

# **MUNICIPALITY OF THE COUNTY OF ANTIGONISH**

## **COMMITTEE OF THE WHOLE AGENDA**

**Tuesday, March 12, 2019, 5:30 pm**

**Council Chambers**

**Municipal Administration Building**

**285 Beech Hill Road**

**Beech Hill, NS B2G 0B4**

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1. Call to Order – Chairman, Warden Owen McCarron
  2. Approval of Agenda
  3. Approval of March 5, 2019 Committee of the Whole Minutes
  4. Business Arising from the Minutes
  5. Delegations
    - a. Antigonish Community Sport Collective  
Further the presentation provided at the December Joint Town and County Council Advisory Committee, Stephanie Spencer will be returning at the request of Municipal Council to present more information as well as to further discuss this initiative.
  6. Continuing Business
    - a. Consideration of Amendments to the Council Expense Policy  
Continuing discussion and consideration from the previous meeting.
    - b. PARL 2019/20 Funding Request  
Consideration of a request from PARL regarding funding, as well as further communication from PARL regarding the Library Funding Formula proposed by Communities, Culture and Heritage.
    - c. Community Partnership Grants  
By policy, each year Municipal Council establishes an amount to be distributed in the form of Community Partnership Grants. In 2017 this was set as 3.2% of tax revenue. Using the same percentage, the Community Partnership Grant funding pool would be set at \$347,200 in 2019/20. This is a slight increase (4%) from \$333,696 in 2018/19. Staff are seeking a consensus from Council to use a limit of \$347,200 when reviewing grants.
  7. New Business
    - a. R.K. MacDonald Nursing Home Board By-law Approval  
The Committee has been asked to review and approve revisions to the by-laws of the R.K. MacDonald Nursing Home.
    - b. Write-Offs for Inactive Accounts  
Finance staff has compiled a list of accounts that are deemed to be inactive, and are bringing forward the amounts on those accounts for consideration for write-off. A summary of the accounts and amounts are attached for information.
    - c. Strait of Canso Port Development Project Request  
Please see the attached letter and proposal. The organizing committee is seeking up to a \$5000 contribution from the Municipality of the County of Antigonish.
  8. Staff Reports

a. Administration

- Upgrades to the alarm system and front doors at the Municipal Office are underway.
- A Warden's Tour stop took place on March 7th in Lakevale.
- A CEDI working group meeting took place March 7th

b. Recreation

- Spring swim session enrollment opens on Monday March 11th
- March Break activity information being distributed through the community
- Summer 2019 positions have been posted on the Municipal website: deadline to apply is Friday March 22nd.
- The posting for Meaghan's leave replacement closed on March 1st. Staff will bring forward a hiring recommendation to Council before the end of the month.

c. Finance

- Linda Arsenault started on February 28th for a one-year term, as Alisha's leave replacement in Reception
- A Tax Sale was held on Wednesday, March 6th at the Municipal Office.
- Water Bills were sent out at the beginning of the month

d. Planning

A copy of the February Building Permit Report is attached for information

9. In Camera Items

This subject matter falls within Section 22(2) of the Municipal Government Act as that which a committee may discuss in a closed session. It is recommended that a motion be made to initiate an in-camera session to discuss Contract Negotiations. Materials will follow.

10. Additions to the Agenda

11. Adjournment

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# MUNICIPALITY OF THE COUNTY OF ANTIGONISH

## Committee of the Whole Meeting Minutes

Tuesday, March 5, 2019, 6:30 pm  
Council Chambers  
Municipal Administration Building  
285 Beech Hill Road  
Beech Hill, NS B2G 0B4

Present were: Warden Owen McCarron  
Deputy Warden Hugh Stewart  
Councillor Mary MacLellan  
Councillor Donnie MacDonald  
Councillor Vaughan Chisholm  
Councillor Remi Deveau  
Councillor John Dunbar  
Councillor Gary Mattie  
Councillor Neil Corbett  
Councillor Bill MacFarlane

Staff Present: Glenn Horne, Clerk-Treasurer  
Beth Schumacher, Deputy Clerk  
Allison Duggan, Director of Finance

1. **Call to Order – Chairman, Warden Owen McCarron**

The meeting of the Committee of the Whole was called to order by the Chair, Warden McCarron, at 6:24pm.

2. **Approval of Agenda**

Warden McCarron called for any additions or deletions to the minutes. Two additions were made:

- Request for Defibrillator from the North Shore Volunteer Fire Department
- Request for updates about ESREN

**Moved By** Councillor Deveau

**Seconded By** Deputy Warden Stewart

*That the agenda be approved as amended.*

**Motion Carried**

3. **Approval of the February 19, 2019 Committee of the Whole Minutes**

Warden McCarron called for any errors or omissions in the minutes.

**Moved By** Councillor MacDonald

**Seconded By** Councillor Chisholm

*That the Committee of the Whole minutes of February 19, 2019 be approved as presented*

**Motion Carried**

4. **Business Arising from the Minutes**

There was no business arising from the minutes.

5. **Delegations**

a. **Antigonish Highland Society**

Mr. Harley McCaul attended on behalf of the Highland Society, and provided thanks to the Committee for all of their support with the society and the Games. Representatives from the Highland Society will be providing a formal presentation at an upcoming meeting.

6. **Continuing Business**

There was no continuing business.

7. **New Business**

a. **Review of Draft Expense Policy**

Mr. Horne introduced the proposed updates to the existing Expense Policy, which have come about as a result of changes to provincial legislation. This policy is scheduled for a future Committee meeting for further discussion in detail. Discussion followed.

b. **Discussion about Northern Pulp Environmental Assessment**

Warden McCarron has been asked by a constituent whether there is any interest in Municipal Council receiving a presentation from Northern Pulp regarding their pending Environmental Assessment. Members of the Committee noted the importance of also hearing from those representing the fishery. Discussion followed.

8. **Community Events**

The following community events were mentioned:

- Chase the Ace in St. Joseph's - Friday nights
- 55 Games coming to Antigonish

- Women's Breakfast - Friday March 8th
- Funding announcement for the Women's Resource Centre happened earlier today (March 5th)

**9. Additions to the Agenda**

**a. Request for Defibrillator from the North Shore VFD**

Councillor MacLellan brought forward a request from the North Shore VFD for a defibrillator to remain at their hall. Mr. Horne noted that the Aulds Cove VFD made a similar request earlier this year. The program that the municipality ran last year targeted community centres, but if the Committee wanted to look at providing these devices for fire halls, the Committee can provide that direction for staff to look for more information. The Committee asked staff to explore the topic further.

**b. Discussion about ESREN**

Councillor MacFarlane asked for an update regarding timelines for upcoming meetings with or about ESREN. Mr. Horne provided noted that meetings are scheduled in the next week to discuss with the parties that are involved, and information will be provided to the Committee when it is available.

**10. In Camera Items**

**Moved By** Councillor Dunbar

**Seconded By** Councillor MacLellan

*That the Committee of the Whole Meeting be adjourned to an In-Camera Session to discuss Public Safety and Contract Negotiations at 7:48 pm.*

**Motion Carried**

**Moved By** Councillor Chisholm

**Seconded By** Councillor Deveau

*That the Committee adjourn the In-Camera session at 8:46 pm.*

**Motion Carried**

**Moved By** Deputy Warden Stewart

**Seconded By** Councillor MacDonald

*The Committee recommends that Municipal Council appoint EMM Law, with principals Meghan MacGillivray-Case and Chris Boyd, as Municipal Solicitor, effective immediately and the Municipal Clerk Treasurer be authorized to sign a five-year agreement.*

**Motion Carried**

11. **Adjournment**

**Moved By** Councillor MacDonald

*That the Committee of the Whole meeting be adjourned at 8:46 pm.*

**Motion Carried**

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Warden Owen McCarron

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Glenn Horne, Municipal Clerk/Treasurer



**Pictou-Antigonish  
Regional Library**

January 28, 2019

Mr. Glenn Horne, Municipal Clerk/ Treasurer  
Municipality of the County of Antigonish  
285 Beech Hill Road  
Beech Hill, NS B2G 0B4

Dear Mr. Horne,

At a special meeting of the Pictou-Antigonish Regional Library Board on January 10, 2019, a motion was accepted to request an increase to the municipal grant for 2019/2020.

The Board is requesting an increase as outlined in the attached table. This represents a 2% cost of living increase for staff members. The cost of living increases for the past for years have been as follows:

2015/16 – 0%  
2016/17 – 1%  
2017/18 – 1%  
2018/19 – 0%

The Board recommends 2% for the following reasons:

- The rise in Consumer Price Index (3.81% over the two recently measured years).
- The recommendation of the Nova Scotia Minimum Wage Review Committee Report (2018) that the Minimum Wage rise to \$12.10 per hour by April 2020 (a front line staff person currently earns \$11.90 per hour).

The Board appreciates the continued support made over the past years, considering the Provincial Grant to public libraries has not increased. However, the Board understands there will be a new 5 year funding formula in place in 2020/21, which should see a significant increase to base funding. From this information, the Board believes it will not to have to ask for a municipal increase for the duration of the 5 year formula. However, this will discussed for a decision at the next regular meeting.

Thank you for the consideration of this request and council's continued support of public library service to our communities.

Sincerely,

John Blackwell, Chair  
Pictou-Antigonish Regional Library

cc. Coun. Mary MacLellan

**PARL 2019-2020 Municipal Contribution Increase**

Cost of Living Increase - Based on Population of each municipal unit

<b>Town/Municipality</b>	2% for staff
<b>New Glasgow</b>	\$3,516
<b>Pictou</b>	\$1,422
<b>Pictou County</b>	\$8,208
<b>Stellarton</b>	\$1,752
<b>Trenton</b>	\$1,020
<b>Westville</b>	\$1,407
<b>Antigonish</b>	\$1,632
<b>Antigonish County</b>	\$5,513
<b>Totals</b>	\$24,471



**From:** Eric Stackhouse  
**Sent:** February 20, 2019 1:22 PM  
**To:**  
**Subject:** Public Library Funding Formula - clarification  
**Importance:** High

Hello everyone.

I am sending this message to all CAOs and clerks at the request of Library Board Chair John Blackwell. It is clarification regarding the recently released Library Funding Formula presented by Communities, Culture, and Heritage (CCH).

Over the past 20 years several attempts have been made to establish a Funding Formula that is reasonable and provides for long term planning. All efforts to date have failed for various reasons but usually due to provincial government inaction. For the past 10 years there has been no appreciable increase in funding by the province, forcing this regional library board to request increases from municipal councils every so often for salary cost of living increases. For other years we were able to find efficiencies internally or provided no cost of living increases at all. Our municipalities, unique around the province, have supported the Board and the staff in these requests and we are grateful for this support.

The funding formula proposes an increase to the provincial grant, the municipal grant, and the board generated income (fundraising) beginning in the 2020/2021 fiscal year. It proposes an increase of \$94,700 in the overall municipal grant (divided by municipality by population). However, the reality is the municipalities in our area already provide a larger grant to the Board due to the salary cost of living requests made over the past 10 years as mentioned above.

It would be my recommendation to the Library Board (but of course it is their decision) there be no increase to the municipal grant for the 5 years the funding formula is in effect and followed by the province (2020/21 to 2024/25). The Board has made a request for a cost of living increase in the next fiscal year, so effectively, after this, the municipal grant would be frozen for 5 years.

I apologize for the confusion but it is due to the support provided in this region over the last ten years. If the funding formula proceeds the provincial increase is significant and will mean planned cost of living increases, more book and e-materials, and continued quality service to our communities.

I wish to address one issue regarding the funding formula process. As the Formula Committee was struck over a year ago, this Board suggested there be formal municipal representation from UNSM and/or AMANS, as in all past funding formula committees. Unfortunately this advice was not heeded.

The Board Chair wished to thank all municipal councils for their steadfast support of public libraries. If you have any questions, please do not hesitate to contact me at any time.

Thank you,

Eric

Eric Stackhouse, Chief Librarian  
Pictou-Antigonish Regional Library  
PO Box 276, New Glasgow, NS, Canada B2H5E3  
Office (902) 755-6031 Cell (902) 331-0402  
[estackho@nsngp.library.ns.ca](mailto:estackho@nsngp.library.ns.ca) [www.parl.ns.ca](http://www.parl.ns.ca)  
Please visit our digital collections website: [www.novastory.ca](http://www.novastory.ca)

***R.K. MacDonald Nursing Home Corporation  
64 Pleasant Street Antigonish, N.S.  
B2G 1W7***

**BY-LAWS**

Revised \_\_\_\_\_, 2018

*We certify this is a true copy of the By-Laws adopted by the R.K. MacDonald Board of Directors on \_\_\_\_\_, 2018.*

\_\_\_\_\_  
**, Chairperson**

\_\_\_\_\_  
**, Secretary**

*Adopted April 19, 1971*

*(Revised May 25, 1978/May 25, 1984/1992/January 25, 2001)* **ARTICLE I**

**INTERPRETATION**

- a) “Corporation” shall mean the R.K. MacDonald Nursing Home Corporation.
- b) “Board” shall mean the Board of Directors of the R.K. MacDonald Nursing Home Corporation.
- c) “Director” shall mean a person duly appointed as a Director of the R.K. MacDonald Nursing Home Corporation.
- d) “Sisters of Saint Martha” shall mean Sisters of Saint Martha, a body corporate.
- e) “CEO” shall mean chief administrative officer of the Nursing Home.

- f) “Operating Agreement” shall mean the Agreement between the Corporation, and the Sisters of St. Martha for the administration and operation of the R.K. MacDonald Nursing Home and all amendments or extensions thereto or any subsequent Agreement replacing the same.
- g) “Nursing Home” shall mean the R.K. MacDonald Nursing Home Corporation offering care under the Homes for Special Care Act, R.S.N.S. 1989 C. 203.
- h) “Resident” shall mean all persons cared for in the Nursing Home.

## **ARTICLE II BOARD OF DIRECTORS**

### **SECTION 1**

The Corporation and the facilities of the corporation shall be under the management of the Board of Directors. The Board shall have the powers and duties set out in the Municipal Corporations Act, R.S.N.S. 1989, C. 304.

### **SECTION 2**

The Board of Directors shall consist of four members appointed by the County Council of the Municipality of the County of Antigonish, four members appointed by the Town Council of the Town of Antigonish and four members appointed by the Sisters of Saint Martha, provided, however, no employee of the Board shall be a member thereof.

### **SECTION 3**

Directors shall hold office for three years until their successors have been appointed. Appointments shall become effective at the annual meeting of the Board except for vacancies where the appointment is effective immediately.

### **SECTION 4**

A director who fails to attend 5 meetings in a calendar year, without a valid reason (as shall be determined in each case by the Board), will be deemed to have resigned and the appointing authority will be asked to replace the delinquent board member.

## **ARTICLE III OFFICERS**

### **SECTION 1**

The Officers of the Board shall be: Chair, Vice-Chair, Secretary, and Treasurer, who excepting the Treasurer, shall be elected annually at the annual meeting of the Board and hold office for a term of one year or until their successors have been elected.

### **SECTION 2, *CHAIR***

The Chair shall preside at all meetings of the Board. The Chair shall act as Chair of the Executive Committee and shall be an ex-officio member, with a vote, of all committees and in general shall exercise the powers and perform the duties common to the office of Chair.

### **SECTION 3, *VICE-CHAIR***

In the absence of the Chair, the Vice-Chair shall act as Chair and shall exercise the power and perform the duties of the Chair. In the absence of both Chair and Vice-Chair, the board shall appoint a Chair pro tempore.

### **SECTION 4, *SECRETARY***

The Secretary shall keep an accurate record of all business transacted at all meetings of Board and of the Executive Committee. The Secretary shall write and attend to all correspondence of the Board and shall perform such other duties as usually pertain to this office or as many be assigned by the Board. In the absence of the Secretary, the Secretary's duties shall be performed by such officers as may be appointed by the Board.

### **SECTION 5, *TREASURER***

The Treasurer shall be appointed by the Board and shall have all the powers and duties and duties generally pertaining to the office including the responsibility for;

- a) Custody and control of all securities and funds,
- b) Reports of all financial holdings and transaction of the Board,
- c) Annual Financial Reports to the Board and the Corporation of the financial operations of Nursing Home and such other financial reports as are required from time to time by the Board, the Corporation or by law.

## SECTION 6, *CONFLICT OF INTEREST*

A Director has an indirect pecuniary interest in any matter

(a) if the Director

(i) is a shareholder in, or a director or senior officer of, a corporation that does not offer its shares to the public,

(ii) has a substantial interest in, or is a director or senior officer of, a corporation that offers its shares to the public, or

(iii) is a member of a body, whether incorporated or not, that has an interest in any matter in which the Board is concerned; or

(b) if the Director is a partner of or associated in a joint venture with a person, or is in the employ of a person or body, whether incorporated or not, that has an interest in any matter in which the Board is concerned.

The pecuniary interest of

(a) the spouse of a Director;

(b) any son, daughter, father, mother, brother or sister of a Director or the Director's spouse;

(c) the spouse of the persons referred to in clause (b); and

(d) any other person who normally resides in the same home as the Director,

shall, if known to the member or of which the Director reasonably should have known, be deemed to be also a pecuniary interest of the Director.

Where a Director, either on their own behalf or while acting for, by, with or through another, has any direct or indirect conflict of interest, in any matter and is present at a meeting of the Board at which the matter is the subject of consideration, they shall:

- a) As soon as practicable after the commencement of the meeting disclose their interest and the general nature thereof.
- b) Withdraw from the meeting whenever discussion of the matter by the Board occurs.

- c) Refrain from taking any part in the consideration or discussion of the matter and from voting on any question relating to the matter; and
- d) Refrain from attempting in any way, whether before, during or after the meeting, to influence the decision of other members of the Board with respect to the matter.

Where the Director was not present at a meeting at which a matter in which, he, either on his own behalf or while acting for, by, with or through another, has any direct or indirect pecuniary interest was the subject of consideration, he shall disclose his interest at the next meeting he attends and the provisions above shall apply to him in respect of the matter.

A Director shall comply with this section in respect of any matter in which he intends to obtain a pecuniary interest, either on his own behalf or while acting for, by, with or through another.

Every declaration of interest and the general nature thereof disclosed pursuant to Section 6 shall be recorded in the minutes of the meeting.

## **ARTICLE IV COMMITTEES**

### **SECTION 1**

All Committees of the Board shall be appointed by the Board. Committees shall be Standing and Special. Each Committee shall have representation from each of the appointees of the County Council, Town Council, and the Sisters of St. Martha's unless otherwise agreed upon by the respective organization.

### **SECTION 2, *STANDING COMMITTEES***

Standing Committees shall be appointed at the annual meeting and are: Executive Committee, Finance Committee, Governance Committee, Quality of Care and Safety Committee, and the Building and Grounds Committee.

The Board may appoint further Standing Committees on an ad hoc basis, as required.

### **SECTION 3, *EXECUTIVE COMMITTEE***

The Executive Committee shall consist of the Chair, Vice-Chair, Secretary, Treasurer, and one other member of the Board elected by the Board at its annual meeting, ensuring at all

times that at least one member of the Executive Committee shall be a member of the Board appointed by each of the County Council, Town Council, and the Sisters of St. Martha's.

The Executive Committee shall have power to transact all regular business of the Nursing Home during the interim between meetings of the Board, provided that any action taken by this Committee shall not conflict with the policies of the Board, the By-laws, and the Operating Agreement.

#### **SECTION 4, *FINANCE COMMITTEE***

The Finance Committee shall consist of the Treasurer and six members appointed by the Board. It shall deal with all matters of a financial nature referred to it by the Board.

The Clerk of the Municipality of the County of Antigonish and the CAO of the Town of Antigonish (or their respective designate) shall be entitled to attend meetings of the Finance Committee.

#### **SECTION 5, *BUILDING AND GROUNDS COMMITTEE***

The Building and Grounds Committee shall consist of at least three members, or individuals from the community, appointed by the Board. It shall have general supervision of the maintenance of the property of the Nursing Home.

#### **SECTION 6, *ELECTION OF OFFICERS AND STANDING COMMITTEES***

At the regular meeting of the Board immediately preceding the annual meeting, a Nominating Committee consisting of three members, shall be appointed to bring the annual meeting a slate of officers and members of the standing committees for the coming year.

#### **SECTION 7, *QUALITY, SAFETY & GOVERNANCE COMMITTEE***

The Quality, Safety and Governance Committee is responsible for providing oversight for the Board of Directors of the RK MacDonald Nursing Home with the objective of ensuring accountability, good governance and transparency.

Four members appointed by the Board with a minimum of 1 representative from the Municipality of the Town of Antigonish, the Municipality of the County of Antigonish, and the Sisters of St. Martha's; Administrator (ex-officio), Director of Clinical Services (ex-officio).

Minimum of nine meetings per year and as required

Minutes to be taken of meetings

## **SECTION 8, *SPECIAL COMMITTEES***

Special Committees may be appointed by the Board from time to time. Such Special Committees shall be advisory and shall limit their activities to the specific task for which they were appointed, upon completion these Special Committees shall be discharged.

## **SECTION 9**

All Committees, except the Executive Committee, shall elect a Chair and a Secretary from among its members. A quorum of any committee shall consist of fifty percent of the members of the Committee.

## **SECTION 10**

All Committees shall submit a report to the next regular meeting of the Board.

## **SECTION 11, *MEDICAL ADVISOR***

A Medical Advisor shall be appointed by the board and the said advisor shall be a duly qualified medical practitioner. The duties of the medical advisor shall include the following:

- a) Report in writing to the administrative of the home any instance in which, in the opinion of the Medical Advisor, the medical care being provided to a resident is inadequate;
- b) Compile and make available such information as the Minister may require with respect to the residents;
- c) Advise the administrator of the nursing home, on all pertinent matters relating to the physical and mental health of the residents in the nursing home.

## **ARTICLE V MEETINGS**

### **SECTION 1**

Meetings of the Board shall be regular and special. The Annual meeting of the board shall be held no later than the end of June each year. Regular meetings shall be held monthly, at the discretion of the Chair in constitution with the Executive Committee.



## SECTION 2

The Agenda for any Regular Meeting shall be as follows:

1. Call to order
2. Mission Statement and prayer
3. Reading of minutes of previous meeting
4. Business arising from minutes of previous meeting
5. Reading of correspondence
6. Administrator's Report
7. Treasurer's Report
8. Director of Clinical Services Report
9. Foundation Report
10. Report of Committees
11. New Business

## SECTION 3

The Agenda for the Annual Meeting shall be as follows:

1. Call to order
2. Reading of minutes of the last annual meeting
3. Reading of letters and communications
4. Reports of Chair, Treasurer, and Administrator
5. Transaction of other business that may properly be brought before the meeting
6. Appointment of Auditors
7. Report of nominating committee
8. Adjournment

## SECTION 4

Special meetings of the Board may be called by the Chair or shall be called by the Chair at the request of one-third of the members of the Board.

Official notice of any Special meeting shall be given to each member of the Board at least three days before the date of such special meeting and the time, place, and purpose of the meeting shall be specified in the notice.

If an emergency special meeting is deemed necessary, twenty-four hours shall be deemed sufficient notice for such emergency special meeting.

As a special meeting or an emergency special meeting, no business shall be transacted other than that for which notice was given, unless all members of the Board are present and by unanimous consent agree to deal with matters concerning which no notice was given.

## SECTION 5

A quorum at any regular or special meeting shall be two-thirds of the total membership of the Board. No meeting shall be held, and no motions made, unless a quorum is present.

## SECTION 6

Accepted rules of parliamentary procedure is laid down in “*Robert Rules of Order*” shall apply at all meetings of the Board.

## SECTION 7

Each member of the Board present at a meeting shall vote on all questions put; where there is an equality of votes the motion shall be deemed lost.

## SECTION 8

### E-mail Motion, Discussion and Voting Procedures

- a) E-mail votes are appropriate when the items in question are urgent, or are not controversial and do not require extensive background and explanation.
- b) All e-votes will originate with the Secretary and the subject line will include the word “EVote”.
- c) To begin discussion on a motion, there should be a mover and seconder, and then discussion can follow. The motion should be worded as a motion. Information related to the motion may be distributed with the motion via e-mail.
- d) The Chair shall determine when the discussion should conclude, and shall set the period during which votes must be cast. The Secretary shall make it clear in an email when voting begins and when voting ends.
- e) A quorum of Board members must cast a ballot within the time frame for the vote to be valid, otherwise the motion is defeated.
- f) When Board members cast an e-vote ballot, they must “reply all” so that all other Board members may see how they have voted

- g) The Secretary of the Board will count the ballots, and report the outcome to the full Board.
- h) All votes completed by e-mail will be ratified in the minutes of the following Board meeting.

## **ARTICLE V1 CHIEF EXECUTIVE OFFICER**

### **SECTION 1**

The Chief Executive Officer (CEO) shall be appointed by the Board in accordance with the *Operating Agreement* referred to herein.

### **SECTION 2**

The CEO is responsible for the overall operational and financial management of the facilities and the duties of the CEO shall include the following:

- (A)
  - 1. Responsibility for the management of the Nursing Home at all times;
  - 2. Responsibility for the application and implementation of established policies;
  - 3. Responsibility for the implementation of approved standards for the quality of care;
  - 4. The maintenance of effective liaison between the Board and the Nursing Home staff, including medical staff, and outside agencies involved in the Nursing Home's activities;
  - 5. Attendance or representation at meetings of the Board providing to the Board and reports respecting relevant material, information, and program changes;
  - 6. Attendance at meetings of Board Committees, staff management, planning, and appropriate medical meetings;
  - 7. Recommendations to the Board on the appointment of a Medical Advisor, advice to the Board as to changes in key personnel and on policies, and changes in policy that seem conducive to good management practices;
  - 8. Maintenance of good community relationships with other organizations.
- (B) Any responsibilities of the CEO under these by-laws, shall, in the absence of the CEO, be carried out by the person designated by the CEO or, where the CEO has not designated a person to act, by the person designated by the Board to act for the CEO in the absence of the CEO.

### SECTION 3

The CEO shall be an ex-officio member without a vote, of all committees of the Board.

## **ARTICLE VII AUDITORS**

### SECTION 1

The fiscal year shall begin on the first of April and end on the thirty-first day of March.

### SECTION 2

The accounts of the Nursing Home shall be audited annually by a registered municipal auditor appointed annually by the Board and licensed under the *Public Accountants Act, R.S.N.S. 1989, C. 369*.

## **ARTICLE VIII CORPORATE SEAL**

The Corporation shall have a Corporate Seal which shall be adopted and shall be used as designated by the Board. The Secretary shall have custody of the Seal.

## **ARTICLE IX**

Notwithstanding the provisions hereof any conflict or inconsistency that may exist between the by-laws or and amendments thereto, and the provisions of the *Homes for Special Care Act, R.S.N.S. 1989, C. 203*, shall govern.

### SECTION 1

- a) These By-laws may be amended at any regular or special meeting of the Board, provided two weeks' notice of such proposed amendments shall be given to all members of the Board, and the same is approved by two-thirds majority of those present and voting;
- b) Such amendments shall not be effective until approved by the Sisters of Saint Martha, Town Council of the Town of Antigonish, the County Council of the Municipality of the County of Antigonish, the Minister of Municipal Affairs, and the Minister of Health of the Province of Nova Scotia.

SECTION 2

All previous By-laws are repealed upon the coming into effect of the By-laws herein.

SECTION 3

The By-laws herein shall come into force and effect upon being approved by the Sisters of Saint Martha, Town Council of the Town of Antigonish, County Council of the Municipality of the County of Antigonish, the Minister of Municipal Affairs, and the Minister of Health of the Province of Nova Scotia.



**INACTIVES FOR WRITE OFF REQUESTS FEBRUARY 2019**

<u>AAN</u>	<u>AMOUNT</u>	<u>REASON</u>
01727338	\$ 158.04	WRONGLY ASSESSED
02733242	\$ 18.16	PVSC INACTIVATED
02951754	\$ 134.33	DOUBLE ASSESSED
03634701	\$ 637.12	ACCOUNT ERROR BY LAND REG.
05229634	\$ 5,728.86	ACCOUNT ERROR BY LAND REG.
07134444	\$ 90.46	MOBILE NO LONGER THERE
07145306	\$ 1,749.35	DOUBLE ASSESSED
07205074	\$ 750.32	MOBILE NO LONGER THERE
09082263	\$ 275.56	MOBILE NO LONGER THERE
10648327	\$ 30.94	PVSC INACTIVATED
07119100	\$ 1,274.42	MOBILE NO LONGER THERE
10641217	\$ 15.71	PVSC INACTIVATED
Total	<b>\$ 10,863.27</b>	



February 25, 2019

Glenn Horne  
CAO, Municipality of the County of Antigonish  
Via Email: glenn.horne@antigonishcounty.ns.ca

**RE: Strait of Canso Port Development Project**

Dear Darlene,

The Strait of Canso has international significance maintaining its status as one of the finest deep water ports on the eastern seaboard of North America. With the completion of the Canso Causeway, in 1955, the eastern end of Strait of Canso became an ice free port. The relatively new port had early traction in attracting national and international industries and energy anchors and has become an industry hub in the province, boasting significant private investment in shipping and advanced manufacturing facilities.

**The Strait Area businesses, municipal units and development partners all agree that the Strait of Canso port is our finest economic resource that ties the region together.** The Strait of Canso and its key industries, municipal units, and development partners are forging a new way forward; collectively working together to harness the Strait of Canso's development potential. Over the last year and half stakeholders have participated in a collaborative process of developing a five-year Strategic Planning Framework for Strait of Canso development.

The strategy consists of 6 goals and 25 objectives to advance this vision:

- GOAL 1.** Strait of Canso stakeholders work collectively to maximize sustainable economic opportunities and to stimulate growth of the economic zone
- GOAL 2.** Strait of Canso economic zone information is easily accessible by all users/stakeholders
- GOAL 3.** The Strait of Canso economic zone has a focused strategy for business recruitment
- GOAL 4.** Business retention and expansion is collaboratively supported
- GOAL 5.** Barriers to economic growth are reduced
- GOAL 6.** New business investment is attracted to the Strait of Canso economic zone

Significant progress has been made on Goals 1 and 2 with the establishment of a Strait of Canso Working Group, a Lead Stakeholder Group, the development of a mission, vision and values, the development of an action plan with key performance indicators to measure progress literature/research review, zoning review, business visits/analysis, and regular updates to industry/municipal partners.

This proposal works towards implementing Goal 3 of the strategic plan dealing with objectives focused on developing a strategy and tools for business, trade and investment readiness.





**GOAL 3.** The Strait of Canso economic zone has a focused strategy for business recruitment

- 3.1. Establish a unique selling point/value proposition
- 3.2. Develop a marketing / FDI attraction plan
- 3.3. Develop a prospectus & marketing materials
- 3.4. Develop a lead sharing process (based on the principles of integrity and discretion) to respond to inquiries and potential investment
- 3.5. Establish dedicated investment attraction resources and metrics for success (in collaboration with NSBI)

**The total project value is \$140,500.** Global Affairs Invest Canada Program funding has been secured in the amount of \$5,000. Conditional approval of \$5,000 has been received from Richmond County. The Board of the Strait Area Chamber is considering a contribution of \$5,000 (final decision expected Feb 19, 2019). Conversations are underway for presentations/funding requests to neighboring municipalities. **The goal is to raise a total of \$35,125** (including the \$5,000 already secured from Invest Canada), with a plan to leverage the remaining 75% from ACOA (favorable conversations have occurred with senior officials).

**FUNDING REQUEST: The Strait Area Chamber of Commerce, on behalf of the Strait of Canso Working Group and Lead Stakeholder Group, requests a \$5,000 contribution from the County of Antigonish towards this investment readiness project.** The project will result in the development of tangible tools and resources that can be used by all stakeholders in the region, including the Town, when trying to attract and retain investment to the region.

I have provided a budget excerpt below from the proposal as financial context, along with a list of Working Group participants (please note that the financing structure may change slightly based on individual stakeholder contributions). The full proposal is attached separately. Within the proposal, I'd like to draw your attention to the industry support that we have received for the overall approach as outlined in Appendix D (88% of stakeholders support the direction proposed). We are excited to be moving ahead with Goal 3 of the strategy.

I'd invite you to contact me if you have any questions, and that invitation extends to the Mayor and Councillors as well. My contact details are below. The Working Group is also open to providing Council with a presentation on the project if desired.

Many thanks in advance for your consideration of this proposal.

A handwritten signature in blue ink, appearing to read "Amanda Mombourquette".

Amanda Mombourquette  
Executive Director, Strait Area Chamber of Commerce  
902-631-0690 | amanda@straitareachamber.ca



## Financial Context

Project Estimated Costs	Detail	Total
Business, Trade and Investment Ready/Growth Strategy (incl. Unique Selling Proposition)		\$10,000
Marketing & FDI Attraction Plan		\$10,000
Strait of Canso Portal / Site Selection Tool	New Build	\$20,000
Strait of Canso Prospectus	Design	\$15,000
Promotional Video (s)		\$8,000
Map(s), Photos and Drone Footage	Design & Acquire	\$7,000
Other Collateral Material (rack card, presentations, booth materials etc.)	Design	\$10,000
Individual Business Prospectus	Design (17)	\$20,000
Marketing Intern	\$25 x 400 hrs	\$10,000
Branding		\$7,500
Communication Strategy (lead handling protocol, messaging strategy for public and media)		\$8,000
Tradeshaw exhibits and display	Design/Purchase	\$5,000
Collateral Materials	Print	\$5,000
<b>PROJECT TOTAL</b>		<b>\$140,500</b>

Proposed Funding Sources	Detail	Total	%
FDI – Invest Canada Program	Confirmed	\$5,000	4%
Strait Area Chamber of Commerce	Requested	\$5,000	4%
Municipal Units	In Progress	\$20,000	14%
Private Sector Industry	Pending Request	\$5,125	4%
Atlantic Canada Opportunity Agency (ACOA)	Pending Request	\$105,375	75%
<b>Total</b>		<b>\$140,500</b>	<b>100%</b>

## Strait of Canso Working Group

Amanda Mombourquette, Executive Director, Strait Area Chamber of Commerce

John Beaton, Eastern-Strait Regional Enterprise Network

Misty MacDonald, Eastern-Strait Regional Enterprise Network

Jeff Stanley, Cape Breton Regional Enterprise Network

Karen Malcolm, Development Officer, Atlantic Canada Opportunities Agency (Advisor)

Wanda MacLean, Development Officer, Nova Scotia Business Inc. (Advisor)

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# The Strait of Canso

## Investment Readiness Proposal

Dec 18, 2018



Submitted by:

**Strait Area Chamber of Commerce**

In partnership with the:

**Strait of Canso Working Group & Lead Stakeholder Group**

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# 1.0 Introduction

## 1.1 Foreward (Overview)

The Strait of Canso has international significance maintaining its status as one of the finest deep water ports on the eastern seaboard of North America. With the completion of the Canso Causeway, in 1955, an unanticipated surprise was the eastern end of Strait of Canso became an ice free port. The relatively new port had early traction in attracting national and international industries and energy anchors and has become an industry hub in the province, boasting significant private investment in shipping and advanced manufacturing facilities.

The Strait Area businesses, municipal units and development partners all agree that the Strait of Canso port is our finest resource that ties the region together.

The Strait of Canso and its key industries (17), municipal units (6) and development partners (5) are forging a new way forward, collectively working together to harness the Strait of Canso's development potential. Over the last year and half business leaders, municipal leaders and economic development organization representatives have become clearer on how to advance and further develop the Strait of Canso through participating in a collaborative process of developing a five (5) year Strategic Planning Framework for Strait of Canso development.

The Strategic Planning Framework articulates a plan driven by the vision of:

- the Strait of Canso Economic Zone is a thriving destination for cargo, people and materials.
- fully understanding our assets, opportunities and challenges.
- using what resources we have and working collectively as a team to become development ambassadors for the Strait of Canso.

The strategy consists of 6 goals and 25 objectives to advance this vision:

- GOAL 1.** Strait of Canso stakeholders work collectively to maximize sustainable economic opportunities and to stimulate growth of the economic zone
- GOAL 2.** Strait of Canso economic zone information is easily accessible by all users/stakeholders
- GOAL 3.** The Strait of Canso economic zone has a focused strategy for business recruitment
- GOAL 4.** Business retention and expansion is collaboratively supported
- GOAL 5.** Barriers to economic growth are reduced
- GOAL 6.** New business investment is attracted to the Strait of Canso economic zone

Significant progress has been made on Goals 1 and 2 with the establishment of a Strait of Canso Working Group, a Lead Stakeholder Group, the development of a mission, vision and values, the development of an action plan with key performance indicators to measure progress literature/research review, zoning review, business visits/analysis, and regular updates to industry/municipal partners.

This proposal works towards implementing Goal 3 of the strategic plan dealing with objectives set out in 3.0 – The Strait of Canso Economic Zone has a focused strategy for business, trade and investment readiness.

**GOAL 3.** The Strait of Canso economic zone has a focused strategy for business recruitment

- 3.1.** Establish a unique selling point/value proposition
- 3.2.** Develop a marketing / FDI attraction plan
- 3.3.** Develop a prospectus & marketing materials
- 3.4.** Develop a lead sharing process (based on the principles of integrity and discretion) to respond to inquiries and potential investment
- 3.5.** Establish dedicated investment attraction resources and metrics for success (in collaboration with NSBI)

*Strait of Canso Port Development Logic Model – Appendix A*

## **1.2 Project Team**

### **1.2.1 Strait of Canso Lead Stakeholder Group**

The Strait of Canso Lead Stakeholder Group consist of key industries (17), municipalities (6) and development partners (7) within the Strait of Canso Economic Zone. Industry partners are valued and have voiced the desired direction for Strait of Canso development. The Lead Group provides ongoing input into the development process and has endorsed a development strategy with 88% of stakeholders supporting the new development direction. The Lead Group have formally met on three occasions over the last year and will continue to meet quarterly.

*Strait of Canso Lead Stakeholder Group – Appendix B*

### **1.2.2 Strait of Canso Working Group**

The Strait of Canso Working Group is made up of representatives from the Eastern-Strait Regional Enterprise Network, the Cape Breton Partnership, the Strait Area Chamber of Commerce, the Atlantic Canada Opportunities Agency and Nova Scotia Business Inc. and was struck to advance development opportunities for the Strait of Canso. The mandate and work of each of these organizations collectively assist in advancing the region. This new group is informal in nature – its formation has prevented the creation of a “new” structure; rather it uses the development resources and partners that the Strait Area currently have at our disposal to achieve collectively agreed upon outcomes. The Strait of Canso Working Group guides, builds consensus and works towards the goals established by the Strait of Canso Lead Group.

The Strait of Canso Working Group will take on the role of project steering committee reporting regularly and seeking input from the Strait of Canso Lead Group.

*Strait of Canso Working Group – Appendix C*

### 1.3 Project Proponent

The two Regional Enterprise Networks representative of the Strait of Canso – the Eastern Strait Regional Enterprise Network and the Cape Breton Regional Enterprise Network – are co-proponents on this initiative.

#### 1.3.1 The Strait Area Chamber of Commerce

The Strait Area Chamber of Commerce is a business development organization that promotes, improves, and protects trade and commerce; ensuring that the Strait Area is one of the best regions in which to invest, live, work and conduct business. With a membership of over 300 businesses throughout the Strait Region, and a Board of Directors consisting of 22 business and community leaders, the Strait Area Chamber is a strong voice for business and development in the region.

The Strait of Canso Business, Trade and Investment Ready initiative aligns with the mission and vision of the Chamber. Our business plan approach to this project is driven by business with clear measurable including a resourced approach to marketing one of our greatest assets – the Strait of Canso.



## 2.0 Strait of Canso Economic Zone

The Strait of Canso is well known in Atlantic Canada as a main industrial corridor that has drawn large national industries and is the base for numerous successful Nova Scotia grown companies. Goods can be transported through the port from anywhere in the world and can travel from the port to almost anywhere in North America all year round. The near presence of natural resources and a proximity to shipping routes are major factors for the regions success.

The Strait of Canso Economic Zone presently defined as a five (5) km zone from the centre of the Strait of Canso catching the region that directly benefits from and supports Strait of Canso industries and port. The economic zone includes Point Tupper Heavy Industrial Park, the Joint Light Industrial Park, the Port Hawkesbury Business Park, the Strait of Canso Superport and the Mulgrave Marine Terminal, the Guysborough Melford Land Reserve and all industries, businesses and municipal units within this zone. The Strait of Canso Lead and Working Group are focused on the five (5) km Economic Zone understanding the boundary line may need to expand for regional development opportunities such as Goldboro LNG that is directly related to the Strait of Canso assets.

## 2.2 Strait of Canso Port

Central to the Economic Zone is the Strait of Canso port located between the mainland of Nova Scotia and Cape Breton Island. It is one of the finest natural deep-water harbours on the Eastern Seaboard of North America. The Canso Causeway, built in the mid 1950's is a permanent link between Cape Breton and mainland Nova Scotia. It forms the northern boundary of the port and ensures that the port, on the south side, remains ice-free year round. The Strait of Canso is 20 kms long, up to 1.5 km wide, has a limiting depth of 27 m and can handle vessels up to 500,000 deadweight tonnes (dwt).



## 2.3 Principle Sectors

The principle sectors that form the foundation of the Strait of Canso's economy are highlighted with associated industries:

Sector	Industry/Business
Energy	Nova Scotia Power Generating Plant Biomass Co-Generating Plant Point Tupper Wind Farm Proposed Bear Head LNG Proposed Goldboro LNG
International cargo trans-shipment and distribution	NuStar Martin Marietta Proposed Melford Terminal
Manufacturing	Port Hawkesbury Paper DSM Mulgrave Machine Works
Ocean industries	Strait of Canso Superport East Coast Hydraulics
Biotechnical industries	DSM
Information and communication technologies	Superport Marine Services

The sectors noted above are poised for growth and could yield the most significant economic benefit to the Strait.<sup>1</sup> The presence of the deep water port, three port terminals, along with adjacent rail, highway and air connectivity provide the base infrastructure for existing industries for future development.

The Strait of Canso has been a center for petroleum products and refining, storage and shipping and other bulk commodities since the 1970s and has become known as an international trans-shipment and storage hub. The Strait of Canso Port is Nova Scotia's major gateway for transshipped liquid bulk and additionally handles bulk and breakbulk cargo. It is Nova Scotia's largest port in terms of tonnage, handling approximately 68% of Nova Scotia's international and domestic marine cargo tonnage.

Despite profound fluctuations in international shipping over the past decade, including those associated with the changes in the demand and supply of hydrocarbon products, the Strait of Canso remains a major bulk port handling approximately 68% of Nova Scotia's international and domestic cargo tonnage (2016)<sup>2</sup>. The Strait of Canso is strategically located to the hydrocarbon exploration currently taking place off Nova Scotia and to North American and international shipping routes. Between the Point Tupper

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1 Point Tupper and Strait Area Gateway Strategy, pg. 6, CBCL Limited (2016)

2 Point Tupper and Strait Area Gateway Strategy, (pg. 3) CBCL Limited

Industrial Park and the Melford Land Reserve, there are several thousand hectares of land in the area identified for industrial purposes.

## 2.4 Challenges

The Strait of Canso Economic Zone is represented by six (6) municipalities and numerous organizations responsible for business and economic development. The Strait of Canso Economic Zone has achieved some growth despite the challenges presented by political and developmental jurisdictions.

### 2.5.1 Jurisdiction does not Align with Asset

The Strait of Canso has not had a single point of contact for potential developers interested in the region. Developers will sometime meet with Nova Scotia Business Inc., or the Cape Breton Partnership or with local municipalities and other times with Strait of Canso Superport (SCSCL). Currently, the Transport Canada, Province of Nova Scotia and the local municipalities do not have structured marketing for the Strait of Canso as a whole, in addition to marketing their individual land parcels. The Strait Area Chamber of Commerce is the only organization whose jurisdiction covers the entire Economic Zone.

### 2.5.2 Regional Data/Reporting

Regional demographics and data for the Economic Zone is not easily acquired because provincial and census data is not collected for the economic hub. This challenge impacts the need for coordination of information to understanding the economic zone and being able to respond timely to opportunities. More significantly the Strait of Canso does not regularly monitor of the economic impact of the region.

### 2.5.3 Decrease in Port Tonnage

The Strait of Canso dominating the non-containerized import and export with 33.5 million tonnage in 2009. In 2011, the Port handled 23.8 million tonnes and was the second largest by tonnage annually in Canada, second only to Vancouver, British Columbia.<sup>3</sup> From 2010 to 2014, the Strait of Canso cargo declined with the fallout of the world recession and in 2014 dipped to a low of 12 million tonnes. The Strait of Canso is slowly recovering with 17 million tonnes handled in 2017. A 2015 Canadian Ports data report concludes while the Strait of Canso Port tonnage has decreased other port tonnage have increased with five ports surpassing the throw put of the Strait of Canso Port.<sup>4</sup>

Canada Ports	2015 Annual Cargo
Vancouver Port	138 million tonnage
Montreal Port	32 million tonnage
Sep-Iles Port	22.7 million tonnage
Quebec Port	21 million tonnage
Prince Rupert Port	20 million tonnage
Strait of Canso Port	12.9 million tonnage

### 2.5.4 Business Environment / Energy

With a planned shift away from coal-fired electricity generation within the next decade, one of Port's major industrial users stands to be significantly affected: Nova Scotia Power. NSP provides approximately

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3 Strait of Canso Superport Master Plan

4 Canada Ports (2015) at <http://acpa-ports.net/industry/cpafacts.html>

100 good-paying jobs in the region, and is the primary user of the rail line for coal shipments. Further, PHP is a significant user of the electricity generated in Nova Scotia. Challenges accessing power caused PHP to experience 52 shut down days last year alone – a significant impact to their bottom line. The shift away from this resource will have a serious impact on the overall viability of the port if plans are not made now to attract new FDI to the region.

Further to this complex issue, NuStar Energy is a multinational company that is directly affected by market fluctuations in the hydrocarbons market. Being ready for market fluctuations and acting effectively is a challenge in the regulatory regime in which they operation.

### **2.5.5 Leadership**

Stakeholders openly acknowledge the divergence of opinion that exists on the best model for port governance and recognize that the views on both sides are strongly held. The deadlock has not served to advance regional development. All stakeholders agree the Strait of Canso need a unified voice. The difference of views over the past number of years have given way to a new commitment to work collaboratively to find a solution that will better position the Strait of Canso Economic Zone for growth. This new collaborative approach is seen by the majority of stakeholders (88%) as an effective means of moving forward.

## 3.0 Strait of Canso Development

The Strait of Canso Stakeholders have collectively come together to work as a team towards the further development of our greatest asset – the Strait of Canso Port and Industry Base.

*Our vision is that the Strait of Canso Port is a thriving destination for export/imports, people and materials.*

In November of 2017, the Strait of Canso business leaders, municipal leaders and economic development organizations endorsed a new collaborative approach and strategic framework. The strategic plan outlines development goals, objectives and actions for economic development having mutual benefit for all stakeholders within the economic zone.

Development partners recommended establishing two groups to advance economic development initiatives in the Strait of Canso. The formation of a Working Group and Lead Stakeholder Group will ensure that priorities are built on a solid foundation of industry support, and that resources to achieve outcomes are in place.

*Strait of Canso Development Update – Appendix D*

The strategic document outlines 5 main goals and 25 strategic objectives. Based on the realities, constraints and opportunities that exist along the Strait of Canso, a “phased approach” to achieve goals one through six was proposed, with action being taken immediately to align priorities and begin stronger lead sharing between development partners.

*Strait of Canso Economic Development Goals and Objectives – Appendix E*

### 3.1 Accomplishments to Date

The Lead Group and Working Group have accomplished 95% of the first goal that deals with organizing the Strait of Canso Stakeholders to work collectively to maximize sustainable economic opportunities.

Since November 2017, the Strait of Canso Working Group (SCWG) focused on Goal 2: Collect, maintain and make available relevant studies, data and assets of the Strait of Canso Economic Zone information. An approximate 85% of this goal has been completed with work still underway. The following provide an update on work accomplished.

### 3.2 Strait of Canso Study Review

The Strait of Canso Working Group (SCWG) conducted a study review including the large collection of Strait of Canso studies (658) assembled between 1960 and 2005 by the Richmond County Energy Office between 2005 and 2006. An approximate sixty (60) studies were sourced and reviewed by the SCWG identifying relevant report findings, conclusions and recommendations. The SCWG has reactivated the listing of studies making accessible all information on the Strait of Canso available to stakeholders and anyone interested in acquiring any of the Strait of Canso reports.

### 3.3 Strait of Canso Zoning Map

The SCWG is working with the Eastern District Planning Commission to develop a Strait of Canso Zoning Map (hard copy and electronic) with all related zoning information all in one location. The map is currently under development with GIS data being applied.

### 3.4 Key Growth Indicators

The SCWG was tasked to identify baseline data and key growth indicators upon to build metrics of success for the Strait of Canso development initiative. Discussions were held with Nova Scotia Business Inc. and industry stakeholders. The following metrics for measuring impact were identified:

- Industry profitability
- Industry payroll
- Capital expansion
- Volume and value of shipments in measured traffic (rail, port, truck and air)

The SCLG and SCWG having completed 90% of objectives in Goal 1 and 2 are ready to implement Goal 3  
– The Strait of Canso economic zone has a focused strategy for business recruitment.

## 4.0 Proposal

With the objective to enhance the competitiveness of the Strait of Canso economic zone, and to increasing the area's ability to attract quality investment, the SCLG and SCWG is focused on developing and implementing a **Business, Trade and Investment Ready/Growth Strategy** for the Strait of Canso. To attract the level of investment necessary in developing state of the art industries and marine facilities requires an aggressive international marketing program.

### 4.1 Project Objectives

The objectives of the Strait of Canso Business, Trade and Investment Ready and Growth Strategy are to:

- 1) Position the Strait of Canso assets to increase business, markets, cargo and investment
- 2) Promote investment ready assets
- 3) Attract new domestic and international investment and industry growth opportunities
- 4) Ensure regional development stakeholders have the information, tools and know how to respond to development interest and inquiries.

### 4.2 Project Description

A qualified consultant team is required to design and develop a focused Business, Trade and Investment Ready/Growth Strategy and Portfolio for the Strait of Canso Economic Zone that meets domestic and international standards. The strategy will:

- Focus on high potential sites that meet requirement of industry.
- Standardize information used to market business-ready sites, industry synergy opportunities and amenities.
- Develop a single portfolio for the region that all stakeholders (local, municipal, provincial, and federal organizations and businesses) will support and utilize.
- Develop individual business prospectus.
- Provide a lead handling protocol between stakeholders.
- Provide a communication strategy for public and media

#### 4.2.1 RFP Terms of Reference

A Request for Proposals (RF) for a consultant is targeted for winter 2019 with target launch for Investment and Attraction in June 2019. See attached Request for Proposals Terms of Reference.

#### 4.2.2 Time Line / Activity

Feb 2019	Request for Proposals & Selection of Consultant
Feb/Mar/Apr 2019	Business/Investment Readiness Strategy
Mar/Apr 2019	Marketing & FDI Attraction Plan
Apr/May 2019	Foreign Direct Investment (FDI) Tools & Materials
June 2019	Lead Handling Protocol
June 2019	Communication Strategy

## 4.3 Investment and Attraction Lead

The Business, Trade and Investment Ready/Growth strategy, tools and resources developed will assist the Strait Area Chamber of Commerce, Nova Scotia Business Inc. and the Regional Enterprise Networks in Investment and Attraction of aligned opportunities to the Strait of Canso Economic Zone.

The Strait of Canso stakeholders will work cooperatively and efficiently to respond to investment prospects, ensuring optimum chances for success.

## 4.4 Rationale

The Strait of Canso Business, Trade and Investment Ready Initiative aligns with the following federal, provincial and regional Trade and Investment recommendations, strategies and department mandates.

**4.4.1 The Atlantic Trade and Investment Growth Strategy (ATIGS)**, announced in 2017, is a regional strategy to grow exports and boost foreign investment. The Government of Canada and the four Atlantic provincial governments is committed to working hand-in-hand to create jobs and strengthen the economy by increasing the number of exporters, the value of export sales, export markets and foreign investment in the region. Long-term planning, coordination and collaboration will maximize and leverage resources to achieve strategy targets.

**4.4.2 The Strait Area Chamber of Commerce** formed an Industry Committee (Board of Directors sub-committee) to advance the development of the Strait of Canso in November 2015. Since that time, industry players have met regularly to discuss concerns, share information, and to collaborate on common opportunities related to safety program development and business development.

**4.4.2 Nova Scotia Business Inc.** is the provincial lead for attracting global investment to Nova Scotia; business development, retention and expansion; and to connect provincial businesses with new markets or new export opportunities. The focus is to create new growth across the province and working with companies in all communities to be more successful exporters. NSBI has extensive industry and market expertise and have major land holdings in the Point Tupper Heavy Industrial Park.

**4.4.3 Regional Enterprise Networks** (RENs) provide regional economic leadership and help develop regional economic strategies, while supporting small, local businesses. REN's support business by attracting investment, business development and providing economic data. In the Strait of Canso Economic Zone, both REN's have launched Investment Ready/Development Data Bases/ Resources that are available on each website.

**4.4.4 The Now or Never -One Nova Scotia Report (2014)** known as the Ivany Commission relayed an urgent call to Nova Scotians and reported that Nova Scotia has the assets to build a positive future and noted that the most significant hurdle to turning around our economy "is the lack of a shared vision and commitment to economic growth and renewal across our province and among our key institutions and stakeholder communities." One of the reports Strategic Goals to revitalize the provincial economy is Rebuilding and Trade Economy, increasing the value of exports and participating firms.

## 4.5 Project Management/Coordination

The Strait of Canso Working Group will take on the role of project steering committee reporting regularly and seeking input from the Strait of Canso Lead Group. As the proponent, the Strait Area Chamber of Commerce will be the point of contact for the project.

4.6 The Strait of Canso Working Group has taken steps to engage all levels of government, along with private sector industry partners in the development of the overall plan for the Strait of Canso. A planning and prioritization exercise was held to ensure that the approach taken is industry-driven. The Working Group itself includes all the key development partners in the region and has resulted in the alignment of their priorities for the developing the Strait of Canso.

In the collaborative spirit of the project, municipalities, the private sector, and the Province of Nova Scotia are being approached to leverage the Invest Canada funding. With an 88% consensus among all stakeholder for the overall direction of the port development process, discussions to date have been favorable in terms of supporting these activities financially.

## 4.6 Outcomes & Benefits

This project, and the overall collaborative method, is an unprecedented approach to development within the region. The development of a formalized lead handling protocol between members of the Working Group, and the regular updates to the Lead Stakeholder Group will ensure a consistent flow of communications. The results of this approach and the development of supporting materials will include:

### 4.6.1 Outcomes

- Supply chain opportunities and industry synergies form the foundation for a targeted business development plan.
- Industry and development partners are engaged in identifying potential new business for the Strait of Canso, building on existing business assets.
- Business retention and expansion efforts focus on expanding opportunities along the Strait of Canso.
- Development partners gain a more thorough understanding of broad-based issues occurring within industries in the Strait. Further partners at all levels of government will be informed on the plans and activities of overall port development activities.
- A collection of marketing materials (digital and hard copy designs) that can be used to directly market the economic zone internationally.
- With a new Business Growth Strategy and Marketing/FDI Attraction Plan in place, and supported by marketing materials that are professional and up-to-date, potentially investors will have a quality and seamless comprehensive experience when considering locating in the Strait of Canso Economic Zone.
- Existing industry in the Strait will experience better service from development partners as challenges are resolved and opportunities are identified through business retention and expansion data. Business-to-business relationships will be strengthened, resulting in a more favorable business climate for new investors.
- The monitoring of key growth indicators to determine the effectiveness of the Strait of Canso Business, Trade and Investment Ready/Growth Strategy and implementation.



#### **4.6.2 Benefits**

- Planning for economic development of the Strait of Canso becomes a collaborative, industry-led process supported by all levels of government. A business-led process will result in a more favorable business climate for potential new investors to the region.
- The time and ease of navigating regulation, accessing business resources, and other start-up considerations is reduced; new developments experience a welcoming and “open for business” atmosphere in the Strait of Canso.

#### **4.7 Resources Required**

The resources required to do this will include the services of a qualified consultant, the expertise of the Working Group and Lead Group, along with ITC??, meeting space, office management from the Strait Area Chamber through the established collaborative working space (which houses all working partners). A Marketing Intern will be hired for a limited period of time to manage the ongoing review of materials produced by the consultant team (under the direction of the project proponent and the working group).

#### **4.8 Experience and Skills**

The Strait of Canso Working Group has a team of expert economic development professionals with the experience in managing contracts for projects ranging from industry attraction to workforce retention to community strategic planning. The Strait Area Chamber has had a strong advocacy role for business in the region for decades (i.e. Industry Committee) and has a long history of bringing together partners to achieve results such as the establishment of the “Business Suite 101” collaborative working space and providing training to over 700 individuals/300 businesses across the region. Consensus building and action planning are strengths of the team as evidenced by their work within their respective organizations. Several of the Working group members are certified as BREI Coordinators/Professionals and possess training/certification in economic/business development.

#### **4.9 Sustainability**

The Strait Area Chamber of Commerce will take ongoing responsibility for the maintenance of the materials developed. Supported by the Working Group, the Chamber is well-positioned with industry support to ensure that the materials are distributed and updated as needed.

## 5.0 Proposal Costs & Financing

Project Estimated Costs	Detail	Total
Business, Trade and Investment Ready/Growth Strategy (incl. Unique Selling Proposition)		\$10,000
Marketing & FDI Attraction Plan		\$10,000
Strait of Canso Portal / Site Selection Tool	New Build	\$20,000
Strait of Canso Prospectus	Design	\$15,000
Promotional Video (s)		\$8,000
Map(s), Photos and Drone Footage	Design & Acquire	\$7,000
Other Collateral Material (rack card, presentations, booth materials etc.)	Design	\$10,000
Individual Business Prospectus	Design (17)	\$20,000
Marketing Intern	\$25 x 400 hrs	\$10,000
Branding		\$7,500
Communication Strategy (lead handling protocol, messaging strategy for public and media)		\$8,000
Tradeshow exhibits and display	Design/Purchase	\$5,000
Collateral Materials	Print	\$5,000
<b>PROJECT TOTAL</b>		<b>\$140,500</b>

## 5.2 Funding Sources

Funding Sources	Detail	Total	%
FDI – Invest Canada Program	Confirmed	\$5,000	4%
Strait Area Chamber of Commerce	Requested	\$5,000	4%
Municipal Units (6 key municipalities)	In Progress	\$20,000	14%
Private Sector Industry	Pending Request	\$5,125	4%
Atlantic Canada Opportunity Agency (ACOA)	Pending Request	\$105,375	75%
<b>Total</b>		<b>\$140,500</b>	<b>100%</b>

### 5.3 In-Kind Funding Sources

In Kind Funding Sources	Detail	Total
SOC Working Group (6)	Meetings (10), research and coordination	\$9,000
SOC Lead Group (25)	2 meetings	\$7,500
Businesses (17)	Collection of information	\$2,500
Municipalities (6)	Collection of information	\$1,000
<b>Total</b>		<b>\$20,000</b>

## Appendices

## **Appendix A Strait of Canso Port Development Logic Model**

## Strait of Canso Port Development Logic Model

<b>Goal 1:</b>	Strait of Canso stakeholders work collectively to maximize sustainable economic opportunities and to stimulate growth of the economic zone				
<b>Objective 1.1:</b>	Establish a Strait of Canso Working Group				
<b>Activity</b>	<b>Tasks / Action</b>	<b>Costs / Resources / Partners</b>	<b>Key Performance Indicator</b>	<b>Output Target / Deadline</b>	<b>Status / Notable Differences</b>
Identify and Confirm Participants	Contact potential participants	Time – ESREN, CBREN, NSBI, ACOA, Chamber of Commerce, Native Council of NS	Working Group Formed	Nov 2017: Working Group Formed	<ul style="list-style-type: none"> <li>Working Group Formed – NCNS rep to be confirmed</li> <li>Weekly meetings established</li> </ul>
Develop Guidelines/TOR	Draft guidelines	Time – ESREN, CBREN, NSBI, ACOA, Chamber of Commerce, Native Council of NS	Guidelines Developed	Nov 2017: Guidelines Developed	<ul style="list-style-type: none"> <li>Complete</li> </ul>
<b>Short Term Outcomes:</b>	Working group formed.				
<b>Long Term Outcomes:</b>	Consistent communication and collaboration occurs within the development community. Consistent communication between development partners and lead group.				

<b>Goal 1:</b>	Strait of Canso stakeholders work collectively to maximize sustainable economic opportunities and to stimulate growth of the economic zone				
<b>Objective 1.2:</b>	Consult with a Lead Stakeholder Group to maintain broad community consensus regarding the direction of economic development efforts				
<b>Activity</b>	<b>Tasks / Action</b>	<b>Costs / Resources / Partners</b>	<b>Key Performance Indicator</b>	<b>Output Target / Deadline</b>	<b>Status / Notable Differences</b>
Develop Guidelines/TOR for a Lead Stakeholder Group	Draft guidelines and criteria	Time – ESREN, CBREN, NSBI, ACOA, Chamber of Commerce, Native Council of NS	Guidelines Developed	Nov 2017: Guidelines Developed	<ul style="list-style-type: none"> <li>Draft Completed - to be presented to Lead Stakeholder Group</li> </ul>
Quarterly meetings until deemed unnecessary	Provide update of work in progress while seeking feedback.	Up to \$500/meeting. Meetings happen quarterly. Industry and Municipal reps	Regular meetings of lead stakeholders	Nov 2017, Feb 2018, May 2018, Aug 2018, Nov 2018: 2-4 Meetings per Year	<ul style="list-style-type: none"> <li>Feb 7, 2018 – meeting notice for Feb 21 sent to Lead Group</li> <li>Ongoing</li> </ul>
<b>Short Term Outcomes:</b>	Industry meets regularly to discuss development opportunities.				
<b>Long Term Outcomes:</b>	Increase in collaboration among private industry and municipal units in the Strait of Canso.				

<b>Goal 1:</b>	Strait of Canso stakeholders work collectively to maximize sustainable economic opportunities and to stimulate growth of the economic zone				
<b>Objective 1.3:</b>	Develop a Vision, Mission, Values and Action Plan				
<b>Activity</b>	<b>Tasks / Action</b>	<b>Costs / Resources / Partners</b>	<b>Key Performance Indicator</b>	<b>Output Target / Deadline</b>	<b>Status / Notable Differences</b>
Draft Vision, Mission, Values	Working group to draft	Time – ESREN, CBREN, NSBI, ACOA, Chamber of Commerce, Native Council of NS	Vision, Mission, Values document drafted	Jan 26, 2018: Vision, Mission, Values document Feb 14, 2018: Draft circulated to Lead Group	<ul style="list-style-type: none"> <li>Complete</li> </ul>

## Strait of Canso Port Development Logic Model

				with meeting package	
Draft Action Plan	Working group to draft	Time – ESREN, CBREN, NSBI, ACOA, Chamber of Commerce, Native Council of NS	Action Plan drafted	Jan 26, 2018: Action Plan drafted Feb 14, 2018: Draft circulated to Lead Group with meeting package	• Complete
Finalize Vision, Mission, Values Action Plan	Finalize based on feedback from Lead Stakeholder group (Feb 21 meeting)	Time – ESREN, CBREN, NSBI, ACOA, Chamber of Commerce, Native Council of NS	Documents finalized	Mar 1, 2018	
<b>Short Term Outcomes:</b>	Industry meets regularly to discuss development opportunities.				
<b>Long Term Outcomes:</b>	Increase in collaboration among private industry and municipal units in the Strait of Canso.				

<b>Goal 1:</b>	Strait of Canso stakeholders work collectively to maximize sustainable economic opportunities and to stimulate growth of the economic zone				
<b>Objective 1.4:</b>	Develop and execute a communications plan with stakeholders and the general public				
<b>Activity</b>	<b>Tasks / Action</b>	<b>Costs / Resources / Partners</b>	<b>Key Performance Indicator</b>	<b>Output Target / Deadline</b>	<b>Status / Notable Differences</b>
Lead Stakeholder communications plan, including progress report following each stakeholder meeting	Process and progress oriented communications plan for Stakeholders Leads, senior levels of government	Time – ESREN, CBREN, NSBI, ACOA, Chamber of Commerce, Native Council of NS	Communications plan developed	Jan 26, 2018: Communications plan format developed	• Complete
General public communications plan	Milestone-based communications plan targeted to the general public	Time – ESREN, CBREN, NSBI, ACOA, Chamber of Commerce, Native Council of NS	Communications plan developed	Jan 26, 2018: Communications plan format developed	• Complete
Execute communications plans	Media engagement	Time – Chamber of Commerce, ESREN, CBREN	# Stakeholder engagements	4 / year (F2F) 4 / year (digital)	• Ongoing
<b>Short Term Outcomes:</b>	Regular communication with stakeholders.				
<b>Long Term Outcomes:</b>	Stakeholders are engaged and informed on port development activities. Public is informed at appropriate times regarding milestone achievements.				

## Strait of Canso Port Development Logic Model

<b>Goal 2:</b>	Strait of Canso economic zone information is easily accessible by all users/stakeholders				
<b>Objective 2.1:</b>	Collect, maintain and make available relevant studies, data and assets (including land use planning)				
<b>Activity</b>	<b>Tasks / Action</b>	<b>Costs / Resources / Partners</b>	<b>Key Performance Indicator</b>	<b>Output Target / Deadline</b>	<b>Status / Notable Differences</b>
Literature Review & Collection	Source information and determine relevance (studies before and after the Strait of Canso digital collection project)	Time – ESREN, CBREN, NSBI, ACOA, Chamber of Commerce, Native Council of NS	Relevant studies identified and summarized  Relevant studies scanned and stored locally (and at ECRL)	Jan 26, 2018: Relevant studies identified, summarized Feb 21, 2018: Lead stakeholders review high-level document scan Mar 8, 2018: Relevant studies copied and scanned for future use	<ul style="list-style-type: none"> <li>Complete</li> </ul>
Engage EDP	Identify an EDP rep to review zoning of lands along the Strait of Canso	EDP	Zoning summary (with potential rezoning opportunities identified)	October 2018	<ul style="list-style-type: none"> <li>In Progress</li> </ul>
<b>Short Term Outcomes:</b>	Development partners increase familiarity with port development history.				
<b>Long Term Outcomes:</b>	Port development activities are supported by existing studies of the region.				

<b>Goal 2:</b>	Strait of Canso economic zone information is easily accessible by all users/stakeholders				
<b>Objective 2.2:</b>	Conduct an evaluation of all products, services and infrastructure (including site visits/meetings with existing industry stakeholders focused on value proposition/gaps)				
<b>Activity</b>	<b>Tasks / Action</b>	<b>Costs / Resources / Partners</b>	<b>Key Performance Indicator</b>	<b>Output Target / Deadline</b>	<b>Status / Notable Differences</b>
Site Visits – Phase I	Set up meetings with Industry Stakeholders	Time – Working Group	Number of meetings/site tours completed	Feb 21, 2018: 5 meetings/site tours completed Feb 21, 2018: Summary meeting notes completed for each visit Feb 21, 2018: Trends, opportunities, gaps summarized and shared with stakeholders	<ul style="list-style-type: none"> <li>Complete</li> </ul>
Site Visits – Phase II	Set up meetings with Industry Stakeholders	Time – Working Group	Number of meetings/site tours completed	Apr 30, 2018: meetings/site tours	<ul style="list-style-type: none"> <li>Complete</li> </ul>



## Strait of Canso Port Development Logic Model

				completed Apr 30, 2018: Summary meeting notes completed for each visit May 15, 2018: Trends, opportunities, gaps summarized and shared with stakeholders	
Review Studies	Examine studies and land/investment information	Time – Working Group	Summary of studies created	May 30, 2018: Gaps and opportunities summarized and shared with stakeholders	• Complete
<b>Short Term Outcomes:</b>	Development partners increase familiarity with existing business activities along the Strait of Canso and identify opportunities for referrals, actions, issue resolution.				
<b>Long Term Outcomes:</b>	Port development plans build on synergies between existing businesses and capitalize on the assets available in the Strait.				

<b>Goal 2:</b>	Strait of Canso economic zone information is easily accessible by all users/stakeholders				
<b>Objective 2.3:</b>	Conduct a gap analysis to identify opportunities				
<b>Activity</b>	<b>Tasks / Action</b>	<b>Costs / Resources / Partners</b>	<b>Key Performance Indicator</b>	<b>Output Target / Deadline</b>	<b>Status / Notable Differences</b>
Review global marketplace opportunities	Research trade agreements (CETA), Oceans Supercluster, Foreign Trade Zones, etc.	Time – Working Group, Partners (NSBI)	Recommendations made on pursuing opportunities	May 30, 2018	• In Progress
External Review I	Present information to external review committee for feedback	Time – Working Group, External Partners (eg. Dan Dooks, David Oxner, Mary Ann Etter, Rhonda MacDougall)	Feedback received from expert review committee	May 30, 2018: Feedback received from expert review committee and incorporated into review	• Complete
External Review II	Present information to industry expert for feedback	Time – External Consultant(s)	Feedback received	May 30, 2018: Feedback received from expert review committee and incorporated into review	• Complete
<b>Short Term Outcomes:</b>	Development partners increase familiarity with gaps in services and infrastructure in the Strait of Canso.				
<b>Long Term Outcomes:</b>	Port development plans address gaps in services and infrastructure.				

## Strait of Canso Port Development Logic Model

<b>Goal 2:</b>	Strait of Canso economic zone information is easily accessible by all users/stakeholders				
<b>Objective 2.4:</b>	Identify baseline data upon which to build metrics of success				
<b>Activity</b>	<b>Tasks / Action</b>	<b>Costs / Resources / Partners</b>	<b>Key Performance Indicator</b>	<b>Output Target / Deadline</b>	<b>Status / Notable Differences</b>
Develop Baseline Metrics	Consult with Department of Business to identify simple metrics	Time – Department of Business	Number of “Direct Impact” Metrics Developed to Measure Meaningful Change	Feb 21: 5-10 Metrics Developed (efficiency and effectiveness)	• Complete
Measure Metrics	Collect metrics and report to Lead Stakeholder Group	Time – Working Group	Data collection process  Number of reports on metrics to Lead Stakeholder Group	Feb 21: Data collection process developed Feb 21: Efficiency metrics developed and presented to Lead Group Feb 21: Effectiveness metrics developed and presented to Lead Group Feb 21: 75% approval on metrics type/status from Lead Group	• Ongoing
<b>Short Term Outcomes:</b>	Stakeholders are supportive of key metrics upon which to measure the success of port development efforts.				
<b>Long Term Outcomes:</b>	Key metrics demonstrate the impact of port development efforts in the Strait of Canso.				

<b>Goal 3:</b>	The Strait of Canso economic zone has a focused strategy for business recruitment				
<b>Objective 3.1:</b>	Establish a unique selling point/value proposition				
<b>Activity</b>	<b>Tasks / Action</b>	<b>Costs / Resources / Partners</b>	<b>Key Performance Indicator</b>	<b>Output Target / Deadline</b>	<b>Status / Notable Differences</b>
Develop Request for Proposals	Write RFP to complete objectives 3.1-3.4	Time – Working Group	RFP Developed	January 2019	• In Progress
Engage consultant	Develop USP/Value Proposition	Consultant	Value Proposition Developed and included in Marketing Plan	January 2019	• In Progress
<b>Short Term Outcomes:</b>	Funding secured to develop a strong value proposition / marketing plan / prospectus for the Strait of Canso.				
<b>Long Term Outcomes:</b>	Professional marketing materials developed to increase business development activities.				

## Strait of Canso Port Development Logic Model

<b>Goal 3:</b>	The Strait of Canso economic zone has a focused strategy for business recruitment				
<b>Objective 3.2:</b>	Develop a marketing plan				
<b>Activity</b>	<b>Tasks / Action</b>	<b>Costs / Resources / Partners</b>	<b>Key Performance Indicator</b>	<b>Output Target / Deadline</b>	<b>Status / Notable Differences</b>
Engage consultant	Develop Marketing & FDI Attraction Strategy	Consultant	Marketing & FDI Attraction Strategy Developed	January 2019	<ul style="list-style-type: none"> <li>Pending</li> </ul>
<b>Short Term Outcomes:</b>	Funding secured to develop a strong value proposition / marketing plan / prospectus for the Strait of Canso.				
<b>Long Term Outcomes:</b>	Professional marketing materials developed to increase business development activities.				

<b>Goal 3:</b>	The Strait of Canso economic zone has a focused strategy for business recruitment				
<b>Objective 3.3:</b>	Develop a prospectus & marketing materials				
<b>Activity</b>	<b>Tasks / Action</b>	<b>Costs / Resources / Partners</b>	<b>Key Performance Indicator</b>	<b>Output Target / Deadline</b>	<b>Status / Notable Differences</b>
Engage consultant	Develop a Regional Prospectus and Marketing Materials Develop individual prospectuses for existing businesses	Consultant	Prospectus and Marketing Materials Designed and included in Marketing Plan	January 2019	<ul style="list-style-type: none"> <li>Pending</li> </ul>
<b>Short Term Outcomes:</b>	Funding secured to develop a strong value proposition / marketing plan / prospectus for the Strait of Canso.				
<b>Long Term Outcomes:</b>	Professional marketing materials developed to increase business development activities.				

<b>Goal 3:</b>	The Strait of Canso economic zone has a focused strategy for business recruitment				
<b>Objective 3.4:</b>	Develop a lead sharing process (based on the principles of integrity and discretion) to respond to inquiries and potential investment				
<b>Activity</b>	<b>Tasks / Action</b>	<b>Costs / Resources / Partners</b>	<b>Key Performance Indicator</b>	<b>Output Target / Deadline</b>	<b>Status / Notable Differences</b>
Lead Sharing Process	Development of a lead sharing protocol for Working Group	Time – Working Group	Lead Sharing Process Confidentiality Agreement	January 2019	<ul style="list-style-type: none"> <li>Pending</li> </ul>
<b>Short Term Outcomes:</b>	Opportunities for collaboration on business development are identified.				
<b>Long Term Outcomes:</b>	A culture of collaboration and information sharing is created within the development community. Industry experiences a more seamless approach to business development when working with local government partners.				

## Strait of Canso Port Development Logic Model

<b>Goal 3:</b>	The Strait of Canso economic zone has a focused strategy for business recruitment				
<b>Objective 3.5:</b>	Establish dedicated investment attraction resources and metrics for success (in collaboration with NSBI)				
<b>Activity</b>	<b>Tasks / Action</b>	<b>Costs / Resources / Partners</b>	<b>Key Performance Indicator</b>	<b>Output Target / Deadline</b>	<b>Status / Notable Differences</b>
Engage NSBI Investment Attraction (IA) Team	Meetings, port tours, information and materials supplied	Time – Working Group, NSBI IA Staff	Meetings/Port Tour Completed Strait of Canso material integrated into NSBI investment attraction strategy Number of Strait Area companies participating in NSBI investment attraction missions Number of qualified leads	3-6 Meetings/Port Tours Evidence of the Strait of Canso present in the NSBI investment attraction strategy/business plan 1-2 companies participate in each NSBI international trade mission (sector-appropriate) 3 qualified leads/year for Strait Area companies	<ul style="list-style-type: none"> <li>Pending</li> </ul>
Provide materials to Lead Stakeholder Group	Release hard copy and digital materials to stakeholders	Time – Working Group, Lead Stakeholder Group Cost of Collateral Materials	Stakeholders receive port marketing overview and materials	Presentation delivered to stakeholders on how to use materials	<ul style="list-style-type: none"> <li>Pending</li> </ul>
Develop a Business Plan for a Dedicated Marketing Resource	Develop a business case to support the hiring of a full-time port marketing resource	Time – Working Group	Business Plan / Proposal Potential funding partners identified	Nov 2018: Business Plan / Proposal Developed Funding partners identified and proposal submitted	<ul style="list-style-type: none"> <li>Pending</li> </ul>
<b>Short Term Outcomes:</b>	All stakeholders, including the NSBI Investment Attraction team, have access to professional marketing materials to use in their business development efforts.				
<b>Long Term Outcomes:</b>	A culture of collaboration and information sharing is created within the development community. Local development and NSBI Investment Attraction resources are systematically deployed to attract business to the Strait of Canso.				

## Strait of Canso Port Development Logic Model

<b>Goal 4:</b>	Business retention and expansion is collaboratively supported				
<b>Objective 4.1:</b>	Identify industry synergies to maximize supply chain opportunities				
<b>Activity</b>	<b>Tasks / Action</b>	<b>Costs / Resources / Partners</b>	<b>Key Performance Indicator</b>	<b>Output Target / Deadline</b>	<b>Status / Notable Differences</b>
Supply Chain Analysis	Review existing supply chain-related studies Identify supply chain opportunities during business visits	Time – Working Group Consultant	Supply Chain Opportunities Identified	May 2018: Framework developed to capture supply chain opportunities Aug 2018: Report on Supply Chain Opportunities	<ul style="list-style-type: none"> <li>In Progress</li> </ul>
<b>Short Term Outcomes:</b>	Supply chain opportunities and industry synergies form the foundation for a targeted business development plan.				
<b>Long Term Outcomes:</b>	Industry and development partners are engaged in identifying potential new business for the Strait of Canso, building on existing business assets.				

<b>Goal 4:</b>	Business retention and expansion is collaboratively supported				
<b>Objective 4.2:</b>	Review trends, opportunities, and challenges collected through BusinessNow data				
<b>Activity</b>	<b>Tasks / Action</b>	<b>Costs / Resources / Partners</b>	<b>Key Performance Indicator</b>	<b>Output Target / Deadline</b>	<b>Status / Notable Differences</b>
BusinessNow Update	BusinessNow data included in Working Group lead sharing	Time – RENS	BusinessNow data reviewed	BusinessNow on regular Working Group Agenda	<ul style="list-style-type: none"> <li>In Progress</li> </ul>
Yearly Review	BusinessNow trends presented	Time – RENS, Municipal Affairs	BusinessNow data reviewed	Yearly BusinessNow trends/highlight report for the region (with comparisons from other regions)	<ul style="list-style-type: none"> <li>In Progress</li> </ul>
<b>Short Term Outcomes:</b>	BusinessNow efforts focus on expanding opportunities along the Strait of Canso.				
<b>Long Term Outcomes:</b>	Development partners gain a more thorough understanding of broad-based issues occurring within industries in the Strait.				

## Strait of Canso Port Development Logic Model

<b>Goal 4:</b>	Business retention and expansion is collaboratively supported				
<b>Objective 4.3:</b>	Take action on issues and opportunities identified through BusinessNow (ongoing)				
<b>Activity</b>	<b>Tasks / Action</b>	<b>Costs / Resources / Partners</b>	<b>Key Performance Indicator</b>	<b>Output Target / Deadline</b>	<b>Status / Notable Differences</b>
Address issues and opportunities	Address issues and opportunities	Time – Working Group	Issues and opportunities addressed as they arise	Ongoing: Issues and opportunities addressed as they arise	<ul style="list-style-type: none"> <li>In Progress</li> </ul>
<b>Short Term Outcomes:</b>	BusinessNow efforts focus on expanding opportunities along the Strait of Canso.				
<b>Long Term Outcomes:</b>	Industry in the Strait experiences better service from development partners as challenges are resolve and opportunities are identified through BusinessNow data.				

<b>Goal 5:</b>	Barriers to economic growth are reduced				
<b>Objective 5.1:</b>	Communicate development strategies to ensure alignment of projects and plans				
<b>Activity</b>	<b>Tasks / Action</b>	<b>Costs / Resources / Partners</b>	<b>Key Performance Indicator</b>	<b>Output Target / Deadline</b>	<b>Status / Notable Differences</b>
Share Development Strategies	Document and share strategies within the Working Group and Municipal development departments	Time – Working Group, Municipalities	Workplan and lead protocol shared with Working Group and municipal participants	Feb 2018	<ul style="list-style-type: none"> <li>In Progress</li> </ul>
<b>Short Term Outcomes:</b>	Development partners at all levels of government are informed on the plans and activities of overall port development activities.				
<b>Long Term Outcomes:</b>	Planning for economic development of the Strait of Canso becomes a collaborative, industry-led process supported by all levels of government.				

<b>Goal 5:</b>	Barriers to economic growth are reduced				
<b>Objective 5.2:</b>	Facilitate information sharing between existing and new businesses/industry (government contacts, regulatory navigation, subcontracting, etc)				
<b>Activity</b>	<b>Tasks / Action</b>	<b>Costs / Resources / Partners</b>	<b>Key Performance Indicator</b>	<b>Output Target / Deadline</b>	<b>Status / Notable Differences</b>
Convene Stakeholder Focus Group	Focus group held with interested industry stakeholders	Time – Working Group, Stakeholders	Number of Focus Groups Number of Best Practices/Contacts Identified	2019: 2-3 Focus Groups held 2019: Best Practices Developed (ready for sharing with incoming industry)	<ul style="list-style-type: none"> <li>Pending</li> </ul>
<b>Short Term Outcomes:</b>	Business-to-business relationships are strengthened.				
<b>Long Term Outcomes:</b>	The time and ease of navigating regulation, accessing business resources, and other start-up considerations is reduced; new developments experience a welcoming and “open for business” atmosphere in the Strait of Canso.				

## Strait of Canso Port Development Logic Model

<b>Goal 5:</b>	Barriers to economic growth are reduced				
<b>Objective 5.3:</b>	Develop a unified assessment process related to regulations, permitting, and environmental				
<b>Activity</b>	<b>Tasks / Action</b>	<b>Costs / Resources / Partners</b>	<b>Key Performance Indicator</b>	<b>Output Target / Deadline</b>	<b>Status / Notable Differences</b>
Engage Government	Consult with government departments (i.e. Office of Regulatory Affairs & Service Effectiveness)	Time – Working Group, Government	Number of Departments engaged in process Streamlined regulatory processes	2019-2024	<ul style="list-style-type: none"> <li>Pending</li> </ul>
<b>Short Term Outcomes:</b>	Government departments at all levels are engaged in a discussion to reduce regulatory burden for new and existing developments.				
<b>Long Term Outcomes:</b>	The time and ease of navigating regulation, particularly in regards to duplication of effort) is reduced, but still effective in protecting the environment; new developments experience a welcoming and “open for business” atmosphere in the Strait of Canso and across the province of Nova Scotia.				

<b>Goal 5:</b>	Barriers to economic growth are reduced				
<b>Objective 5.4:</b>	Develop safety, health and environmental management goals, guidelines and standards				
<b>Activity</b>	<b>Tasks / Action</b>	<b>Costs / Resources / Partners</b>	<b>Key Performance Indicator</b>	<b>Output Target / Deadline</b>	<b>Status / Notable Differences</b>
Engage Government	Consult with government departments (i.e. NS Environment)	Time – Working Group, Government	Number of Departments engaged in process Standardized safety, health and environmental information available for use in new development proposals	2019-2024	<ul style="list-style-type: none"> <li>Pending</li> </ul>
<b>Short Term Outcomes:</b>	Industry and government are engaged in a process to increase competencies related to health and safety standards.				
<b>Long Term Outcomes:</b>	Goals, guidelines, and/or standards are developed/maintained within existing industries to ensure investment readiness for potential large scale projects (increasing capacity in the supply chain in the Strait of Canso).				

<b>Goal 6:</b>	New business investment is attracted to the Strait of Canso economic zone				
<b>Objectives 1-4:</b>	<i>To be determined following year one review</i>				

## **Appendix B Strait of Canso Lead Stakeholder Group**



## STRAIT OF CANSO DEVELOPMENT

### Strait of Canso Lead Stakeholder Group

Antigonish County  
Atlantic Canada Opportunities Agency  
Bear Head LNG  
Cabot Gypsum  
Cape Breton Central Nova Scotia Railway  
Cape Breton Partnership  
Celtic Air Services  
DSM Nutritional Products  
Eastern District Planning Commission  
Eastern-Strait Regional Enterprise Network  
Guysborough Municipality  
Inverness Municipality  
Martin Marietta  
Melford Atlantic Gateway  
Mulgrave Machine Works  
Native Council of NS / Maritime Aboriginal Peoples Council  
Nova Scotia Business Inc.  
Nova Scotia Power  
NSCC – Strait Area Campus  
NuStar Energy  
Point Tupper Marine Services  
Port Hawkesbury Paper  
Richmond Municipality  
Strait Area Chamber of Commerce  
Strait Area Mayors & Wardens  
Strait of Canso Superport Corporation  
Strait Supplies  
Superport Marine Services  
Svitzer Canada  
Town of Mulgrave  
Town of Port Hawkesbury  
Tupper Industrial Developments

## **Appendix C Strait of Canso Working Group**

## STRAIT OF CANSO DEVELOPMENT

### **Strait of Canso Working Group**

Amanda Mombourquette, Executive Director, Strait Area Chamber of Commerce

John Beaton, Eastern-Strait Regional Enterprise Network

Misty MacDonald, Eastern-Strait Regional Enterprise Network

Jeff Stanley, Cape Breton Regional Enterprise Network

Karen Malcolm, Development Officer, Atlantic Canada Opportunities Agency (Advisor)

Wanda MacLean, Development Officer, Nova Scotia Business Inc. (Advisor)

## **Appendix D Strait of Canso Development Update**

# STRAIT OF CANSO DEVELOPMENT UPDATE

## December 2016

The Strait Area Mayors and Wardens Committee passed a motion to pursue port development opportunities in an industry-led process – this changed the conversation from governance to business development, and was a catalyst to begin collaborative discussions

## April 2017

An initial gathering of industry stakeholders gathered to establish an ongoing forum for stakeholders to advance development in the Strait of Canso, and to identify opportunities for growth

## Summer 2017

The input provided by industry stakeholders in April, and additional research sources, was used by local development partners to create a framework to advance economic development priorities

## November 2017

On Nov 7, 2017, almost 30 industry and development leaders gathered to review the framework and a new collaborative approach to economic development along the Strait of Canso – see results below

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## November 2017 Stakeholder Session Summary

**6**

Goals Identified

**25**

Objectives to Advance Development Goals

**5km**

Economic Zone Around the Strait of Canso Identified

**70%**

Of Stakeholders Support the General Goals

**85%**

Of Stakeholders Support the Specific Objectives

**88%**

Of Stakeholders Support the Direction Proposed

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## February 2018

The Lead Stakeholder Group gathered for an update from the Working Group on February 21, 2018.

The progress update included a comprehensive workplan review, discussion on a draft vision/mandate/values statement for the Lead Group, Lead Stakeholder criteria, economic zone mapping, literature review and a series of other advancements in the port development process.

General consensus continued to support the goals, objectives, and advancements listed above.

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## **Appendix E Strait of Canso Goals & Objectives**

## STRAIT OF CANSO DEVELOPMENT

### Economic Development Goals and Objectives

**Draft Vision Statement:** The economic zone surrounding the Strait of Canso is a thriving destination for cargo, people and materials.

**GOAL 1.** Strait of Canso stakeholders work collectively to maximize sustainable economic opportunities and to stimulate growth of the economic zone

- 1.1. Establish a Strait of Canso Working Group
- 1.2. Consult with a Lead Stakeholder Group to maintain broad community consensus regarding the direction of economic development efforts
- 1.3. Develop a Vision, Mission, Values and Action Plan
- 1.4. Develop and execute a communications plan with stakeholders and the general public.

4 month  
timeframe

**GOAL 2.** Strait of Canso economic zone information is easily accessible by all users/stakeholders

- 2.1. Collect, maintain and make available relevant studies, data and assets (including land use planning)
- 2.2. Conduct an evaluation of all products, services and infrastructure (including site visits/meetings with existing industry stakeholders focused on value proposition)
- 2.3. Conduct a gap analysis to identify opportunities
- 2.4. Identify baseline data upon which to build metrics of success

12 month  
timeframe

**GOAL 3.** The Strait of Canso economic zone has a focused strategy for business recruitment

- 3.1. Establish a unique selling point/value proposition
- 3.2. Develop a marketing plan
- 3.3. Develop a consistent and professional brand
- 3.4. Develop a prospectus & marketing materials
- 3.5. Develop a lead sharing process (based on the principles of integrity and discretion) to respond to inquiries and potential investment
- 3.6. Establish dedicated investment attraction resources and metrics for success (in collaboration with NSBI)

**GOAL 4.** Business retention and expansion is collaboratively supported

- 4.1. Identify industry synergies to maximize supply chain opportunities
- 4.2. Review trends, opportunities, and challenges collected through BusinessNow data
- 4.3. Take action on issues and opportunities identified through BusinessNow (ongoing)

4 month  
timeframe

## STRAIT OF CANSO DEVELOPMENT

### Economic Development Goals and Objectives

(CONTINUED)

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**GOAL 5.** Barriers to economic growth are reduced

- |  |                       |
|--|-----------------------|
| 5.1. Communicate development strategies to ensure alignment of projects and plans  |                       |
| 5.2. Facilitate information sharing between existing and new businesses/industry (government contacts, regulatory navigation, subcontracting, etc) |                       |
| 5.3. Develop a unified assessment process related to regulations, permitting, and environmental  | 1-5 year<br>timeframe |
| 5.4. Develop safety, health and environmental management goals, guidelines and standards   |                       |

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**GOAL 6.** New business investment is attracted to the Strait of Canso economic zone

- |  |                       |
|--|-----------------------|
| 6.1. Implement a marketing plan with full time, dedicated resources  |                       |
| 6.2. Liaise with other government departments and agencies with development mandates   |                       |
| 6.3. Share value proposition with all levels of government to improve business conditions in the province (pro-active lobbying by the Working Group and Stakeholder Leads) | 2-7 year<br>timeframe |
| 6.4. Facilitate public engagement and advocacy at the local level by providing the Stakeholder Lead Group with information on opportunities                                |                       |
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**Antigonish County**

**Building Permits (Feb 1 - 28, 2019)**

	Permits		Value	
	2019	2018	2019	2018
<b>Residential</b>				
New	1	2	\$ 150,000	\$ 320,000
Mobile Homes	1	3	81,000	399,000
Additions, Alterations and Renovations	3	3	137,000	132,000
Garages and Accessory Buildings	1	2	15,000	75,000
Multiple Units	0	0	-	-
	<b>6</b>	<b>10</b>	<b>\$ 383,000</b>	<b>\$ 926,000</b>
<b>Agricultural, Commercial or Industrial</b>				
Agricultural	1	0	30,000	-
Commercial	0	2	-	120,000
Industrial	0	0	-	-
	<b>1</b>	<b>2</b>	<b>\$ 30,000</b>	<b>\$ 120,000</b>
<b>Institutional Buildings</b>				
New	0	0	-	-
Additions and Alterations	0	0	-	-
	<b>0</b>	<b>0</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Other</b>				
	<b>0</b>	<b>0</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Total</b>	<b>7</b>	<b>12</b>	<b>\$ 413,000</b>	<b>\$ 1,046,000</b>