program* which recommended site and building accessibility be enhanced. A Project Grant in the amount of \$5,000 is requested towards architect fees to conduct a site audit. This initiative will focus on the *Harris House* (tearoom) and interpretive buildings (*Giles House* and *Settle Barn*). The total cost is \$6,659.50 HST included. Quotes provided. The Society's cash contribution of \$1,248.50 plus \$411 representing a partial HST rebate is confirmed. Completion of this project will enable an evidence-based approach to enhancing accessibility and the design recommendations may be used to develop priorities and/or leverage funding including non-municipal sources.

A Project Grant in the amount of \$5,000 is recommended towards a site and building accessibility audit.

2.Fort Sackville Foundation – Scott Manor House - Bedford (Registered Heritage Property)

Incorporated in 1988, the society is a registered non-profit and Canadian charity that leases the HRM-owned registered heritage property known as *Scott Manor House* (c.1770). The society's collection includes photographs and artwork, newspaper clippings, maps, books, small artefacts, and self-published monologues. A Project Grant in the amount of \$2,500 is requested to fully fund the purchase of sixteen (16) portable gauges for monitoring of temperature and humidity levels on each of the building's four floors and storage areas. The total cost is \$2,428.80 HST included. Quote provided. Although the protection of a collection is a program funding priority, the value of proposed award has been moderated to (i) reduce the number of units¹, (ii) align costs with the quote provided, and (iii) as a registered charity the Foundation is eligible to apply for a partial rebate on HST. If required, additional units may be purchased as funds permit, or climate control improvements/capital upgrades implemented based on the data collected. The Foundation will provide computer software for remote data storage, but the product specifications and cost are unspecified.

A Project Grant in the amount of \$1,250 is recommended towards the purchase of remote sensory gauges to monitor indoor air quality.

3.Fort Sackville Foundation

The Foundation has requested a Capital Grant in the amount of \$7,000 to fully fund ultraviolet light protection to reduce damage to items on display. Although the Foundation proposes a contribution of 20% of costs, as of the submission deadline the method, scope of work (number and location of window coverings), or a full cost estimate are unconfirmed. Given that the protection of display materials is a program priority, and that adhesive film can be unsuitable for a heritage property, it is recommended that the Foundation proceed in their efforts to secure a cost-effective alternative and engage professional services to develop a prototype to evaluate the feasibility and efficacy of a customized solution. Hence, a Project Grant is recommended for professional design fees and the fabrication of interior removable window inserts subject to the approval of HRM Heritage Planning. This project could be expanded and/or implementation phased as funds permit if the approach proves successful.

A Project Grant of \$5,000 is recommended for professional fees to design and fabricate custom removable ultraviolet light protection inserts for the Scott Manor House.

¹ For context, HRM staff employ four (4) monitoring units in 8000 sf of municipal artifact storage space; the units are small and easy to relocate.

4.Hooked Rug Museum of North America Society – Hubbards

Incorporated in 2006, the Society is a registered Canadian charity with a dual role in operating a hooked rug museum and a fibre art market. The museum's niche collection focuses on hooked rugs originating in Acadian communities in New England and the Maritime provinces. The evolution of the craft and related needle-arts² is demonstrated in the Society's modest collection and temporary thematic exhibitions. The organization does not receive any provincial funding under the *Museums Assistance Program* and receives partial municipal tax relief. A Project Grant in the amount of \$3,000 is requested to fully fund the purchase and installation of four steel flagpoles and flags, including one customized flag for identification³. Quotes provided. Because the museum building is set-back from the highway it is easily missed by motorists and there have been complaints from neighbours regarding vehicles turning in residential driveways or on the highway which carries a high volume of traffic during the summer season. The equipment purchase will provide a visual cue and enhance awareness of the museum's location.

A Project Grant in the amount of \$3,000 is recommended for the purchase and installation of flag poles and flags to enhance roadside facility identification.

5.Lake Charlotte Area Heritage Society – Memory Lane Heritage Village - Lake Charlotte (Registered Heritage Property)

Incorporated in 1995, the Society is a registered non-profit and Canadian charity that owns and operates a 4-acre living museum that portrays rural life in the area's small coastal villages between 1940 and 1950. A Project Grant in the amount of \$5,000 is requested to fully fund the purchase and installation of a fire detection system for the Eastern Shore Archives building. The total cost is \$5,186.95 HST included. Quotes provided. The protection of a collection and/or facility is a program funding priority and completion of a comprehensive fire prevention system may reduce insurance costs. As a registered charity the Society is eligible to apply for a partial HST rebate which would represent a modest cost-saving that could be directed towards the purchase of fuel for the excavation equipment on loan from a community member for trenching. The project demonstrates strong community in-kind support through volunteer labour and access to specialized equipment at no cost.

A Project Grant in the amount of \$5,000 is recommended towards the purchase and installation of a fire detection system for the Eastern Shore Archives.

Capital Grant (>\$25,000)

6.Army Museum Halifax Citadel - Army Museum – Halifax (National Historic Site)

Incorporated in 1953, the society is a registered non-profit and Canadian charity that occupies a portion of the Halifax Citadel, a federal government property operated by Parks Canada featuring Canadian military history. The society's extensive collection complements and augments federal programming but with a focus on Army history and the role of Nova Scotian and Atlantic Canadians. A Capital Grant in the amount of \$8,591 is requested towards professional fees for the design, fabrication and installation of a major exhibit featuring the "order of battle"⁴ for the First Canadian Army (May 1945) which was deployed in Europe and participated in the WWII liberation of the Netherlands. The display will include photographs, rare military insignia, and French translation. The total cost is \$9,591 including HST and the society has committed

² For example, braided rag rugs, quilting, knitting, embroidery, and crewel work.

³ The other flags are Canadian, American, and Nova Scotian representing the Society's focus on works from the Maritimes, Nova Scotia, and New England.

⁴ "Order of battle" refers to the hierarchical organization, command structure, disposition of personnel and equipment, military units and formations of armed forces.

\$1,000. Quotes included. It is anticipated that Parks Canada's substantial investment in the *Tides of History* interactive exhibit will enhance visitation rates to Halifax Citadel and by extension that of the Army Museum. The existing installation will be replaced and enhanced to improve the visitor experience.

A Capital Grant in the amount of \$8,591 is recommended towards the design, fabrication and installation of a permanent display featuring the First Canadian Army.

7. Musquodoboit Harbour Heritage Society – Musquodoboit Harbour Railway Museum – Musquodoboit Harbour (Registered Heritage Property)

The Society was founded in 1982 to enable the transfer of the former Canadian National Railway station property to the group and prevent its demolition. The venue now serves as a small community museum and events venue. The modest collection includes railway memorabilia, print materials, 740 linear feet of track and five original railcars. A Capital Grant of \$16,082.50 is requested to fully fund the purchase and installation of four (4) weatherproof/graffiti-resistant interpretive panels. Quotes provided. The railcars are a distinct feature of the Society's collection, a popular attraction and a visible landmark for visitors, but due to their size are displayed outdoors. Without protection these artifacts are vulnerable to environmental degradation and have been subjected to vandalism. The installation of interpretive panels explaining their origins and former use (i) addresses feedback received under the *Museum Evaluation Program* and (ii) may discourage vandalism by raising awareness of the significance of these artifacts to the village. Full funding is recommended to enhance accessibility for visitors physically unable to experience the exhibit fully (ie. unable to access the interior).

A Capital Grant in the amount of \$16,082.50 is recommended to fully fund the design, fabrication, and installation of four outdoor interpretive panels.

Recommend Decline in 2022

8. L'Acadie de Chezzetcook Association - Acadia House Museum – West Chezzetcook

The Association is a registered non-profit society and a Canadian charity. A Capital Grant in the amount of \$12,600 is requested towards the purchase of privately-owned land for use as a parking lot. The total cost is estimated to be \$15,800 HST included with \$3,200 contributed by the Association. Although negotiations have been initiated with the property owner the application lacks sufficient information to assess the need, viability, actual project costs⁵ and timelines, and the impact on annual operating costs. The application is incomplete.

It is recommended that the application from L'Acadie de Chezzetcook be declined in fiscal 2022. The applicant will be provided with feedback and may elect to re-apply to the 2023 program

Recommended Extension to the Term of the Grant Program

The *Interim Community Museums Grants Program* was established in response to a request for funding assistance from several local museums, some of whom do not receive operating assistance under the provincial *Museums Assistance Program* and instead rely heavily upon volunteers and self-generated revenue. The program is considered "interim" pending Council's decision with respect to the Culture and Heritage Priorities Plan or HRM Museum Strategy. Consequently, Section 5 of policy has a defined term that can be amended at Council's discretion.

⁵ The application would have been strengthened by an independent valuation, confirmation of zoning/permitted use, and an itemized list of expenditures including but not limited to legal, survey, and land registration fees as applicable, and any site improvements such as vegetation removal, grading, signage etc. Unless abutting and consolidated with the Society's current holdings there will be additional operating costs with respect to property tax that cannot be estimated at this time.

In 2021, the term of the program was extended by two (2) years and ends March 31, 2023. This change is reflected in subsection 5 (1) of the Administrative Order which currently states: “*Subject to annual budgetary approval, grants may be made available through this grant program for a term of three fiscal years: 2020-21, 2021-22 and 2022-23*”. As proposed, subsection 5 (1) would be amended to read: *Subject to annual budgetary approval, grants may be made available through this grant program for a term of three fiscal years: 2022-23, 2023-24 and 2024-25*”. If approved, the amendment to the duration of the current program allows for a transition period, should one be required, to accommodate the implications of the Museum Strategy and/or the Culture and Heritage Priorities Plan.

With approval to extend the term of the program, staff also recommend an extension to the term of Operating Grants under Section 9 of policy which states: “*Operating Grants may provide up to a three (3) year commitment, or the balance remaining in any stated term of the program, subject to annual budgetary approval by Regional Council*”.

In combination, an extension to the program and the term of Operating Grants to March 31, 2025 provides a measure of predictability during a period of uncertainty and post-pandemic recovery. The proposed amendment to subsection 5(1) of the Administrative Order is included as Attachment 1 of this report.

Association of Nova Scotia Museums – Service Contract Update

At its inception the *Interim Community Museums Grants Program* encouraged voluntary participation in the provincial *Museum Evaluation Program* to enhance standards of museum practice. It was recognized that this form of incentive could exert immediate and short-term pressure on the Association of Nova Scotia Museums (“ANSM”) who administer the program under contract to the Nova Scotia Department of Communities, Culture & Heritage. To address this issue a service contract was executed with ANSM to expand capacity to meet anticipated demand.

The service contract has been in effect since 2019 and most participants in the *Interim Community Museums Grants Program* have chosen to complete an initial evaluation, or a re-evaluation, and received feedback to assist in their operations. Consequently, staff propose that the proposed extension to the *Interim Community Museums Grants Program* will not apply to the ANSM contract. Should project-specific contracts be required, HRM retains the ability to secure services through a separate budgeted line item in preference to the grant program’s budget allocation. A courtesy notification has been sent to ANSM.

The intent is to:

- focus the program’s budget expenditures on grants directly to eligible community museums;
- provide greater flexibility in supporting organizational capacity-building in priority areas using a variety of methods (for example, online self-directed learning, technology); and
- accommodate any amendment to the *Interim Community Museums Grants Program* resulting from the HRM Museum Strategy or Culture and Heritage Priorities Plan.

In 2022, HRM will issue the second and final balance due under the service contract to the Association in the amount of \$12,000. These funds will be used to support a pilot project to evaluate proposed revisions to the *Museum Evaluation Program* and training workshops for museum volunteers and staff. The training is intended to broaden awareness of current issues and opportunities such as environmental sustainability, accessibility, diversity and inclusion, and community engagement.

FINANCIAL IMPLICATIONS

Interim Community Museums Grant Program Budget M310-8004	\$220,000
Less Recommended Operating Grants (13)	(\$122,000) ¹
Less Recommended Project Grants (5)	(\$19,250)

Less Recommended Capital Grants (2)	(\$24,673.50)
Less Final ANSM Contract Installment Fiscal 2022	(\$12,000)
Balance	\$42,076.20

Note to Financial Implications: See Attachment 2 of this report for an itemized list of Operating Grant recipients.

RISK CONSIDERATION

Low. The primary risks with cash grants are representational (accuracy and completeness of information), financial misappropriation or loss, and reputational risk to the Municipality.

COMMUNITY ENGAGEMENT

On January 31, 2022 a Call for Submissions was issued through local print media and program materials were posted on the designated web pages within the Halifax.ca web site.

ENVIRONMENTAL IMPLICATIONS

No environmental implications were identified.

ALTERNATIVES

The Grants Committee could recommend a staff recommendation be overturned, amended, or refer an application to staff for further review.

ATTACHMENTS

1. Amending Administrative Order 2018-010-ADM
2. Other HRM Assistance to Community Museums Fiscal Year 2021-22

A copy of this report can be obtained online at halifax.ca or by contacting the Office of the Municipal Clerk at 902.490.4210.

Report Prepared by: Peta-Jane Temple, Team Lead Grants & Contributions, Finance & Asset Management, 902.490.5469;
Peter Greechan, Community Developer Grants & Contributions, Finance & Asset Management. 902.490.7310
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ATTACHMENT 1

Amending Administrative Order

**ADMINISTRATIVE ORDER 2018-010-ADM
RESPECTING INTERIM GRANTS TO COMMUNITY MUSEUMS**

BE IT RESOLVED by the Council of the Halifax Regional Municipality that Administrative Order 2018-010-ADM, the Interim Grants to Community Museums Administrative Order is amended as follows:

1. Subsection 5(1) is amended by:

(a) striking out the words, punctuation and numbers “2020-21, 2021-22 and” after the colon and before the numbers “2022-23”; and

(b) adding the words, punctuation and numbers “, 2023-24 and 2024-25” after the numbers “2022-23” and before the period at the end of the subsection.

Done and passed this day of 2022.

Mayor

Municipal Clerk

Other HRM Assistance to Community Museums Fiscal Year 2021-22

1. Operating Grants: Interim Community Museums Grants Program and Other Government Programs

The thirteen (13) community museums in receipt of an Operating Grant under the *Interim Community Museums Grants Program* are listed below by “Tier” which is used only in relation to HRM’s program. The tiers distinguish those organizations that have completed the provincial *Museum Evaluation Program* with a minimum score of 50/100. Participation in this program is voluntary: those organizations who elect not to undertake an evaluation are not disqualified from municipal funding consideration. Municipal Operating Grants also take into consideration annual revenues and government in-kind assistance. Provincial operating grants received under the *Community Museums Assistance Program* (“CMAP”) and the “NS” column indicates provincial funding outside the CMAP. The provincial *Community Museums Assistance Program* is under review.

	HRM	CMAP ¹	NS
Tier I			
Africville Heritage Trust	\$9,000	\$0	
Army Museum Halifax Citadel	\$13,000	\$36,994	
Atlantic Canada Aviation Museum Society	\$9,000	\$15,338	
Cole Harbour Rural Heritage Society	\$16,000	\$50,012	
Fultz Corner Restoration Society	\$9,000	\$3,850	
Hooked Rug Museum of North America Society	\$8,000	\$0	
Lake Charlotte Area Heritage Society	\$21,000	\$21,000	
Musquodoboit Harbour Heritage Society	\$8,000	\$14,748	
Nova Scotia Sport Hall of Fame	\$7,000	\$0	\$55,000 ²
S.S Atlantic Heritage Park Society	\$8,000	\$0	
Tier II			
Fort Sackville Foundation	\$6,000	\$0	
L’Acadie de Chezzetcook Association	\$5,000	\$0	
Tier III			
Sheet Harbour and Area Heritage Society	\$3,000	\$0	
Total	\$122,000	\$128,942³	\$55,000

Notes:

1. Additional provincial funding excludes any assistance received under the *Provincial COVID-19 Emergency Support Fund for Heritage Organizations*¹.
2. Operating funding from the Nova Scotia Department of Communities, Culture, Tourism & Heritage primarily offsets the cost of the Sports Hall of Fame annual induction event.
3. Funding to community museums located in HRM also includes \$42,000 to the Dartmouth Heritage Society under the *Community Museums Program* in addition to \$100,000 from HRM.

Due to significant variance in the value of CMAP grants, and the exclusion/non-participation of seven community museums located within HRM, the *Interim Community Museums Grants Program* does not

¹ Federal funding received under the *Canada COVID-19 Economic Response Plan* is excluded.

use provincial funding as a benchmark for municipal grants except in regard to the 80% government funding threshold for a municipal Operating Grant.

2. Community Grants Program (2021)

In 2020, Capital Grants were incorporated into the *Interim Community Museums Grants Program* to realize efficiencies for both HRM and participants through a “single point of entry”². Consequently, applications to the 2021 *Community Grants Program* by community museum’s eligible for consideration under the *Interim Community Museums Grants Program* were declined and referred to the 2022 designated museums program.

Two organizations that do not currently meet the eligibility criteria of the *Interim Community Museums Grant Program* received a project grant under the Community History category of the *Community Grants Program*: (1) the Association of Health Sciences Archives and Museums of Nova Scotia (\$4,983) for marketing/strategic planning and, (2) the Waverly Heritage Society Waverley Heritage Society (\$4,000) towards a permanent display recognizing the Indigenous history of the Waverley area.

3. Property Tax Relief: Tax Relief for Non-Profit Organizations Program (2021)

In 2021 nine organizations currently included in the *Interim Community Museums Grant Program* were assessed as taxable³. Discretionary tax relief was awarded to a combined total of fifteen (15) properties.

	Grant	Taxes Paid
Atlantic Canada Aviation Museum	\$39,978	\$0
Cole Harbour Rural Heritage Society	\$4,421	\$0
Fort Sackville Foundation	\$20,839	\$0
Fultz Corner Restoration Society	\$19,366	\$656 (BID levy)
Hooked Rug Museum of North America	\$7,175	\$1,488
L’Acadie de Chezzetcook Association	\$3,020	\$0
Lake Charlotte Area Heritage Society	\$10,156	\$0
Musquodoboit Harbour Heritage Society	\$1,309	\$132 (HRM Tenancy)
S.S Atlantic Heritage Park Society	\$2,823	\$0
Total	\$114,987¹	

Notes:

- 1 The individual and combined value of tax relief was calculated using the 2021 Assessment Values and Municipal Tax Rate. Values are rounded and exclude any subsequent adjustment in assessed value by Property Valuation Services Corporation.
- 2 Community museums not listed may be exempt, party to a commercial lease, or occupy federal or provincial property under which tax is paid in the form of “grant in lieu of tax”.
- 3 The BID levy paid by Fultz Corner is essentially a flow-through to the Sackville Business Commission and does not represent a net revenue to the Municipality. Likewise, the tax paid for an HRM office in the Musquodoboit Railway Museum is to be paid by HRM through the lease agreement.

² See: <https://www.halifax.ca/sites/default/files/documents/city-hall/regional-council/210112rc1117.pdf>

³ In 2021, the Nova Scotia Sports Hall of Fame did not renew their lease and are currently seeking a new location, Africville Museum was not assessed as taxable, and the Army Museum lease from the federal government who pay municipalities a grant in lieu of tax.

- 4 In 2020, the Sheet Harbour and Area Chamber of Commerce was awarded partial tax relief based on the operation of a community museum in that portion of the premises sub-let to the Sheet Harbour Area Historical Society. The property (MacPhee House) is owned by HRM and leased to the Chamber at less than market value. The agreement also includes indirect assistance with some seasonal operating costs. The agreement is under review by Parks & Recreation.

5. Less than Market Value Lease/Indirect Operating Assistance

In addition to a less than market value rental rate, some lease or license agreements include specific operating expenses that might otherwise be the responsibility of a tenant. Currently, two organizations receive indirect municipal operating assistance through a lease agreement. The values listed below are estimates for only operating costs (not the value of the rent foregone or capital costs) as of the date of the report to Regional Council referenced in the notes below.

	Rent Waiver	Operating Costs/HRM	Total/HRM
Fort Sackville Foundation	not available	\$30,000	\$30,000+
Sheet Harbour Area Historical Society	\$5,110	\$5,150	\$10,260
Total	\$5,110	\$35,150	\$40,260+

Notes:

1. Report to the December 12, 2017 meeting of Regional Council, Less than Market Value Lease: Scott Manor House 15 Fort Sackville Road, dated December 5, 2017, p.4⁴. Excludes any future or ongoing capital costs incurred by HRM in property maintenance, repairs, or re-capitalization.
2. Report to the November 26, 2019, meeting of Regional Council, Less than Market Value Lease: MacPhee House, 22404 Highway 7 Sheet Harbour, dated November 20, 2019, pp.4-5⁵. In total, HRM's 'cost' associated with the less than market value lease of MacPhee House is estimated to be \$20,520; this includes \$10,220 in lost rent revenue and \$10,300 in annual maintenance costs. The Sheet Harbour Area Historical Society occupies 50% of MacPhee House under a sub-lease with the Sheet Harbour Chamber of Commerce. Therefore, the value of HRM's in-kind assistance represents \$10,260 in support of the community museum operations based on 50% occupancy. As of the date of this report HRM's lease agreement with the Sheet Harbour Chamber of Commerce is under review.

⁴ See: <https://www.halifax.ca/sites/default/files/documents/city-hall/regional-council/171212rc1431.pdf> .

⁵ See: www.halifax.ca/sites/default/files/documents/city-hall/regional-council/191126rc1543.pdf.