



Gaeltacht an Oileáin Úir

An Bealach Romhainn – The Path Before Us

Gaeltacht an Oileáin Úir

The Permanent North American Gaeltacht



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Cumann na Gaeltachta Business Plan

2022

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1 CORPORATE SUMMARY

| | |
|----------------------------|--|
| Land Owner | Comharchumann Sealbhóirí na Gaeltachta |
| Operating Corporation | Cumann na Gaeltachta |
| Ontario Corporation Number | 1788964 |
| Business Name | Gaeltacht an Oileáin Úir |
| Website | www.gaeilge.ca |
| Lease Terms | 20 years for consideration of \$1.00 per year and all operating costs, renewable indefinitely |
| Address of Property | 298 Gilmore Rd., Tamworth, Ontario |
| Land Acknowledgement | Traditional lands of the Mississauga, Haudenosaunee, Kanien'kehá:ka, and Huron-Wendat nations, under Treaty 57 (St. Regis Purchase), 1847. |
| Location | Located approximately 3 km NE of Tamworth via Mountain and Gilmore rds. 50 km NW of Kingston via County Rd. 4. |
| Lot Size | 62 Acres +/- with 370 m frontage on the Salmon River |
| Existing Improvements | Driveway, pavilion, storage facilities, washroom facilities, temporary shower facilities, maintained trails, dock, fire pit, marquee tents |
| Phase 1 Improvements | Marked trails, caretaker cabin, guest cabins; playing fields; marked memorial oak grove; dockside changing and storage facilities; |
| Capital Required | \$10,000 per cabin |
| Future improvements | Large multipurpose building with kitchen and shower facilities, as well as eating and activity spaces; riverside pavilion; outdoor theatre; library and museum; recreational facilities; |

2 EXECUTIVE SUMMARY

Cumann na Gaeltachta is a registered non-profit incorporated in Ontario, Canada. It operates “Gaeltacht an Oileáin Úir” (the Permanent North American Gaeltacht) with the goal to teach and revitalize the Irish language in North America, a designated “Heritage Language” of Ontario. Globally, Gaeltacht an Oileáin Úir is the only recognized Irish-speaking area (“Gaeltacht”) outside of Ireland. By its stability and continued growth since its opening in 2007, Gaeltacht an Oileáin Úir has shown a definite market for such an entity, and that the corporation and its vision are economically viable, including through the global COVID-19 pandemic.

Cumann na Gaeltachta, founded in 1994, operates on land leased (renewable indefinitely) from the separate incorporated landholders, Comharchumann Sealbhóirí na Gaeltachta. The Gaeltacht is now well established, with robust connections to Gaeltacht areas in Ireland and drawing attendees from across North America and Ireland. To date, the Gaeltacht has grown without incurring debt, and has developed as possible within the revenue generated from its activities and fundraising. This business plan details the corporate structure, future development plans, and financial and market analysis for the corporation and describes the guiding vision for the Gaeltacht as its programs and facilities grow to meet the needs of the community members. The primary focus of this business plan is to assist the organization in raising the capital funds required to grow in accord with the stated development plan.

2.1 MISSION STATEMENT

To establish and maintain a Gaeltacht area in North America, and to revitalize and foster the growth of the Irish language and culture in North America.

2.2 OBJECTIVES

Gaeltacht an Oileáin Úir, the Permanent North American Gaeltacht, is a location where the Irish language is the primary medium of communication. All aspects of Irish culture shall be supported and strengthened, including language, music, dance, song, poetry, sport, and history. Apart from on-site activities, the Permanent North American Gaeltacht shall also provide immersive learning opportunities online and support other Irish language groups across the continent. Other complimentary purposes not inconsistent with these objectives shall also be supported.

2.3 LAND ACKNOWLEDGEMENT

We acknowledge that the Gaeltacht property and surrounding communities are located on the traditional territories of the Anishinaabe and Haudenosaunee peoples, including the Mississauga, Huron-Wendat and Kanien'kehá:ka (Mohawk) Nations, under the St. Regis Purchase (Treaty 57, 1847). The survival and revitalization of our own Irish language and culture in Canada cannot fully be celebrated without reflecting on our shared histories with the Indigenous Peoples of Canada and working to support the revitalization and reclamation of the Indigenous languages and cultures upon whose land we are situated.

3 MARKET ANALYSIS

3.1 GAELTACHT DESCRIPTION

Gaeltacht (lit. “the place of the Gaels”) is a collective term used to describe those areas in which “the Irish language (Gaeilge) is spoken as a community language and its culture and traditions are very much alive and thriving” (Údaras na Gaeltachta). This is contrasted with Galltacht, an area where another language (usually English) predominates, i.e. the world beyond the Gaeltacht. As such, all Gaeltacht areas are intrinsically linked through their continued use and support for the Irish language as a primary means of communication as the indigenous language and culture of Ireland and the Irish people. As with other areas, the North American Gaeltacht (Gaeltacht an Oileáin Úir) seeks to revitalize and strengthen the Irish language as well as the culture and traditions of our people, including music, dance, literary arts, and sport. Further to this, the North American Gaeltacht seeks to revive and celebrate aspects Canadian culture which have been forgotten due to language loss, including the specific songs, poems, stories, music, dance, and traditions unique to Canadian Gaelic culture.

3.2 TARGET MARKET

The Irish language and culture has been a foundational aspect of Canadian and American Settler culture, with a presence stretching back almost 500 years. The Irish constituted almost 25% of the Canadian population in the mid 19th Century, with 5% of Canadians speaking Irish at the time and a unique dialect existing in Newfoundland. Social and colonial pressures, and to a great extent the Great Famine (1845-1852), led to the collapse of the language globally, and community transmission of the language in Canada had stopped by the First World War. However, Irish identity did not follow the decline of the language, and today there are approximately 4.35 million Canadians who claim Irish descent, or 14% of the Canadian population, with around half of these living in Ontario. In the United States, there are approximately 32 million people claiming Irish ancestry, or 9.7% of the American population. American border states closest to the Gaeltacht property include New York, with 2.3 million Irish descendants (12% of state total), and the New England states with 3 million Irish descendants (20% of state total). All these areas are within an 8 hour drive of the North American Gaeltacht.

3.3 MARKET OUTLOOK

Many Irish immigrants and their descendants proudly maintain a sense of Irish heritage and ethnicity. Access to education in the Irish language, the pinnacle expression of Irish identity, is as yet limited and underdeveloped across North America in comparison to other European cultures. To date, the Permanent North American Gaeltacht (Gaeltacht an Oileáin Úir) remains the only officially recognized Irish Gaeltacht area in the world outside of Ireland. This uniquely centres Gaeltacht an Oileáin Úir as one of the few bodies enabling immersive learning in the language over this diverse area, encompassing a wide section of the population, and the only corporation providing week-long immersive events. The Irish language has been officially recognized in Ontario as a “Heritage Language.” This provides official support for education in the language if sufficient numbers of school-age children in a community request access. A competitive analysis in 2000 shows around 25,000 Americans speak the language at home, with an estimated 1,000 Canadian mother-tongue speakers

4 CORPORATE STRUCTURE

Cumann na Gaeltachta is a not-for-profit corporation under the laws of Ontario. It further has the business name “Gaeltacht an Oileáin Úir”. One (1) share in Comharchumann Sealbhóirí na Gaeltachta, issued to Cumann na Gaeltachta, is held in trust by the Chairperson. The elected Board of Directors, confirmed at the 2021 AGM, is as follows:

| | |
|----------------------|-----------------------|
| Dónall Ó Dubhghaill | President/Chairperson |
| Diarmaid Ó Maolagáin | Vice-President |
| Eithne Dunbar | Secretary |
| Andrea Vandergragt | Treasurer |
| Sadie DeFinney | Financial Examiner |
| Michael Parker | Member-at-large |

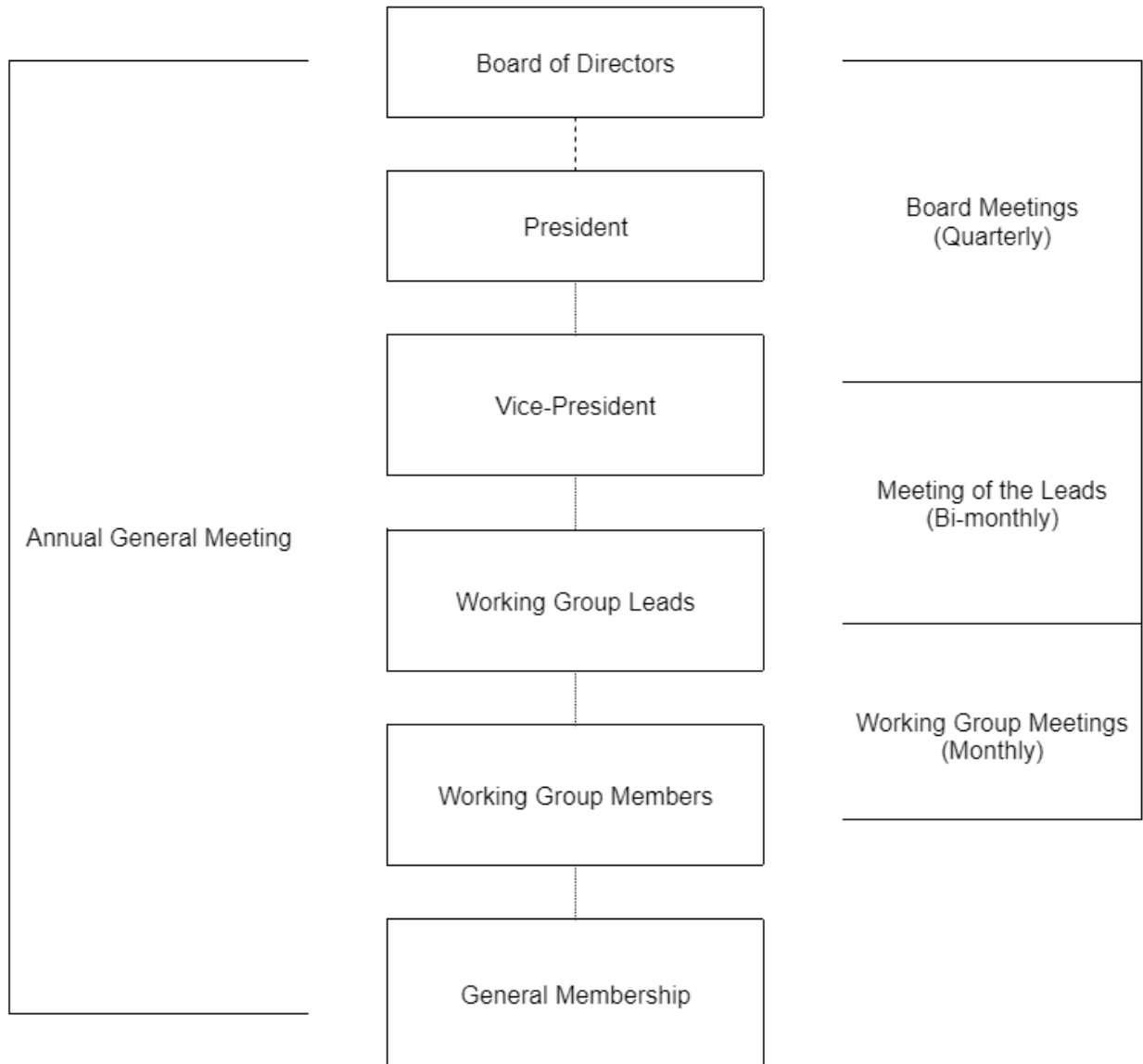
4.1 CORPORATE ORGANIZATION

The executive committee of Cumann na Gaeltacht consists of the Board of Directors, elected from the general membership at the Annual General Meeting. In the event the operative needs of the corporation evolve, a separate executive committee may be established to implement Board policy.

In addition to the Executive Committee, Working Groups (“Meithleacha”) are in operation. These are open to the general membership and a Working Group Lead is nominated by the group membership for confirmation and acclamation by the President. The President is considered an ex-officio member of each Working Group and reserves the right to install or remove Working Group Leads. Working Groups may be created, modified, or dissolved at the discretion of the President in consideration of the needs of the Corporation. The mandates for each Working Group shall be created in consultation with the membership at the corporation’s Annual General Meeting

Budgeting authority is sought from the Board for the operation of the Working Groups by the Working Group Lead based on best estimates of costs associated with the attainment of the group’s mandate objectives. Any expenditures not so pre-approved require permission be obtained during a meeting of the Board of Directors. Further financial regulations to limit spending authorities and provide accountability have been adopted by the Board with the co-operation of an external financial advisor (see 8.2).

4.2 ORGANIZATIONAL CHART



4.3 CURRENT WORKING GROUPS

4.3.1 Curriculum Review

Working Group Lead: Emily Hall

Approved Operating Budget, 2021-2022: No blanket authority

Objectives: Review of course curriculum, including conducting needs assessments, to provide clear direction and guidance to learners and instructors while incorporating North America-specific content into the curriculum.

4.3.2 Fundraising

Working Group Lead: Paul Macdonald

Approved Operating Budget, 2021-2022: \$100

Objectives: Raising of capital funds, including but not limited to fundraising campaigns, soliciting donations, and application for grants. Proposals for large expenses, such as specific development projects, may be targeted for specific fundraising efforts.

4.3.3 Immersion Week Planning

Working Group Lead: Dónall Ó Dubhghaill

Approved Operating Budget, 2021-2022: \$5,000

Objectives: Planning and conducting of immersion events, currently consisting of Tumsheachtain Samhraidh (summer Immersion week) and Féile an tSneachta (winter immersion week) with plans for expansion into two further immersion events (spring and autumn)

4.3.4 IT and Website

Working Group Lead: Émilie Lavallée-Funston

Approved Operating Budget, 2021-2022: \$500

Objectives: Creation and maintenance of website, organizing of technology needs for events, directing email and web requests to the appropriate working group.

4.3.5 Library and Archives

Working Group Lead: Dónall Ó Dubhghaill

Approved Operating Budget, 2021-2022: No blanket authority

Objectives: Catalogue and facilitate access to the Gaeltacht library and archive holdings, focusing on Irish-language material and Canadian content concerning the Irish language / culture.

4.3.6 PR

Working Group Lead: Diarmaid Ó Maolagáin

Approved Operating Budget, 2021-2022: \$300

Objectives: Promotion of the Gaeltacht events, as well as designing content for the website. Fielding of interview questions and representation of the Project in the media.

4.3.7 Oireachtas and Cultural Events

Working Group Lead: Ellen Maclsaac

Approved Operating Budget, 2021-2022: \$440

Objectives: Planning and conducting of Oireachtas Gaeilge Cheanada event and competitions. Organization of other cultural events including concerts and workshops.

4.3.8 Site Development

Working Group Lead: Paul Macdonald

Approved Operating Budget, 2021-2022: No blanket authority

Objectives: Planning the developmental stages, projecting costs, and arranging permits, permissions and contracts for construction and development of the Gaeltacht property, in consultation with the Board and Membership.

4.3.9 Site Maintenance

Working Group Lead: Diarmaid Ó Maolagáin

Approved Operating Budget, 2021-2022: \$2,100

Objectives: Maintenance of property and assets, including calling and conducting Working Days as required. Issues concerning the locality and general site concerns are also handled through this group, unless higher permissions or input is required.

4.3.10 Youth Engagement

Working Group Lead: Nicholas Bridges

Approved Operating Budget, 2021-2022: \$300

Objectives: Growing youth involvement in the Irish language in Canada through sport, formal education, and scholarship opportunities. Establishing connection and support with the Ireland Canada University Fund scholars.

5 DESCRIPTION OF THE PROJECT

5.1 LOCATION

The Gaeltacht property is located at 298 Gilmore Road in the community of Tamworth, Ontario, Canada (pop. <10,000), an area historically settled by the Irish and with many enduring connections. The real property consists of a 62-acre site, with 114 m of road frontage, extending westwards between 1-1.2 km to the shores of the Salmon River, along which it has 370 m of frontage.



The site is primarily rolling, open fields with wooded and historical drystone hedgerows with an undeveloped wooded area on the western edge of the site abutting the significant waterfrontage along the Salmon River. The water access is quite clear, with a depth of approximately 3-4' at the shoreline. A historical dam is located to the south. A historical woolen mill was on the Gaeltacht shoreline, though no traces of this now exist.



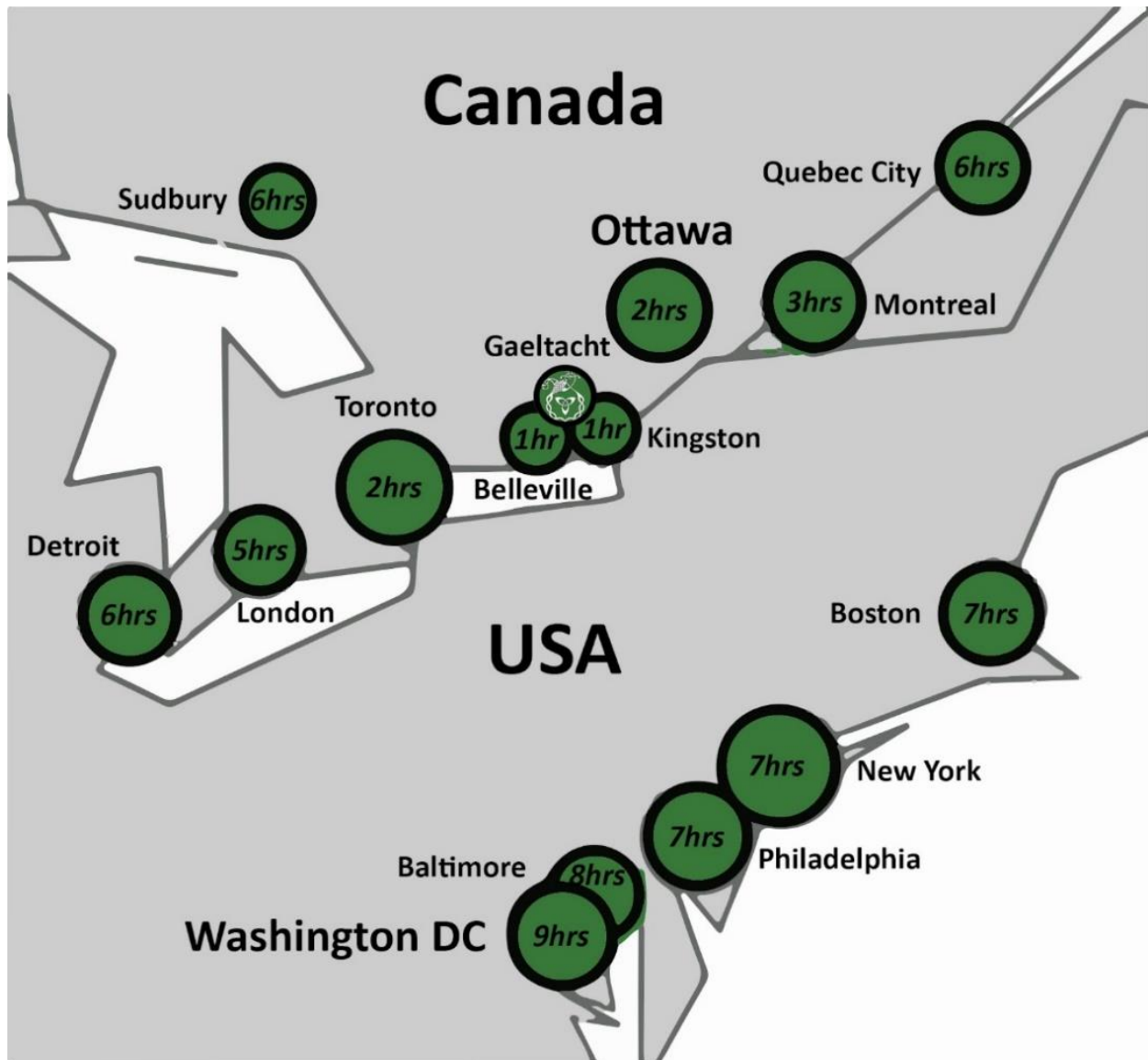


Tamworth, the community in which the Gaeltacht property is situated with its town centre located 3 km South, provides many of the services required for the running of the corporation and its primary events. These include a post office, a school, grocery stores, a hardware store, restaurants, community facilities including churches, the Legion hall, and an arena, a medical clinic, a fire hall, and rental lodgings.



Erinsville, 12 km West of Tamworth, has limited services including a Catholic church and a school with auditorium as well as a park, restaurant, and convenience store. Erinsville also provides graded access to Beaver Lake for swimming and boating. Greater Napanee, located 20 km south, is home to major retail, banking, and dining locations, the General Hospital, and rental accommodations.

The Gaeltacht's location was chosen for a number of reasons, including its relatively close proximity to several major urban areas while retaining its rural nature, enabling ease of access to the community while preserving the ability for total-immersion in the Irish language and culture. Greater Napanee (20 km south of the Gaeltacht property) connects to the provincial highway system (HW 401), which stretches from the Canada-USA border at Windsor in the West to the Ontario-Quebec border in the East before it becomes Autoroute 20, continuing onwards to Quebec and the Atlantic provinces. This enables easy access from several international urban centres, with national and international travel connections available (bus, rail, air) including Toronto, Montreal, New York, Philadelphia and Boston.



5.2 ACQUISITION

The Gaeltacht property was purchased on 14 July 2006 under instrument #LA279755 for the sum of \$59,900 plus GST and closing costs, for a total of \$66,973.37.

5.3 ZONING

On September 19, 2007, the Gaeltacht property was rezoned by the Township of Stone Mills as a Community Facility, specifically permitting the use of the subject site as a Gaeltacht among other uses (Bylaw 2000/85/26).

6 PRESENT STATUS

6.1 SITE DEVELOPMENTS

Development of the site has been limited, informed by the organic growth of the Irish language community and the financial resources of Cumann na Gaeltachta. Developments currently undertaken and completed to the site include a large poured-concrete pad with wooden pavilion, a graded drive into the site, two retail storage containers for overwintering of equipment, a developed fire pit area, cleared trails through the wooded areas and to the shoreline, a cleared unlevelled sporting field, wooden constructed shower and toilet facilities, and a dock. A memorial oak grove in remembrance of departed members is present atop a prominent hill, with an old apple orchard stretching below. For the project to continue to grow, further permanent facilities are planned.



6.2 EVENTS

6.2.1 Tumsheachtain Samhraidh na Gaeltachta

Running annually since 2007, this week-long immersive learning event is held annually on the physical Gaeltacht property and attracts between 50+ participants per year from across North America. Over a

6day period, attendees participate in daily language classes connected to the Irish Teastas Eorpach na Gaeilge (TEG) curriculum plan through 5 offered learning levels (basic, beginner, lower intermediate, upper intermediate, and upper). Workshops in the literary, spoken, and craft arts as well as sport events, field trips, and lectures expand the learners' cultural competency. Participants engage in total immersive learning, with communal meals and activities facilitated primarily through the Irish language. This event is the keystone event in the revitalization efforts, affording a physical community of speakers for immersive learning in all aspects of daily life. At present, these programs are run out of marquee tents and buildings in Tamworth and Erinsville, with students camping or staying in nearby rental accommodations.



6.2.2 Féile an tSneachta

Running annually since 2019, this annual week-long immersive learning event is conducted online through video conferencing tools to facilitate access for speakers more distant from the physical property. This event attracts around 50 participants per year. Over a 5 day period, attendees participate in daily language classes connected to the Irish Teastas Eorpach na Gaeilge (TEG) curriculum plan through 5 offered learning levels (basic, beginner, lower intermediate, upper intermediate, and upper). Workshops in the literary, spoken, and craft arts as well as lectures expand the learners' cultural competency. This event is an important bridging event to maintain linguistic competence throughout the year, and affords a virtual community for speakers who may be otherwise isolated.

6.2.3 Pop-Up Gaeltacht

A "Pop-up Gaeltacht" is a recent concept in the Irish language, providing a one-time immersive event in a public setting, with the first occurring in Ireland in 2017. Similar Pop-up events are run by Gaeltacht an Oileáin Úir, the first running in 2019 with 25 participants in attendance. The focus of the event is not centred on language instruction, but to provide a space in which the Irish language may be spoken in an immersive atmosphere. Online Pop-up events have also been successful, attracting similar numbers, and focus on the revival and reintroduction of specific Gaelic cultural traditions, facilitated through the Irish language.

6.2.4 Oireachtas Gaeilge Cheanada

The Oireachtas na Gaeilge in Ireland is the preeminent celebration and competition for the Irish language spoken arts, including singing, poetry, literature, storytelling, and drama, running since 1897. Strongly connected to the Irish Oireachtas na Gaeilge, Oireachtas Gaeilge Cheanada is an annual competition series, focusing on traditional Irish Language singing, speaking, poetry, literature, music, and dance. Oireachtas Gaeilge Cheanada has run annually since 2011 and is Canada's Premiere Irish language festival and the only event of its kind outside of Ireland. At present, these programs are run out of marquee tents on the physical Gaeltacht property, with nearby conference centres having been rented for this purpose in the past.

6.2.5 Foghlaimoir na Bliana Scholarship

In partnership with the Ireland Canada University Foundation (ICUF), the Foghlaimoir na Bliana (Learner of the Year) scholarship is an annual competition taking submissions from Canadian residents. The scholarship submissions are judged by the Gaeltacht panel based upon the applicant's improvement in the language and engagement with the Gaeltacht community, while also weighing the projected benefits provided by the scholarship for each applicant. Selected winners are provided, at the generosity of the ICUF, full funding for travel, board, and associated fees to attend a month-long immersive learning course in one of Ireland's Gaeltacht areas.

Cumann na Ĵaeltaċta

e-Ĵaeltaċt
9-13 Lúnasa 2021

an e-Ĵaeltaċt
De bann COVID-19, beir cumseactain na Ĵaeltaċta ar siúl ar an tairleán i mblana

RANĴANNA Ĵ CEAROLANNA
Cuirtear leis faoi leic ar fáil foĴlaim cumair le múinteoirí as an nĴaeltaċt in Éirinn, le dá rann Ĵus ceartolann le fáil Ĵac lá cní corráir ríse

ĴAC LEIBÉAL
RanĴanna éagsúla aĴainn bo Ĵac leibéal cumais, ó Ĵlancosairceoirí rásca Ĵo cainceoirí liora, le ranĴanna beaĴa i Ĵceisc aĴainn

an ĴaelĴe
'Sí an ĴaelĴe bunús an Ĵcultúir, scáire, Ĵus an mbéalaitheais. An ruid is cábaċaí i rcaob cúlúir na héineann, aĴ an Ĵaine ó éus an csaoil, is í ár n-oireact í

CÁILÍ Ĵ CLÁRÚ
Pacáisce Slán bon cSeactain: \$85
Ioc Dalca, nó cruacan airĴeasais: \$50
Ioc laeúil: \$20
CLÁRÚ AR líne aĴ www.ĴaelĴe.ca

Gaeltacht Ĵaeltaċt Ĵuaiseare an Oileáin Úir
Camworth/Erinsville, Ont.
www.ĴaelĴe.ca

Cuilleadó Eolais: info@ĴaelĴe.ca

Oireactas ĴaelĴe Cheanada

Comórtais Amhánaíocta
14 Lúnasa 2021

an RIOM-OIREACTAS
Ceilúras amhánaíocta Ĵus ceanĴan is ea Oireactas ĴaelĴe Cheanada. De bann COVID-19, reáċáilĴan an Oireactas man éir bo Ceimseactain Saírrar na Ĵaeltaċta i mblana.

COMÓRTAIS
Amhánaíoct sa cSean-Nós
Amhánaíoct i scíl nac Sean-Nós í

FÁILTE ROIMĴ CAC
Cuirtear cuireadó roimĴ éinne Ĵo mbéadó spéis acu páirc a Ĵlacadó nó cacáioct a Ĵaispeáinc.

CÁILIE Ĵ CLÁRÚCÁIN
Rannpáircícte Ĵ Breacnáirí: \$10
CLÁRÚ AR líne aĴ www.ĴaelĴe.ca

Gaeltacht Ĵaeltaċt Ĵuaiseare an Oileáin Úir
Camworth/Erinsville, Ont.
www.ĴaelĴe.ca

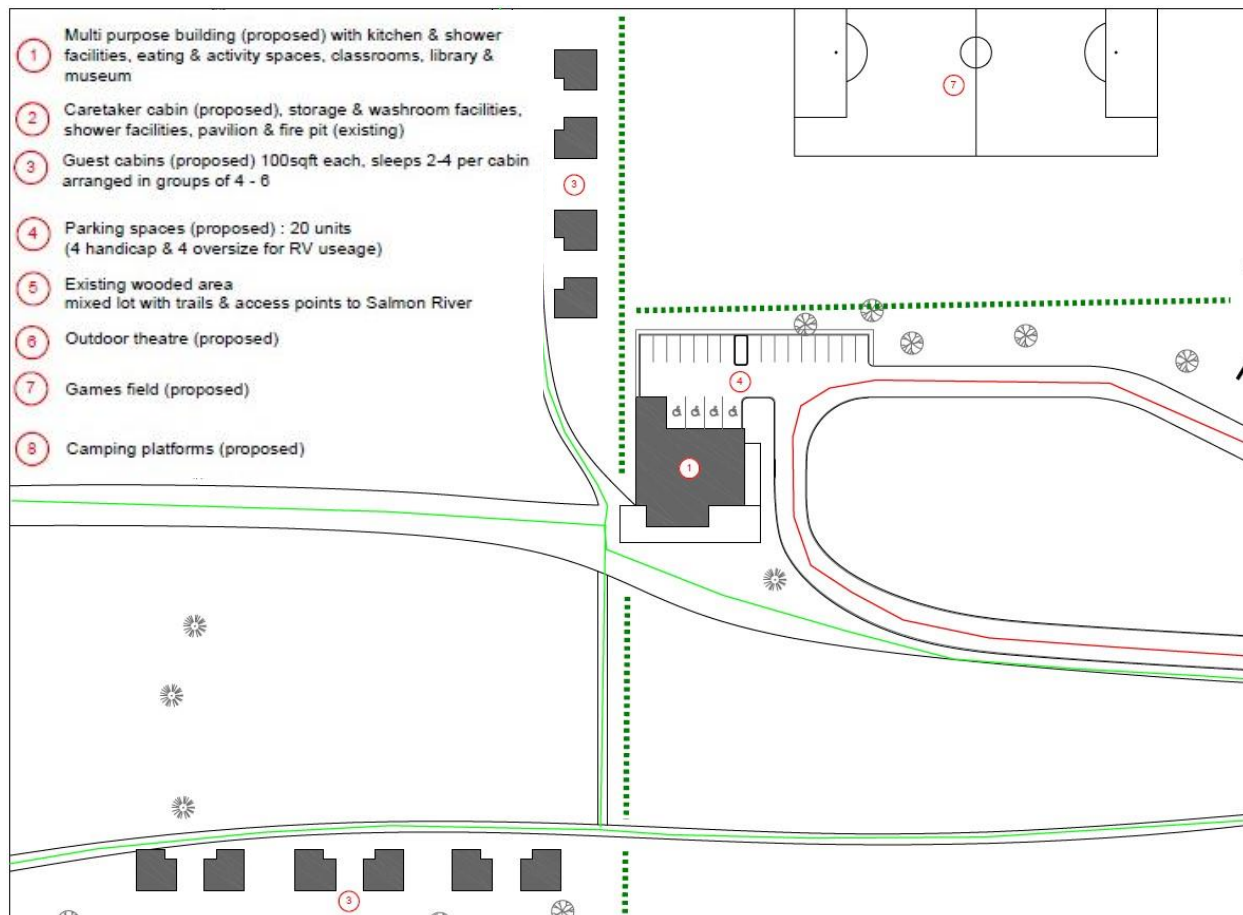
Cuilleadó Eolais: info@ĴaelĴe.ca

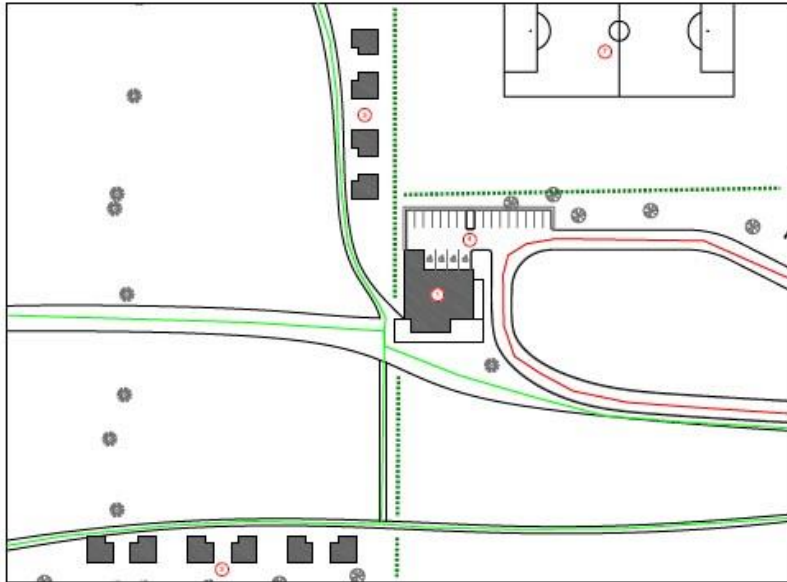
7 DEVELOPMENT PLANS

The largest challenge in the initial development of a permanent Gaeltacht area in Canada was the raising of capital for land purchase. Plans for the future use and development of the site are informed by the organic growth of the Irish language community, gradually increasing into the guiding vision of a vibrant seasonal community and cultural centre on the scale of the Celtic College in the Cape Breton Gaelic-speaking area. Development will continue as community membership needs require and as funding allows, beginning with a vision of on-site comfort for community members, such as guest cabins, and growing to encompass a multipurpose building providing amenities. As the need for activity spaces arises, these will be moved forward in the priority schedule.

7.1 SITE DEVELOPMENT PLAN

A priority of site development will be localization of guest cabins into subareas such that better facilitation and acquisition of the three major dialects of the Irish language may be facilitated. Buildings will be located according to site accessibility demands and the natural landscape features to limit construction costs associated with road access and ground leveling. Site development plans will be reviewed as the community needs evolve.





1 Detail of Buildings
A1 SCALE: 1/750



Camping platforms Proposed



Outhouse Proposed



NOTE: EXACT LOCATION OF MAIN BUILDING TO BE SPECIFIED ON SITE TO AVOID BARN DEMOLITION SITE



Caretaker's cottage Proposed (Also for out-of-season storage)



Guest cottage (with loft) Proposed

- SITE DEVELOPMENT**
- SITE AREA: 27 ha (669DK)**
- 1 Multi-purpose building (proposed) with kitchen, 8 shower facilities, seating, 8 lockers, storage, 10-way TV, 10 lockers
 - 2 Caretaker's cabin (proposed), storage, 2 washroom facilities, shower facilities, parking, 8, 10m pit (proposed)
 - 3 Hostel building (proposed): 100 beds each, average 2.0 per person, average 10 groups of 4, 8
 - 4 Parking spaces (proposed): 22 units, 22 parking, 0.4 vehicles for 100 vehicles
 - 5 Camping platform area: 100m x 10m, average 2.0 per person, average 10 groups of 4, 8
 - 6 Outdoor kitchen (proposed)
 - 7 Storage shed (proposed)
 - 8 Camping platform (proposed)

- PHASES OF DEVELOPMENT**
- PHASE 1 (2 YEAR PLAN)
 - PHASE 2 (5 YEAR PLAN)
 - PHASE 3 (10 YEAR PLAN)



7.2 DEVELOPMENT PRIORITIES

7.2.1 Short-Term Priorities (est. 5-10 years)

- Design and construction of guest sleeping cabins, \$10,000 each, beginning with 6 cabins housing at least 12 people, amounting to \$60,000
- Construction of 1-2 storage / caretaker cabins, \$5,000 each, to enable overwinter maintenance of the site and functional support during events (medical, etc.), amounting to \$10,000
- Improve trails on property, including Irish cultural, historic, and Canadian elements through planned paths and signage. Installation and improvement of shoreline fencing and access
- Improve driveway and parking areas to emergency vehicle requirements
- Improvement of washroom facilities and access to water sources
- Improvement of memorial oak grove, with seating and remembrance plaques for deceased community members

7.2.2 Medium-Term Priorities (est. 10-20 years)

- Build a large, multi-purpose building with kitchen, shower, and assembly/eating areas (2021 est. \$600,000 CAD)
- Continue with guest cabin construction as required by membership needs (\$10,000 each)
- Develop waterfront and recreational facilities, including improved dock facilities and levelled fields for sporting and dance events

7.2.3 Long-Term Priorities (est. 20 year+)

- Development of further community infrastructure including library/museum, café/shop, outdoor theatre area, and RV infrastructure.
- Continue with guest cabin construction as required by membership needs.

7.3 COMMUNITY GROWTH OBJECTIVES

Building a successful community of engaged participants is especially important in the context of cultural and linguistic minority communities. Successful growth of the Gaeltacht and attainment of the development priorities can only be achieved in conjunction with community-led growth. At present, Gaeltacht membership may be broadly categorized into two main groups:

- Irish immigrants seeking to maintain their cultural connection who often have a developed sense of the culture and language and a rudimentary expression in the language
- Canadian and American citizens, with or without Irish heritage, who have an understanding of the importance of language to cultural expression, though often with lower linguistic abilities and cultural understanding due to lack of learning opportunities

Both of these groups are passionate about the language and culture, being highly engaged in the success of the Gaeltacht on a deeply personal level. Following successful expansion of programming into the virtual sphere, membership may be further categorized as physical vs online:

- Physical attendees to language immersion events, drawing from across North America but primarily situated within travel distance to the physical site, especially drawing from the Toronto-Montreal corridor. Attendees are able to experience a greater, 24-hr immersive experience than possible at virtual events.
- Online participants in virtual immersion events, drawing from a broader global base and with higher participation from American residents than the physical events due to increased accessibility. Many participants from the physical group also attend virtually.

7.3.1 Short Term

Any steps taken by the Gaeltacht to increase access to language learning, even if of no financial benefit to Cumann na Gaeltachta, will reflect positively on the image of the Gaeltacht and drive higher participation and engagement. Expansion into the virtual realm has exposed a definite market desire and need for such programming, and has been highly successful both functionally and financially. Gaeltacht an Oileáin Úir is also the only entity offering week-long full immersion events at a physical location. Both of these delivery methods will be supported by:

- Expansion of online presence and services to maintain and increase online engagement
- Facilitation of access to physical events through increased accommodation and travel access (i.e. ride sharing listings, local accommodation listings, etc., student scholarships)
- Better integration of the physical and online groups, to maintain an overall sense of shared community. This may take the form of shared book clubs, based from the Gaeltacht's library holdings, or organized speaking sessions with a virtual element.

Increasing linguistic fluency among members will enable higher engagement with the Gaeltacht organization and executive positions, and create a sense of gratitude to the organization as the source of linguistic progression. Meeting this objective will include:

- Redevelopment and standardization of teaching curriculum by curriculum development experts to provide a stepped-learning approach and consistent teaching goals, better ensuring participants will see improvement to a fluent level.
- Creation of a teacher database to connect potential learners without formal learning opportunities to private tutors or local speaking groups
- Expansion of the event calendar with additional physical and virtual events to create a year-round market presence for the Gaeltacht and increase learning opportunities

Creating a sense of shared community, to increase member engagement and deepen the personal connection to the success of the Gaeltacht's mission:

- Reframing the goal and function as a community belonging to each individual member, instead of the previous approach as a 'project' 'venture' or 'corporation'
- Celebration of community elders through the development and delivery of an oral history project, to collect member stories and present these in a community database
- expansion of the memorial oak grove to better remember members who have passed

7.3.2 Medium-Long Term

Further expansion of virtual learning tools, including online lessons and creation of learning materials, will greatly develop linguistic capabilities for learners more distant from the physical site. This may include specific lesson modules, workshop archives, or immersive group activities. As stated above, any steps taken by Cumann na Gaeltachta to increase access to language learning will reflect positively and drive higher participation and engagement with the organization as a whole. Positioning the Gaeltacht virtual presence as a central point for information about language and cultural happenings, including through a shared community calendar of events, will greatly increase the reputation of the organization.

A recognized challenge to the further expansion of the Gaeltacht development and services is the weaker language attainment by native-born learners. To this point, the community membership has been greatly supplemented by Irish-born cultural carriers. While this is not expected to radically change going forwards, with Irish immigrants wishing to maintain cultural connections upon coming to North America, expanded future growth will require larger uptake by native-born learners progressing to fluency and cultural competency, and especially the raising of children in the language. While it is expected that curriculum redevelopment and standardization will greatly assist in native-born learners attaining fluency, there is at present a significant lack of parental and developmental supports in North America for the raising of children. At present there are three known children being raised bilingually within the Gaeltacht membership. Creation of supporting materials for parents raising bilingual children will be required to further increase this number and create a native basis for the language in North America.

7.4 FUNDRAISING OBJECTIVES

7.4.1 Sources of Capital

It is the stated intention of Cumann na Gaeltachta to not incur debt in the development of the physical Gaeltacht site. Acquisition of the site and all development has to date been accomplished debt free. Cumann na Gaeltachta has a functional working group dedicated to fundraising initiatives, including grant applications and corporate sponsorships. Fundraising is sought through relevant foundations, government agencies, corporations, and individual donors. Financial support has been previously provided by both the Irish Government as well as Irish language affiliated organization in Ireland, including promotional support and the donation of awards and prize and scholarship funds. Specific fundraising efforts are focused on foundations, corporations, and individuals with Irish cultural/heritage connections. It is anticipated that some donations may be offered as donations-in-kind of construction materials, equipment, or fixtures, etc., and these will be factored into financial objectives moving forward.

7.4.2 Short Term

To implement the short term development plans, Cumann na Gaeltachta seeks to raise \$120,000. Of the stated amount, \$60,000 will go to the construction of guest sleeping cabins to enable increased accessibility to those unable to camp or find off-site accommodation. The construction of two storage / caretaker's cabins will cost \$10,000, enabling overwinter maintenance. The costs of the buildings are drawn from a competitive competition conducted among pre-fabricated cabin manufacturers. A reserve

fund of 5% (\$6,000) will be set aside in reserve for maintenance and repair of constructed buildings. The remaining sum of \$44,000 will go towards the funding of other short term priorities, including trail and shoreline improvements on the property, improvement of washroom / shower facilities, securing water access including well drilling, improving road and parking access to emergency vehicle requirements, and other site improvements so mentioned.

7.4.3 Medium Term

Once the funds for the short term development have been secured and development is so underway, Cumann na Gaeltachta will raise funds for subsequent priority projects. No medium or long term plans will be initiated until their feasibility and suitability for the evolving needs of the community are carefully considered. Foremost of these is the continued construction of guest sleeping cabins at \$10,000 each along the planned model, with the goal to make distinct sub-areas of cabins to enable dialectical specialization among language immersion attendees. The development of a large multi-purpose building is estimated at \$600,000 based on estimates by a reputable contractor, costing manuals, and building projects of a similar scope. This will include servicing by a well and septic tank.

8 FINANCIAL STATEMENTS

Financial statements are prepared annually with a year ending May 31st, to allow for approval of statements by the Board of Directors at the Annual General Meeting. Working Group Leads, in consultation with their Group members, will submit budgetary proposals for the coming year which may be discussed by the membership at the Annual General Meeting. Proposals so approved allow for blanket spending authority for the authorized expenditures and amount for the coming activity year.

8.1 FINANCIAL STATEMENTS 2020-2021

| Balance Sheet Cumann na Gaeltachta 31 May 2021 | | Financial Statement Cumann na Gaeltachta 2020-2021 | |
|--|--------------------|---|--------------------|
| Assets | | Opening Bank and Cash | \$5,653.11 |
| Bank Balance, 31/05/2021 | \$11,051.75 | Revenues | |
| Accounts receivable | \$0 | Summer immersion 2020 | \$4,819.94 |
| Fixed Assets* | \$3,400 | Oireachtas 2020 | \$180.00 |
| Total | \$12,095.00 | Winter immersion 2021 | \$3,825.01 |
| | | Total | \$8,824.95 |
| Liabilities | | | |
| Accounts payable | \$0 | Expenses | |
| Other liabilities | \$0 | IT/Website/Email/Zoom | \$363.17 |
| Total | \$0 | Teacher Stipends | \$1668.26 |
| | | Maintenance | \$7.50 |
| | | Bank Fees | \$72.00 |
| | | Member refund, AGM approved | \$1315.38 |
| | | Total | (\$3,426.31) |
| Equity | \$14,451.75 | | |
| | | Surplus/(Deficit) | \$5,398.64 |
| | | Closing Balance, 31/05/2021 | \$11,051.75 |
| <i>*Fixed assets consist of equipment and improvements to the site leased by Cumann na Gaeltachta at 298 Gilmore Rd, Tamworth, ON.</i> | | | |

8.2 INTERNAL FINANCIAL CONTROLS

In co-operation with an external financial advisor, the following internal financial controls have been adopted by the Board of Cumann na Gaeltachta to provide enhanced accountability:

1. The bank account must have three signing authorities, and two must be required for all cheques. Cheques must have a preprinted number with all numbers account for by the treasurer and president.
2. Access to the banking account must be read-only.
3. Funds collected via a third-party on-line payment system must be transfer to the organization's main bank account monthly.
4. A bank reconciliation must be performed monthly and reviewed by the president.
5. Ledgers must be maintained for all receipts and disbursements.
6. Reimbursement of expenses by board of directors or their designate may be for incidentals only, not to exceed \$50 per transactions. Exceptions to this limit must be approved by the president, and if it is the president, then the treasurer in writing (email is acceptable).
7. Reimbursement of expenses incurred by individuals can only be presented within 15 days of expense. Sufficient documentation must be presented for reimbursement including the original receipt, description and approval of budget holder.
8. A consolidated budget summarizing the submissions from program leaders must be approved by the board of directors before the beginning of the fiscal year.
9. A list of assets will be maintained by the treasurer and will include the custodian, location, and estimated value. As part of the year end procedure, the treasurer will verify this information with the custodian. This report will be presented to the board along with the annual financial statements.
10. Invoices must be reviewed and signed by program leader or someone with knowledge of related charges prior to the preparation of a cheque and include a description of the goods or service acquired. The cheque signers must review the related invoices for approval when reviewing and signing cheques. (Given physical distance, need discussion on how this can be accomplished.)
11. Monthly financial statements (with a column comparing budget) along with a 12-month cash must be circulated to the board members 28 days after month end with the most current statements review at the board meetings.
12. As a minimum, a balance sheet and statement of income and expenses with explanatory notes must be presented at the annual general meeting.
13. A copy of this document will be provided to each member of the board and any designates.

9 FINANCIAL PROJECTIONS

9.1 REVENUES

Annual revenues currently are sufficient to cover, on an ongoing basis, the operating expenses of the corporation and its activities. The corporation has proven to be a viable venture, requiring outside funds to speed the development of the physical site and increase growth at a faster rate than otherwise possible. As this point, projections have been made for the attainment of the short-term goals only, with no speculation on the increased economic benefit and revenues generated by medium to long term development plans. Conservative financial projections have been supplied for the 10 year period ending 2032, based on the attainment of the short term goals.

9.1.1 Permanent Shares in Comharchumann Sealbhóirí na Gaeltachta

Cumann na Gaeltachta owns 107 permanent shares in the shareholding cooperative of the physical site, Comharchumann Sealbhóirí na Gaeltachta. Cumann na Gaeltachta is able to sell these shares to interested parties, the revenue from which will be taken into the operating revenue. At the current value of \$500 per share this totals \$53,500 but is contingent on the sale of the shares, to be accomplished by 2032.

9.1.2 Annual Memberships

Annual memberships are to be instituted in 2022 at \$85 per yearly membership, consistent with the costing of one immersion week course. It is estimated there will be conservatively 50 memberships to begin, growing to 150 by 2032. This has the ability to generate \$75,000 in revenues.

9.1.3 Immersion Events

The two main week-long immersion events have shown consistent attendance, projected to increase as site developments enable increased access, and increased event frequency enables faster language acquisition. The immersion weeks are currently the primary revenue generator of the corporation, with the most recent online events generating an average of \$4,300 each. In 2022 it is planned that a second online immersion event will be added, and a further fourth physical event by 2026. Due to increased costs, physical events do not generate the same levels of revenue, generating around \$2,000 revenue. Increasing event frequency has the ability to generate a total of \$75,000 through increased event frequency alone, not accounting for increasing attendance.

9.1.4 Awards and Donations

While Cumann na Gaeltachta has received awards in the past from organizations funding events and projects important to the Irish language, this is not a reliable source of revenue for planning purposes. While there is every possibility future awards may be obtained, projections for this revenue source have not been made. Donations of funds and of various materials have been made and are projected to continue at a consistent rate of \$1,000 per year.

9.1.5 Merchandising

Cumann na Gaeltachta runs both an online merchandizing storefront as well as selling various promotional materials at physical events. All work in the operating of storefronts and product design is

done on a voluntary basis. Sales of items are expected to continue, generating a revenue of \$250 per year.

9.1.6 Oireachtas Gaeilge Cheanada

This event is normally run as a revenue neutral event, with income balancing expenses, due to the lack of on-site facilities limiting access to the event. As the model for this event changes, as access to the site and on-site facilities are improved, and with the natural growth of the event, this source of revenue is anticipated to grow. However, no financial projections have been made for this event beyond it continuing to be income-expense balanced.

9.1.7 Potential Increases of Operating Income

As buildings are constructed on site according to the short term development goals, it becomes more likely that rental of buildings may occur to generate small on-going profit. Further to this, rental of the physical Gaeltacht site for community events including weddings or outdoor concerts become more feasible as the site is further developed. Revenue projections for these income sources have not been made, until such time as Cumann na Gaeltachta begins planning the rental of physical assets.

9.2 EXPENSES

9.2.1 Operating Expenses

Taxes currently amount to \$680 per year, increasing with subsequent developments to an estimated \$3,000 per year. As per the leasing, Cumann na Gaeltachta is responsible for \$1 per year in rent to the landholding corporation Comharchumann Sealbhóirí na Gaeltachta. The physical property currently does not have utility access. With increased development according to the short term priorities, utilities are estimated to increase to around \$2,000 per year based on limited usage throughout the year. Electricity will be the only utility required. The use of alternate power lines to reduce costs will be explored. Banking charges for operating a simple not-for-profit corporate account are nominal in nature. Miscellaneous operating expenses such as postage and photocopying are relatively small at \$200 per year, increasing at 5% per year.

9.2.2 Advertising and Promotion

This expense has been mostly limited to advertising initiatives connected to specific events, at \$300 per year. As the site develops and seeks to draw further potential participants to events, this is expected to grow to \$1,000 per year. This include both real and virtual advertising.

9.2.3 Site Maintenance

Site maintenance costs are an ongoing expense to maintain the physical property in accordance with the lease agreement, and to maintain, refurbish, or replace real assets of Cumann na Gaeltachta connected to the property, being \$2,100. With further development and construction on site, and the increased maintenance and replacement demands, this is estimated to increase to \$5,000.

9.2.4 Working Group Budgets

Working groups not already so mentioned include Curriculum Review, Fundraising, IT/Website, Library and Archives, and Youth Engagement (for Immersion and Oireachtas, see 9.1.3 and 9.1.6 respectively; PR and Site Maintenance, see 9.2.2 and 9.2.3). Each of these has a budget approved annual by the Board

of Directors to cover various initiatives, dependant on the goals of the working group. For 2021-2022 these totaled \$900, as below:

| | |
|----------------------|---------|
| Curriculum Review | \$0 |
| Fundraising | (\$100) |
| IT and Website | (\$500) |
| Library and Archives | \$0 |
| Youth Engagement | (\$300) |
| <hr/> | <hr/> |
| Total | (\$900) |

Costs are not associated with the work of the Curriculum Review group, and only nominally to the Fundraising group. The IT/Website costings reflect the maintenance and expansion of Gaeltacht an Oileáin Úir’s online presence including website and emails. Library and Archives may see increased funding to enable the lending collection to be borrowed through a postal model, and to enable collecting of relevant works. Youth Engagement funding is allocated to a proposed scholarship, estimated to require around \$50,000 of initial funding to enable an ongoing trust. This funding will increase as possible as revenues increase.

10 COMHARCHUMANN SEALBHÓIRÍ NA GAELTACHTA

Comharchumann Sealbhóirí na Gaeltachta is a non-profit shareholder corporation, established under Ontario Law, and the owner of the Gaeltacht property at 298 Gilmore Rd., Tamworth, Ontario. The corporation's published Mission Statement is: "To acquire and own real property which is to be made available on a non-profit basis to organizations dedicated to promoting the Irish language and culture in North America. And such other complementary purposes not inconsistent with these objectives." This land-ownership corporation leases the site to the operating entity, Cumann na Gaeltachta. Cumann na Gaeltachta is not directly involved in the shareholder corporation and is limited to a MOU and lease agreement between the two corporate entities.

10.1 RELATIONSHIP BETWEEN CUMANN NA GAELTACHTA AND COMHARCHUMANN SEALBHÓIRÍ NA GAELTACHTA

The two corporations are separate entities with different but complementary mandates and operate in close co-operation with one another to achieve their mutual goals of promoting the Irish language and culture. Cumann na Gaeltachta is not formally involved in the land-ownership corporation, both being separately incorporated entities and consisting of different Boards of Directors. Two agreements exist between the respective Boards of the corporations: a lease agreement and an agreement on the terms of disposition of proceeds in the unlikely event the property must be liquidated. A Memorandum of Understanding respecting these topics is in negotiation to formalize these agreements.

10.2 LEASE AGREEMENT

Cumann na Gaeltachta will pay the sum of **\$1.00 CANADIAN PER YEAR** to Comharchumann Sealbhóirí na Gaeltachta as rent. Cumann na Gaeltachta will be responsible for all operating expenses, including but not limited to property taxes, insurance, maintenance for all operating expenses (including but not limited to property taxes, insurance, maintenance, and construction costs for site improvements and their maintenance. The longest possible term lease allowable is agreed to, being a lease of 20 years, with the indefinite option of renewal at the lowest possible annual rent. Only if required to prevent a deemed disposition of lands will rent ever exceed a 4% return on the value of the land vacant and in an assumed agricultural use.

10.3 DISPOSITION AGREEMENT

It is agreed between the two corporations (Cumann na Gaeltachta and Comharchumann Sealbhóirí na Gaeltachta) that in the event the property is at any time sold, Comharchumann Sealbhóirí na Gaeltachta and its permanent members will be entitled to receive the value of the land (as vacant) as of the date of sale, after allowing for a pro rata share of legal fees and other closing costs. Cumann na Gaeltachta will be entitled to receive any sale proceeds over and above the vacant land value, after also allowing for a pro rata share of legal fees and other closing costs.

11 HISTORY

11.1 IRISH IDENTITY IN CANADA

From their earliest traces in 1536, and through the many waves of subsequent immigration, the Irish have been a core element in Canadian society. The Irish language was spoken, bilingually or monolingually, by the majority of arrivals to Canada. The Great Famine of 1845-1852 overwhelmingly affected Irish speakers, and saw hundreds of thousands flee to Canada. By the mid 1800s the Irish accounted for 25% of the Canadian population and Gaelic (taking the similar numbers of Irish and Scottish together) was the third most common European language in Canada. The Great Famine and other social and colonial pressures culminated in the rapid global collapse of the Irish language. While over 250,000 Canadians continued to proclaim themselves as Irish speakers by 1890, (the year in which Scottish Gaelic was debated in Parliament to become Canada's third official language to "serve every purpose for the Irish as well as the Scotch") the language was in its terminal phase. Native speakers remained in isolated pockets until the 1960's, at which time the language had been almost entirely removed from Canadian history and consciousness. Today, Ontario has the largest population of those claiming Irish ethnicity (2.1 million), followed by the Atlantic provinces (nearly 400,000). Irish heritage is widely celebrated while the language itself and cultural basis for this celebration remains mostly unknown.

11.2 IRISH IN TAMWORTH / ERINSVILLE

The first European settlers to Tamworth arrived in 1826, with Erinsville slightly later in 1836. From the beginning, both settlements had a strongly Irish character and by 1865, 90% of the population of Sheffield Township had been born in Ireland. Census records show at least three families continued using the Irish language in the area as of 1901, two of which had already been in Canada for several generations. Erinsville was early eclipsed by the superior economic access of Tamworth, however both had declined in prominence by the First World War and following significant fires in the Tamworth town centre. Today there remains a strong community of around 7,700 people in the area.

11.3 THE NORTH AMERICAN GAELTACHT

Seeing the need for immersive learning, and recognizing the lack of immersive opportunities outside Ireland in the Diaspora, the idea was conceived of bringing a piece of the Gaeltacht experience permanently to Canada. This led to the development of immersion weekends and the founding of Cumann na Gaeltachta in 1994 to achieve this goal. Following its founding, the immersion events have grown in scope and duration to meet demand. Summer immersion camps were run for 5 years in rented locations before the acquisition of a permanent site and the formal establishment of the Gaeltacht, with Gaeltacht an Oileáin Úir being officially opened by Ireland's ambassador to Canada in 2007. The permanent physical location for the Gaeltacht has allowed for the improvement and expansion of the site and programs since 2007, with a second full immersion week introduced in 2019.