



EAST HANTS ECONOMIC DEVELOPMENT

STRATEGIC ECONOMIC PLAN 2015-2020

A Vision for Future Prosperity

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EXECUTIVE SUMMARY

INTRODUCING THE PLAN

This Strategic Economic Development Plan (The Plan) will serve as a foundation and guide for future local economic planning and policy for East Hants over the next five years. The plan has been developed to align with the 2014-15 East Hants Corporate Strategic Plan, and other current municipal planning initiatives.

The research, engagement and consultation, and plan creation took place in four stages between November 2014 and May 2015. The research and analysis stage culminated in a Baseline Report that provided a data-based situational analysis. This was followed by a consultation program that involved residents, high schools, businesses, key stakeholders and partners in a series of intensive focus groups, meetings and interviews. The third stage involved two planning workshops that provided vision and content for the plan's framework, and the final stage included additional research to further detail the areas of focus and key initiatives.

The Plan balances the geographic, demographic and economic diversity of East Hants in the context of provincial and regional economic development planning and global opportunity. Important trends include the influences of globalized trade on most sectors of the economy, the long term transition from goods to services production in Canada and other western economies and the extreme competitiveness challenge for business. The emergence of technology and knowledge-led productive capacity requires a highly educated and trained workforce as well as new forms of infrastructure. The Plan also considers the dual nature of the Nova Scotia economy, which in recent years has seen a growing divide between growth in the Halifax region and lagging performance in the province's rural areas. Each of these represent a challenge to East Hants as it seeks to diversify its job base and build a sustainable local economy.

Overall however, East Hants is particularly well positioned to capitalize on future opportunities. The population is experiencing above-average growth and remains relatively young when compared to other regions and the province as a whole. The Municipality is in close proximity to the Halifax Regional Economy, and key economic drivers like the Halifax Stanfield International Airport and the Port of Halifax. It has two major highway corridors and developable employment lands with no zoning restrictions in many of the rural areas. The community's combination of urban and rural lifestyles has a quality of life that is highly valued by residents and continues to attract in-migrants.

KEY ELEMENTS OF THE EAST HANTS STRATEGIC ECONOMIC PLAN

The Plan is framed around a long term Vision Statement, five guiding principles and four strategic goals. The focus areas and their related initiatives were selected based on their ability to achieve the strategic goals of this plan and, over the long term, the community vision. The relationship of these Plan elements are illustrated in the following figure.

Strategic Vision - What does our economy look like in 15 years?

East Hants is a diverse mix of urban and rural communities, where residents are connected and engaged, and where a natural lifestyle is rooted in quality infrastructure, a sustainable environment and a competitive, entrepreneurial and trade-based business cluster that is a reliable source of secure, well-paying jobs.

5 Guiding Principles

Create Local Jobs

Grow Commercial Assessment & Investment

Think Regionally

Be Open for Business

Lead by Example

4 Strategic Goals

Strong, Local Business

Market and Investment Ready

Equity of Opportunity in East Hants

People and Population Growth

8 Major Focus Areas and Sectors

Business Care (BREA)

Place-making

Employment Lands

Agricultural Development

Natural Resources

Tourism Development

Renewable Energy & Clean Tech

Ocean Sciences

THE EIGHT FOCUS AREAS AND SECTORS

Focus Area 1: Business Care

1. **Deliver business retention and expansion services** For East Hants, a strong focus on a Business Retention and Expansion (BRE) program is recommended, given the evidence that local business is a critical growth opportunity, and in the absence of other business data collection and analytical tools. This would require redirection of priorities and work effort, but establish tracking tools and outcome metrics that would measure both business and team activity more effectively.
2. **Support investment attraction (FDI) and trade** A natural extension of the BRE program is a focus on investment attraction and trade development. East Hants is a relatively small economy but there are some exceptionally creative, dynamic local businesses that export. This initiative would see the Municipality providing access to resources for local companies, especially those identified as export/investment ready.
3. **Provide market readiness training and service for local businesses and supply chain industries** There are close to 200 major projects with billions of dollars of capital and operating budgets planned for the Maritimes over the next decade, some of which will be in very close proximity to East Hants. This initiative calls for further coordination with provincial programs targeted at procurement and skills development.
4. **Facilitate transportation, logistics and supply chain linkages** East Hants' strategic location linking Halifax to Moncton and its access to port facilities in Halifax, the airport, the CN Rail mainline and the province's busiest highway has the potential to create more transportation-related business development than is now the case within the Municipality. The demand for transportation and logistics services will grow in the region, as will niche opportunities locally. East Hants can confirm and qualify opportunities and develop strategic responses to emerging trends and events.
5. **Facilitate home-based business** Home-based business is one of the fastest growing sectors of the economy. East Hants can utilize its existing business data collection resources to identify and reach out to this key sector as a future growth and expansion support target.
6. **Streamline development processes to enable business to grow and compete as well as provide for better economic data** The collection and presentation of internal, municipal data is vital to evaluating economic development activities and for communicating with stakeholders. Key recommendations are a business registration process that provides the Municipality with accurate and updated business data and the ability to seamlessly feed into the Province's asset inventory for communities and regions.
7. **The East Hants Entrepreneurship Fast Track - Startup Incubator Programs** As East Hants grows it will begin to develop a greater proportion of extant or aspiring entrepreneurs. On average up to 10 per cent of the local population is entrepreneurial (OECD 2012, Global Entrepreneurship Monitor 2014) but not all engage in business activities, and success rates for those who do are influenced by many factors, including and especially the level of

support in their location. Business incubation and acceleration programs are effective mechanisms to promote and support successful entrepreneurship, and vary greatly in form and function, relying heavily on the resources of the community or proponents. East Hants entrepreneurs can take advantage of proximity to resources in Halifax, including capital investment and financing, but given the entrepreneurial culture in East Hants it is an ideal time to establish a formalized program that can build a culture of entrepreneurial innovation that evolves over time and fills in local gaps in services.

8. **Broadband Infrastructure** Broadband service connects businesses and individuals to the global marketplace. For East Hants, it is a critical piece of infrastructure for attracting new capital, particularly for any knowledge-based enterprise that values telecommunications capacity, speed, latency and redundancy. This initiative would seek to redress service gaps in rural areas of the municipality through the application of best practices.

Focus Area 2: Placemaking

9. **Implement a placemaking strategy that engages media and investors, and expands awareness of the authentic brand East Hants offers** East Hants does not have a strong presence as a 'single economic entity' or place. A "placemaking" strategy would explore ways to effectively utilize information, community and social media channels to begin to develop a stronger sense of place as an investment and immigration destination and dispel incorrect perceptions about East Hants.

Focus Area 3: Employment Lands and Commercial Districts

10. **Enhance business park development** East Hants is favourably positioned to market itself as a strategic value alternative to Halifax for some types of developments. The Municipality has a key developed asset in its business parks, excellent highway and airport access and is in a region of growing demand.
11. **Leverage job creation by enabling policies that encourage affordable housing and transportation services** An affordable housing stock with different dwelling options (e.g. rental, multi-residential) is critical for attracting and retaining residents in the community. Affordable transportation and transit services are equally important as they confer greater employment opportunities to residents and a larger labour pool for local businesses. East Hants Economic and Business Development (EBD) should provide advocacy and support in both areas that improve the quality and efficiency of the local housing and labour markets.
12. **Encourage growth in existing commercial districts** East Hants has multiple communities with downtown commercial areas that could be expanded, in-filled and diversified, attracting new businesses and providing more services to residents. In support of Plan East Hants, EBD should work closely with other municipal departments to promote and market these districts as preferred locations for development.
13. **Airport-edge Precinct** As the major air gateway to the Maritimes, the Halifax Stanfield International Airport plays a central role in overall transportation policy and development

planning for the province and the region. The Halifax International Airport Authority has long term plans for the development of the airport and while there is existing developed and adjacent industrial and commercial lands within Halifax Regional Municipality (HRM), niche opportunities will emerge in the future in relation to sectors and supplier industries that value close proximity to airports. An aerotropolis (or airport city) is an up-and-coming economic development target for cities in proximity to international airports. It is based on the concept of the airport as a development magnet similar to that of the traditional downtown. East Hants' proximity to the airport and its inventory of reasonable-cost, developable land will create future opportunities for airport-related growth.

14. **Technology Park** Private sector interests have begun investigating the development of a Technology Park in the Mt. Uniacke area that would capitalize on a uniquely accessible fibre optic infrastructure to attract and locate technology companies. The long term vision would see the Technology Park as the impetus for a technology cluster with links to technology activities to Acadia University, Dalhousie University and other educational institutes in the province.

Focus Area 4: Agricultural Development

15. **Implement an agricultural innovation strategy and farm succession plan** Agriculture and agri-food production in East Hants is an important part of the area's economy, social structure and history. There will never be a lack of demand for food production, and in the 21st century the importance of local, safe food is becoming almost paramount. The Municipality can support succession planning, youth initiatives and the adoption of innovative practices, so this key sector remains viable as a source of local food, a contributor to the economic base and an essential part of the community's social fabric.
16. **Launch Agriculture Day** A specialized day that focuses on agricultural production and producers is an effective way to support farmers, improve education and technical advantages in local agriculture, network, and celebrate local farming. Lunenburg's Agricultural Day is an example of the effectiveness of this approach. Their economic development team launched an agricultural day in 2014 that has been an overwhelming success. East Hants can establish a similar event given the number of farms and farmers in the region that can also complement the provincial Open Farm Day organized by the Nova Scotia Department of Agriculture—whose regional staff have already indicated strong support and recommendations for a separate East Hants event.
17. **Farm and Growers Markets and Products** Supporting smaller farm and grower operations maintain viability, particularly those producing consumable fruits and vegetables and artisanal products that can go to market is important. Farmer and Grower markets are experiencing greater popularity and in light of trends showing demand for local food is ahead of supply, the opportunity is ideal for East Hants entrepreneurs to look at the local resources available as input into products as well as to capitalize on the think local, home grown trend.

Focus Area 5: Natural Resources

18. [Support for resource developments that provide net economic benefit to the Municipality](#) Mining, forestry and the emerging energy industry play an important role in the Nova Scotia and East Hants' economies, particularly in rural areas. These activities are mainly influenced by macroeconomic factors such as commodity prices, rather than local factors, but it is possible to boost local benefits by promoting closer relationships with local suppliers and increased purchasing. The Municipality should also develop statements of interest on shale gas development now to ensure net community benefit on any future development of the resource.
19. [Provincial Gypsum Centre of Excellence](#) Nova Scotia is a major producer of North American gypsum, and although the industry has downsized over the last decade, worldwide consumption continues to grow. The provincial government has been actively encouraging increased development and production in this important provincial industry, and East Hants should support provincial initiatives where they confer economic benefits of local assets and advantages. East Hants, as the home to a major national producer (National Gypsum), abundant quality resources and access to strategic infrastructure, would be a logical home for a centre of excellence. Such an initiative would benefit the corridor economy and encourage new innovation through research, development and marketing activities. East Hants could be at the forefront of a resurgent and evolving industry if it can leverage provincial plans to development the centre of excellence.

Focus Area 6: Tourism

20. [Improve the visitor experience through select destination, product and business development](#) Tourism is a small but vital, and growing, contributor to the East Hants' economy. The region has some exceptional destination features such as Burntcoat Head, the Shubenacadie River, Uniacke Estate Museum Park and a cluster of historical villages such as Maitland, but also a considerable gap in basic infrastructure and services. This initiative would be aligned with a proposed update to the municipality's 2009 tourism development plan in the summer of 2015, and focus on an operator inventory of assets and product offers, achieving best in class service standards, village centre incentives and trail/corridor development that would leverage more private sector investment in the industry.
21. [Develop market positioning that allows the Municipality to participate in targeted destination marketing activities](#)
East Hants should continue to collaborate with partners such as Tourism Nova Scotia and the Central Nova Tourism Association to position itself as the premier location to experience the Bay of Fundy via the Glooscap Trail / Hwy 215. Especially important in tourism success is to think and act collaboratively and plan beyond traditional municipal boundaries to align with visitor needs and behaviour. The Municipality does not have the capacity, resources, visitation levels or critical mass of tourism operators to support a separate destination marketing program, but it should seek to optimize existing partnerships. The adoption of Explorer Quotient (EQ) standards issued by the Canadian

Tourism Commission is also recommended for the Municipality and the Central Nova Tourism Association. EQ is a market segmentation tool that uses psychographics rather than demographics to identify what drives real people to seek out certain types of travel experiences (Destination Canada 2015). It is now being successfully deployed by tourism organizations across the country.

22. [Burntcoat Head as a Year-Round Resort Destination](#) The Bay of Fundy is an iconic visitor destination, of which Burntcoat Head Park is a landmark. Visitation at the park has been increasing over the past few seasons and the Municipality has invested in more infrastructure as part of a multi-year plan to enhance amenities at the site. A destination resort would be a natural next step in attracting more high-value visitors to the region by offering accommodation and tour packages.
23. [Fundy Shore Global Geopark](#) A geopark is a designation issued by the Global Network of National Geoparks for the purpose of exploring, developing and celebrating the links between geological heritage of international significance and their connection to human society. The establishment of a Geopark aims to bring sustainability and real economic benefit to the local populations, usually through the development of sustainable tourism and other economic and cultural activities. The rationale for Global Geopark status for the Fundy Shore would be to leverage and extend the international renown of the Bay, the Glooscap Trail and Burntcoat Head into a regional destination theme. It could become the foundation linking agritourism and potential geotourism products with the interpretation of fossil beds, the coal industry, gypsum deposits and other geological features of the area. It would also complement the province's three UNESCO world heritage sites, as well as New Brunswick shore parks and designations. The concept would focus on the shore as a travel and destination corridor, however, it would be up to the Municipality and its partners to determine the actual geographic scope and boundaries.

Focus Area 7: Renewable Energy and Clean Technology

24. [Build on the East Hants Wind Energy Policy to include policy and statements of interest for alternative and renewable energy production](#) Renewable energy is an industry of the present and the future. International trends and government policies are creating more demand for power sources that help battle climate change. Approximately 60 per cent of the largest U.S. corporations have set climate and energy goals, and major international corporations like Apple, Sony, Amazon and Wal-Mart are driving growth by seeking supplies of renewable electricity. The Nova Scotia government's Community Feed-in Tariff program is subscribed but could well be expanded in the future. Local forestry companies and agriculture producers are producing or investigating renewable energy projects. This initiative explores the renewable energy potential in East Hants in tidal energy, wind, thermal and biomass.
25. [Promote the benefits of green technologies to local companies](#) The green economy refers to sustainable economic development that minimizes environmental risks and costs to society. Provincially, the green industry is small but active, with participation by local universities and innovative policy and legislative guidance from government. The

Government of Nova Scotia has produced a strategy for developing the green economy that aligns economic growth with environmental objectives. East Hants has the opportunity to promote green initiatives and work with the business community on accessing appropriate government support programs.

Focus Area 8: Ocean Sciences and Aquaculture

26. [Promote an ocean sciences cluster in East Hants](#) Nova Scotia is home to some well-known research and education institutions including the Bedford Institute of Oceanography, National Research Council's Institute for Marine Biosciences and Dalhousie University, while East Hants has a number of companies involved in research and development of ocean science technologies. Similarly, the province produces some of the world's best fresh and saltwater seafood. East Hants is ideally situated to lever investment into potential inland aquaculture facilities from an industry that is already rooted in Canada's east coast culture and economy. The pending development of the Ocean Innovation Centre in Dartmouth may also present partnership opportunities for East Hants.
27. [A Sector Strategy for Oceans Technologies](#) East Hants has attracted the attention of companies looking for affordable space that allows them to focus investment on the production of their goods and services. The potential for an oceanics cluster is favourable, with access to some of the world's best innovation capacity, significant export markets, government support and capital programs. The availability of affordable land in East Hants is an additional advantage for exploring the opportunity to establish a research park that would cluster and accommodate industries specifically related to oceanics and as an extension to that, aquatics.

MONITORING AND EVALUATION

The Plan will be monitored to evaluate the effectiveness of implementation and the achievement of expected outcomes. A list of indicators and how they deliver on goals and objectives of the Plan is provided in section 2.8.

Ideally, project and program data is captured on a daily basis. Quarterly reporting is recommended, with annual reports that compare year-over-year performance to provide strong benchmarks and enable the team to recognize trends and adjust strategies.

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INTRODUCING THE PLAN

2.1 THE THINKING BEHIND THE PLAN

Commercial growth and the jobs that it brings ensures a higher standard of living for East Hants families and the ability of the Municipality to provide key municipal services as the community changes.

East Hants is poised for population and economic growth in the years ahead, a fortunate position that presents a multitude of opportunities as well as challenges as it builds a healthy and sustainable future. The community's 2004 economic development plan guided economic policy for the last 10 years but is now out of date. A new long-term Strategic Economic Development Plan with clear short-term targets will allow the Municipality and community leaders to pursue appropriate economic programs and services that contribute not only to new infrastructure, investment and business activity, but also to broader community wellbeing.

The Strategic Economic Plan (the Plan) will serve as a guide for future local economic planning and policy. It has been developed to align with the East Hants 2014-15 Strategic Plan and sets out a clear and actionable economic pathway for the Municipality and its partners.

2.2 PREPARING THE PLAN

Four basic phases were followed in preparing the Plan (Figure 1). The research and analysis phase entailed the study of local socio-economic data, business profiles and key sectors, development activity, assets, advantages and gaps, and macro and provincial economic trends. A special focus documented the competitiveness and future potential of the provincial and Atlantic economies. This research was compiled in an East Hants Economic Baseline Report.

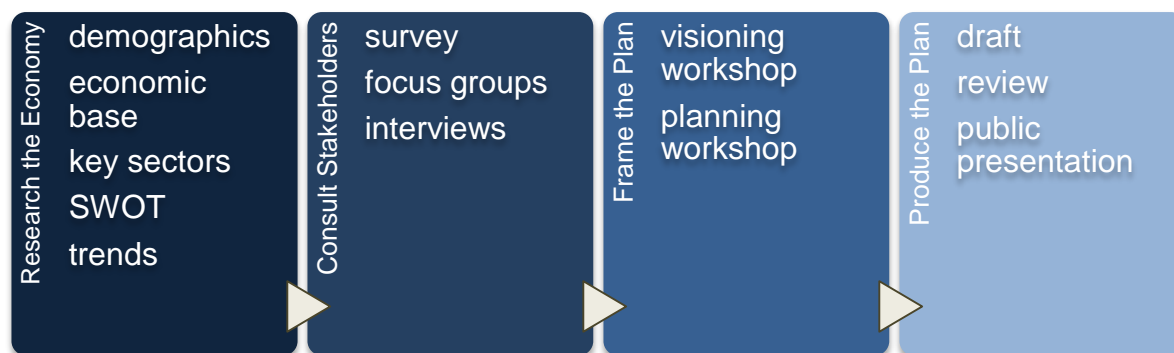
The consultation program in Phase 2 encouraged residents, businesses and key stakeholders and partners to express their views about East Hants and how economic development could help the community move forward. High school students were also engaged. This aspect of the work plan is discussed further in Chapter 3 (Background) of this report.

In Phase 3, two workshops were held to frame up plan content, addressing such issues as values, principles, vision, goals and core strategies. Municipal staff were engaged in a planning workshop that addressed issues regarding integration of economic development with other core priorities of the municipality.

Phase 4 consisted of preparing the draft and final Plan reports and presenting the Plan to council.

The Plan balances the geographic, demographic and economic diversity of East Hants in the context of provincial and regional economic development planning and global opportunity.

Figure 1 Plan Development Process



2.3 INFLUENCES ON THE STRATEGIC THINKING

The Current Situation in East Hants

It has been said that the secret to change is *to focus all your energy not on fighting the old, but on building the new*. In the consultation undertaken for the Plan, the message was clear, that there is a real desire to blend ‘what is’ with ‘what needs to be.’

The research and analysis of socio-economic, community, technology and sector factors along with the consultation provided insights into the local economy, and how it must adapt to remain relevant and prosperous in a rapidly changing global economic landscape.

The macroeconomic environment outside of the region has a major influence on East Hants and the broader provincial economy. The supply and demand of resources, manufactured goods and services is now highly influenced by events such as globalized trade and financial markets. In 1980, developed economies accounted for 68 per cent of all exports and imports of goods and services. By 2013 that share had dropped to 53 per cent (UNCTAD 2015). Many of the mega projects proposed for the Maritimes will or will not be implemented based on commodity price factors, market and value-chain relationships and access to capital that is increasingly mobile in seeking out best rates of return.

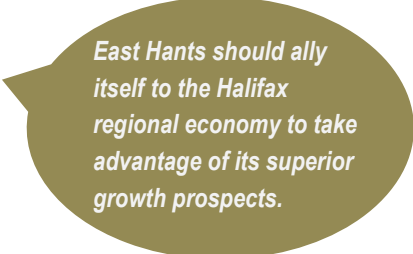
In Canada, almost all manufacturing industries have been in decline since 2004.

A profound shift in developed economies away from goods production to services continues. As more manufacturing capacity moves to developing nations, there is a growing domestic reliance on the expansion of business, consumer, professional and public services. Almost one quarter of East Hants workers are employed in goods production (i.e. primary and secondary sectors), more than double the average of Halifax and 25 per cent higher than the province. This is in part responsible for above-average household incomes but it also exposes the economic base to future economic shock should goods production continue to decline.

Regions that are experiencing growth have been able to develop the network capacity and infrastructure that appeals to growing companies, their workers and the capital that drives

them forward. Alliances among research facilities, educational institutions, government and businesses are creating the foundation for high-value job creation. Although service-producing industries contribute three out of four jobs in East Hants, some, such as information, professional, technical, health, education and accommodation services, are under-represented when compared to the province. If goods producing jobs continue their decline as a proportion of the total job base, then other sectors will have to step up as job generators, and economic development efforts will have to focus on creating the right conditions for doing so.

The Conference Board of Canada has noted that Nova Scotia exhibits a “two-gear economy”, a modest pace of growth for the Halifax region and much slower speed for the rest of the province (Hodgson 2013). The Halifax region is based on a mix of public and private services that provides a more stable economic platform through the business cycle when compared to an economy that depends on goods production growth and employment. This is because Halifax acts as a magnet for international and interprovincial migration which in turn sustains economic growth.



East Hants should ally itself to the Halifax regional economy to take advantage of its superior growth prospects.

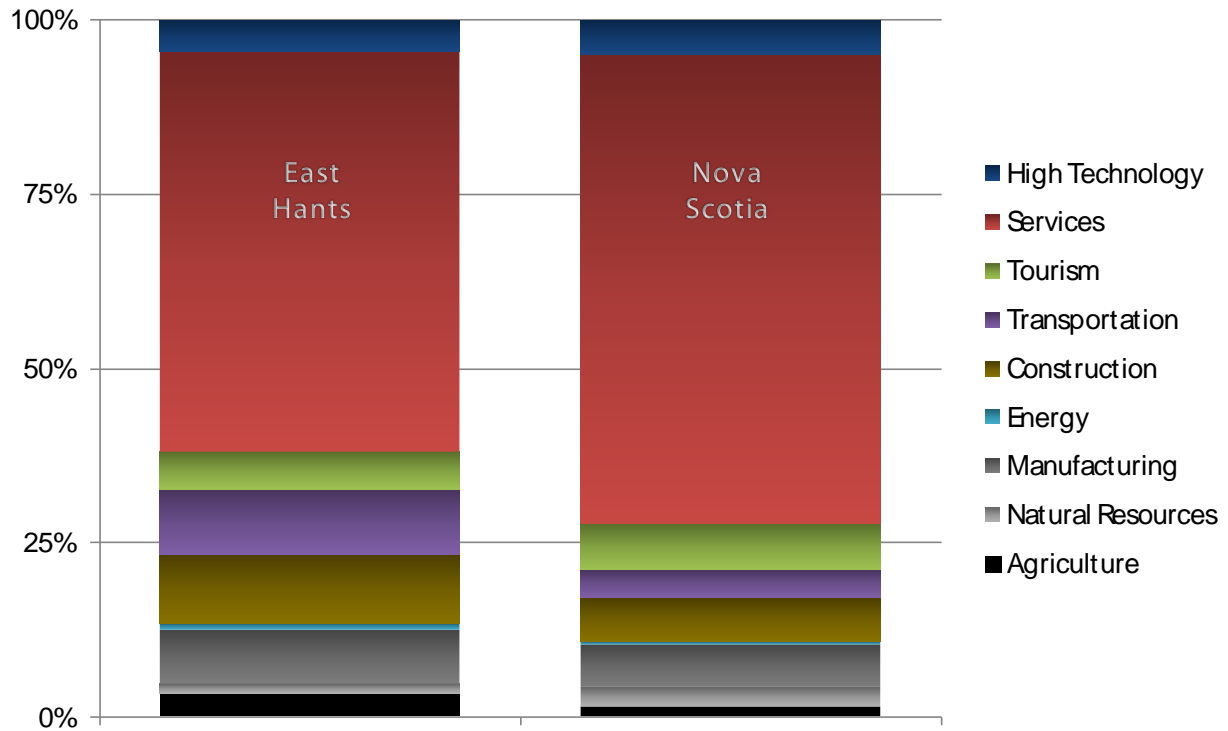
It is increasingly important for East Hants to diversify its job base, and one way it can do so is by positioning itself to take advantage of the higher-gear regional growth identified by the Conference Board. Already this is occurring:

- There is considerable mobility in the regional labour market, 63.4 per cent of men and 57.4 per cent women work outside of East Hants, most in neighboring Halifax (Statistics Canada 2011). This means the economic health of the communities and its residents are linked as much to the regional and provincial performance as it is to local conditions. A scan of the community and area’s major employers (Transport Canada, Pratt & Whitney Canada, Air Canada, Shaw Group, Elmsdale Landscaping) shows why this is the case.
- East Hants is a growing community, surpassing average provincial population growth since 1971. Although the population is aging, it remains younger than the provincial average, with high proportions of under-19 and lower proportions of over-65 residents. By 2031, the population is projected to be approximately 25,725, 11 per cent higher than in 2011.
- There are signs of caution as well. Sectors of the economy that are poised for future growth in terms of jobs and incomes, such as high technology and professional services, are under-represented locally, while the long-term decline in goods production could erode the job base of East Hants in the future.

In order to effect a transition to the new reality, East Hants will need to build and sell the right conditions for prosperity. This includes supporting a skilled, educated labour pool, enhancing ‘quality of life’ that can attract and hold the technologists, technicians, skilled

trades and professionals of the future, and finally, creating a positive and actively supportive business climate that leads to more investment in long-term, sustainable jobs.

Figure 2 Employment Concentration by Sector in East Hants and Nova Scotia, 2011



Source: Statistics Canada (2011)

The Nova Scotia Call to Action and Strategy

In its 2014 report entitled *Now or Never - An Urgent Call for Action for Nova Scotians*, the Nova Scotia Commission on Building Our New Economy (OneNS) stated that “the province is on the verge of a serious crisis in the viability of its communities and the capacity of its economy to sustain the current standard of living for citizens and the quality of public services” (Ivany 2014).

OneNS had been commissioned to engage individuals, stakeholders and communities to think about the nature and scale of economic, population and cultural issues and change. Their report has provoked considerable discussion about the future of Nova Scotia and debate about what the new vision and strategy should be to meet the challenges ahead. In this Plan, the OneNS report is viewed as a blueprint for change and the starting point for action, planning and discussion.

2.4 ASSETS AND ADVANTAGES

Assets can include any attribute or element that contributes to the wealth and stability of the area and its communities. They can be natural, human built, economic and socio-community. Natural resources fall into two general classes, those historically important to the economic base such as timber, minerals and fisheries (each of which still has future growth potential), and those that are relatively undeveloped, but hold significant potential for future development, including ocean energy and oil and gas. Human built elements include transportation, telecommunications, utility services, housing stock, village centres and industrial parks that are vitally important to economic life in the region. Economic assets that stimulate business development and productive activities include lending institutions, the local labour pool, industry and business associations and organizations both public and private dedicated to economic development.

East Hants has extensive socio-community assets, consisting of hundreds of community organizations, including close to 50 sports and recreation groups, more than 30 service clubs, a similar number of churches and religious groups and numerous education, health and social service agencies. These organizations play an important role in supporting economic activity.

The historical villages, local museums, very small art galleries and studios, and historic sites not only help define the sense of place, they also are potential building blocks of future economic activities like agri-tourism, cultural tourism, entrepreneurship and social enterprise.

Assets become differentiators when they create advantageous conditions for economic wealth, through the explicit effort of people. The Economic Baseline Report provided insights in the SWOT and asset mapping analyses, and from this the following eight differentiators emerged :

East Hants in the Regional Economy East Hants has a diversified local economy and the opportunity to leverage the numerous opportunities associated with the Halifax region, including the Port of Halifax and the Airport. East Hants also enjoys human capital that includes strong local leadership and champions.

Halifax Stanfield International Airport HSIA is a key economic engine locally, with 35 per cent of the airport's 5,735 person-years of employment and \$544.9 million in salaries and wages annually accruing to East Hants residents. The airport also continues to show steady growth in its business activity moving approximately 3.7 million passengers in 2014 - highlighting steady growth in passenger numbers in recent years. (Halifax Stanfield International Airport 2015). Its expanded runway two years ago also now accommodates wide-body cargo freighters that can enable greater and more flexible export options than ever before.

Population Growth A growing population signifies two important phenomena, first the presence of factors of growth (amenities, land use, socio-economic conditions, transportation infrastructure) that keep existing and draw in new residents, and second, increased home

demand for public and private sector services that keep communities viable. In East Hants, growth is closely associated with and is reflective of other advantages such as regional growth, the airport and corridor activity.

Putting in place a concerted effort to attract people and plan for that population growth offers key economic benefits to help East Hants thrive in changing economic times.

Corridors as Advantages Highway 102 is part of a multi-modal corridor that connects Halifax to Moncton and the rest of Canada. The airport, Port of Halifax and the CN mainline are other components that play a vital role in moving goods and people through the region and around the world. A secondary corridor on Highway 101, linking Halifax to the Annapolis Valley, is also important. The corridors can be viewed as links that will evolve dynamic patterns of development that feed off of and support economic hubs such as Halifax. **East Hants does not possess a single destination or economic generator that defines its economic story—what it does have is corridors, or arteries, that keep the provincial economy moving.**

Figure 3 East Hants’ Assets and Advantages



Employment Lands and Commercial Districts East Hants is home to strategic employment lands with Uniacke and Elmsdale business parks operated by the Municipality and the privately owned Milford Industrial Park. East Hants also has substantial areas of unzoned rural

areas and established commercial cores in key communities that could accommodate additional development in industrial, institutional and commercial ventures that may emerge in the future.

Urban/Rural Livability The municipality has good infrastructure and quality recreation amenities and venues to service residents. It is recognized for its affordable housing stock and vibrant communities and neighbourhoods. It is also able to draw on its location on the ocean and areas of scenic farm and countryside to provide diverse residential and lifestyle options. Importantly, it is able to offer a livable balance between the urban and the rural.

Bay of Fundy The Bay of Fundy is an international icon as a visitor destination but it also ranks amongst the earliest settlement histories in Canada. It is equally an important wildlife area and navigation corridor with port facilities in Nova Scotia and New Brunswick. There is active exploration of the Bay's tidal electrical generation potential as well.

Leadership and Innovation The Municipality has demonstrated leadership and commitment to economic development in East Hants, and to implementing what the OneNS report notes as game-changes: encouraging new development through regulatory excellence, expanding economic growth, renewing rural industries and focusing on ways to create enhanced business competitiveness.



PRESENTING THE PLAN

3.1 GUIDING PRINCIPLES

The organizational values in the East Hants Corporate Strategic Plan guides how Council and staff make decisions. Together, with the objective to increase the community's commercial tax base, these values underscore good government, fiscal responsibility and community involvement but also the awareness of innovative practices and informed decision-making.

The community consultation process described in Chapter 3 generated substantial feedback on what shape the economic development work could take and what the underlying guidance should be to frame and bind the strategy. Five principles for the economic development plan were identified.

Create Local Jobs The opportunity to work and live in the community is an important contributor to the social as well as economic welfare of residents.

Grow Commercial Investment and Assessment Access to the regional economy and the airport, the availability of employment lands and strategic highway linkages, and a growing population provide the foundation for local job creation and an increased commercial tax base. Importantly, it also contributes to aspects of quality of life and community sustainability that were highlighted by participants in the consultation process. Job creation and increased commercial and business investment can be achieved by working closely with existing businesses and “thinking local”, encouraging more export and trade activity, increasing the awareness of East Hants as a place to do business, providing quality land and infrastructure, and supporting key sectors that are critical to ongoing urban and rural development.

Think Regionally East Hants is a large municipality by area with major transportation corridors and an urban cluster in Elmsdale/Enfield that is linked to a network of villages and rural areas. To the world, East Hants is a part of Halifax, Nova Scotia and Atlantic Canada, therefore East Hants needs to be a supporting player in the regional economy, as a competitive option for business growth and in-migration. Partnerships and relationships with neighbouring jurisdictions is a critical success factor to ensure regional success.

Be Open for Business This means creating a favourable business climate that values new investment in the community where it contributes to economic stability and prosperity. A positive business climate can be achieved by aligning municipal regulations, policies, services and infrastructure to complement key advantages that appeal to industry and business. This can include creating partnerships to leverage the natural assets East Hants has that differentiate it, including the Bay of Fundy as a visitor destination, thinking beyond municipal borders and services, optimizing use of highway corridors or building on growing economic activity of the Halifax region.

Figure 4 Economic Development Principles



Lead By Example - While residents of the province disagree on many aspects of the future economy, almost all are calling for wealth creation strategies that would grow economic welfare. Among the key recommendations set forth in the OneNS report was the need for a “significant departure from the traditional ways of thinking about economic development in Nova Scotia” and “greater engagement of communities with regard to economic development planning” (Ivany 2014). The East Hants consultation process echoed these sentiments.

Community members also shared that to attract people and talent, East Hants needed a change in culture to one that is intentionally welcoming and inclusive.

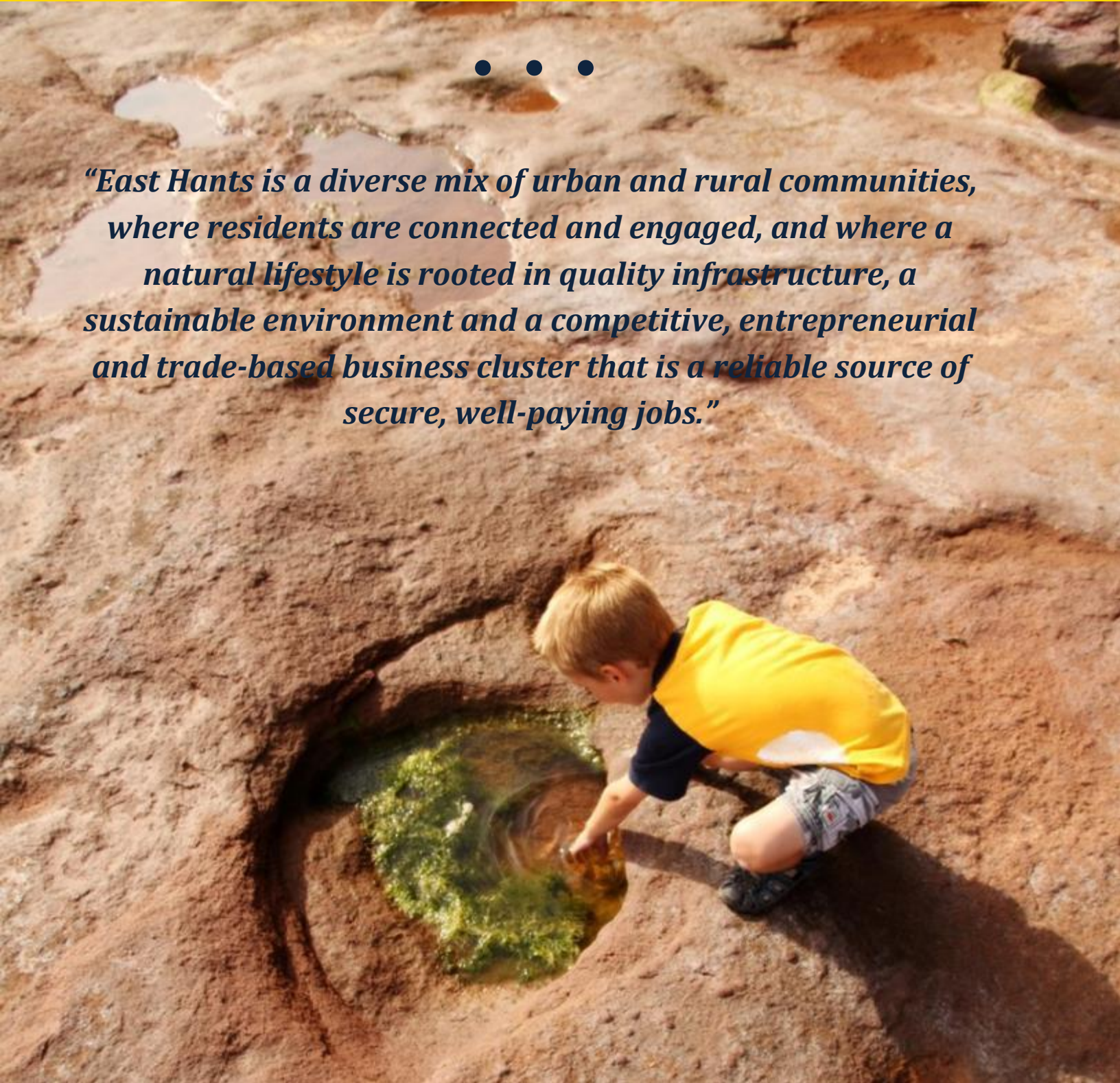
The Municipality has already signalled its understanding of these economic challenges ahead through the resourcing of the Economic and Business Development department, the identification of economic development as a key priority in its Corporate Strategic Plan endorsed by Council and the undertaking of this Plan. There is already an expectation that East Hants does, and should continue to, lead by example.

3.2 A STRATEGIC VISION FOR TODAY AND TOMORROW

What does our economy look like in 15 years?



“East Hants is a diverse mix of urban and rural communities, where residents are connected and engaged, and where a natural lifestyle is rooted in quality infrastructure, a sustainable environment and a competitive, entrepreneurial and trade-based business cluster that is a reliable source of secure, well-paying jobs.”



3.3 THE STRATEGIC GOALS OF THE PLAN

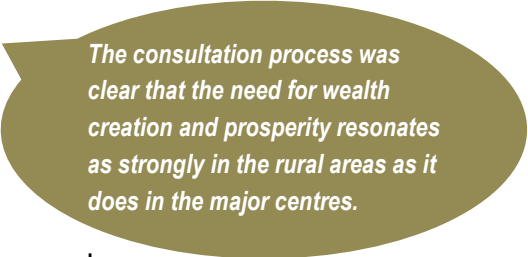
The Plan has four over-arching goals for strategic action. Progress on these goals can be made over the next three to five years, with achievement of the vision statement measured over the next 15 years.

Strong Local Business East Hants will foster a culture of entrepreneurship and market readiness working to support local business. Business retention, expansion, and attraction (BRE+A) programs and efforts will ensure close collaboration between business and the Municipality. Owner-managers have been the backbone of the business community in East Hants for decades, and their ongoing competitiveness, innovation and access to markets are challenges that the Municipality can help out with. According to the research, anywhere from 40 to 90 per cent of new jobs come from existing businesses, and this does not account for *new* businesses that may be created locally (Government of Ontario 2000, Boyles 2014). New investment is most commonly found in local business expansion, therefore it represents the best target for development support.

Market and Investment Ready BRE+A efforts will provide data to help East Hants continue to improve policies, programs and services to strengthen the business climate and thus make it more attractive for new businesses and new investment to stimulate sector innovation and competitiveness.

Equity of Opportunity in East Hants

Infrastructure, services and economic activity are not evenly distributed across this landscape for many different reasons, including historical settlement activity and transportation patterns. In a way, East Hants is a microcosm of Nova Scotia, with its blend of prosperous urban centres and less prosperous rural area. The consultation process was clear that the need for wealth creation and prosperity resonates as strongly in the rural areas as it does in the major centres. For local economic development, the challenge is to raise the tide of prosperity for all while maintaining an objective perspective on what the best assets, advantages and opportunities are, irrespective of place. The consultation process heard frequently about the lack of connectivity, whether through transit, or other ways in which the communities felt separated.



The consultation process was clear that the need for wealth creation and prosperity resonates as strongly in the rural areas as it does in the major centres.

Regional equity can be achieved by actively supporting sectors such as tourism, agriculture, forestry and other natural resource development that are important to rural communities, and by expanding infrastructure and/or creating policies that are necessary to attract private sector job creating activity-

East Hants is part of the greater Halifax metropolitan region, something that is apparent when considering the highly integrated labour market or industry supply chain dynamics that

include Halifax companies and services. The potential of key locational assets and advantages, such as the airport, highway corridors, land availability and natural resource potential, can be unlocked to serve as future cornerstones of economic prosperity where relevant to the regional economy. The OneNS report stated that a major opportunity for the province was the emergence of Halifax as the largest, most influential urban centre in the Atlantic region. East Hants will achieve continued population, job and income growth by fulfilling its role as a regional player.

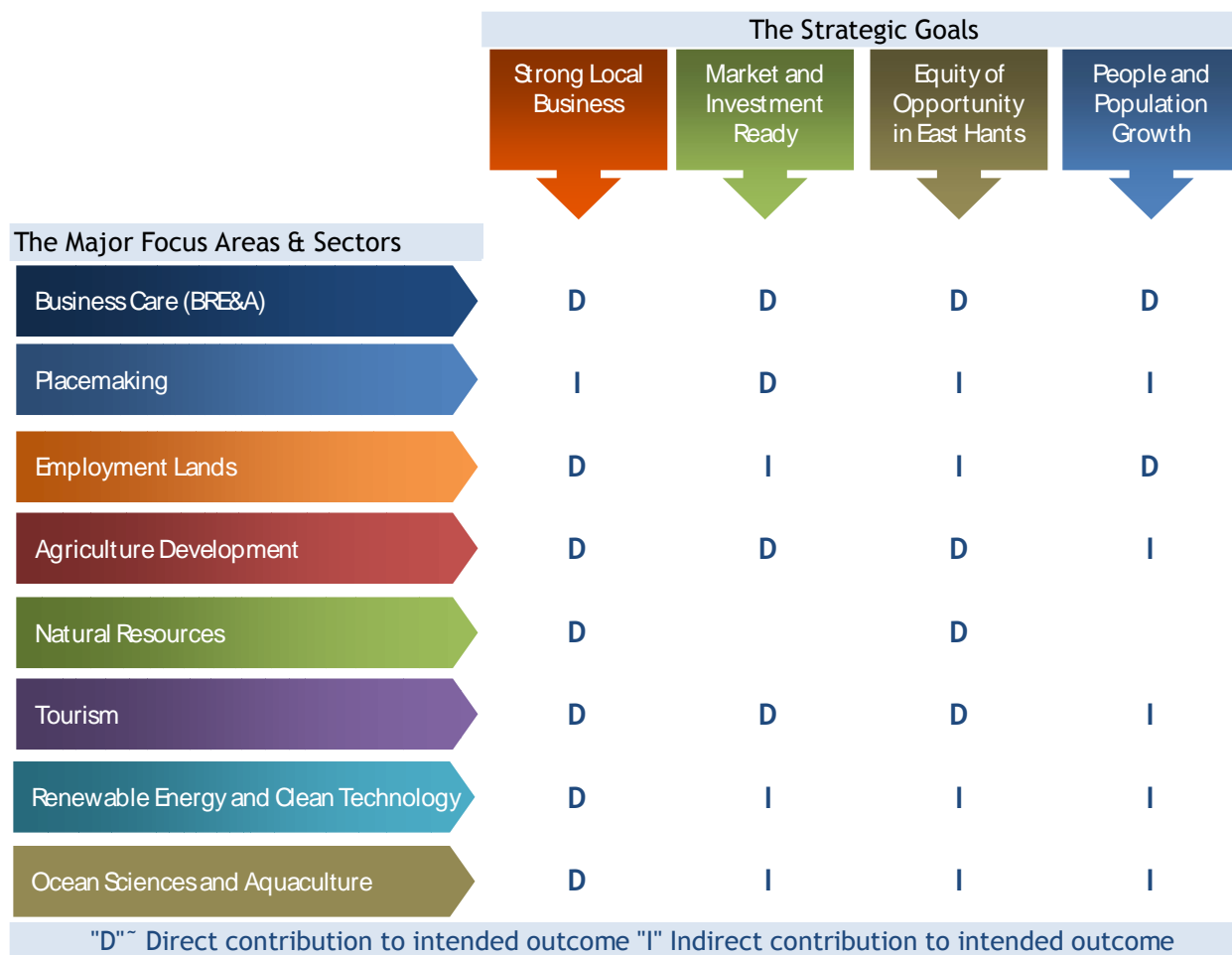
People and Population Growth Sustainable population growth, demographic diversity and new sources of community wealth will increasingly depend on nurturing an open and innovative environment, one that values creativity and doing things outside the norm. The OneNS report suggested that the province needs to attract new residents and talent for the knowledge economy as a source of economic growth. East Hants is fortunate to have experienced net population and job gains over the last several decades but it is also true that the local job base is not participating fully in the new knowledge-led economy. An emphasis on skills development, research activities and technology sector jobs can deliver on diversification objectives, but it also has the potential to transform the way East Hants views itself and its sense of place.



3.4 THE MAJOR FOCUS AREAS OF THE PLAN

This plan is divided into eight major focus areas. Action steps are presented based on their ability to achieve the objectives of the community’s strategic vision. How these eight major focus areas support the achievement of the plan’s over-arching goals is illustrated below in Figure 5. These relationships will help provide a framework for management of the plan, evaluation and reporting.

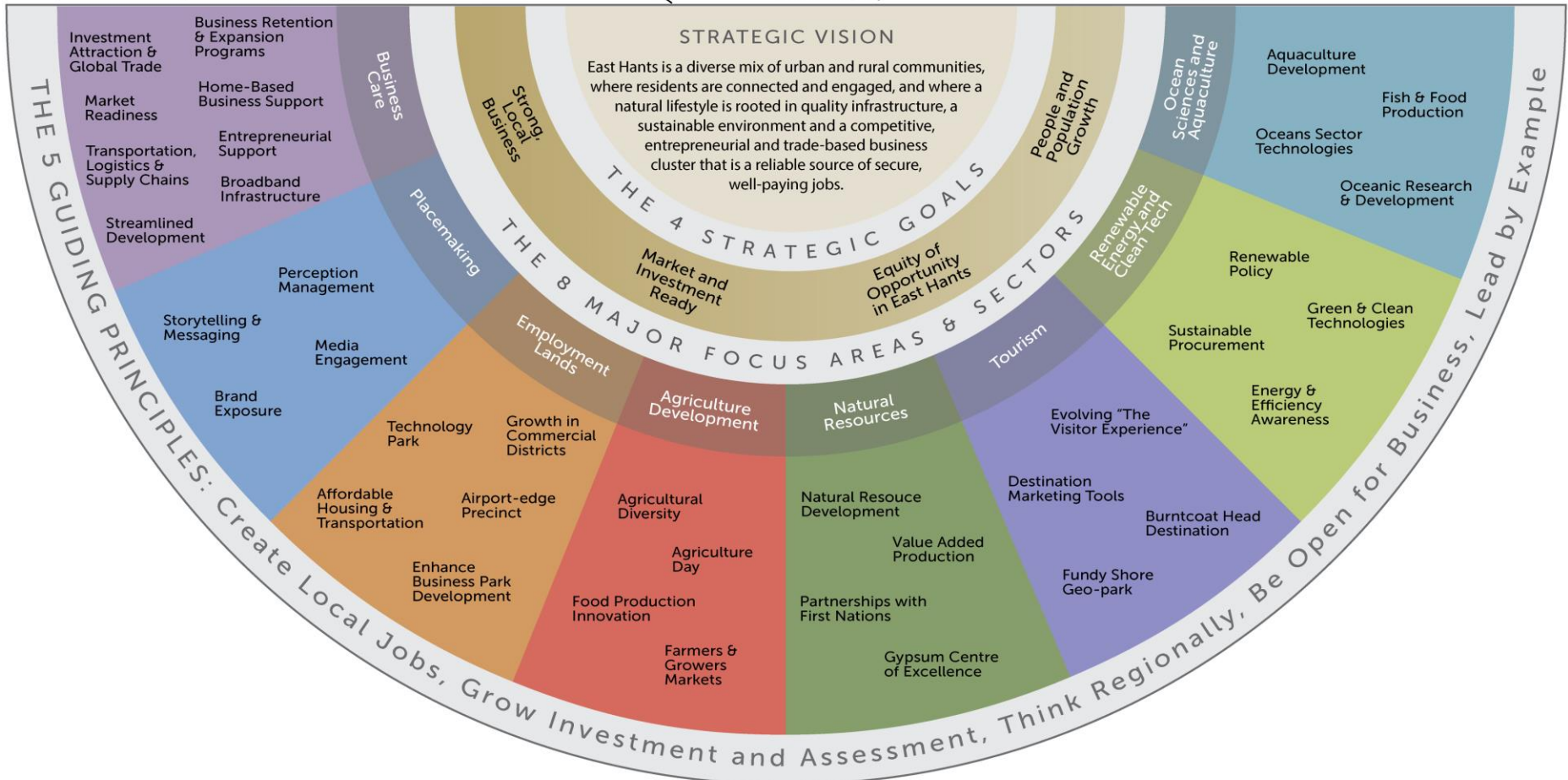
Figure 5 Major Focus Areas/Sectors and Their Relationship to The Strategic Goals



3.5 THE INTEGRATED PLAN

Figure 6 The Plan Visual Summary

The East Hants Economic Development Plan

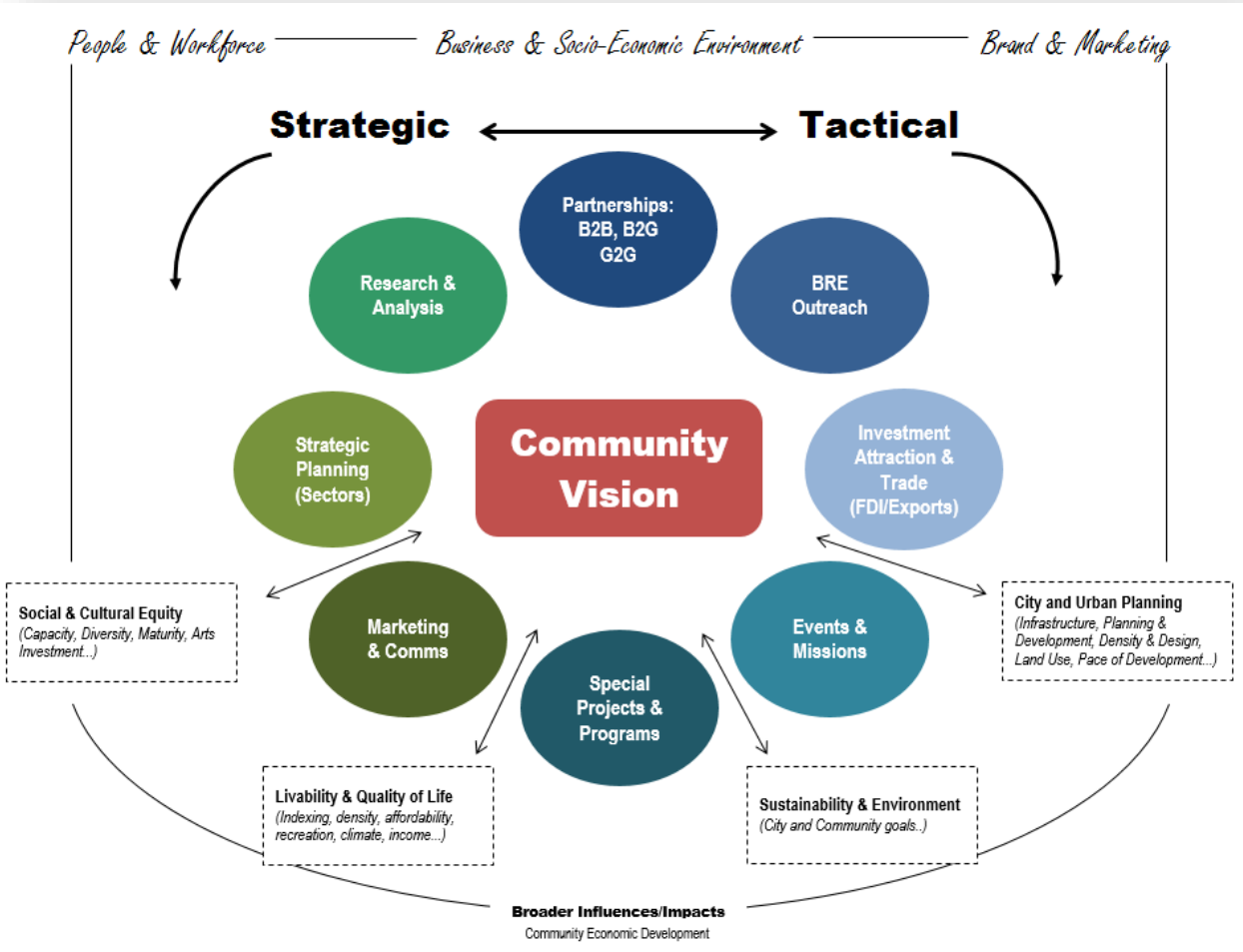


3.6 A PRIMER ON ECONOMIC DEVELOPMENT SERVICES FOR EAST HANTS

There are many methods, modes and activities available to communities in the practice of economic development. The mix, proportion, and scale of activity is determined by the needs of the organization and community, and does not necessarily conform to a pre-defined standard or one best practice. The stakeholder engagement process undertaken as part of this Plan touched on each of these modes in some form, receiving a variety of responses from participants. The community survey and vision workshop favoured working with local businesses and industry, whereas the planning workshop prioritized marketing and communications, research and analysis and investment attraction activities.

This Plan therefore employs a thoughtful balance of activities and approaches that will achieve the Strategic Vision over time. Temporal considerations also play a part as some activities may commence, expand or contract over time as the economic environment changes and as the Municipality manages and monitors the plan and external environment.

Figure 7 Elements of the Economic Development Activity Model



Business Care Services and Investment Attraction

Effective economic development for communities means paying a significant amount of earnest attention to local business health, both individually and collectively, as well as the associated social-amenity and liveability standards that most people have come to expect as minimal requirements of their status quo.


First and foremost, it's about taking care of business and the entrepreneurs who choose your community to establish roots.

Existing local businesses generate the majority of new jobs in a community, and it can be as high as 90 per cent depending on the structure of the economic base (Government of Ontario 2000, Boyles 2014).

A variety of programs and activities are implemented as part of a community's business care platform, but the best practices of the economic development discipline are straightforward, they are BRE+A. How these activities are carried out can vary greatly from community to community, but generally rely on local resources, expertise and priorities, and range across these three categories:

- Business Retention and Expansion;
- Investment and Business Attraction; and
- Community Development.

Integrated into these, is an emerging and powerful business trend revolving around social enterprise. It is especially popular with younger generations and youth who see entrepreneurial opportunity to make a difference either in their own community or beyond it. Social enterprise can be either 'for profit' or 'not for profit' but has components of both revenue generation and philanthropic effectiveness that resolves a social, economic or environmental issue. A focus on social entrepreneurship should be included in a community BRE program.




Social enterprises make money while resolving social, economic and environmental challenges.

Executing a BRE program is a structured, action-oriented approach to business and economic development. This proactive outreach style of interviews identifies opportunities to support local business retention, facilitate expansion and promote attraction. There are many reasons to implement BRE programs, but the six main objectives include:

- To establish a presence and build an active relationship with local business;
- To gather information on business challenges or opportunities, and identify expansion plans;
- To detect 'red flags' and companies at risk of leaving/downsizing/closing;
- To lever relationships for business match-making that links businesses with resources and opportunities;
- To gather information that will improve the business climate with new or modified programs, services and regulations;

- To support businesses at every stage of development from ideation to commercialization and globalization; and
- To attract additional investment and business suitable to local socio-economic conditions.

While there are many moving parts to a BRE program, managing it effectively generates a better understanding of the business community, identifies the needs of business clients and where/when they need support, forms relationships that lead to additional prosperity, and helps the community become tactical when it comes to investment attraction. This is all accomplished through scheduled visitation and outreach programs, informed intervention, and working with partners to identify and participate in appropriate international outreach that leads to investment.



Outreach interviews are not a strategy, they are a tactic that supports broader economic and business development outcomes.

The broader benefits of BRE are significant. Besides being the perfect vehicle to establish strong relationships with local business operators, this type of approach provides the community with a timely method of identifying opportunities for investment, growth and preventing leakage by elevating ‘red flags’ that can be resolved before a business closes or relocates. This is a proven methodology that produces trackable results and levers partnerships, as well as helps to identify trends and influences that impact local prosperity and business function. Moreover, it builds a base of business champions that are instrumental in promoting additional business and investment in the community—*the most powerful messaging a community can lever is B2B dialogue.*

Investment Attraction and Trade

Business and investment attraction can be an expensive process for any community. As a smaller municipality with limited resources, it would not be expected that East Hants would engage in an expansive attraction program that includes regular outbound missions and site visits. It can however, work actively with partners who do carry out missions and that are already undertaking the responsibility of investment attraction, primarily Nova Scotia Business Inc (NSBI), other provincial government departments that have a mandate for proactive investment facilitation, and federal resources like those at Department of Foreign Affairs, Trade and Development (DFATD), as well as the Canadian Trade Commissioner Service (CTCS).

The benefits of investment attraction are often better understood than most economic development activities, especially when a community is successful in attracting a major employer that boosts local jobs and taxation. Typically communities engage in investment attraction to improve social and economic conditions, and especially to boost taxation that gets reinvested in community amenities and enhanced livability. Other benefits include:

- Diversification in the local economy;
- Improvements in general prosperity;

- Increased and balanced taxation;
- Stronger job markets and talent attraction/retention;
- Socio-economic growth;
- Competitiveness; and
- Improved local amenities.

Community size is important when deciding on whether to engage in investment attraction, but not the only factor. East Hants has a remarkable breadth of opportunity, not because of size but because of key assets and differentiators as described elsewhere in this Plan.

Investment attraction programs can take many forms, and most small communities have a passive or responsive approach that reacts to inquiries as opposed to generating them. This is a reasonable approach in communities with minimal resources, so long as there are mechanisms in place for effective response. In East Hants, the Municipality has developed a team of professionals with resources that can be both responsive and proactive when it comes to investment facilitation and attraction. The range of investment attraction activities and programs that East Hants could engage in, either directly or indirectly, are surprisingly diverse. They include:

- Targeted outreach and connection - includes tactical outreach campaigns that target sector leaders, and specific company executives with a follow up strategy to reach out directly;
- Inbound missions and visitation - work with provincial and federal partners to understand when and how to be involved in missions and delegations, investigate opportunities to involve East Hants business leaders that can either champion the community and businesses that are investment ready;
- Marketing and information campaigns - this can be part of a local placemaking campaign that involves both paid and unpaid media, social media, public relations and messaging that carries an East Hants value proposition around livability, affordability and business;
- Outbound missions and visitation - work with provincial and federal partners to understand how to be involved in outbound missions and delegations, to even participate in missions that have a high probability of outcomes for East Hants, and or support business delegates from the community in their efforts to participate (especially important for export marketing);
- Special events and programs - identify opportunities to host business and sector events that can showcase the opportunities in East Hants, especially local business leadership in a B2B format, for business and investment; and
- Follow up and after care - it's the quality of the follow up that sets communities apart in their effectiveness, and East Hants can establish a strong program of follow up as part of its BRE+A efforts.

 **Things To Attend?**



FDI Canada
Forum 2015 September 22 & 23
Saskatoon, Saskatchewan

<http://fdicanadaforum.com>
[@Rainmaker_GBD](https://twitter.com/Rainmaker_GBD)

International Trade and Export Markets

Though FDI and export/trade market initiatives can differ, a combined focus is an effective way to manage resources. In East Hants the focus should be on brokering and partnering—especially on understanding which local businesses might be ready to explore export markets (the BRE outreach will flag these) and support their efforts by connecting them with programs and services that will assist the process and provide access to outbound missions.

Trade is vital to local wealth creation. Expanding trade in Nova Scotia was one of 12 game changing recommendations in the OneNS report. It identified that a significant negative trade balance is harmful to Nova Scotia’s economy, creating a pressing need to expand export activities and increase involvement in global supply chains.

The advancement of technology, expanding business networks and supply chains, and trade liberalization will only serve to increase the world wide flow of goods and services, in Nova Scotia, as elsewhere. The field of competition for local firms, especially those already engaged in exporting activities, will grow as will demands to seek out and diversify product

and market choices. There is increased need for Nova Scotia companies to branch out beyond their traditional domestic markets if the traded economy is going to grow.



NSBI Missions Schedule

[@NSBI](http://t.co/Sgb3GMzi9k)

Provincial agencies like NSBI have prioritized trade expansion, and offer an extensive selection of services from market data to outbound missions, with supporting programs and policies being provided by other sections of the Provincial Government through the Department of Business

Trade is also a priority for the Government of Canada. Industry Canada offers information with toolkits and guidance on exporting basics, while the Canadian Commercial Corporation works with suppliers on all aspects of government procurement including defence industries.

Export Development Canada and the Business Development Bank (BDC) both offer export financing assistance. The BDC also offers a consulting service for a variety of business planning areas, including export development. They will assist with identifying high-potential markets and international business plans.

The Department of Foreign Affairs and Trade Development Canada is responsible for international trade policy, trade negotiations and agreements, as well as import and export controls. It manages

Canada’s Trade Commissioner Service who represents national interests around the world and provides access to trade incentive programs like Foreign Trade Zones (FTZ’s).



Foreign Trade Zones promote trade & FDI

[@Canada_Trade](http://t.co/NKKBs7iFnb)

Investment Attraction - FDI Trends

Regardless of community size, business and investment attraction efforts are most effective when they are well informed. This especially relates to understanding the national value proposition for investors—who begin their investigation at a national level, and how to benchmark competitiveness from both a global and a local perspective. Canada ranks

extremely well on most global investment rankings and has remained competitive in its bid to attract Foreign Direct Investment (FDI) through the last decade's massive changes in global banking and investment (Table 1).

Table 1 Canada's Performance in International Business Indices

Measure	Year	Rank or value
TI Corruption Perceptions index	2013	9 of 177
Heritage Foundation's Economic Freedom index	2014	6 of 177
World Bank's Doing Business Report "Ease of Doing Business"	2013	19 of 189
Global Innovation Index	2013	11 of 142
World Bank GNI per capita	2012	\$50,970
State of World Liberty index	2014	10 of 180
Human Development Index	2014	8 of 187
Global Peace Index	2014	7 of 162
Economist Democracy Index	2013	8 of 167

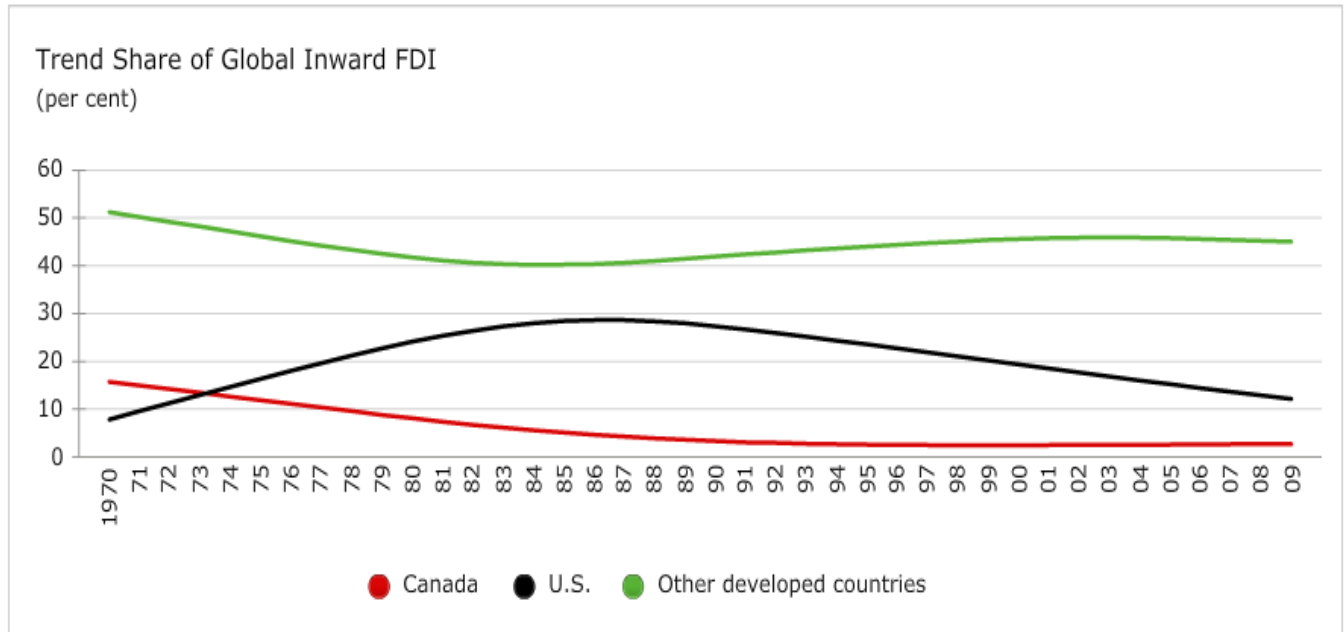
However, despite its competitiveness, Canada's overall global share of inward FDI has gradually dropped over the past few decades (Figure 8). Yet it still attracts more than its fair share on a per capita GDP basis. A more detailed explanation by the Conference Board of Canada provides insights to this trend (Conference Board of Canada 2015).



Some of that change is also an indicator that Canada is becoming a smaller global economic player overall as emerging markets like China and Brazil gain strength and add volume to international monetary activity and

trade. In many respects, this optimistically means Canada has more market investment and FDI opportunities than ever before, but in a more competitive environment. This is good news for East Hants, but demands focused and informed efforts to produce results.

Figure 8 Canada’s Share of Global Inward FDI Since 1970



Source: UNCTAD (2015)

Global markets themselves have adjusted dramatically in the past decade, and we now live in an era of integrated trade where global supply chains are driven by FDI. This presents opportunities that communities like East Hants can capture with clear and proactive strategies, many of which are outlined in this strategy.

The top five global markets for FDI in 2015 are the USA, China, India, Indonesia and Brazil. Canada is not always seen as a robust market for FDI, but of the three main factors that drive investment—markets, resources and efficiency, Canada presents some strong niche appeal.

 **Global optimism about FDI returning in 2015.**
<http://unctad.org>
 @UNCTAD

For 2015 most global organizations that track FDI are forecasting increased optimism as investment flows continue to recover from 2013 lows. Investor uncertainty remains high pushing countries like

Canada to the forefront because they offer some of the world’s safest and most stable investment opportunities, despite lower expectations of return. Where investor confidence was neutral in 2013, causing global FDI activities to dip, more than half of the United Nations Conference on Trade and Development (UNCTAD) annually-surveyed executives were either optimistic or very optimistic about 2015. The potential for a pent-up reserve of interest in global investment means opportunity for proactive Canadian communities as investment confidence rises into 2016.

Investment Readiness - Preparing to Attract and Facilitate Investment

A major influence on the effectiveness of a community’s economic development strategy, is the level of its investment readiness. A community’s ability or willingness to facilitate investment will impact a deal—even when it makes sense. Communities that are successful in attracting investment have done the required groundwork and the research, making sure they are very clear about what investment is a good fit and why, and then they pursue it.

Determining the type of investment that is appropriate for a community involves several steps including understanding the types of investment that can be made. Knowing where the community’s assets fit helps define what type of FDI to pursue. According to a number of sources including the International Finance Corporation (IFC), academics and government, there is no single definition of FDI. However, the DFATD and other leading institutions like Conference Board of Canada provide some structure to FDI, and generally classify it in these four ways:

- Resource seeking - commonly takes advantage of natural and local resources;
- Market seeking - looks to gain market share;
- Efficiency seeking - opportunities to increase cost-competitiveness; and
- Strategic asset seeking - usually involves strategic asset seeking via mergers and acquisitions.

The following check list is quick assessment guide that provides an effective exercise for local EDO’s to determine and familiarize themselves with their community’s state of readiness, with key adjustments relevant to East Hants:

Table 2 Investment Readiness Checklist

Answer the Following Questions About Your Community	
Does your designated contact person have an understanding of site selection requirements and a database suited for site selectors and investors?	Y / N
Does the official plan support a wide range of commercial and industrial land uses and are these clearly designated geographically?	Y / N
Are policies and programs developed to facilitate and manage investment and development, and do you have an effective GIS system that is open source?	Y / N
Are home-based businesses or occupations supported?	Y / N
Do you have a clear process for development permitting and land use planning? Do you have materials that easily articulate approval processes, with time guidelines and costs?	Y / N
After an investment is made or a business established, is there a review of the process with the proponent as part of your after-care programs?	Y / N
Does your community have an active business retention/expansion program that engages the business community and leading organizations like the Chamber of Commerce?	Y / N
Does your community collect a base of stats and data on business activity, and can your budget accommodate data collection and market research if required for special projects?	Y / N
Does your designated contact person have a clear understanding of contacts and procedures in cases where business approvals and permitting are not handled locally?	Y / N

3.7 THE EIGHT FOCUS AREAS AND SECTORS

2.7.1 Business Care (Business Retention, Expansion and Attraction)

Ⓞ Core Service Deliver business retention and expansion services

For East Hants, a strong focus on Business Retention and Expansion (BRE) is recommended, given the absence of other business data collection tools. This should be accompanied by a concentrated effort on investment attraction where sectors and initiatives are prioritized.

The East Hants business community is robust considering the size of the region, and it is anticipated it would take 2-3 years of business visitation and data collection to establish a strong proprietary database. Even within the first year however, the economic development team can begin building a solid base of information that can be reported in a dashboard that demonstrates real-time results and outcomes. Data can be collected and aggregated either manually in a spreadsheet format, or with the use of specialized software. A variety of software options exist that are commonly used by economic development offices in BRE+A best practices that range in price and complexity. Given that the Province of Nova Scotia will be utilizing Executive Pulse in the implementation and management of their Regional Enterprise Network (REN) programs, it is recommended that East Hants work with the province for the purchase of a sub-licence, therefore saving money while being in sync with regional partners.

The execution of a BRE program in East Hants would be woven into the team's annual work plan in the following manner:

- Annual process of identifying businesses to interview, by sector, location and priority;
- The team would set monthly targets for business outreach that can be accommodated within the team's capacity;
- The interviews are carried out weekly, recommended here at 1-2 per week; and
- Quarterly and annual reports that summarize data collection, findings, actions like referrals, matching and other results and successes.





The best source of new business leads and information is through a community’s BRE+A efforts, that can ultimately lead to attraction—whether it’s a new business locating in East Hants, or resources that help expand an existing one. Partners can be instrumental to the effectiveness of a BRE program when it comes to gathering the data and conducting the outreach in a ‘many hands’ approach. It’s also vital however for the outreach process to be extremely well coordinated, and for East Hants to take a lead on all activities including ownership of confidential proprietary data.

The Municipality of East Hants is proactive about how it works with existing local businesses as well as new business, particularly when it comes to facilitating new clients in the community’s business parks. Evolving the team’s work into a more formalized BRE+A program would be a natural next step that would reposition duties already being performed, establish tracking tools and outcome metrics that would measure both business and team activity more effectively. As described earlier in this strategy, BRE+A are the fundamentals of a solid economic development approach, and the benefits are widespread.

Developing this in concert with the establishment of the Regional Economic Network (provincial RENS) and in partnership with the Halifax Partnership—who are a best practices leader in BRE, is an ideal scenario for East Hants.

Actions	Objectives	Partners
<ul style="list-style-type: none"> i. Work with HP to immediately establish a scaled BRE program for East Hants. ii. Explore options for manual or software based BRE tracking (e.g. E-Pulse). iii. Establish intro training with a survey customized for East Hants. iv. Identify the list of businesses/companies to be surveyed in a six month BRE pilot that includes visitation and outreach, data collection and aftercare for 2015. v. Evaluate, adjust, launch full program in 2016. 	<ul style="list-style-type: none"> • Build relationships • Expand ED team presence and reach • Gather info and data • ID opportunities, challenges, risks • Lever partnerships • Attract/facilitate investment • Growth: jobs, GDP, taxation • Improve business climate 	<ul style="list-style-type: none"> • NSBI • Department of Business • EHCC • CBDC • HP • RENS • Universities/ Institutes • Sector Agencies/Ministries

© Core Service Support investment attraction (FDI) and trade

The expansion of traded industries, that is those industries that send their production to export markets and therefore create economic wealth for the province, was a key recommendations (one of 12 game changers) of the OneNS report. One of its core messages was that with a significant negative trade balance there is a pressing need for the province to expand export activities and increase involvement in global supply chains.

The advancement of technology, expanding business networks and supply chains and trade liberalization will only serve to increase the world wide flow of goods and services, in Nova Scotia, as elsewhere. The field of competition for local firms, especially those already engaged in exporting activities, will grow as will demands to seek out and diversify product and market choices. There is increased need for Nova Scotia companies to branch out beyond their traditional domestic and regional US if the traded economy is going to grow.

A natural extension of the BRE program is investment attraction and trade development, in this case at an achievable level that can be supported by East Hants. As discussed earlier, executing a well-rounded program that integrates BRE+A with Trade and Export development is an effective best practices approach for today's economic development teams.

East Hants is a relatively small economy but there are some exceptionally creative, dynamic local businesses that export. Many have opportunities for growth, but may lack the resources, expertise, capacity or risk tolerance to take advantage of them. For small and medium-sized firms especially, the availability of capital, lack of marketing expertise or insufficient transportation capacity and external factors such as regulatory requirements can be problematic. Moving into new international markets requires extensive analysis to justify what could be substantial investments in markets, facilities, people or technologies. Critical to this task is access to information and advice from trade officials and experts that can help identify new opportunities while simultaneously managing business and financial risk. The Municipality has limited resources to directly offer export and trade assistance, however it is in the position to create a portal that provides access to resources for local companies, especially those identified as export/investment ready.

A mix of activities based on local resources, capacity and especially the opportunity to integrate with partner programs is recommended. The mix should include investment attraction and trade elements to be carried out either directly, or indirectly, with partners.

Table 3 Recommended Mix of Investment Attraction Activities

Internal Activities	External Activities	Special Events	Campaigns
Inbound Missions	Outbound Missions	Sector Workshops	General or Program Info
Local Site Visits	External Site Visits	Leadership Forums	Sector/Global Targets
Inbound Delegations	Outbound Delegations	Bootcamps	Executive Outreach
FAM Tours	Events, Shows, Conf's	Virtual Engagement	Media/PR/Social Media
Follow Up and After Care			

Actions	Objectives	Partners
<ul style="list-style-type: none"> i. Begin to identify local businesses that may now, or eventually, be ready for export marketing. ii. Craft an investment and trade discussion framework to share with partners. iii. Reach out to the partners who can support investment and trade for East Hants companies, share the framework with them for discussion, familiarity and engagement. iv. Provide matching and referral services for local companies to the new NSBI programs about to be announced at the time of writing of this plan (March, 2015). v. Invite NSBI's Trade Development section to East Hants to develop a one-year work plan on cooperation and coordination. The work plan would prioritize outreach to East Hants businesses and increasing their uptake of NSBI's new programs and opportunities. vi. Clarify with NSBI how East Hants can be involved with the lead handling protocol of the Investment Opportunities Identification program. vii. Establish an East Hants exporters network or club that would meet on regular basis to discuss trade issues. viii. Use intelligence gathered through the Business Retention and Expansion program to tailor assistance for export-oriented businesses. ix. Promote and encourage use of federal trade and export program assistance offered by Industry Canada, the Canadian Trade Commissioner Service (free), the Canadian Commercial Corporation (for government-related trade, including defence industries), Export Development Canada, Business Development Bank and Foreign Affairs and Trade Development Canada. 	<ul style="list-style-type: none"> • Greater local uptake of trade assistance programs • Increased local participation in trade missions • Increased trade-related production capacity • Growth and expansion of local business • Boost in local prosperity, employment, taxation • Strengthen relationships with businesses and partners • Identify additional expansion and supply chain activities • Build a network of local champions 	<ul style="list-style-type: none"> • NSBI • Department of Business • Chamber of Commerce • CBDC • Export Dev Canada • BDC • Can Manufacturers & Exporters • Can Trade Commissioner Service • DFATD • Industry Canada • Sector Agencies and Ministries • Universities and PS Training partners • Immigrant Services Association of Nova Scotia (ISANS)

© Core Service Market readiness: provide market ready training and support to local businesses in the supply chain

There are close to 200 major projects with billions of dollars of capital and operating budgets planned for the Maritimes over the next decade, some of which will be in very close proximity to East Hants. The Canadian government's planned construction of patrol and combat ships in Halifax beginning in 2015 have the potential for \$17 billion in spending over the life of the contracts. Halifax International Airport Authority's (HIAA) capital plan will see \$381 million in spending up to 2020 with the focus on additional terminal expansions for international travel, more apron space for planes, additional parking, new taxiways and commercial development. Terra Firma Development Corp's build out of the multi-million dollar Forest Lakes Country Club will continue for the next 15 years. Numerous major residential development projects in the Halifax region, energy infrastructure and LNG developments and ongoing investments in other natural resource projects will create more production and labour capacity than exists in Nova Scotia at this time. This will result in substantial new opportunities for local employment and business development, increased demand for land and business park space and an overall diversification of the economic and commercial tax base.

This initiative calls for further coordination with provincial programs targeted at procurement. NSBI offer several programs in small business development and skills development that could be utilized by local business if they desire to participate in major project procurement. The former ERDT department has undertaken research on the shipbuilding supply chain and how it could be utilized by Nova Scotia contractors (Gereffi et al, 2013). The RENs may also play a role in marshalling businesses at the regional level for increased local supply of these projects.

The federal government is also active on this front. The Office of Small and Medium Enterprises of Public Works and Government Services Canada (PWGSC) has sponsored Defence Procurement Strategy Information sessions in Nova Scotia.



Recommendations in this report focus on supporting East Hants companies, moving into value-added activities, and regional chain development activities. Local suppliers may not directly participate in procurement contracts but could still play a significant role in indirect and tertiary supply opportunities. This underscores the importance of being attuned to how supply chains are structured and the development path for smaller and medium-sized enterprises.

Actions	Objectives	Partners
<ul style="list-style-type: none"> i. Create a local portal with access to procurement websites and resources from major project proponents. ii. Encourage local companies to subscribe to Canadian Company Capabilities registry on Industry Canada’s website. iii. Encourage local companies to register on the online supplier portals of the major projects, which companies use to collect information about potential supply chain partners. iv. Produce a directory of services that can be promoted to project proponents and procurement offices. A searchable online version can list services, capabilities and credentials of local companies. v. Work with government to close information, network, certification and coordination’s gaps that allows them to more readily enter the supply chain (e.g. as consortia). vi. Identify RFPs with requirements for local Value Propositions (i.e. rating criteria that favour local economic development in the bidding process). vii. Identify major supplies and services for major projects and promote these to local businesses. viii. Host a training seminar or “bootcamp” for local contractors and entrepreneurs that would provide information on how they can participate in major project supply chains. ix. Investigate the feasibility of extending the Halifax Chamber of Commerce’s All Ships Rise programs for developing local supply industries. Their Business Help Centre services and training programs could be of assistance to East Hants contractors wishing to take advantage of mega project procurement opportunities. 	<ul style="list-style-type: none"> • Position local businesses for major project procurement opportunities • Increase uptake of business assistance programs 	<ul style="list-style-type: none"> • Department of Business • EHCC • PWGSC

© Core Service Facilitate transportation, logistics and supply chain linkages

East Hants' strategic location linking Halifax to Moncton and its access to port facilities in Halifax, the airport, the CN Rail mainline and the province's busiest highway has the potential to create more transportation-related business development than is now the case within the Municipality. It is recognized that Halifax will remain the epicentre of development interest in Nova Scotia because of its locational advantages and cluster of infrastructure and services. Furthermore the growth in shipment volumes and transportation activity across all modes will foster further spending by government and industry to build a more competitive gateway that will provide opportunities for future development in the greater Halifax region.

There are limitations to what East Hants could do in the short term because other than the airport, the port facilities, intermodal yards and logistics providers are in Halifax proper. Moreover, there is terminal capacity and land available there for future anticipated demand. The Burnside Business Park is home to large anchor tenants that are engaged in transloading, distribution and warehousing activities, and it has ample room to expand. The Aerotech Business Park in Enfield is attracting aviation services and is also capable of expanding beyond its 600 acres of serviced land.

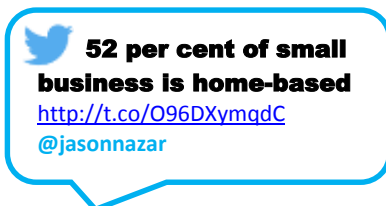
The Halifax Gateway Council provides research and advocacy services to develop international supply chains, promote international trade priorities and advance the province's transportation links and infrastructure so that the movement of goods and people remains efficient and effective. The Halifax Partnership (HP) is also involved in these initiatives. The Atlantic Provinces Economic Council (APEC) has stated that there is a need to continue improving the efficiency and cost competitiveness across the intermodal system at the Halifax Gateway which, if accommodated, will stimulate traffic and volumes, potentially via the commencement of pending major projects such as the shipbuilding program (APEC 2013). As improvements are made and targeting and marketing programs implemented, the demand for transportation and logistics services will grow in the region, as will niche opportunities for East Hants. By working closely with the port, the airport and other logistics parks East Hants can confirm and qualify opportunities and facilitate strategic responses to emerging trends and events.



Actions	Objectives	Partners
<ul style="list-style-type: none"> i. Work with major importers and third-party logistics companies to identify facility, infrastructure and service gaps that could be targeted for local development. ii. Review market research from the councils regarding proposed new additions to strategic highway infrastructure. iii. Monitor the Halifax Logistics Park development for niche opportunities in transloading, distribution and warehousing facilities and service providers. iv. Participate in marketing with key partners. v. Promote the long-term potential for multi-purpose warehousing locations. 	<ul style="list-style-type: none"> • Close working relationships with HGC 	<ul style="list-style-type: none"> • HP/HGC • Port of Halifax

Core Service Facilitate home-based business

One of the fastest growing sectors of the local economy is home-based business. Home-based businesses (HBB) are small-scale businesses that are operated out of a person's home. Usually a portion of the home is set aside for an office or studio from which the business is run. The owner may spend most of her time working at home, such as a home daycare provider, or he may travel to provide services to clients, such as a plumber. These micro and small businesses include many first-time, along with semi-retired, individuals. It is estimated about 20 per cent of single family residences now have some type of home based business operating from them. In East Hants the Townsuite software used by the planning department and fire inspector tracks all registered home based businesses in East Hants. Overall, home-based businesses include professional services, consulting, mail order supply, multi-level marketing and family and health care services. The Home-Based Business Association of Canada (HBBA) provides resources for working with HBBs.



52 per cent of small business is home-based
<http://t.co/O96DXymqdC>
 @jasonnazar

Actions	Objectives	Partners
<ul style="list-style-type: none"> i. Work with the planning department in utilizing the Development Permit process to track key data on home based businesses (See business license below). ii. Work on an EH home-based business policy that supports growth and expansion. iii. Delineate businesses by sector and growth opportunity, engage leaders to help communicate & support programs. iv. Launch business workshop info series. v. Track, monitor opportunities & growth. 	<ul style="list-style-type: none"> • Inventory of EH HBB. • Candidates for potential recruitment to business parks. 	<ul style="list-style-type: none"> • EHCC • HBBA

© Core Service Streamline business development permit process that enable data collection


The collection and presentation of data that facilitate continuous improvement and more efficient delivery of services is critical to the economic development process. There are two underlying objectives including formative, which consists of data assembly that tracks outputs and can be used to improve and guide initiatives, and summative, focusing on proving the success that an initiative is having or has had (i.e. addressing the outcomes).

While formative information is primarily used to inform staff of the direction and tasks being achieved on specific initiatives, the summative data takes on a much greater profile in the community and is the information that is usually publicly communicated. The challenge many economic development organizations have is aligning their resources with indicators that can be obtained in a cost-effective and timely manner while still reflecting progress. Cost is a major reason why default data sources tend to be secondary, for example datasets from Statistics Canada. These data may be related to the measurement of objectives, they rarely meet all conditions of relevancy.

It will be important to assemble tools and approaches that can be formulated to support the tasks recommended in the Plan. Data availability should provide support for semi-annual reporting in most cases informing formative and summative dialogue. It will be necessary to establish partnerships to facilitate data collection.

A key recommendation is a business registration program approach, seeking out best practices to avoid the perception that it is revenue generating scheme, rather than a data collection tool to improve services to business. This approach would include investigating the business licence program established in the City of Langford, British Columbia. Langford has revised its business licence system so that a business pays a one-time fee as long as the business stays at the same location, and is only charged a renewal if there is a change of address. Each year the businesses submit updated data on-line on their operations, but are not required to pay an annual fee. This provides the municipality with accurate and update business data and increases business participation.



 **Cutting red tape on business licensing**
<http://cfib.ca/a5846e>
[@CFIB](https://twitter.com/CFIB)

Currently, for a business that wishes to operate in the zoned areas of the Municipality, East Hants requires a one-time Development Permit. This permit is required to confirm that the use is permitted in the zone and renewals (and associated fees) are not necessary unless the business moves locations. Based on the Townsuite software that supports the Development Permit process and that was developed locally, the East Hants Development Permit can be modified to capture key economic data in a similar and efficient manner as has been established in Langford. With changes, the East Hants Development Permit can become an effective platform to capture key economic development data, include all businesses in East Hants, and collect data annually. (Ash 2015, pers. comm.)

Another recommendation is to refine the NSBI Inventory Asset templates. The templates are in draft form and NSBI has indicated that there is an expectation that individual communities and RENs will be asked to maintain them. In light of the fact that extensive, ongoing

maintenance would be required to keep the existing draft indicators, East Hants should seek clarification from NSBI on the use and relevancy of indicators, and procedures for data collection and upkeep, including efficiencies that could be gained by gathering regional and provincial data once and collectively.

Actions	Objectives	Partners
<ul style="list-style-type: none"> i. Modify the East Hants Development Permit Townsuite system to capture strategic economic development data on all businesses. <ul style="list-style-type: none"> a. Meet with the EHCC to devise an acceptable process for using the Development Permit to collect economic data on an annual basis b. Work with EHCC on an education and awareness program. c. Revise information template for the existing Development Permit process to include annual business data. d. Review Townsuite data system to see how the fire inspector business list can be linked to Develop Permit process for an inclusive list of all businesses in East Hants ii. Prepare a feedback report for submission to NSBI on proposed revisions to the Asset Templates that: <ul style="list-style-type: none"> a. requests a guide be prepared for completion of the templates, with definitions, parameters and up to date data sources; b. identifies indicators that are not relevant to site location requirements and could be eliminated from the templates; and c. procedures for collaborative data collection. iii. Develop communication tools: <ul style="list-style-type: none"> a. Develop a dash board of key indicators that can be accessed from the EBD website. b. Publish a newsletter that celebrates the good news stories occurring in economic development including testimonials from positive business developments. 	<ul style="list-style-type: none"> • Establish a basic data collection vehicle in EH • Contribute to a strong data base of local information on business health and activity • Communicate statistical data highlighting economic development progress in EH 	<ul style="list-style-type: none"> • EHCC • RENs • Province

Flagship Initiative The East Hants Entrepreneurship Fast Track Program

As East Hants grows it will develop a greater critical mass of existing or aspiring entrepreneurs. Some of this will happen naturally, on average up to 10 per cent of the local population is entrepreneurial and Canada is one of the leading entrepreneurial countries

(OECD Entrepreneurship at a Glance 2012, Global Entrepreneurship Monitor 2014 Global Report). If not supported by their community, entrepreneurs will often gravitate to communities that do foster startups.

Nurturing entrepreneurs by assisting them to explore business opportunities and get started is the number one most effective approach to getting enterprises rooted in the community for the long-term.

Studies have also consistently demonstrated that start-ups launched in the community where the proponent was raised, has family and support, have above-average success rates (Yale School of Management 2012). And... entrepreneurs are everywhere. Success stories about the dishwasher-turned-millionaire when he or she finally took the leap and developed their business idea are common. Often, nudging and support were all they needed to set them on their way.



Where's the Best Place to Start a Company? At Home
[@TIMEbusiness](http://ti.me/TBML4h)



Entrepreneurs are everywhere
<http://compass.ups.com/inspirational-stories-startups/> @UPS

East Hants is ideally situated to take advantage of regional, provincial and federal programs delivered out of Halifax next door. Partners like Innovacorp have an exclusive mandate to support entrepreneurs and startups through their various stages of growth with everything they need from physical space, to capital investment, to mentoring and coaching, and virtual workshops. Launched in 1995, Innovacorp in Nova Scotia's early stage venture capital incubator/accelerator that targets innovative and emerging industries primarily in technology, innovation and sciences. They provide hands-on business advisory services to hundreds of entrepreneurs every year with an above average success rate for companies that graduate from their programs, and they have committed to supporting efforts in East Hants that nurture business startups and entrepreneurial development in the community.

Given that incubation and acceleration services range well beyond the simple provision of physical space, East Hants' proximity to resources including capital investment, and the already entrepreneurial culture in East Hants, now is an ideal time to establish a formalized program that can build a culture of entrepreneurial innovation and evolve over time. This initiative can be launched mainly as a virtual program, with the EH team at the centre providing a range of programs and services that lever partners like Innovacorp and CBDC (the region's business development centre offering a full range of services from financing to business management training). Four key CBDC programs that could be fully utilized include their business loans fund, the Self-Employment Assistance (SEA) program and a Consultant Advisory Service program that provides funding of up to \$5,000 for project initiation including market research.

A full spectrum of programs and services could be coordinated through the East Hants Virtual Incubator (or Excubator) and delivered mainly by partners with a mandate to shape entrepreneurship and innovation in Nova Scotia. Activities could include, though not be limited to, the following:


- SPARK programs and events;
- Ideation competitions starting in junior high;
- Entrepreneurship and Business Management Training;
- Access to legal, accounting and financial services;
- Access to a world-wide network of expert advisors;
- Access to capital, venture capital and angel investor funding;
- Market intelligence and export development information;
- Networking and B2B/B2G connecting;
- Formal and informal mentoring programs;
- CEO in residence programs; and
- Resources, toolkits & access to officials.

Mentorship programs can be formal or informal and each would determine who in the community would potentially participate. In a formal incubator setting there are mentors, coaches or CEOs-in-residence who follow a clearly crafted program of mentorship. Programs like Ten Thousand Coffees are less structured and more about networking and fellowship with good advice—but they nonetheless can be very successful in stimulating entrepreneurship. Organizations like YPO (Young Presidents Organization) could support more advanced entrepreneurs and can be supported to seek out the right group in Halifax to participate in, while national programs like Futurepreneur help mentor and incubate young entrepreneurs.



Mentors are Everywhere
www.tenthousandcoffees.com @10kcoffees

There are a myriad of best practices and models for incubation/acceleration/excubation and other hybrids that support entrepreneurs and startups. There are exceptional examples of best practices found in Canada, like Innovacorp, Toronto’s MaRS centre, Waterloo’s Communitech, to Vancouver’s Growlabs. Each one offers a variation on both public and private formats for incubation/acceleration, but the core programs are consistent, and include clear guidelines on how and when entrepreneurs participate, what services and mentorship or capital they have access to, and a timeframe in which they need to enter and exit each phase of growth. Major US models that have proven extremely effective include Y Combinator, TechStars, DreamItVenture, 500Startups, RocketSpace, Plug&Play and many more with combined investments into the billions of dollars. Vancouver’s GrowLab incubates and accelerates approximately 12 companies per year in cohorts of five to six depending on the intake for each round. They recently merged with Extreme Startups to form Highline Ventures whose graduates include FarmAtHand, Shoebox, Sciencescape and Procurify—all multi-million dollar companies today. Growlab started small four years ago with six clients.



Virtual Incubation, it’s Tangible & Effective
<http://t.co/eef1PEm5g3>
 @EncludeHolding

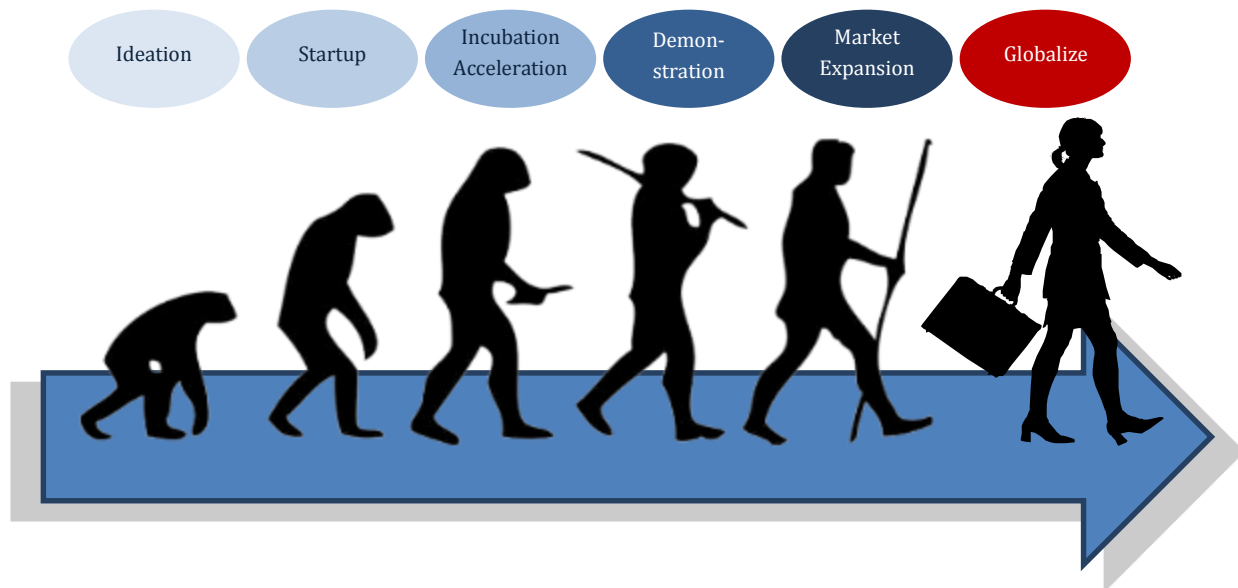
In East Hants, the first phase of a virtual incubation system would be piloting the ideas, prioritizing the sector focus options and training support. It should be more individualized in the beginning, and not be gauged on

the number of participants for the first few years given that building an entrepreneurial culture takes time. Potential activities for this stage could include:

- Outreach to schools, individual communities and businesses
- Early stage and ideation sessions, webinars and workshops with partners like Innovacorp
- High school career sessions and talks to encourage existing youth entrepreneurs and spark interest in those not currently considering entrepreneurship.
- Keynote and inspirational speaker sessions that cover a range of sectors and topics
- Competitions and contests with incentives and prizes
- Business planning support, including market assessment with facilitation into programs

Phase two of an East Hants Entrepreneurship program could begin to work with local land, business and commercial space owners who can provide physical incubation spaces for startups and youth entrepreneurs either extra space they have (even a desk), or they create space. Ideally they can also offer mentoring, coaching and support services like accounting and legal. Best practices for both public and private incubation engages business service providers as sponsors that help finance the delivery model. Legal, banking, accounting, research and venture capital companies pay fees to be the ‘official partner’ and their role is to provide some level of service to the incubation clients. It is to their advantage, and provides a ready-made new-client market they have exclusive access to. The East Hants team can approach local service providers who have office space and services to offer.

Figure 9 Stages of Startup Growth



Continually measuring success will provide the best indication of how the program would continue to evolve and support the various stages of growth and business development. A percentage of the program graduates will root in East Hants, where it makes business-case

sense for them to do so, contributing to the area’s long-term vision around technology and cluster development.

Where a community focuses the majority of its efforts, relies on whether there are gaps in service throughout the various stages of business start-up and growth. The figure above (Figure 10) illustrates the various stages of business growth, and an evaluation of local resources will determine where East Hants can best focus attention. Currently, the area can access fairly strong support and services through most of these stages from partners like CBDC, Innovacorp and NSBI. Where the team in East Hants can provide additional support it in localizing these services wherever possible, as described in this major area of focus.

Actions	Objectives	Partners
i. Engage partners who can support and add value to the program.	<ul style="list-style-type: none"> Establish a best practice in virtual incubation 	<ul style="list-style-type: none"> Chamber CBDC
ii. Present and work with partners to refine the program offerings and generate agreement.	<ul style="list-style-type: none"> Drive the emergence of a local entrepreneurial culture 	<ul style="list-style-type: none"> Innovacorp Volta
iii. Inventory/survey residents for entrepreneurs.	<ul style="list-style-type: none"> Help entrepreneurs root locally 	<ul style="list-style-type: none"> Halifax Startups Entrevestor
iv. Explore funding options with partners where needed, establish tools and website.	<ul style="list-style-type: none"> Generate new jobs, investment, business 	
v. Establish first series of workshop/mentoring sessions and tracking mechanisms.	<ul style="list-style-type: none"> Expand priority sector clusters 	
vi. Programs targeting junior high, junior achiever clubs and high school students.	<ul style="list-style-type: none"> Focus on tech and long-term sectors 	
vii. Establish links to programs and service providers in Halifax.		

Flagship Initiative Enabling economic infrastructure: broadband

Broadband service connects businesses and individuals to the global marketplace. It has flattened the world by allowing businesses to communicate and collaborate in ways never before possible due to the increase in the amount of information that can be transferred at faster speeds and new software technology made possible by bandwidth. The difference in speed saves companies money in the form of increased productivity and interactivity.

High speed Internet connects citizens, enables businesses to remain competitive in a global economy, supports education, helps attract and retain youth and augments the delivery of health and government services. The high school focus groups conducted as part of the plan process cited this issue as important in influencing student decisions to remain in the community. Corporate site selectors view quality

broadband services as a minimum requirement, not a perk or special benefit. For East Hants, it is a critical piece of infrastructure for attracting new capital, particularly for any knowledge-based enterprise that values telecommunications capacity, speed, latency and redundancy. This is particularly true for many home based businesses which will often rely on telecommuting or other distant relationships in order to work from home in the first place.

While the availability and capacity of broadband speed continually improves in urban centres with many Cities in Canada moving towards internet speeds of 100 Mbps, the same trend is not holding true in most rural areas. This places smaller communities and rural areas at an increasing disadvantage. In 2007, the Province initiated the Broadband for Rural Nova Scotia, with this initiative said to have provided 99 per cent coverage across the province. However, while the urbanized communities in East Hants along the highway corridors are well served with broadband—the service in rural areas remains spotty, however.

The community consultation process noted several cases in Maitland and Noel where service is poor and a constraint to economic activities. East Hants should be engaging the province and service providers to address gaps and bring the community up to the standards expected of a 21st Century developed economy. As with electric service, reliability is critical for attracting technology companies who deal with data-intensive services or projects like data centers. Conversely, locations with inadequate connectivity are quickly passed over for projects requiring broadband.

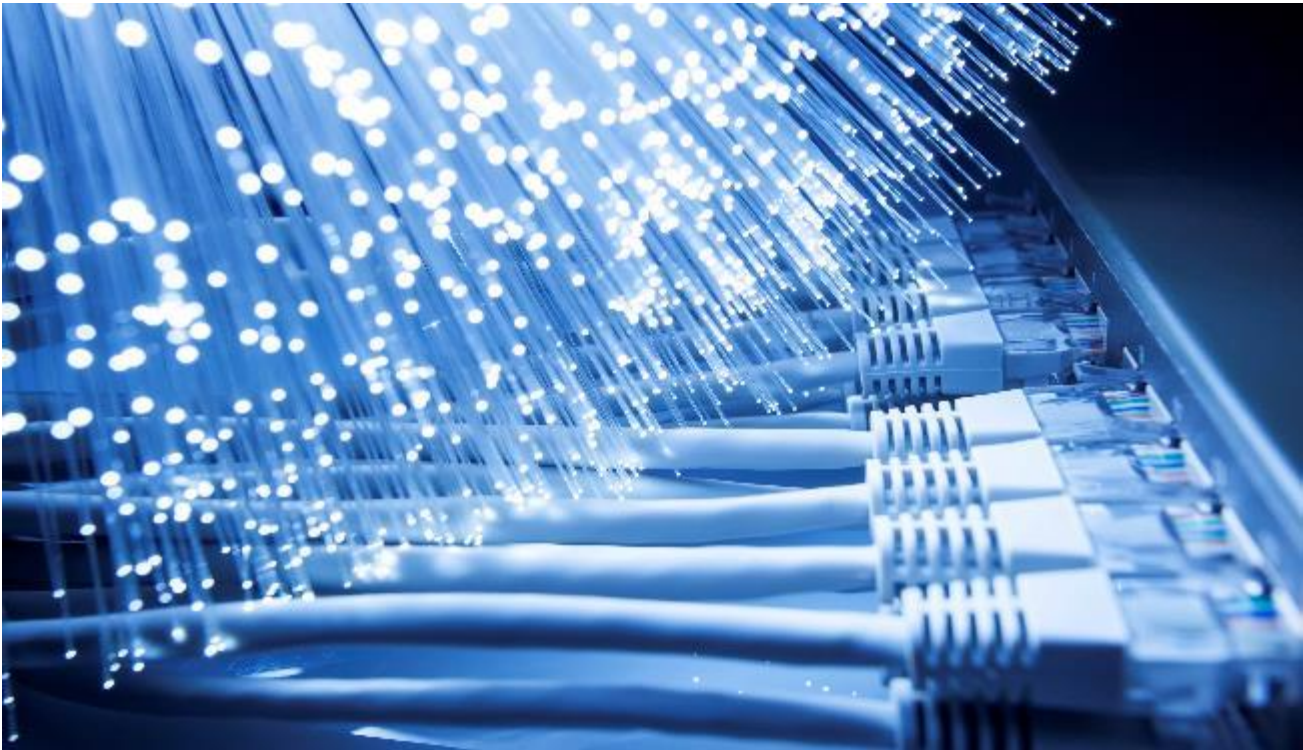
The importance of broadband can be seen in the efforts various rural areas have undertaken to ensure they have the services they require. An example can be seen in the Kootenay region of British Columbia, where the Columbia Basin Broadband Corporation was established by the Columbia Basin Trust to ensure that quality fibre broadband “backbone” is in place for rural communities and is currently reaching out to small- to medium-sized local and regional Internet service providers (ISPs) that are interested in rural connectivity. (Columbia Basin Trust 2015) The opportunity to work with the Valley Community Fibre Network should be re-explored, as that organization has approached East Hants in the past and their stated objective of assisting “with the economic development in the Kings-West Hants area by



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for every citizen**
<http://on.ny.gov/1BbHwRr>
[@nygovcuomo](https://twitter.com/nygovcuomo)

providing telecommunications resources that are equivalent to the services found in major urban centres in Canada” is complementary to the goal of rural broadband proliferation in East Hants (Valley Community Fibre Network 2014).


Actions	Objectives	Partners
<ul style="list-style-type: none"> i. Work with other rural communities for better broadband and cell service. ii. Explore a renewed relationship with VCFN iii. Establish a rural task force in EH to work with Eastlink on service improvements. The Task Force can also develop service benchmarks that can aid in communications and reporting to the province on contract performance. iv. Explore best practices elsewhere in Canada to see if there are approaches that can be used to bring additional focus on rural broadband and cell service. v. Continue to explore innovative connectivity solutions similar to the approach adopted in Noel. 	<ul style="list-style-type: none"> • Improved broadband and cell services to rural areas. 	<ul style="list-style-type: none"> • Rural Nova Scotia communities • VCFN • EastLink • RENs • Department of Business • Sipekne'katik Band



2.7.2 Placemaking

© Core Service Implement a placemaking strategy that expands media, investor and public awareness of East Hants

East Hants as an administrative region has been in existence since the 1700s, but it does not have a strong market presence as a single economic entity or place. There are 52 villages, including Maitland, Enfield, Elmsdale, Lantz and Kennetcook, that individually have interesting histories and a strong sense of place, but do not act cumulatively to generate a similar level of recognition for the municipality as a whole. The community consultations indicated that if asked where they are from, almost all “East Hants” residents would state their village name and not the municipality. Externally, the perceptions of East Hants may be ill-informed, if not negative. The lack of awareness and identification as a “community” has implications for economic development, which are mainly adverse in nature. Again, the community consultation process indicated that many residents of the province have misconceptions about the distance and travel times from Halifax to different points in the municipality, including some such as Mt. Uniacke that are literally close-in suburbs. The Halifax Stanfield International Airport is touted as being in close proximity and easy driving distance to downtown Halifax, an advantage that would apply to the main population centres in the municipality. This may be affecting the way entrepreneurs, businesses, workers, immigrants and government decision makers view East Hants and negatively impacting migration and investment it offers.

 **Levering Social Media for ED**
<http://t.co/aHJplEmPdP>
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A “placemaking” strategy would be a key part of East Hants efforts to attract people as residents along with businesses and visitors: firstly explore ways to effectively utilize information and social media channels to begin to develop a stronger sense of place as an investment and immigration destination. Social media programs can be launched at minimal effort and cost but they can be very effective in generating unpaid media exposure. Another aspect of placemaking that is how the Municipality and specifically EBD communicates with would-be immigrant investors. The desire to attract more immigrant investors is an important provincial goal and while the opportunities for a community of East Hants’ size to develop programs is limited; it is possible to create some traction on modest initiatives such as website page translations that will be noticed by immigrant investors. Overall, this can make a difference.



Actions	Objectives	Partners
<ul style="list-style-type: none"> i. Create a social media marketing plan for the social media channels already participating in (YouTube, Facebook, Twitter and LinkedIn.) <ul style="list-style-type: none"> a. Conduct an analysis of current following on these same media, the type of content they share and the benchmarks for success. b. Use special events, giveaways, donations and contests to increase likes and grow followings. c. Use social media to increase outreach to Nova Scotia companies and create candidates for face-to-face contact. d. Share news and content that followers will value. e. Develop a custom strategy for all trade shows and special events attended. f. Monitor the brand online. ii. Increase services that will appeal to potential immigrant investors. <ul style="list-style-type: none"> a. In consultation with NSBI, select a list of languages for translating site location information and key topic pages on the website. b. Determine the demand for and feasibility of delivering HP's Connector Program locally. c. Consider introducing a "Welcome Centre for New Nova Scotians" on the website. d. Profile existing immigrant entrepreneurs in site location materials. e. Create opportunity prospectuses scoped specifically for immigrant entrepreneurs. 	<ul style="list-style-type: none"> • Exposure and mentions in social and conventional media • Increased web visits • Increased immigrant investor enquiries • Brand exposure • Perception management • Media engagement 	<ul style="list-style-type: none"> • EHCC • NSBI

2.7.3 Employment Lands and Commercial Districts

Core Service Enhance business park development

Participants in the Urban Land Institute’s 2015 survey ranked Halifax near the bottom among Canadian major cities in having development and redevelopment opportunities (PWC 2014). This potentially positions East Hants as an alternative location for some types of developments, if it can assemble the desired types of lands with the appropriate service requirements. East Hants’ key developed asset is its portfolio of business parks. The Municipality operates two such parks, one in Elmsdale the other in Mt. Uniacke. The 360 acre Elmsdale location has 110 acres of serviced lots available, with access from Exit 8 on Highway 102. Uniacke Business Park, located at Exit 5a on Highway 101, covers 120 acres with 32 acres available for sale. The privately-owned 88 acre Milford Industrial Park has less than six acres available for sale. It is located at Exit 9 on Highway 102, 65 kilometers north of Halifax.

These parks have specific geographic and market niches. Elmsdale and Milford, being on the popular Highway 102 corridor linking Halifax to Moncton, faces competition from other communities and private land owners, and has a current environment of relatively slow absorption rates. However, it also is within good proximity to Halifax Stanfield International Airport and Halifax itself. The Uniacke Business Park is located on a less populated and lower volume corridor with only one other proximal business park as competition. Absorption has been steady and the park is about to become fully occupied. Besides being a key tool in accommodating new commercial and industrial businesses in East Hants, the suitability of the business parks will also be critical in ensuring successful East Hants businesses have desirable locations to relocate to as they grow.

Actions	Objectives	Partners
<ul style="list-style-type: none"> i. Meet with real estate associations and other key stakeholders to build awareness of EH as a place to invest and do business. Key organizations include: <ul style="list-style-type: none"> a. Local Realtors b. UDI of Nova Scotia c. Nova Scotia Association of Realtors d. Nova Scotia Homebuilders Association ii. Establish the EH website as a prime commercial and industrial marketing site: <ul style="list-style-type: none"> a. Ensure the site is user friendly; b. Linked to supporting websites; c. Consider developing digital search function (See City of Vernon). iii. Investigate entering into partnership in marketing publicly owned business park lands to increase exposure for these lots. iv. Refine the land development prospectuses for key properties to ensure relevant info is included. v. Move forward on recommendations from the EH business park analysis, focusing on 	<ul style="list-style-type: none"> • Increased awareness of EH as a development location • Increased industrial land availability in strategic areas • Improved service levels in business parks 	<ul style="list-style-type: none"> • Realtors • NSAR • UDINS • NSHA • Milford Industrial Park owners • EH local industrial businesses • EHDC • Companies in the business parks • Development community

- the Uniacke and Elmsdale business park area and in the Milford industrial area.
- vi. Prepare a plan to ensure that the appropriate services are available at the business parks.
- vii. Support the formation of the informal business park association.
- iii. Link the land development activities to the BRE program to identify the demand for future industrial and commercial lands from within the local business community.

⊙ Core Service Leverage job creation by enabling policies that encourage affordable housing and transportation services

Another land development issue identified in the community consultation process was a housing stock that is affordable and adequate to meet the various needs of the existing and potential residents. The Municipality is already concerned about the affordability of the rental market in East Hants, with 30.8 per cent of East Hants renters spending 30 per cent or more of their total household income on shelter costs (Statistics Canada 2011). It is often youth, young adults and families, and seniors who occupy the rental stock. Many communities experience labour shortages (and lost opportunities) when workers cannot find suitable housing. Providing housing types that meet the changing needs of an aging demographic but still appeals to new labour market entrants is important in attracting and retaining residents in the community.

The need for affordable transportation was also identified in the focus group sessions. This community desire dovetails with Council’s steady progress toward a made-in-East-Hants approach to a public transit system connecting the Elmsdale area to the Halifax Stanfield International Airport. Transit facilitates greater employment options for existing residents and enhances the labour pool for employers.

EBD can support the objectives set out in Plan East Hants on both these issues by creating linkages to the development community. It would be private developers who would be building and marketing the new stock, so EBD will want to foster a favourable investment environment that clearly articulates expectations for future population growth and housing development.

Actions	Objectives	Partners
<ul style="list-style-type: none"> i. Engage and promote to the development community the importance of a diversified housing stock that serves all residents and in-migrants. ii. Work on creating and marketing specific affordable housing solutions that can be promoted to the development community. iii. Support potential pilot or permanent transit services in East Hants by: 	<ul style="list-style-type: none"> • Diversification of the housing stock • Transportation services and coverage 	<ul style="list-style-type: none"> • Realtors • Development community • HFH • Transportation service providers

- a. Marketing the launch of service to the business community;
 - b. Marketing the service on all site location collateral;
 - c. Assisting with research and development of appropriate park-and-ride locations;
 - d. Assisting with route planning that optimizes resident worker access (particularly youth) to employment areas and businesses.
- iv. Monitor and research the potential for local application of car pools and emerging transit sharing services.

☉ Core Service Encourage growth in existing commercial districts

East Hants stands out from other rural areas of Nova Scotia for its steady population growth and commercial development. The municipality has attracted substantial residential development oriented to commuters to Halifax and has also benefitted from ongoing development of Halifax Stanfield International Airport (HSIA) in Enfield. Most highway interchanges are candidates for commercial development because of their accessibility and exposure to large volumes of highway traffic. Most accommodate some form of commercial land use - usually gas stations and fast food outlets at the minimum (Stantec 2014)

For East Hants, there are multiple downtowns and nodes across the municipality that have already seen growth and have the potential to attract more. Maitland, Kennetcook, Mount Uniacke, Shubenacadie, Enfield, Milford, and Elmsdale all have resident defined downtown commercial areas that have the potential to attract new business, residents, and tourism. East Hants should continue to enable citizens and businesses to grow so communities remain viable and economically healthy, as envisioned in Plan East Hants.

Actions	Objectives	Partners
i. Identify opportunities for adaptive reuse of existing, unused or underutilized properties in commercial nodes and promote to the development community.	<ul style="list-style-type: none"> • Infill and densification of existing commercial nodes • Sustainable, vibrant shopping areas 	<ul style="list-style-type: none"> • Realtors • NSAR • UDINS • EHCC • Community Development Organizations
ii. Consider streamlining the approvals process for developments that substantively enhance a commercial district.		
iii. Consider tax abatement policies or incentives for the redevelopment of heritage buildings, use conversions, and properties which have the opportunity for employment generating activities.		

Flagship Initiative Airport-edge Precinct

As the major air gateway to the Maritimes, HIAA plays a central role in overall transportation policy and development planning. The Halifax Gateway Council has stressed the importance of Halifax Stanfield International Airport (HSIA) as a link in the region's transportation network and its increasing participation in the supply chain of most industries.

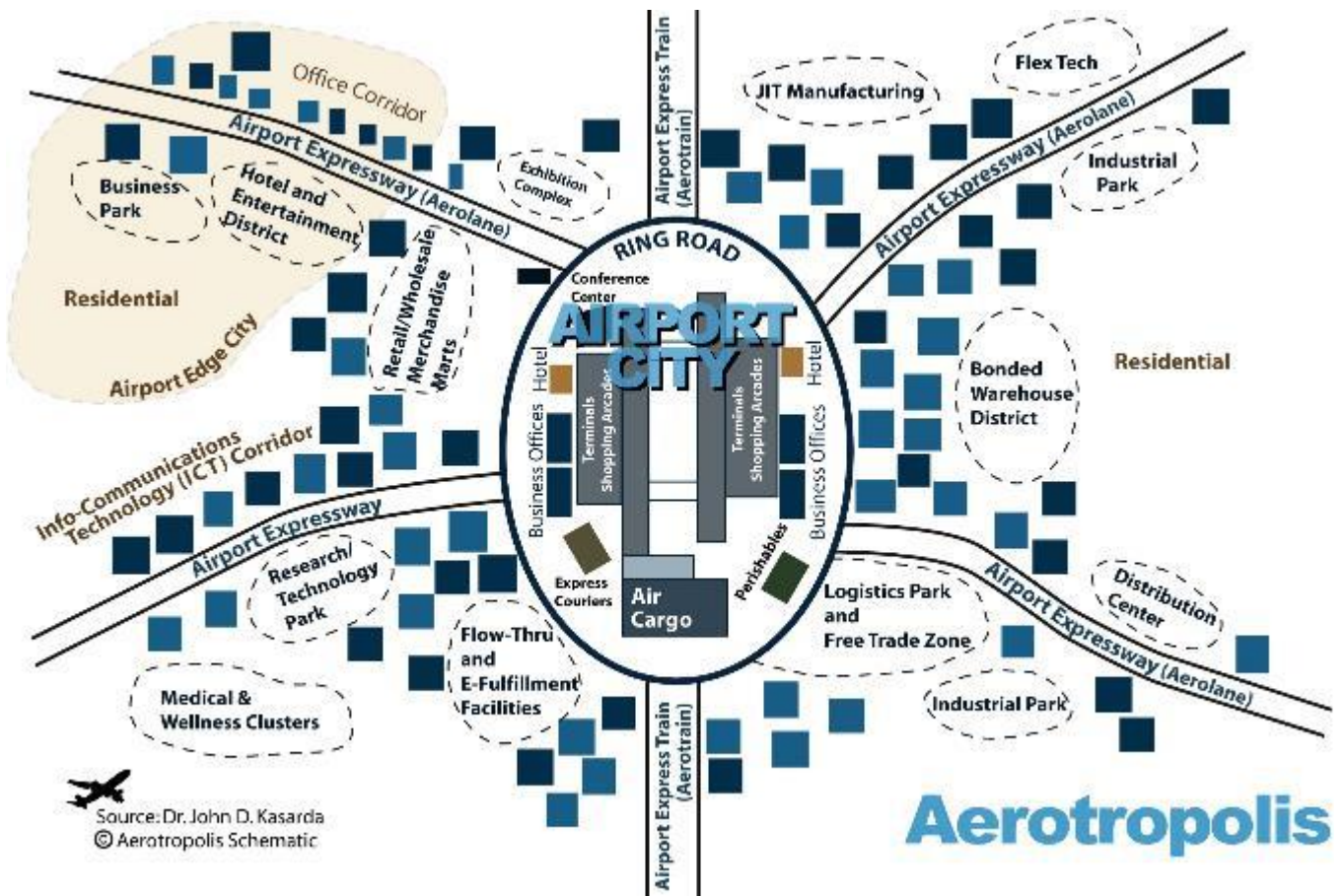
HSIA is regularly ranked as one of the top airports in North America and the world for its size class. Passenger and cargo volumes are on the upswing, and long term projections are buoyant because of new economic activity related to the billions of dollars of expenditures of maritime mega projects. New demand for cargo services stemming from trade agreements in Europe and Asia will also create new opportunities.

HSIA is a major economic generator. It employs close to 2000 East Hants workers making it the most-important job generator.

 **How an Aerotropolis works**
<http://econ.st/1bpmb1l> @TheEconomist

Aerotropolis is a term popularized in 2011 by John Kasarda's book "Aerotropolis: The Way We'll Live Next".

The thesis states that airports serve as "downtowns" or development anchors for surrounding "cities", often enabled by undervalued and underused land. Airport cities are not limited to the world's major airports—in Canada communities adjacent to small and mid-sized airports (e.g. Leduc/Edmonton, Hamilton) have created initiatives for the development of aerotropoli (Klinkenberg 2014, Reilly 2015).



HIAA has established long term plans for the development of the HSIA. Included are a number of service, business and land use issues that have implications for East Hants. Projected increases in international passenger and cargo traffic, together with enhanced airside and landside development, will also propel HSIA forward as a business magnet and regional economic accelerator. There is developed and adjacent industrial and commercial lands within Halifax Regional Municipality (HRM) at the Aerotech Business Park. It has 600 acres of serviced land, and an additional 1790 acres available for future development. East Hants can benefit from this growth by identifying niche opportunities among sectors and supplier industries that value close proximity to airports without actually being an airport tenant.

Actions	Objectives	Partners
<ul style="list-style-type: none"> i. Monitor HIAA’s commercial development planning. ii. Identify cargo and related services opportunities required to support anticipated increases in Nova Scotia food exports to Europe and Asia. iii. Coordinate with the Municipality’s Business Parks Plan. iv. Identify Halifax region sectors and businesses that require convenient access to airport services. Leisure and tourism services, accommodation, meeting and event planning space, many commercial services and some retail services (i.e. outlet malls) are amenable to development in proximity to airports. v. Investigate the long term land use implications and requirements for attracting travel-intensive companies, including consulting, finance, insurance and administration. vi. Work with the Aerospace and Defence Industries Association of Nova Scotia (ADIANS) as a conduit for accessing intelligence on aerospace cluster development, supply chain gaps and the emergence of new investment opportunities, specifically at the airport. vii. Re-evaluate the feasibility of establishing transit services between the municipality and HSIA. 	<ul style="list-style-type: none"> • Placement of municipal infrastructure and zoning policies that optimize airport-related development • Increased air transportation employment and business activity • Increased spending by out-of-province Highway 102 travellers accessing the airport • An emergent airport-city precinct 	<ul style="list-style-type: none"> • EHCC • HIAA • HP • HRM • ADIANS

Flagship Initiative Technology Park

Highway 101 is serviced by fibre optic cable between Halifax and Acadia University and passes through the Mount Uniacke area of East Hants. Private sector interests have already begun investigating the creation of a Technology Park that would capitalize on this fibre optic infrastructure of VCFN to attract and locate technology companies. With good quality housing

stock and recreational amenities in the area, the infrastructure already exists to complement other locational advantages.

The objectives would be the creation of the Technology Park in the Mount Uniacke as one end of a technology corridor, with the Acadia University in Wolfville being the other end. It would consist of high-end buildings and infrastructure with the Park totalling approximately 80 hectares (200 acres) to 120 hectares (300 acres). Amenities that would support potential technology firms, including green energy options as alternative and backup sources, sound stage, and associated services such as a boutique hotel, would be developed.

The long term vision would see the Technology Park as the impetus for a technology cluster with links to technology activities to Acadia University, Dalhousie University and other educational institutes in the province. The Park would leverage Nova Scotia’s favourable time zone to East Coast and European markets, and connectivity to infrastructure and technology in the Hibernia oil fields, growing research capacity and skilled labour force.

Actions	Objectives	Partners
<ul style="list-style-type: none"> i. Work with the private sector in identifying an appropriate location and scale of a Technology Park in Mount Uniacke. ii. Where it meets Municipal land use objectives, support access to Crown land for subdivision and private sale. iii. Explore ways to ensure a unique focus on the technology goals of the industrial park. iv. Scope tax exemptions and duty free policies to support investment in the Park. v. If the Technology Park is developed, prepare business and worker attraction programs. 	<ul style="list-style-type: none"> • New industrial and commercial land availability • Increased number of technology companies 	<ul style="list-style-type: none"> • Private sector • EHCC • Acadia University (I Value) • HFXIX • VCFN

2.7.4 Agricultural Development

Core Service Implement an agricultural innovation strategy and farm succession plan

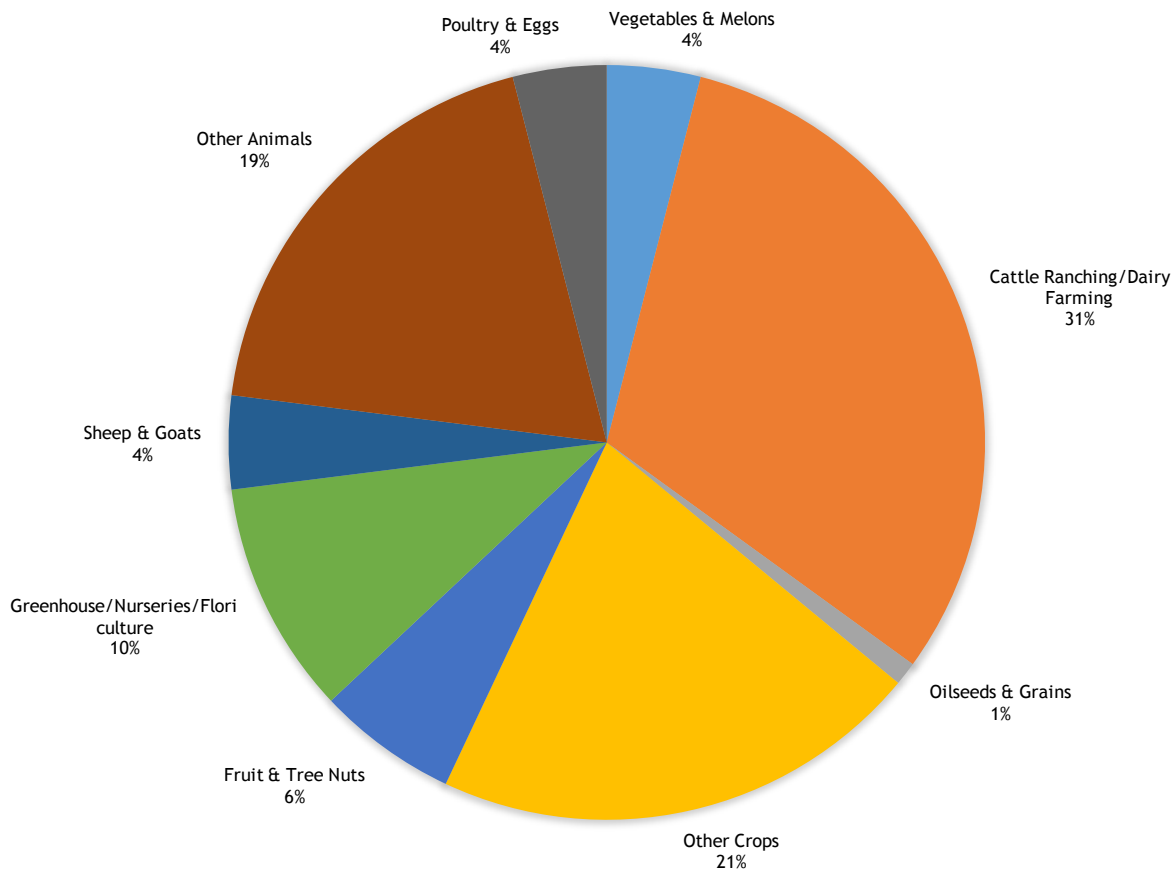
Agriculture and agri-food production in East Hants is an important part of the area's economy, social structure and history. There will never be a lack of demand for food production, and in the 21st century the importance of local food is becoming almost paramount. From urban centres to rural villages, local food production has even transformed previously manicured front lawns into tomato and lettuce plots, while municipalities are freeing up hundreds of acres of public lands for community gardens across North America.

 **Sustainable Food Systems are growing everywhere**

<http://vancouver.ca/people-programs/food.aspx>
[@CoVFoodPolicy](https://twitter.com/CoVFoodPolicy)

In Nova Scotia, farming is an important sector. Gross farm receipts are increasing at more than double the national average, and it is the only province in Canada where farms and farm areas have grown since 2006.

Figure 10 Proportion of Farms by Major Commodity (East Hants Planning Dept)



East Hants has a diverse agricultural sector, offering a wide range of commodities from dairy to tree-nuts. Much of the municipality is arable, and soil types are average to good in the

region, with a portion that has seen manual improvements over the years in areas where intensive food production is practised.

There are nearly 200 operating farms utilizing about 12 per cent of the land in East Hants, which is consistent with the provincial average. Collectively these operations are worth just over \$126 million, producing \$50.1 million in annual farm income.

Residents in East Hants care deeply about farming in their community. More than 60 per cent feel that agricultural lands should be protected from being converted to residential or commercial uses, and while there is zoning in place that limits development beyond agricultural use, some of the best soils are outside these zones.

The area of land in agricultural production is declining in East Hants. The area experienced about a 5 per cent decline from 2006 to 2011. This could be for a variety of reasons, notably the rising average age of local farmers, which is now into the mid-fifties, making succession planning a priority. This presents a challenge for both farmers and their communities, and in East Hants there is opportunity to explore levers that will preserve and grow local farming operations with a balanced and diverse approach in mind.

Over the past few decades, farming has often been seen as a profession of last-resort by rural youth who migrate to urban areas in search of cooler jobs, higher paying professions and lifestyles. This has been experiencing a shift however, with today's apprehensions about climate change and food security, farming presents a more interesting challenge that is increasingly reliant on technologically innovative solutions to resolve, whether it relates to soil care, husbandry, crop growth or the ultimate objective of developing stronger regional markets. This is more appealing to younger generations.

Millennials have a different perspective and commitment to sustainability, and the advent of greater innovation is more appealing to them. Major efforts are now being made in developed nations to incentivize and compel a new generation of 'yuppie farmers.' Meanwhile youth unemployment in developing nations is on the rise. There are opportunities here for connection and facilitation.

In East Hants, residents and officials have been paying attention to their local agriculture for a long time, more recently because of concerns about sector health and land use. It is an ideal time therefore to focus more intently on local agricultural leaders, and what the industry needs to remain viable as a source of local food and a contributor to the local economic base.

This is an important part of the region's long-term vision, and the initiatives recommended here prescribe short-term actions designed to affect a graduated, lasting change in one of the community's most important sectors. The Municipality can play both a leadership and coordinating role in the various aspects of this strategy to achieve the following objectives:

- Increase in productivity and innovation where appropriate;
- Maintenance of diversity of farm sizes and agricultural products to ensure a diversity of entry points for new operators;



Introducing, the yuppie farmer, a tech-savvy new generation.

<http://t.co/ruE68ecEGH>

@guardian

- Protection of arable farm land for production;
- Reintroduction of agri-uses for lands not currently in production;
- Incentives for younger farmers to get involved;
- Succession planning for farm owners;
- Education, training and support for new and existing farmers;
- Establishment of local grow markets and access to larger regional markets;
- Shifting population to rural areas; and
- Exploration of additional agri-food and agri-sciences suitable for exporting.

Succession planning in family farming is a concern in most developing nations as populations are aging, particularly in North America and indeed across Canada. There is also a range of best practices emerging to address this at all levels of government from local to global.

Several of these best practices are easily adaptable for East Hants, and these are outlined here along with some additional recommended options the community can readily pursue without major capital investment.


A FarmStart program in East Hants would be ideal in working with succession farmers. Launched in 2005 near Guelph, Ontario, and based on the Intervale Program out of Vermont, FarmStart provides a supportive way for people from non-farm backgrounds to get started. This is a significant component of the long-term vision for East Hants, but a variation of the FarmStart/Intervale programs would work well and could include the following customized elements that can be introduced and evolved over the next 2 to 6 years:

- Community and private farm plots for crop cultivation and training;
- Mentorship and training leveraging local, provincial, federal and post-secondary expertise;
- Workshops and training courses;
- Skill building farm tours;
- Lease-to-own succession planning initiative;
- Access to supplies and equipment, especially over time;
- Business planning and support with investment and finance;
- Farm Education and Showcasing Centre; and
- Product development and marketing programs.

Other unique and innovative solutions might be an essay competition that draws attention and applicants with an entry fee structure that contributes to the market value of the farm operation. This provides exposure for the community, and can kick-start a renewed focus on farming and

 **The essential immigrant farmer.**
<http://www.cbc.ca/1.1991190>
 @cbcnews

 **FarmStart, the business of growing farmers.**
<http://t.co/8Utuzj5ls8>
 @FarmStart

 **Win the Lovell Inn**
<http://cnmmon.ie/1Ce9ttw>
 @CNNMoney

agri-food production. The best current example that is similar in nature is in the neighboring state of Maine where an inn keeper has introduced a competition for the million dollar property and business. She gained ownership of the property the same way roughly 25 years ago, and is now retiring. The winner of the essay contest gets the entire estate (Center Lovell Inn 2015).

Engaging youth in the area can begin in the school system where a special focus on local farming can be promoted and youth plots could be developed. This is where the use of multi-media and web 2.0 tools can engage youth, via the development of a gamified initiative. This would serve a number of purposes like getting youth involved in both technology and web development as well as agriculture. A competition could be held that rewards the students who produce the best ‘farmville’ style app or game based on local geography, real local farmers and producers, and that acts as a compelling information and education tool. This would engage multiple partners across both agriculture and technology such as the Sandbox, NS Department of Agriculture and Innovacorp. Venture capital sponsors could be willing to support and participate in coordinating the competition.

Actions	Objectives	Partners
i. Develop a storied inventory that profiles farms in East Hants, to be used as a cross-platform information and data resource.	<ul style="list-style-type: none"> • Preserve family farms, small to mid production 	<ul style="list-style-type: none"> • Sandbox & University of Dalhousie
ii. Establish an agricultural working group that engages partners and agencies as more than advisory members.	<ul style="list-style-type: none"> • Support growth, expansion of both size and products 	<ul style="list-style-type: none"> • Department of Agriculture
iii. Develop a framework of succession planning options, including farm and land-leasing programs, immigration sponsorship, student and youth farm programs, and the various components listed in the section above.	<ul style="list-style-type: none"> • Explore options for crop expansion and new crop production 	<ul style="list-style-type: none"> • Federation of Agriculture
iv. Engage youth with initiatives that include a gaming competition to draw students into both an agricultural and technology-based learning process, this could include youth farm plots.	<ul style="list-style-type: none"> • Engage youth • Establish success programs 	<ul style="list-style-type: none"> • Local farmers • ACOA • CBDC
v. Develop an ongoing farm innovation workshop series in East Hants that circulates in the rural villages with hands-on education, training and learning (these occasional events in the past have been full, demonstrating demand for a consistent series).	<ul style="list-style-type: none"> • Increase productivity of existing farm lands 	
vi. Work with the University of Dalhousie Sandbox leaders on opportunities for student and innovation placement in East Hants.	<ul style="list-style-type: none"> • Re-introduce production on lands not currently in use 	
vii. Explore options for an essay contest where a farmer/farm family may be exploring succession.	<ul style="list-style-type: none"> • Integrate innovation into farm practices 	
	<ul style="list-style-type: none"> • Provide relief and support for aging farmers • Media exposure for East Hants and farming sector 	

Flagship Initiative Support Open Farm Day

Special events and workshops are ideal levers to establish a new or shift an existing culture in a community, whether it's a community of geography or community of interest. In this case it's both, and establishing a special day that celebrates a particular characteristic or asset of a region, like agriculture in East Hants, is both effective and fun. It also begins to recognize leadership and showcase innovation whether it's local or imported as expert demonstrations.

There are many best practices for this, but in nearby Lunenburg, the economic development team launched an agricultural day in 2014 that was an overwhelming success.

Their program in 2015 is already over-subscribed and expected to be extremely well attended. East Hants can assist the NSFA to grow Open Farm Day in East Hants and make it an attractive event for Halifax residents given the number of farms and farmers in the region. Partners at the Ministry of Agriculture have already indicated strong support for this, and the initiatives being recommended in this strategy would complement an expansion of this exciting yet still-to-be entrenched provincial event.



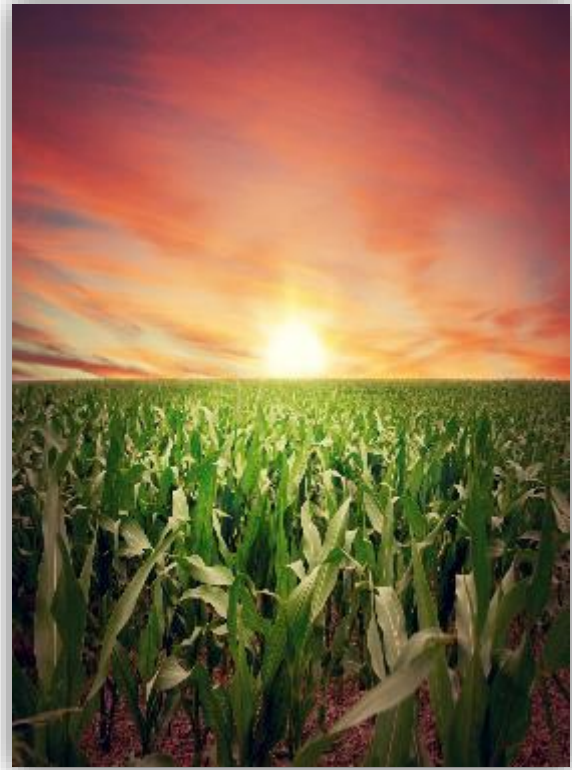
Actions	Objectives	Partners
<ul style="list-style-type: none"> i. Develop a program that would include educational workshops, product showcasing that connect producers, educators, Innovators and buyers. ii. Engage partners for sponsorship and content. iii. Launch the East Hants Agricultural Day. iv. Gauge success and evaluate for next year. 	<ul style="list-style-type: none"> • Raise the profile of farmers/farming • Annual showcasing, networking & education, market expansion • Introduce innovation • Connect government & institutional resources with local farmers 	<ul style="list-style-type: none"> • Sandbox & University of Dalhousie • Department of Agriculture • Federation of Agriculture • Local farmers



Flagship Initiative Farm and Growers Market

According to Ministry of Agriculture and East Hants officials, the local trend has been towards larger farm operations—especially for dairy where consolidation of supply quota is one opportunity to generate growth in production. While this supports jobs and investment, a balance of small, medium and large operations is desirable especially when they can support families or could serve to attract younger farmers with less access to capital.

Supporting smaller operations maintains viability, particularly those producing consumable fruits and vegetables that can go to market are therefore important. Farmer and Grower markets are experiencing greater popularity and in light of trends showing demand for local food, the opportunity is ideal for East Hants to establish its own markets. For those not already selling into markets elsewhere, this might be a viable alternative that is closer to home. It can also showcase other artisan and crafter products to expand both product offerings and opportunity.



Actions	Objectives	Partners
<ul style="list-style-type: none"> i. Call for community volunteers that can support and coordinate a market. ii. Engage Farmers Markets of NS for support and training. iii. Launch a communications and outreach program to local growers to gauge participation. iv. Identify a suitable location. v. Launch first season pilot. 	<ul style="list-style-type: none"> • Raise the profile of local growers • Provide direct market access • Enhance local livability • Support local food • Increase local commerce • Support growth and expansion of local farms 	<ul style="list-style-type: none"> • Farmers' Markets of NS • Department of Agriculture • Federation of Agriculture • Local farmers



2.7.5 Natural Resources

© Core Service Support for resource developments that provide net economic benefit to the municipality

Mining, forestry and the emerging energy industry play an important role in the Nova Scotia and East Hants' economies, particularly in rural areas. Because resource industries tend to be located outside urban areas, they are critical to sustaining jobs in rural areas.

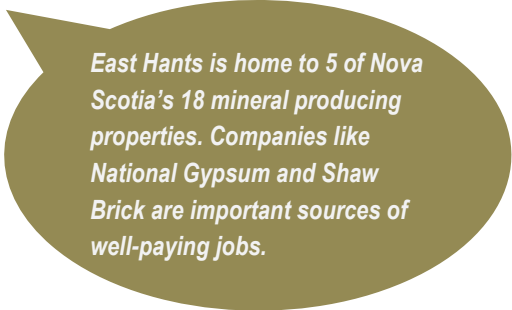
Mining is an important part of the regional economic base with numerous producing properties, including a major national producer in National Gypsum, and undeveloped prospects. Mining and mineral exploration activity is closely influenced by macroeconomic factors such as commodity prices, rather than local factors, but it is possible to boost local benefits by promoting closer relationships with local suppliers and increased purchasing.

Although the forestry sector has declined over the last decade, harvesting activity and manufacturing continues.

Companies such as Elmsdale Lumber have developed speciality and value-added products and custom cutting services. They have also developed national and international markets. The Province has identified further value-added production, productivity improvements and expansion of forest ecosystem based management practices as priorities and efforts to promote them locally would position East Hants to benefit from an industry revival.

The Nova Scotia Department of Energy has stated that provincial reserves of onshore natural gas could provide a secure domestic supply well into the future. It has several exploration agreements and production agreements with companies that are actively working the resource, but many residents are resistant to development because of concerns over the environmental effects of fracking. In response, the Province introduced legislation in 2014 that prohibits high-volume hydraulic fracking for onshore shale gas, concluding that more research and information is required to better understand the potential impacts of the fracking process (DE 2015). Proposals to build three LNG plants in Nova Scotia to export natural gas from Nova Scotia in liquefied form are ongoing. These projects will stimulate demand for offshore gas but export capacity may eventually stimulate demand for onshore gas as well.

East Hants itself has shale gas and mineral potential that could lead to new development down the road. With both metal and industrial mineral occurrences, active exploration and past producers, and present producers the mining industry will continue to be active in the region. Development of shale gas in particular would have potentially significant benefits for the province as well as the Municipality. In East Hants, sites around Kennetcook associated with the Windsor Block have been subject to exploratory drilling, since stopped by the moratorium on fracking. It is unknown if or when the Government would lift the moratorium



East Hants is home to 5 of Nova Scotia's 18 mineral producing properties. Companies like National Gypsum and Shaw Brick are important sources of well-paying jobs.

and if so what the implications would be for East Hants. Should development proceed, the majority of economic impacts would be in exploration versus production and could be short term in nature. There would be fewer jobs and income associated with on-going operations. Moreover, activities would presumably be limited to the upstream component (i.e. exploration and production) with perhaps minor contributions from midstream activities such as transportation, but no downstream activities. Although the province would stand to benefit from royalties and other tax flows, the main source of benefits to the local area would be jobs and procurement opportunities for business, which would be almost impossible to quantify until the industry evolves and develops a supply chain. The Municipality would want to ensure that any trade-offs associated with future development of the resource would generate a net benefit for the community.

In British Columbia, many municipalities benefit from pipeline-related tax revenues, for instance, Spectra Energy is the single largest municipal taxpayer in the province.

Actions	Objectives	Partners
<ul style="list-style-type: none"> i. Work with forestry, mining and mineral exploration companies, their procurement offices and local businesses to increase local supply. This action interacts with the procurement strategy in the Business Care section. ii. Support DNR’s strategy to encourage innovative ways to increase the value of harvested timber by turning it into higher-end products. This can be accomplished by working with local companies to explore value-added production, renewable energy uses and new international markets. iii. Monitor the fracking moratorium and should it be removed, prepare a strategy for communicating local issues, concerns and expectations. iv. Prepare a policy and framework for future anticipated Municipal involvement in the Environmental Assessment process for major projects, should they occur. v. Investigate best practices in revenue sharing of provincial resource rents to local government and prepare a position paper on such if onshore development proceeds. vi. Once a relationship is established, consider negotiating a Memorandum of Understanding with the Sipekne’katik Band for a coordinated approach to matters related to onshore gas development. 	<ul style="list-style-type: none"> • Favourable business climate for natural resource development • Policy and framework for representing municipal interests in the Environmental Assessment process. • Participation by resource companies in other programs in this Plan (e.g. BRE+A, Renewable Energy). 	<ul style="list-style-type: none"> • Department of Energy • DNR • Industry and Industry Associations • Sipekne’katik Band

Flagship Initiative Provincial Gypsum Centre of Excellence

Nova Scotia is a major producer of North American gypsum; however, since the 2008-2009 recession its production has tailed off considerably. Many operations have been downscaled, put on maintenance or closed altogether, even though the province has abundant quality resources and remains a relatively low-cost producer. In 1987 six companies from eight sites in the province were producing more than six million tonnes annually, by 2012 this had dropped to two mines and less than two million tonnes. Manufacturing of gypsum is limited to one wallboard facility in Port Hawkesbury. Importantly, mining companies have shed most of their research and development capacity over the last decade so the capability for innovation in operating practices, product development and market development has been considerably reduced.

Worldwide, the consumption of gypsum continues to grow because of favourable demographic factors and new housing development in emerging markets. The potential uses of gypsum apart from panels are extensive, ranging from soil additives to architectural products. Nova Scotia is in a good position to take advantage of this growth but is being constrained by research and development capacity, management expertise and access to new capital. Still, the province has major producers, highly productive gypsum mining areas with low overburden levels and has the potential for supporting more research and development through its university institutions—some collaboration is occurring between industry and university engineering laboratories on value-added products. The potential development of oil and gas resources and transmission projects is expected to give the region an additional advantage in terms of the cost and availability of energy inputs.

The provincial government has been supporting a three-phased approach to stimulate more activity in this important provincial industry, particularly around value-added production and diversified export markets beyond traditional North American wallboard. The first phase involves preparing a set of five-year business plans for new products as a way of stimulating interest among potential investors. The second phase would be focused on testing products and markets, identifying sources of financing and encouraging the establishment of operating businesses. The third phase would be the centre itself (Ward 2012). Department of Natural Resources (DNR) has prepared funding applications for phase 1 and is ready to proceed.

DNR, the former ERDT department and NSBI have recently collaborated on this file, for example through participation in the Global Gypsum Conference and Exhibition held in Berlin in September, 2014. DNR's presentation at the conference was favourably reviewed by participants and generated enquiries that could lead to future investor interest and participation in the industry.

East Hants, as the home to a major national producer (National Gypsum), abundant quality resources and access to strategic infrastructure, would be a logical home for such a centre. There is a long history of gypsum mining locally and the municipality has the transportation linkages and other necessary inputs to the project. The centre would support and promote gypsum use globally, develop new applications, develop Nova Scotia's intellectual capacity

and make the province a leader in gypsum technology. It would also provide opportunities for post-secondary education and research and development partnerships.

DNR’s support for a phased development of the centre means there is a credible and implementable course of action that East Hants could adopt in moving this initiative forward.

Actions	Objectives	Partners
<ul style="list-style-type: none"> i. Encourage DNR to follow through on the Phase I application for funding the business plans. ii. Work with DNR, NSBI and Department of Business and industry stakeholders in discussions about proceeding to phase 2 development activities and a phase 3 development concept for the centre. iii. Prepare a pre-feasibility assessment outlining what the Municipality could contribute to centre. iv. Conduct ongoing communications activities that create a position for East Hants as the preferred option for establishing the centre in the municipality. 	<ul style="list-style-type: none"> • Become a community partner in this provincial initiative • Site commitment from the Province and partners for a centre 	<ul style="list-style-type: none"> • DNR • Industry • DAg • Department of Business • Gypsum Association • Sipekne'katik Band



2.7.6 Tourism

© Core Service Improve the visitor experience through select destination, product and business developments

The tourism economy in East Hants is diverse with a mix of destination visitors to the Fundy shore, touring travellers on through and circle driving routes, and those visiting friends and relatives. There is also a business traveller component to the market. Approximately 600 residents are employed in the accommodation and food and beverage sectors but this underestimates the actual economic impact of tourism, as spending is distributed across many other sectors, such as retail, transportation, recreation, culture and travel services.

Negative perceptions of tourism as a low wage industry frequently overshadow its benefits. In point of fact, tourism may be seen as a fundamental building block of economic development with links to almost all other economic sectors. It is an important source of jobs for labour market entrants, including youth and immigrants. It can play an important role in investment attraction programming, help stimulate population growth and add demand for services that help keep small communities sustainable. Importantly, and unlike many other sectors of the economy that cannot be influenced from within, tourism is an industry that can be differentiated and grown through collective community action. Tourism is influenced by macroeconomic factors, but amongst all the export and trade sectors, it is the one that can readily be differentiated and sustained through local competitive advantages. It is also the only industry where the market is imported to consume the product of service rather than the other way around. This means that the community or region itself becomes integral to the definition of the visitor experience.

The region has some exceptional destination features such as Burntcoat Head, the Shubenacadie River, Uniacke Estate Museum Park and a cluster of historical villages, but also a considerable gap in basic infrastructure and services. The consultation process indicated that in many areas services are less available today than they were in the past, and that this is most acute in the rural areas. These gaps introduces an element of risk that is not attractive to many travellers, suppresses visitor volumes, especially in outlying areas, and perpetuates a low-yield tourism base that is a disincentive to private investment.

Tourism development can be partitioned into several related components that collectively contribute to the visitor experience. Destination management refers to key infrastructure, amenities and local services, while industry and business represent private capital and entrepreneurship. Commodities such as labour and land provide the inputs for the development of products such as tours, attractions, resorts, museums and festivals and events that attract visitor spending.

Figure 11 Community Tourism Development Elements



Visitor services refers to the guidance, counselling, information distribution and way finding assistance, for example as provided through Visitor Centres, that helps make the visitor's experience a positive one. There is no pre-determined scale or sequence of these components, they all have to be in place and interact in one form or another in order to induce visitor spending. But there is an obvious connection between the amount of capital invested in each and the expected financial return to business and economic return to the community. In a region that is highly reliant on seasonal tourist traffic, with limited tourist infrastructure and few iconic attractions, investment in marketing activities will likely produce modest returns and only expand in relation to increased visitation levels.

This development dilemma means that the greatest need in East Hants is a strategic combination of destination and product development that precedes and provides impetus for targeted market development.

The following recommendations are presented in the context of a proposed update to the municipality's 2009 tourism development plan in the summer of 2015. It is recommended that the preparation of the Tourism Plan update coincide with the Roger Brooks evaluation of the region that has been commissioned by Nova Scotia Tourism Agency (NSTA). This evaluation, which will be conducted in August, 2015, would allow the new plan to incorporate priority recommendations which, based on the assessment results for other regions, will likely focus on destination and product development issues, gaps and opportunities. Some insights into a regional brand identity are also likely to emerge.

Actions	Objectives	Partners
<ul style="list-style-type: none"> i. Develop an inventory of tourism operators, key features, assets and amenities that can be used to assist planning. The inventory would include trail systems and village centres targeted for future development, such as the Maitland heritage district and Kennetcook. ii. Create a guidebook of service opportunities and visitor service standards to align with the Municipality’s directive for growth and mixed–use development in village cores (Village Cores Plan). iii. Investigate development permit areas and related incentives to encourage facade improvements and revitalization of village centres. iv. Support the development of trails and corridors proposed in the Open Space Master Plan that have visitor and tour potential. v. Work with NSTA to provide ongoing support and broker access to industry and institutional training and certification programs. vi. Meet with the Sipekne'katik Band to explore opportunities for Aboriginal tourism development, specifically cultural and heritage tourism that could enhance or complement the visitor experience. 	<ul style="list-style-type: none"> • Increased visitor volumes and spending • Enhanced hospitality and interpretive services • Greater utilization of existing facilities 	<ul style="list-style-type: none"> • EHCC • ACOA • Tourism Nova Scotia • CNTA • TIANS • Community Development Organizations • Sipekne'katik Band • Operators

© **Core Service** Develop marketing tools that allow the municipality to participate in targeted destination marketing activities

Tourism marketing is often perceived to be the sole responsibility of individual tourism operators. However, communities and regions in all parts of the world are recognizing that a coordinated destination approach is the preferred way to increase awareness among travel markets. It is still necessary for operators to continue to invest in their own strategic marketing and sales but if those activities can be integrated into a broader destination awareness campaign then new synergies and better sales results can be achieved. Broader benefits for the destination include a better opportunity to understand competitive advantages, collective brand identity and promotion, better access to funding programs, improved capacity for research and data collection, and a better voice for tourism as an integral part of the economic base.

In East Hants, there is an established tourism function within EBD that focuses on destination and product development, infrastructure and visitor services. Marketing is undertaken

through a partnership with the Central Nova Tourism Association (CNTA), which hosts www.centralnovascotia.com and www.threeshoresnovascotia.com and produces visitor and tour guide. Of course, there are also opportunities to work with newly named Tourism Nova Scotia and the Canadian Tourism Commission (CTC) but these organizations tend to deal more with long-haul consumer markets, the travel trade and major operators and sector consortia.

A local Destination Marketing or Management Organization (DMO) is probably premature for East Hants at this time. The municipality does not have the capacity, resources, visitation levels or critical mass of tourism operators to support a DMO, so continued participation in CNTA is the best use of marketing funds. However, if the EBD department is successful in building more product it will be essential to optimize the CNTA partnership, specifically in regards to attracting more visitors from close-in, regional markets. CNTA should also be encouraged to follow DMO best practices and EQ standards with a focus on a broad-based stakeholder engagement process, greater marketing partnerships with industry, an emphasis on website development, social media, research, maps and wayfinding, languages, photo and video sharing and post trip engagement.



Actions	Objectives	Partners
<ul style="list-style-type: none"> i. Using the CTC Explorer Quotient (EQ) program determine the explorer types best suited for targeting by the region. ii. Develop guidelines for application of the Municipal brand in tourism and economic development marketing. iii. Request NSTA and CNTA to host a re-positioning workshop that helps operators and stakeholders define the key images, messages and story ideas that communicate the experiences of the region. This market positioning will drive the focus of effort for marketing communications and builds on the existing strengths of the destination matched to market appeal. iv. Build an image bank targeting EQ explorer types. EQ imagery guidelines are very specific and build the foundation for visual communications. v. Develop a graphic standards manual and brand book that reflects the re-positioning of the destination brand. vi. Investigate the potential for CNTA to obtain a CTC EQ licence agreement. Licensees have access to the CTC online library, data tables, reports & toolkits. vii. Commit to EQ standards, if not licensing, in the Tourism Plan update. 	<ul style="list-style-type: none"> • Adoption of CTC’s EQ standards for tourism marketing • Defined target markets • Suite of basic marketing tools • Adoption of DMO best practices by CNTA 	<ul style="list-style-type: none"> • CNTA • NSTA • CTC • Operators

📌 Flagship Initiative Burntcoat Head as a Year-Round Resort Destination

The Bay of Fundy is an iconic destination with the highest tides in the world, and one of the top tourism products on the east coast of Canada. It stretches 270 kms (170 miles) along the shores of the Atlantic Ocean between Nova Scotia on the west side and New Brunswick to the east.

The Bay of Fundy is recognized for many geological and natural wonders. According to both National Geographic and the Guinness Book of World Records, Burntcoat Head in the Minas Basin has the greatest tides in the world with a range of 14.5 metres (47.5 feet) to 16.3 metres (53.3 feet). The Bay of Fundy is classified as a Hemispheric site (one of six in Canada) by the Western Hemisphere Shorebird Reserve Network, and was a finalist amongst a myriad of global sites selected as a new 7 Wonders of Nature.

Burntcoat Head Park in East Hants, Nova Scotia, is a landmark on the Bay of Fundy. The area has a long history of wonder, with habitation dating back many centuries to indigenous people who lived along the shores, to earliest European expeditions leading to settlements when explorer/ cartographer Samuel de Champlain first called it French Bay (Baie Francaise) during his 1604 expedition. The Burntcoat lighthouse guided wooden sailing ships since it was built in 1858, until it eventually eroded away with the tides, then was replaced in its current location

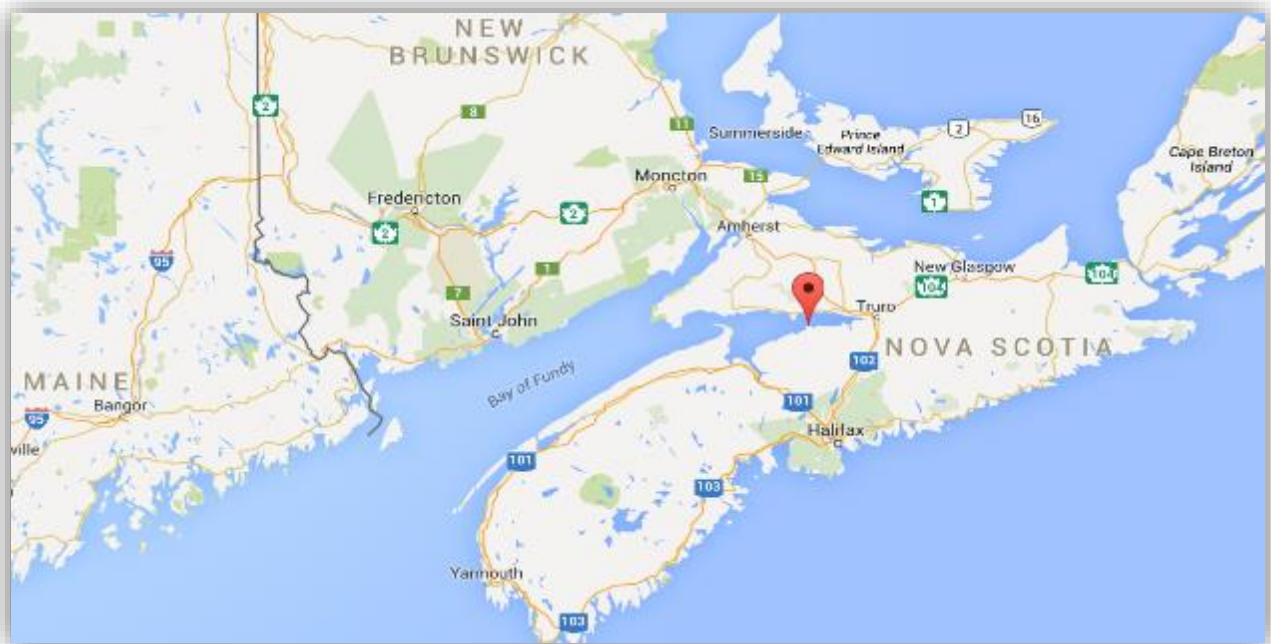


around 1913. The second lighthouse burned in 1972, but was rebuilt by the community in 1995 where it stands today, only one of two remaining lighthouses in East Hants, as a beacon commemorating the Golden Age of Sail and the area's history.

Visitation at the park has been increasing phenomenally over the past few seasons. Last year saw a 58 per cent increase in visitation as tourists flocked to the site in record numbers with most inspired by the magnificence of the area. Sales of retail products at the park, which vary from pottery to books and are produced by local artisans, increased by 214 per cent last year, indicating strong demand for local arts and crafts—and thus a market. With funding from the ACOA, the Municipality of East Hants invested into the park's infrastructure as part of a multi-year plan to enhance amenities at the popular site. The first year included new picnic tables, benches and chairs with further plans for new washrooms and new stairs to the ocean floor. A pilot project was launched last year around shoreline tours, and proved successful therefore providing impetus for an



expanded engagement series in 2015. Overall, Burntcoat Head Park and its surrounding area is a spectacular natural product as an anchor destination for a strong tourism program in East Hants. It's potential surpasses any general tourism product and can, and will, compete on a global stage with an ongoing program of amenity investment supported by businesses adjacent to the site, and in the neighboring village of Noel. Several accommodation providers, mainly cottages and B&B's are experiencing full occupancy throughout the season, also indicating an increasing demand for longer-term stays which is the ultimate goal of both the municipality and the operators.



A continued expansion of both passive and active experiences that can package activities from tidal bore rafting to historical tours will build the already incredible product at Burntcoat Head Park. Even during what would traditionally be considered off-season periods of the year present elongated opportunities here because of both demand for experience tourism products and the exceptional sightlines along the Bay of Fundy. Today’s tourism trends align perfectly with products and demand-generators in East Hants. Storm watching is a growing Canadian phenomena that the Canadian Tourism Commission calls “A Canadian Signature Experience.” While mainly referring to the West Coast along Vancouver Island, there is no reason why this could not apply to Canada’s equally magnificent East Coast along the Bay of Fundy. Every year, thousands of tourists visit Canada’s West Coast for an experience in the roaring surf, winds and side-swept rain. The complete package offers shelter behind vast windows with fireside sofas looking out through the glass to watch nature transform the landscape in front of their eyes, and visitors can either choose to remain sheltered reading their book, or venture out to bravely experience the full effect. Burntcoat Head can offer the full range of this experience from early spring, well into the fall, with the potential to extend the season into winter given the range of potential activities in the surrounding area.

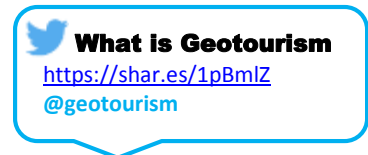
Actions	Objectives	Partners
<ul style="list-style-type: none"> i. Continue to expand amenity investments in the park. ii. Support an expanded structured program in the park that engages visitors as well as residents who can act as ambassadors, leveraging historical, cultural and recreation amenities. iii. Develop a revenue model that takes advantage of visitors’ willingness to pay for their experience. The model would focus on those services (tours, merchandize and food sales) that complement and enhance the park. iv. Develop a business case analysis for a boutique resort near Burntcoat Head, and pursue potential investor/developers. v. Develop business case scenarios for both passive and active products that can be used to attract operators or encourage existing ones to expand. vi. Explore a culinary tourism strategy that can coincide with the area’s state of market-readiness. vii. Work with operators and partners to develop a strong media campaign. viii. Continue to strengthen relationships with tourism associations and marketers, & play an active role in tourism product shows and conferences to promote investment and visitation. 	<ul style="list-style-type: none"> • Increase tourism visitation numbers • Play a leadership role in TNS and OneNS objectives to double tourism visits • Extend visitor stays • Improve and expand indoor and outdoor activities • Establish Burntcoat Head as a year-round destination • Expand range of year-round activities that are both passive and active • Engage local operators and residents • Expand knowledge & awareness of the area, converting and tracking visitor numbers • Increase tourism jobs and investment • Expand local tourism GDP 	<ul style="list-style-type: none"> • Bay of Fundy Tourism • Fundy Tidal Interpretive Centre • Central NS Tourism • NS Tourism • Province of Nova Scotia • ACOA • NS Lighthouse Preservation Society • Royal NS Historical Society • NS Geological Society • OneNS • NSBI

Flagship Initiative Fundy Shore Global Geopark

A geopark is a designation issued by the Global Network of National Geoparks (GGN) for the purpose of exploring, developing and celebrating the links between geological heritage of international significance and their connection to human society. Geoparks are becoming popular due to their combination of conservation, sustainable development and community involvement. The United Nations Educational, Scientific and Cultural Organisation (UNESCO) provides administrative support to the GGN but does not manage the program as it does World Heritage Sites (WHS).

The GGN provides a platform for cooperation and exchange between experts and practitioners in geological heritage, and its promotion. Under the umbrella of UNESCO, and through cooperation with the global network partners, important local and national geological sites gain worldwide recognition and benefit from the exchange of knowledge and expertise with staff of other Geoparks.

UNESCO and the GGN develop models of best practice and set quality standards for territories that integrate the preservation of geological heritage into strategies for regional sustainable economic development. The establishment of a Geopark aims to bring sustainability and real economic benefit to the local populations, usually through the development of sustainable tourism and other economic and cultural activities. (GGN 2015)



The criteria established for a geopark are the existence of a management plan designed to foster socio-economic development that is sustainable (most likely to be based on agritourism and geotourism), a process for conserving, enhancing and teaching geological heritage, and a clear demonstration of collective community and political buy-in and support. This latter aspect requires a considerable amount of consultation as part of the nomination process. Applications for status are evaluated during biennial meetings (every even year) by the Geoparks Committee, known as the International Conference on Geoparks. The next meeting is scheduled for 2016. The first members of the GGN were named during the first conference in 2004—there are now 111 geoparks from 34 countries, with significant clusters in Asia and Europe. Canada has two geoparks, Stonehammer, New Brunswick and Tumbler Ridge, British Columbia. The United States does not have a geopark, although applications are pending.

In Canada, in order to qualify as a Global Geopark, an application must be evaluated by the National Geopark Committee, after which the application is submitted to the GGN. GGN then will carry out a site visit as part of their evaluation. The Canadian National Committee for Geoparks has developed geopark guidelines.

The rationale for Global Geopark status for the Fundy Shore is to leverage and extend the international renown of the Bay of Fundy, the Glooscap Trail and Burntcoat Head into a regional destination theme. It could become the foundation linking agritourism and potential geotourism products with the interpretation of fossil beds, the coal industry, gypsum deposits and other geological features of the area. Further, a geopark would support many of the

outcomes set out by DNR in its current natural resource strategy (DNR 2011) as well as its promotion of geoheritage resources. It would also create synergies with Nova Scotia’s three existing World Heritage Sites (WHS), including The Landscape of Grand Pre and Joggins Fossil Cliffs, as well as the newly-established Global Geopark at Stonehammer, New Brunswick. It would be essential that a proposed park involve support and involvement of First Nations. Global Geoparks are significantly less costly to set up than WHS sites. The addition of a fourth UNESCO-approved site in the wider region would provide exceptional opportunities for cooperative, leveraged marketing. Feasibility and market research has clearly shown that WHS/Geopark clusters better attract destination travellers than individual sites.

Actions	Objectives	Partners
<ul style="list-style-type: none"> i. Present the geopark as a priority during the Roger Brooks assessment and in the Tourism Plan update. ii. Recruit a committee of community and business representatives, specifically a geology/oceanography expert(s) and representatives of the tourism industry, to document outstanding features and themes. iii. Research Stonehammer and Tumbler Ridge (BC) geopark application processes to scope approach and costs. iv. Conduct community meetings to build awareness of the Geopark concept and the tourism and economic development benefits. v. Prepare a development concept for a proposed park that conforms to Canadian National Committee Guidelines. vi. Prepare an application dossier for submission to the Global Network of National Geoparks. 	<ul style="list-style-type: none"> • Global Geopark designation • Double visitation and visitor spending 	<ul style="list-style-type: none"> • NSTA • CNTA • Burntcoat Head Park Association • Sipekne'katik Band • MDDA • Canadian National Committee for Geoparks • Global Network of National Geoparks • TIANS



2.7.7 Renewable Energy and Clean Technology

© Core Service Adopt a policy and land use framework supportive of alternative/renewable energy production

The Government of Canada defines renewable energy as that obtained from natural resources that can be naturally replenished or renewed within a human lifespan. Some natural resources, such as moving water, wind and sunshine, are not at risk of depletion from their use for energy production, but other, such as Biomass, are. These sources can be converted into the form of electricity, industrial heat, thermal energy for space and water conditioning, and transportation fuels. Renewable energy resources currently provide 16.9 per cent of Canada's total primary energy supply and there is an abundance of opportunities for more. (NRC 2015)

In Nova Scotia, it is not just domestic consumption that holds opportunity for renewable energy. Power exports potential will also emerge in the future once the Atlantic Energy Gateway and Muskrat Falls/Maritime Link initiatives bring more capacity on line. An example of how the export of renewable is reshaping the energy industry is Apple corporation's \$850-million-US deal earlier this year to power its California operations with solar electricity. It is the latest tech company to seek out privately-sourced green power, in part because consumer markets are placing more value on initiatives that battle climate change. There are many barriers to power exports for local producers, but it is believed opportunities to serve corporations specifically seeking renewable electricity will only grow in the future. This could mean more foreign direct investment in projects that are able to deliver power multi-year contracts to large corporations. In 2013, one of British Columbia's largest wind farms was purchased by US-based Pattern Energy that will help supply the company's power supply deal with Amazon's web services division. Google and Wal-Mart are other customers. Approximately 60 per cent of the largest U.S. corporations have set climate and energy goals, which is expected to drive energy demand in the future (WWF 2015).



 **Plummeting oil prices can shift interest to renewables**
<http://tinyurl.com/pu2zu5o>
[@VanObserver](https://twitter.com/VanObserver)

The Nova Scotia government has set objectives and policies for renewable energy in its 2009 Energy Strategy. A target of 25 per cent renewable sources, funding commitments for new projects, aide for small-scale producers and other policy support were made. Along with efficiency measures and conservation, renewable energy will be counted on to deliver greenhouse gas reduction targets (Department of Energy 2009). The 2012 Marine Renewable Energy Strategy identified large in-stream tidal power generation with the potential to replace 10 per cent of the province's current power supply, while worldwide the International Energy Agency estimated that 800 terawatts/year could come from in-stream tidal energy (Department of Energy 2012). Again in Nova Scotia, renewable energy projects in wind, tidal, biomass and bio-diesel energy projects have been approved for the Community Feed-in Tariff. Targeted production has now been achieved through the tariff but may be expanded once the

provincial Electricity Plan is completed. Locally, Ledwidge Lumber is seeking to generate electricity at its Enfield operation powered from Biomass. Local dairy farms are either producing or looking to establish commercial biogas for both the feed-in tariff program and future local trucked compressed natural gas. The Fundy Ocean Research Center for Energy (FORCE) has licensed four berth holders at its test site in Minas Passage. (APEC 2014b) However, commercialization of tidal technologies is still some way off.

The renewable energy potential in East Hants is primarily with tidal energy, although wind, thermal and Biomass are possible in the future. The Municipality has introduced a Wind Energy Development Area by land use bylaw that allows small and large scale turbines and wind farms without a development permit.

Actions	Objectives	Partners
<ul style="list-style-type: none"> i. Participate in the Department of Energy’s public and stakeholder engagement program. ii. Monitor FORCE and other organizations involved in energy research for pre-commercial research project results that may lead to commercial developments. iii. Work with the Department of Energy and FORCE to determine suitability and potential for incubator sites and small-scale energy production opportunities in the Minas Basin. iv. Monitor the development of the Province’s Electricity Plan and the possible re-opening of the community feed-in tariff program. 	<ul style="list-style-type: none"> • Development of at least one renewable energy project. 	<ul style="list-style-type: none"> • Dairy industry and other local energy producers • Department of Energy • FORCE • Maritimes Energy Association

© Core Service Promote the benefits of green technologies to local companies

The green economy refers to sustainable economic development that minimizes environmental risks and costs to society. A green ethic can lead to new areas of growth through productivity improvements, innovation, market development and improved access to capital markets.

In Nova Scotia, the green industry is small but active, with participation by local universities and innovative policy and legislative guidance from government. Traditional resource industries have a strong connection to the land base and would be among the first to benefit from advancements in green technologies that delivered lower input and business costs.

In 2011, the global clean tech market was estimated at \$1 trillion and is projected to double or triple by 2020. Demand and opportunities will be driven by increased international standards due to climate change-related issues. The sector is small in Nova Scotia with approximately 30 firms, but innovative. Another growing green sector is energy efficiency, which according to Efficiency Nova Scotia generated economic output in 2011 of \$439.3 million (Government of Nova Scotia 2014).

The Government of Nova Scotia has produced a strategy for developing the green economy as a way of achieving commitments made in the *Environmental Goals and Sustainable Prosperity Act*. The Act sets out goals for air, water and land use, renewable energy, among others. The strategy is prefaced with a statement of principle that it is possible, and desirable, to align economic growth without sacrificing the integrity of the environmental and ecological resources. The four focus areas include regulatory efficiency and innovation, development of a clean technology sector, energy and resource efficiencies and the greening of companies, products and services. (Gov. of Nova Scotia 2014)

East Hants has the opportunity to promote green initiatives based on the direction provided in the Act and related strategy, and work with the business community on accessing appropriate government support programs. The benefits of a green focus would be incremental but cumulative as individual companies invest in more productive capacity and governments encourage transitioning through policy, program and practice support.

Actions	Objectives	Partners
<ul style="list-style-type: none"> i. Identify businesses, institutions and organizations in East Hants that are or have the potential for producing or supporting green technologies and jobs. ii. Encourage use of provincial and federal clean technology programs among local companies, such as the Clean Energy Fund and the Productivity and Innovation Voucher Program. iii. Estimate the potential demand and uptake for a green technology mentor program that could complement the EHCC’s existing mentor series. These programs are supported by the Department of Labour and Advanced Education (LAE). iv. Introduce an energy efficiency awareness initiative targeting local natural resource sector companies. There is potential for this to be funded through the Nova Scotia Resource Recovery Fund Board. v. Encourage ongoing updates to the Municipality’s Procurement Policy for Sustainable Procurement. 	<ul style="list-style-type: none"> • Increased number of green technology businesses. • Increased uptake of green funding programs. • Increased adoption of efficiency programs by local companies. 	<ul style="list-style-type: none"> • Innovacorp • Efficiency Nova Scotia • LAE • RRFB

2.7.8 Ocean Sciences and Aquaculture

Core Service Promote an ocean sciences cluster in East Hants

Exploring the oceans has been a compulsion since the beginning of humankind. The last few decades have seen robust progress around scientific opportunities involving the ocean, as well as technological advancement in aquaculture that can safely produce ocean-based foods for ever-increasing human consumption, that provides both affordable access to fish or shellfish, and slow the depletion of wild stocks around the world.

East Hants is in the centre of a broad range of technology research and development around ocean sciences that serve a array of sectors and uses. Surrounded by 7,000 kilometres of coastline, Nova Scotia's ocean technology sector has doubled its earnings in the past few years, from \$500 Million to \$1 Billion a year in total income generation. This type of sector momentum is propelling impressive growth into new products, services, technologies and R&D from hundreds of companies providing thousands of high-paying jobs, almost one third of which are PhD's and engineers.



Nova Scotia leads the world in smart oceanics
<http://t.co/5PLu51vWId>
[@NSBI](#)

The sector is worth an estimated global market value of \$3 Trillion dollars annually in total goods and services, and comprises 20 per cent of the province's R&D. Considered a global centre of excellence in oceanics and related technologies, Nova Scotia is home to some of the most recognized research and education institutions including the Bedford Institute of Oceanography, National Research Council's Institute for Marine Biosciences and Dalhousie University. A new centre of ocean technology innovation has been announced for Dartmouth at the former Canadian Coast Guard site. The idea of seeking out industry and research expertise to drive investment, commercialization and exports could stimulate research and working partnerships for East Hants' businesses.

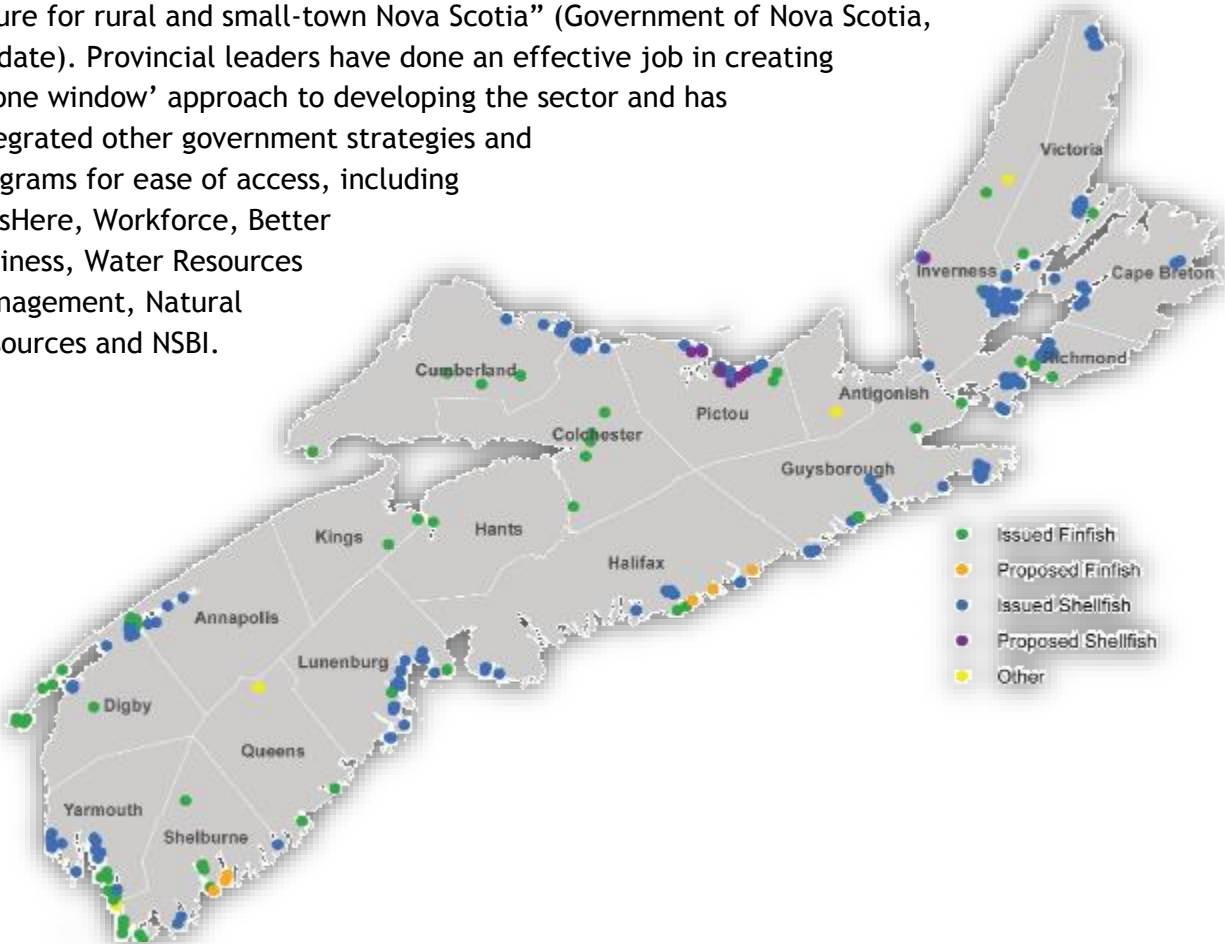
The province produces some of the world's best seafood ranging beyond lobster into both fresh and salt water species, and includes the world's largest marine-plant production



facility. With a highly skilled labour force, this sector continues to evolve its traditional and technologically advanced fish and seafood

production that includes over 20 land-based facilities. Aquaculture contributes \$50 Million to the economy annually, and is a strategic priority of the provincial government who believes this sector has only achieved a fraction of its true potential. East Hants is ideally situated to lever investment into potential inland aquaculture facilities from an industry that is already rooted in Canada's east coast culture and economy. In a world where aquaculture now supplies half the global supply of seafood, companies and suppliers are anxious to expand along with the increasing market demand.

The Province has recently instituted a strong regulatory environment that both manages and facilitates growth in the industry, saying in its strategy, “Aquaculture can be part of a bright future for rural and small-town Nova Scotia” (Government of Nova Scotia, no date). Provincial leaders have done an effective job in creating a ‘one window’ approach to developing the sector and has integrated other government strategies and programs for ease of access, including jobsHere, Workforce, Better Business, Water Resources management, Natural Resources and NSBI.



The challenge for East Hants is whether the area will physically support aquaculture. Currently provincial guidelines target the southern areas of the province for additional investment, however further exploration is merited in East Hants on the potential for growth of the sector and investment attraction.

Actions	Objectives	Partners
<ul style="list-style-type: none"> i. Establish relationships with research leaders in aquaculture, in both public and private sectors. ii. Explore funding potential for analysis with partners, e.g. CBDC’s \$5k grants. iii. Prefeasibility on the opportunities around aquaculture, and whether the physical environment can be technologically supportive. iv. Explore location options by the airport to strengthen the business case. 	<ul style="list-style-type: none"> • Determine feasibility of aquaculture facilities • Determine investment readiness & strategic requirements • Assess employment and taxation potential 	<ul style="list-style-type: none"> • CBDC • First Nations • Ministry of Fisheries & Aquaculture/NSBI • Fisheries & Oceans • Aquaculture Association of NS • Atlantic Council of Fisheries & Aquaculture Ministers

Flagship Initiative A Sector Strategy for Oceans Technologies

East Hants has already begun to attract the attention of companies looking for affordable space that allows them to focus investment on the production of their goods and services. The potential for an oceanics cluster is strong, with access to some of the world’s best innovation capacity, significant export markets, government support and capital programs. The availability of affordable land in East Hants (when compared to Halifax), is an additional advantage for exploring the opportunity to establish a research park that would cluster and accommodate industries specifically related to oceanics and as an extension to that, aquatics.

Actions	Objectives	Partners
<ul style="list-style-type: none"> i. Establish relationships with research leaders in ocean sciences & technologies, including provincial, federal and institutional agencies. ii. A proactive sector strategy on oceanics, that includes exploration of the type of physical space requirements, and the potential for a developer to build a centre housing R&D, with targets and tactics on facilitating the investment. iii. Execute the strategy as a sector priority. 	<ul style="list-style-type: none"> • Anchor a new and globally growing sector • Attract new investment and jobs • Establish new business park tenants and expand commercial taxation • Links technologies to other assets and supply chains • Lever provincial strategies and support 	<ul style="list-style-type: none"> • NSBI • MEDT • Bedford Institute of Oceanography • Institute for Ocean Research Enterprise • Dalhousie University • Innovacorp • NRC/IRAP • CBDC



3.8 MONITORING AND EVALUATION

Measures and Metrics

The Plan requires active management to be effectively implemented. A set of objectives and indicator types is provided in Table 4.

Table 4 Strategy Performance Indicators

Strategy	Objectives	Types of Indicators
Business, Retention, Expansion & Attraction	<ul style="list-style-type: none"> • Business relationships • Investment • Business development • Employment • Entrepreneurship 	<ul style="list-style-type: none"> • Outputs (delivery of services) • Outcomes (jobs, businesses, investment attraction or creation)
Perception Management & Placemaking	<ul style="list-style-type: none"> • Increased Commercial Investment • Regional Desirability • To be in the consideration set • Top-of-Mind and awareness • Brand identity 	<ul style="list-style-type: none"> • Web and social media analytics • Enquiries and prospects • Invitations to participate in Provincial and extra-organizational initiatives, events, and meetings • Invitations to participate with Key Partners
Employment Lands	<ul style="list-style-type: none"> • Available, competitive commercial and industrial properties • Flexible housing stock • Airport and technology niches 	<ul style="list-style-type: none"> • Area of serviced land • Housing stock • Niche outcomes (jobs, businesses, investment attraction or creation, tax revenues)
Agriculture	<ul style="list-style-type: none"> • Expanded agri-food production • Innovative practices • New farmers 	<ul style="list-style-type: none"> • Outputs (delivery of services) • Outcomes (jobs, businesses, investment attraction or creation) • Perception measures
Natural Resources	<ul style="list-style-type: none"> • Favourable business climate • Gypsum research centre 	<ul style="list-style-type: none"> • Policy measures • Informed public debate • Recognized lead as centre location
Tourism	<ul style="list-style-type: none"> • Visitor spending • Destination products • Resort development • Geopark 	<ul style="list-style-type: none"> • Outputs (programs, marketing tools) • Outcomes (visitor volumes, revenues, resort development, geopark designation)
Renewable Energy & Clean Technology	<ul style="list-style-type: none"> • Renewable energy projects • Green energy adoption 	<ul style="list-style-type: none"> • Outcomes (projects, jobs, income, tax revenues)
Ocean Sciences	<ul style="list-style-type: none"> • Aquaculture resource assessment • Oceanics niche 	<ul style="list-style-type: none"> • Aquaculture capability and suitability • Oceanics strategy

One of the purposes of defining expected outcomes and their performance measures is to standardize reporting and create a shared language within municipal departments and among partners regarding performance. The overarching question for the monitoring and evaluation

process is: are economic development programs making a difference, and if so, in what way? The indicators and data used should ultimately contribute to good decision-making about the allocation of resources and a commitment to effective and efficient programs. Moreover, they should be useable by all staff and elected officials since economic development has been adopted as a core value in the Corporate Strategy.

Sources of Data

Data sources are required to measure change in indicators attributable to the strategies. How often the data can be obtained and the reliability of the source are key considerations. For this Plan, four primary sources have been identified.

- Statistics Canada and the Province provide datasets on major parameters such as population, labour force, occupation, education and housing. Much of this is only available on a periodic base, in the case of census data, that is every five years.
- There are occasional studies and white papers that provide snapshots of sectors or regions by agencies. Examples of this would include the economic impact assessments done periodically by the Province, HIAA, APEX, the gateway partnerships and other agencies.
- Third-party and private sector datasets, such as multiple listing service, development trends and real estate measures, can also prove useful in the benchmarking process.
- Internal data from departments within the Municipality will be an important source. Many strategic indicators are already reported and can be included in economic development reporting. Examples include financial and taxation information, housing starts, building permits and zoning statistics, among others.
- EBD itself will be generating internal data through the BRE+A program, business park activity, web analytics and the like. Almost all output measures would come from internal these sources.

Frequency and Style of Reporting

Internally, maintaining BRE+A and project data occurs on a daily basis depending on whether information is being managed manually or with a specialized client/information software program like Executive Pulse or Salesforce. Having regular access to aggregate data is useful for the purposes of ongoing monitoring, but reporting out to Councils is typically done at quarterly intervals for the information to be meaningful, with the exception of information on special projects. This is especially true if data is collected and aggregated manually which is less efficient and requires more resources, and where reporting more frequently imposes a burden on the municipality.

Quarterly reporting with annual report summaries that compare year-over-year is an ideal frequency, providing stronger benchmarking without losing opportunities to recognize trends and issues and have productive discussion on direction and progress.

THE BACKGROUND TO THE PLAN

4.1 STAKEHOLDER ENGAGEMENT

A consultation program was undertaken over five months to solicit feedback from and have discussions with residents, businesses, community groups, youth and stakeholders in neighbouring areas regarding the current and future economic potential of East Hants. The program, which included a community survey, focus groups, personal interviews and planning workshops took place from November, 2014 to March, 2015 and attracted a total of 291 participants.

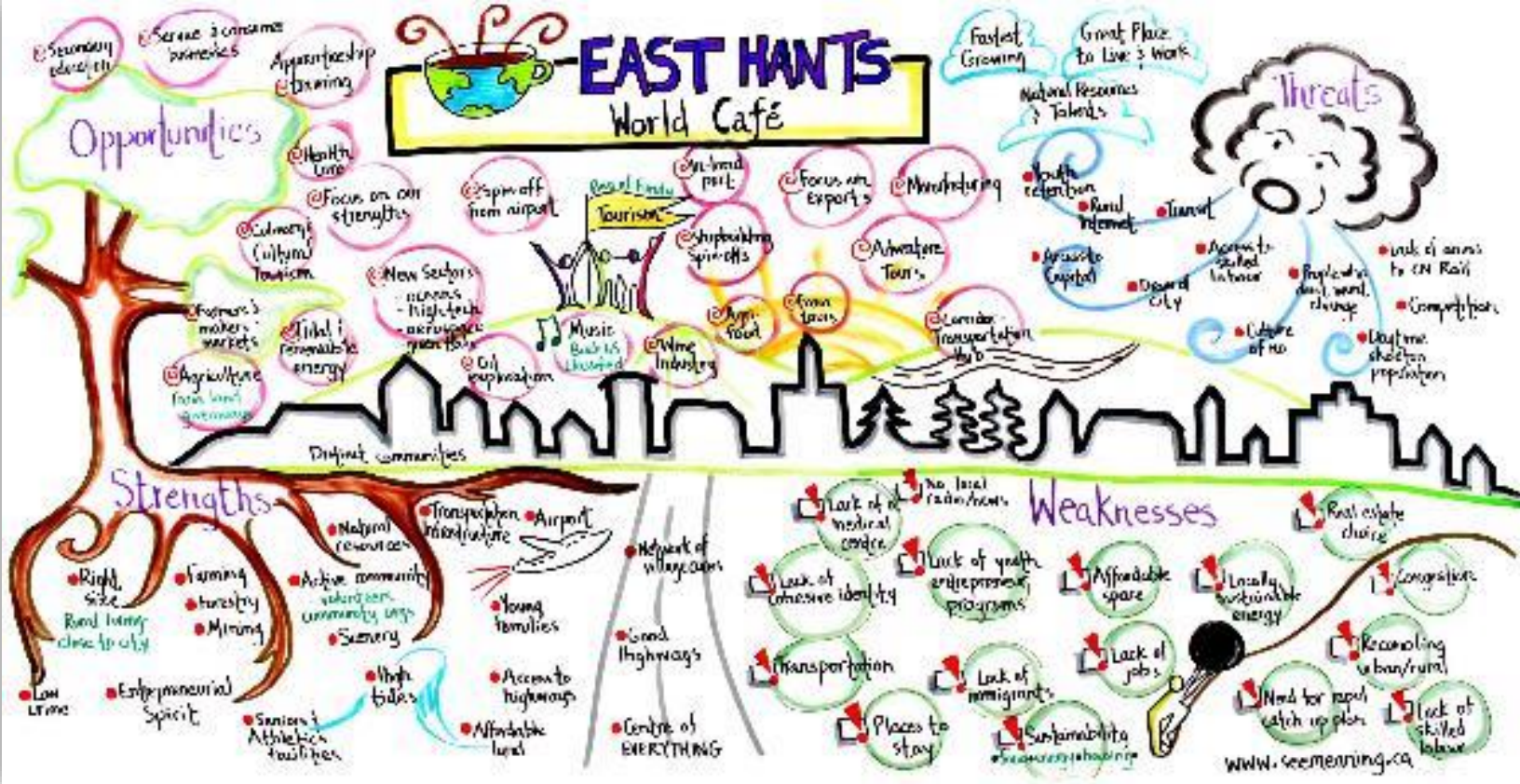
Community Survey

The community survey was offered online during January and February, 2015, and was wholly or partially completed by 120 people. All age groups and most communities in East Hants were represented. The majority of respondents were positive about the local economy, population growth and commercial development and were by and large satisfied with East Hants as a place to live. More than one quarter indicated they would like to work in the community if they could. In terms of business development priorities, working with local businesses and entrepreneurs to grow their operations was a clear preference, followed by attracting new businesses to the community. Top-ranked industries that respondents thought had the greatest potential included tourism, agriculture, transportation, trade, energy production and high technology. When asked about long-term objectives of an economic development program, respondents rated the creation of sustainable jobs at the top, followed by building a healthy, sustainable community and good quality of life.

Focus Groups

Three focus groups were held in January, 2015, in Kennetcook, Mt. Uniacke and Lantz, involving a total of 51 participants. Recurring themes in the sessions were locational advantages, the high quality of life anchored by the network of villages, affordable lifestyle, diversified economic base, challenges addressing access to services and infrastructure for rural areas, and the lack of a distinct “East Hants” identity. As with the survey, participants noted a diversity of opportunities in transportation services, natural resources, renewable energy and technology-related industries.

Three additional focus groups with grade 11 and 12 students attending Hants East and Hants North high schools were conducted in March, 2015. A total of 45 students attended the sessions. Although the questions posed differed from the other focus groups, they elicited values and insights that were in many ways similar. The lack of jobs for youth, transit services and entertainment options were highlighted and the majority of students indicated they were leaving the community upon graduation, either to enrol in higher education or in pursuit of employment.



The key advantages of East Hants were its rural setting, safety, access to outdoor recreation and proximity to the airport. When asked about how to improve the livability of the community, economic issues were more apparent—more well-paying jobs, improved health care, better recreation and entertainment services, and expanded trade sector were all mentioned.

Interviews

Interviews were conducted with 38 key informants between November, 2014 and March, 2015. The interviews were mostly with stakeholders from outside the community with a special perspective on potential opportunities, partnerships and courses of action for an East Hants economic development program. The interviews affirmed the community's key locational assets, proximity to Halifax as the province's economic engine and the wealth of opportunities for developing ongoing partnerships with other organizations that have similar and compatible economic objectives. The importance of supporting and integrating provincial and regional resources as a foundation for local economic development was underscored consistently.

Workshops

Two workshops involving 37 participants were hosted in February, 2015. They served a different role than the survey, focus groups and interviews in that strategic positioning, response and adaptation were given a much higher profile.

The first was a visioning workshop that entailed describing to participants a set of hypothetical future scenarios that would help them identify economic development actions that could influence or contribute to different long term economic futures. Four scenarios

with different economic, socio-community, environmental, technological and geopolitical characteristics were created and used to generate discussion about a potential East Hants' response. Initiatives and opportunities that cut across more than one and preferably all scenarios were viewed as particularly robust, but it was also acknowledged that identifying and adapting to the uncertainty of the future economy was particularly challenging. The first workshop closed with discussions about an economic development vision and goals for the community.

The second workshop involved municipal staff and built on the results of the Baseline Report and the previous consultation sessions. Vision content and goals produced in the Visioning Workshop were reviewed and modified and strategic initiatives identified. Issues of integration with other municipal planning objectives and implementation were also addressed. Marketing, communications and research were seen as top-priority economic development activities. A major discussion point on implementation was the need to arrive at a common understanding of the role of economic development in the broader municipal context, and how that could be effectively measured and evaluated.

4.2 THE CONTEXT TO THE PLAN

Municipal economic development does not occur in a silo; it interacts and overlaps with other municipal functions such as municipal services, infrastructure, land use and permitting of the development process. It must also align with and where possible leverage the resources of senior governments, especially the Province and its own economic development initiatives. In responding to the unique challenges of the future development of the local economy, this Plan must align with the broader policies and management direction of both the Municipality and the Provincial Government.

The Economic and Business Development Department

The Municipality of East Hants Economic and Business Development Department mission statement is *“to lead and execute business development and economic growth strategies that consistently strengthen the municipality’s economic position and build a strong, sustainable community.”* The departmental vision is to be one of the best places in Atlantic Canada with which to do business.

In the 2014/2015, operational business plan, the department focused on seven strategic services areas including:

- **Business park management and development** with emphasis on the Elmsdale Business Park expansion, undertaking land marketing, and supporting park owners and occupants.
- **Investment and business attraction** by raising awareness of East Hants, building partnerships, capitalizing on major regional initiatives, and continue “investment readiness” plans.

- **Rural economic development** by supporting commercial opportunities in areas inside and outside the corridor, and focus on tourism product development and engagement of operators and stakeholders.
- **Local business retention, expansion and trade** with effort in delivering services to local businesses and entrepreneurs, consult local businesses and champion business trade plans, and facilitate communication.
- **Marketing, communication and sales strategy** by conducting research, developing and executing a market strategy.
- **Relationship building and outreach** through continued refinement of relationship building, working with partners, further development and implementation of a custom-to East Hants local business BRE program.
- **Productivity and efficiency** with a focus on ongoing research and development of internal systems and measurement tools. (Municipality of East Hants 2014a.)

In addition, the Department works closely with the Recreation and Culture Department on its tourism related activities.

Corporate Strategic Plan

The mission of the East Hants Corporate Strategic Plan states: *“Through innovation and excellence in service delivery, East Hants provides municipal programs and services that continually enhance a healthy and sustainable community.”* Economic development is addressed in the following six strategic goals:

- Building awareness of East Hants as a preferred option for business location;
- Supporting existing businesses through connecting and facilitating access to pertinent resources, information and programs (supporting growth, efficiency and productivity efforts, investment attraction, attracting, retaining skilled);
- Effectively managing the growth and development of the business park model;
- Providing fair, efficient and supportive regulatory environment for business;
- Targeting key sectors in business attraction activities; and,
- Fostering key partnerships with related economic development agencies to capitalize on regional opportunities. (Municipality of East Hants, 2013)

The Official Community Plan

The East Hants Official Community Plan (OCP) is in the process of being updated, but the 2006 version now in force identified the following six economic development goals:

- To manage growth for orderly and economic development in context with servicing programs;
- To provide increased opportunities for a variety of business and employment activities;
- To provide opportunities for a variety of housing to satisfy the needs of all people;

- To reinforce village centers as the focal point of commercial and community activity within communities;
- To facilitate the creation of jobs for local residents; and
- To enhance the livability in the Municipality’s communities by creating strategies which improve the quality of community life and the well-being of East Hants residents.

The Municipal Planning Strategy (MPS), which supports the OCP, has set forth policies with direct implications for economic development. Standards, regulations, and guidelines aim to strengthen existing village cores as vibrant commercial centers, while protecting their character, uniqueness and charm. A strong commercial sector and commercial tax base was targeted by channelling commercial development in village centers, increasing the permitted size of home based businesses, and designating areas where heavy commercial and industrial development can proceed with a greater degree of flexibility. (East Hants 2006)

Starting in 2014, the Municipality of East Hants began its review of the documents that guide development. The review, called Plan East Hants, will take about two years. This update to the OCP involves a significant public consultation process including:

- Community Objectives Workshops, Stakeholder Group Meetings;
- Policy Open Houses and Stakeholder Policy Check-in; and,
- Draft Plan Engagement and Public Hearing. (Municipality of East Hants 2014b)

Other Studies

2012 Transit Study

The 2012 Transit Study completed by Genivar builds on the HRM Regional Transit Plan - Express Park-n-Ride and Rural Transit Service (2007), East Hants Transit Feasibility Study (2008), and the East Hants Strategic Plan (2011). Six Corridor service options were assessed, looking at routes between Shubenacadie and the Halifax Airport to best address commuter demand. Based on the evaluation (criteria included frequency, speed of bus, transfer, ridership) carried out by the consultants, route 5 option was identified as a preferred route, with a combination of route 4 and 1 operational during peak hours. Additional assessment work was done to provide service to Indian Brook and/or Truro and the approach to providing the service. (Genivar 2012)

Business Park Study

The East Hants Business Parks Market Analysis, Readiness and Expansion Plans (Stantec 2014) provided a market overview of the regional commercial real estate market and feasibility assessment for expanding the Municipality’s two business parks in Elmsdale and Mount Uniacke, and a third potential site in Milford. Further research was conducted on a “Readiness Plan” for the Milford site and expansion opportunities for Uniacke and Elmsdale parks.

The conclusion of the study was to prioritize and further investigate three initiatives:

- **Uniacke Business Park** - Identify and rank available properties in the Mount Uniacke area, determine the positioning of potential new park development, and investigate potential partnership opportunities with Terra Firma Development.
- **Elmsdale Business Park** - Relying on expected study work to be completed by the WSP Group, determine the potential to bring additional areas in the Elmsdale Business Park within the Regional Serviceable Boundary, evaluate prospects of developing lands adjacent to the existing park for commercial use either as additions to the park or as complementary private development, and assess the suitability of the existing park expansion plan, particularly provisions for a second access from Highway 214.
- **Milford Commercial Land Development** - In the context of Municipal Planning Strategy review; densify lands that may be assembled for municipal industrial/business park development, investigate the potential value of rail access, develop a conceptual plan for prospective park development, including highway access arrangements (i.e., requirement for new interchange), and evaluate the feasibility of the foregoing. (Stantec 2014)

East Hants Tourism Strategy

The 2009 Tourism Strategy prepared by the Municipality identified four activity areas or pillars that included leadership and facilitation, brand development, premier attractions, and marketing and promotion (Municipality of East Hants 2009). Many of the recommended strategies have been implemented over the intervening six years but the Strategy is now substantially complete, or initiatives are ongoing. An update is planned for the summer of 2015 and it will make recommendations on all aspects product, destination, industry and marketing development.

Burntcoat Head Park Upgrading and Enhancement Project

The objective of the Burntcoat Head Park Upgrading and Enhancement Project is to position the park as a Nova Scotia anchor attraction in the Bay of Fundy tourism offering, that will result in increased visitation to the park and provide economic stimulus and opportunities in the region. Several specific projects have been identified for completion over the period of 2015 and 2016 totaling approximately \$1.4 million. (BDA Landscape Architects and RMA Tourism 2014)

4.3 KEY PARTNERS TO THE PLAN

East Hants & Districts Chamber of Commerce

The East Hants & Districts Chamber of Commerce is focused on growing and promoting its members. The Chamber offers the business community a voice in matters of collective economic interest and provides members with services to assist them in their ability to do business. The mission statement of the Chamber is to “*lead, inspire and advocate for*

economic success, recognizing change and growth while creating a fertile environment for businesses, partnership, and our community.”(East Hants and Districts Chamber of Commerce, 2015)

Community Business Development Corporation Hants-Kings

The Community Business Development Corporation (CBDC) Hants-Kings is a community based centre, with the goal to assist Hants and Kings County residents in the establishment of new and expansion of existing enterprises. The focus of the organization is to create and maintain private sector employment by providing counselling, technical, and financial assistance to qualified business projects. (CBDC Hants-Kings 2015)

Regional Enterprise Network (pending)

Regional Enterprise Networks (RENs) provide regional economic leadership and help develop regional economic strategies, while supporting small, local businesses. Business Retention and Expansion (BRE) services, export development and more in-depth data and asset mapping to encourage development up and down the value chain are also proposed.

Once in place, RENs will work to bring together business communities, the province, municipalities and other groups to collaborate on economic development at the regional level (Province of Nova Scotia 2015b). The Municipality of East Hants, together with neighbouring municipalities, is presently exploring their options on how to best participate in the REN model. (Mattheis 2015, pers. comm.).

East Hants should continue to maintain its in-house BRE+A program, including ownership of all database information, regardless of their participation in regional initiatives. In the future, if support for the RENs changes, or if their structure or function is altered, it will be important for the Municipality to maintain its rights to data collected from businesses within its boundaries.

The Halifax Partnership

The Halifax Partnership (the Partnership) is the lead economic development organization for Halifax. The Partnership works to convene, collaborate, connect and create a future of promise and action in the Halifax area (HP 2015). With a staff of twenty the Partnership focuses on three core programming areas including business assistance, talent attraction, and site selection and retention. It is providing extension services by rolling out its Connector Program across the province and country. (Kent 2014, pers. comm.)

Halifax Stanfield International Airport

Atlantic Canada’s largest airport, Halifax Stanfield International Airport, is located just ten minutes from Elmsdale and 25 minutes from Mount Uniacke. It serves 20 major commercial and industrial tenants and 30 air carriers that move product and people all over the world on more than 700 flights weekly (Municipality of East Hants 2015). The airport makes a sizeable contribution to the regional economy including the Municipality of East Hants.

Port of Halifax

The Port of Halifax connects to more than 150 countries and is called upon by the largest shipping lines in the world. It is the closest North American port to Europe, is super post-Panamax ready with multiple cargo and cruise services, has three terminals, cruise facilities and 260 acres of developable land. It generates \$1.58 billion in gross economic impact annually and has been home to the Canadian Navy for over 100 years (Port of Halifax 2015)

Province of Nova Scotia

Economic development in the Province of Nova Scotia is lead by the department of Business. Together the Department of Business and the Office of Regulatory and Service Effectiveness are a new, lean central agency focused on creating the right conditions for the private sector to grow the economy and create jobs. Together, they work collaboratively with the private and social enterprise sectors as well as neighbouring regions to improve the competitiveness of Nova Scotia's business environment and make dealing with government easier, faster and less frequent.

They lead the strategic development of plans and policies to grow business and key sectors, foster entrepreneurship and innovation, and develop fair, efficient, effective, predictable and transparent regulations that support a better economic future for Nova Scotia. The Department and Office were created in direct response to recommendations made in the Report of the Nova Scotia Commission on Building our New Economy (2014), the Nova Scotia Tax and Regulatory Review (2014), and The Way Ahead for Nova Scotia Report (2010). The specific focus areas of the Department of Business include:

- **Business Strategy & Planning:** creating a shared strategy for business growth that includes simplifying and speeding up regulation and permitting; aligning K-12 and post-secondary education, co-ops and internships with economic development plans; fostering innovation, entrepreneurship, exports, and emerging sectors; and developing and implementing a Private Sector Growth Plan in collaboration with other levels of government, universities and NSCC and the private sector.
- **Strategic Projects and Investments:** developing, delivering and overseeing strategic projects to grow and promote sectors; establish entrepreneur led centres for business incubation and innovation; advance research and development partnerships between business and post-secondary institutions; and make venture capital more available.
- **Operational Leadership, Coordination & Alignment:** aligning government departments and policies behind the shared business growth strategy through leadership, oversight, measurement, communication and collaboration with the private sector, post-secondary schools, the federal government and other partners. (Province of Nova Scotia 2015)

Nova Scotia Business Inc

Nova Scotia Business Inc. (NSBI) is Nova Scotia's private sector-led business development agency. NSBI works to help companies enhance their competitiveness through trade development, business financing and venture capital. The organization is also responsible for attracting new direct investment to the province, driving the growth of Nova Scotia's economy (Nova Scotia Business Inc 2015). In 2013-14, NSBI received approximately \$32.8 million from the province to carry out its missions (Province of Nova Scotia 2014).

Atlantic Canada Opportunities Agency

The Atlantic Canada Opportunities Agency (ACOA) works to create opportunities for economic growth in Atlantic Canada by helping businesses become more competitive, innovative and productive, by working with diverse communities to develop and diversify local economies, and by championing the strengths of Atlantic Canada. Together, with Atlantic Canadians, we are building a stronger economy. ACOA works to strengthen the Atlantic economy by: enterprise development; community development; and policy, advocacy and co-ordination. (Atlantic Canada Opportunities Agency 2015)

Government of Canada (DFATD)

The mandate of Canadian Department of Foreign Affairs, Trade and Development Canada (DFATD) is to manage Canada's diplomatic and consular relations, to encourage the country's international trade and to lead Canada's international development and humanitarian assistance. This includes strengthening rules-based trading arrangements and expanding free and fair market access at bilateral, regional and global levels. In addition, DFATD focuses on working with a range of partners inside and outside government to achieve increased economic opportunity and enhanced security for Canada and for Canadians at home and abroad. (Government of Canada 2015)

First Nations

Sipekne'katik Band (also known as Shubenacadie Band, or Indian Brook First Nation) consists of six reserves: Indian Brook IR #14, Wallace Hills, Grand Lake, New Ross, Penal and Dodds Lot. Indian Brook is Sipekne'katik Band's largest reserve and is separate from but located within East Hants. The communities' economic futures are closely tied, with many residents and businesses of Sipekne'katik working, recreating, and shopping in East Hants communities. (Municipality East Hants 2015)

In the recent Sipekne'katik Band Strategic Plan there were five recommendations associated with employment, training and income including:

- Assess the community's employment and training program to ensure its optimal and explore expanded activities;

- Develop a job readiness strategy, including online and direct mentoring components, with input and involvement from community members who have been successful in securing employment off-reserve;
- Review and revise the Band social assistance policy to include incentives;
- Solidify and expand external employment partnerships that can support the enactment of the employment, training, and income goals.
- Develop a community-based entrepreneurial training program that will include the involvement of successful community and local entrepreneurs. (LeBlanc and Roness 2014)

Currently, there is minimal communication and cooperation between the Municipality and the First Nation. There is the potential for collaboration in many areas, specifically land use associated with natural resource developments and employment and training initiatives. Many initiatives in this strategy could involve a partnership with Sipekne'katik as of building support for major projects and increasing their participation in the distribution of economic benefits.

Industry and Business

In Nova Scotia there are several active organizations and associations that are working with the business community to develop specific opportunities, support their business members in liaising with the provincial and local governments, and accessing and building new markets. Among the key provincial associations are:

- **The Maritimes Energy Association** representing businesses that provide goods and services to the energy industry in eastern Canada - offshore & onshore, renewable & non-renewable (The Maritimes Energy Association 2015).
- **The Mining Association of Nova Scotia** represents companies in all areas of mining and quarrying: exploration, discovery, development, production and reclamation as well as consultants and suppliers to the industry (The Mining Association of Nova Scotia 2015).
- **Canadian Association of Petroleum Producers** represents companies, large and small, that explore for, develop and produce natural gas and crude oil throughout Canada. The association and industry members have been working with the Nova Scotia government on ways to drive further exploration activity.
- **Nova Scotia Federation of Agriculture** has been representing the interests of Nova Scotia's agricultural community since 1895. Today its members account for well over 90 per cent of all agricultural production in Nova Scotia (Nova Scotia Federation of Agriculture 2015).
- **Forest Products Association of Nova Scotia** is the largest organization of forest interests in the province. Since 1934, the association has served as "the voice" of the forest industry in Nova Scotia. The association cooperates with industry, federal, provincial and municipal governments and other interested stakeholders to ensure that

forest management and stewardship policies are adhered to (Forest Products Association of Nova Scotia 2015).

- The **fisheries industry** in Nova Scotia is represented by several aquaculture, seafood harvesting and processing associations. These associations all collaborate Nova Scotia Fisheries Sector Council with regards to workforce and training issues.
- **The Construction Association of Nova Scotia** is the leading voice of the construction industry respected by members, government, industry, and the public and represents more than 760 large and small companies throughout Atlantic Canada that build, renovate and restore non-residential buildings, roads, bridges and other engineering projects (The Construction Association of Nova Scotia 2015).
- **The Halifax Internet Exchange** is a federally incorporated not-for-profit corporation whose mandate is to provide a meet-me point for multiple Internet networks and Internet service providers. Networks are able to directly connect with one another to exchange local Internet traffic. The Halifax Internet Exchange operates the Ethernet switching platform, route reflectors, and other services used to interconnect member networks.

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ACOA	Atlantic Canada Opportunities Agency
ADIANS	Aerospace and Defence Industries Association of Nova Scotia
APEC	Atlantic Provinces Economic Council
BDC	Business Development Bank
BRE+A	Business Retention, Expansion and Attraction
CBDC	Community Business Development Corporations
CEO	Chief Executive Officer
CN	Canadian National
CNTA	Central Nova Tourism Association
CTC	Canadian Tourism Commission
CTCS	Canadian Trade Commissioner Service
DAG	Department of Agriculture
DE	Department of Energy
DFATD	Department of Foreign Affairs, Trade and Development
DMO	Destination Marketing or Management Organization
DNR	Department of Natural Resources
EH	East Hants
EHCC	East Hants and District Chamber of Commerce
EBD	East Hants Economic and Business Development
ERDT	Department of Economic and Rural Development and Tourism
EQ	Explorer Quotient
FDI	Foreign Direct Investment
FORCE	Fundy Ocean Research Center for Energy
GDP	Gross Domestic Product
GGN	Global Network of National Geoparks
HBB	Home-based Business
HBBA	Home-Based Business Association of Canada
HIAA	Halifax International Airport Authority
HSIA	Halifax Stanfield International Airport
HFH	Habitat for Humanity
HFXIX	Halifax Internet Exchange
HP	Halifax Partnership
HRM	Halifax Region Municipality
IR	Indian Reserve
IRAP	Industrial Research Assistance Program
ISANS	Immigrant Services Association of Nova Scotia
kms	Kilometres
LAE	Department of Labour and Advanced Education
LNG	Liquefied Natural Gas
MDDA	Maitland and District Development Association
MEDT	Ministry of Economic Development and Training
MPS	Municipal Planning Strategy
NHBA	Nova Scotia Homebuilders Association
NRC	National Research Council
NSAR	Nova Scotia Association of Realtors

NSBI	Nova Scotia Business Inc
NSTA	Nova Scotia Tourism Agency
OCP	Official Community Plan
OECD	Organisation for Economic Cooperation and Development
PS	Private Sector
PWGSC	Public Works and Government Services Canada
REN	Regional Enterprise Network
SEA	Self-Employment Assistance
SWOT	Strength, Weakness, Opportunity and Threat
UDINS	Urban Development Institute of Nova Scotia
UNESCO	United Nations Educational, Scientific and Cultural Organisation
UNCTAD	United Nations Conference on Trade and Development
VCFN	Valley Community Fibre Network
WHS	World Heritage Sites
WWF	World Wildlife Fund
YPO	Young Presidents Organization

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