

2010

# Regional Economic Plan

Truro :: Colchester Region

> Where  
**business  
moves.**

**CRDA**  
Colchester Regional Development Agency

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## 1.0 Colchester's Strategic Global Future

### 1.1 Introduction

Among Canada's growing communities, the Colchester Region has many important assets and advantages. The Region holds an enviable geographic position. It has many transportation and distribution assets including the intersection of major highway systems, national and regional rail networks, one of Canada's busiest airports (Robert L. Stanfield International), and a major international port nearby in Halifax.

Colchester has a strong and diverse economy, a growing reputation in music, culture, sports and the arts and a natural environment that ranks among the finest in the world.



However, as new challenges and opportunities emerge, old attitudes and ways of seeing and understanding the world around us can prevent the effective action required to build a competitive Colchester in the global economy. The most critical mistake that the leadership of the Colchester Region can make is to be satisfied. The answer is simple: the Region is at a strategic crossroads where it can choose to become a great competitor in the global marketplace or be a bystander as new developments flow to other regions.

Much has been accomplished. Much remains to be done. Moving the Region into a position of engagement with the global economy will require vision and coordinated action. Our vision must capture the strength of all sectors and all geographic areas of Colchester – not just the vision of any one sector, any one community, any one company or any one political leader. Our vision must view this place as a living organism where the strength of Colchester depends on the health and stability of all its people, places, institutions and enterprises.

Our global future requires a vision that assures a proactive approach – planning the outcome instead of waiting for the future to happen.

### 1.2 The 21<sup>st</sup> Century Opportunity



The Colchester Region has the opportunity to play a key role in the economic future of Nova Scotia and Atlantic Canada. These opportunities exist in a variety of areas and are not confined to a particular sector or segment of the regional economy.

Foremost among them is the opportunity for Colchester to solidify its position as the crossroads of Nova Scotia and Atlantic Canada through improved transportation



infrastructure and facilities and therefore as an integral part of the emerging Atlantic Gateway. The NAFTA Trade Corridor is literally at our doorstep. This pivotal position will only be further enhanced should additional port facilities be developed in northern Nova Scotia and Cape Breton.

The opportunity also exists to develop Colchester as a growth region for emerging agricultural and agri-technology industries including food, energy and health applications. The Atlantic Canada Centre for Agri-Innovation currently under development by CoRDA, NSAC, the Atlantic Bio-Venture Centre and others, will serve as an anchor and growth agent for this sector in the future. Colchester can and should be at the “center of the action” as these new industries take root in our Region.

Another important area of opportunity includes the growth of Colchester’s population in terms of attracting new residents and future members of our community. Developments underway in Health Care, Sport and Recreation, and the Arts will all serve to increase the attractiveness of Colchester as a great place to live, work and raise a family. An on-going commitment to developing our people, attracting immigrants, and raising the education and skills levels within the Region will serve Colchester well as competition for new talent increases in the future.

### **1.3 Building the Plan**

CoRDA’s strategic focus, initiatives, services and partnerships have been guided by its regional development planning process since its reorganization and expanded mandate was implemented in 2003. In the following year, a broad-based planning exercise was undertaken by the Agency resulting in the development of the 2005-2010 Regional Economic Plan.

The overriding purpose of the planning exercise was to bring together regional leadership to create an appropriate, exciting and achievable economic growth strategy for Colchester that would deliver an improved quality of life for its citizens. Much of the original 5 Year Plan has been implemented and many of the Plan’s performance measures indicate positive results in terms of increased incomes and population.

Our current planning initiative has followed a similar process: reaching out to local stakeholders and partners, assessing plans and priorities of the Agency and these partners, and developing criteria to determine what priorities warrant CoRDA’s involvement and leadership.

As such, the 2010-2015 Regional Economic Plan consists of an appropriate mix of ongoing implementation of current priorities and new initiatives focused on addressing the challenges and opportunities that have emerged in the Colchester Region over the past five years.



## 1.4 Tracking Our Progress

Measuring our progress towards improving the quality of life for Colchester residents has been an ongoing commitment for CoRDA. **Table 1** in Appendix “A” provides a summary of the key measures developed for the 2005-2010 Regional Economic Plan which demonstrate largely positive progress for the Region over the same period. Median income, population and labour force statistics and employment levels have been our measures to track progress towards our high level goals of *increasing incomes, population and employment*.



Diversity has been another objective and **Table 2** indicates an increase in the total number of minorities in Colchester’s population since 1996. **Table 3** provides an **Impact Summary** of our progress over the same period towards addressing the Plan’s Objectives of:

- Recruiting New Business
- Supporting Existing Business
- Creating New Enterprises
- Creating a Dynamic, Welcoming Community

**Table 4** provides a summary of tax assessment and revenue growth of the Region’s three municipal units from 2004 to 2008 which also indicates steady growth over the period. Our performance measurement will continue with the 2010-2015 Regional Economic Plan.

## 1.5 Business & Community Feedback

The Municipality of Colchester County recently completed a survey of county businesses and residents in November 2009 on a range of issues related to service provision and satisfaction.

In terms of awareness and satisfaction, 46% to 53% of business community respondents were unsure of their assessment of local economic development organizations (**Table 5**), while those satisfied with the two organizations ranged from 32 to 34%. Of the two, CORDA has a small edge in “very satisfied” responses (10%) and improvement over the 2003 survey. Few were dissatisfied with either agency.

Ranking the importance of various factors influencing the continued growth of their business, the business respondents first emphasized the availability of local labour sources and existing labour skills and education. Skill enhancement programs are ranked next in importance. Lower priority is given to labour availability through immigration. Patterns are similar to the 2003 business survey.

Highway access, affordable land & development costs, visibility, and being close to population are the four most important location factors. Railway and airport access are more often considered “not important” to responding Colchester businesses (**Table 6**).

Health care facilities followed by educational facilities and general quality of life environment are the leading factors seen to support business growth. Housing costs and recreational/cultural facilities are in the middle of this continuum. There is a small increase in recognizing the importance of recreational / cultural facilities since 2003. Shopping choices is seen as the least important factor for business growth.

Finally, respondents were also asked to rank the importance of various programs and services in terms of the continued growth of the business community. These results are summarized in **Table 7**.

## 2.0 Colchester's Asset Base

### 2.1 Our Natural Environment

The Colchester Region's physical environment is characterized by the Avalon Uplands and Carboniferous Lowland regions of Nova Scotia. The Cobequid Hills are the dominant feature of the Uplands region while rolling farmlands are the most significant feature of the Lowland areas of the County.



The Bay of Fundy is one of the Region's greatest assets both in terms of our environment and future energy potential. The Bay of Fundy is home to the world's highest tides, reaching a differential between full and ebb tides of 50 feet. The flow of Fundy's tides is so great it actually influences the rotation of the Earth. The Bay is home to numerous species of whale and other sea mammals, fish and seabirds. Currently, the Bay is a finalist in the 7 Wonders of Nature competition, an indication of the sheer grandeur of this natural phenomenon.<sup>1</sup>

The Northumberland Strait also influences Colchester's climate, providing some of the warmest waters north of the Carolinas on the eastern seaboard. The Region's environment remains relatively pristine and is a treasured asset of residents and visitors alike. While having a long history of industrial development, the Region is free of major pollutant sources and the great majority of today's economic activity has a limited or minimal impact on the environment.

Environmental sustainability has been an important consideration of development activity and is expected to become more important in future years. Colchester has the opportunity to position itself as an environmental leader in development in terms of being a champion for "greening" the economy, pursuing alternative and sustainable energy sources, and promoting eco-efficiency within the business community, as well as being an integral aspect of future business park development.

### 2.2 Our Strategic Location

Colchester has been blessed by geographic advantage since its initial settlement. In recent years, the world has become much smaller and the perspective regarding our location is changing. We are no longer simply a crossroads within the provincial context but rather part of a much larger, even global, system of connections and trade corridors. The Region can be viewed in terms of six scales of reference as follows:



#### Global

The integration of the global economy and the development of an almost seamless global network have altered the context of where we are positioned in the world. Understanding our place in this network and the opportunities it presents provides an underlying reference for the Region.

<sup>1</sup> [www.bayoffundy.com](http://www.bayoffundy.com)

### **NAFTA Bloc**

The division of the world's economic geography into integrated trading blocs, place Nova Scotia and Colchester at an important position between the North American and European blocs.



### **Atlantica**

A region that stretches from Buffalo, New York to St. John's, Newfoundland, Atlantica is wedged between two of the fastest growing regions in North America.

The transportation improvements proposed in association with the Atlantica initiative would further improve access to these markets and enhance Colchester's place on the network. The potential of an Atlantic Gateway to spur development in central Nova Scotia is accentuated should the Gateway develop beyond the Port of Halifax to other northerly terminals in the future. The possibilities for Colchester are becoming self-evident.

### **Halifax – Moncton Growth Corridor**

The Halifax-Moncton Growth Corridor is the largest "regional economy" in Atlantic Canada and is home to its fastest growing population and trade area. The Colchester Region is located in the center of this dynamic region and is well-positioned to benefit from the Corridor's continued promotion and development.

### **Central Growth Region**

Colchester's strategic location was also recently profiled in research completed around the concept of Nova Scotia's fastest growing corridor, the Central Nova Scotia Growth Region. Consisting of Colchester, Hants, Kings, Lunenburg, Queens and Halifax Regional Municipality, the Growth Region represents a considerable portion of the Province's population and economic resources. While still conceptual, the Growth Region, like the Halifax-Moncton Corridor, provides a stronger asset base to foster investment and can only enhance Colchester's existing hub role within the Maritime Provinces.

### **The Colchester Region**



The Colchester Region, and Truro in particular, have long been referred to as Nova Scotia's Hub. The Province's major transportation systems traverse the Region and its geography has long influenced its reputation as a gathering place. The Region is highly central in the Atlantic Canadian context and is well positioned to become a leading community for future growth in Nova Scotia.

### 2.3 Our Demographics & Labour Force

The population in the Colchester Region is estimated to be 50,023 (2006 Census). Population growth over the ten year period of 1996-2006 was 1.5%, lower than the national average but higher than the provincial average (**Table 8**).

**Table 9** shows the population in Colchester County, the Central Nova Scotia Growth Region, Nova Scotia and Canada by age group. The population 14 years and under in Colchester is 17% compared to 18% across Canada.

Colchester's employment rate is consistent with the Nova Scotia average. **Table 10** below provides the summary labour force statistics for Colchester County, the Central Nova Scotia Growth Region, Nova Scotia and Canada as a whole. Our participation rate of 62.1 % is close to the provincial average as well.

Migration into Colchester is dominated by people moving from other areas of the Province. **Table 11** indicates that over 5,600 people living in Colchester in 2006 lived in another county in Nova Scotia or other area of Canada in 2001. The provinces of origin are listed in the left hand column while the numbers of migrants from these areas are on the right.

Not including Nova Scotia, the top source of migrants into the Colchester region between 2001 and 2006 was Ontario. Over 635 people living in Colchester in 2006 lived in Ontario in 2001. Alberta was the second most popular source of migrants followed by New Brunswick.

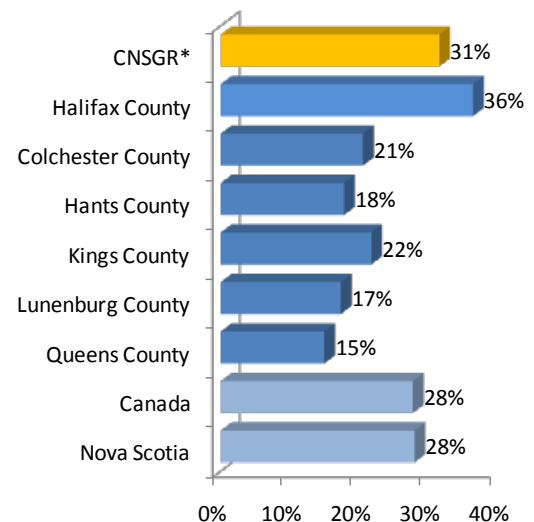
#### Educational Attainment

Historically, education levels within Atlantic Canada have been lower than the national average. **Table 12** shows the regional and national comparisons (as a percentage of the population over 15 years of age).

The figure on the right shows the percentage of the 20-34 year old demographic that have a university education in the Colchester Region compared with others in the Growth Region, Nova Scotia and Canada. While Colchester ranks ahead of other counties such as Hants, Lunenburg and Queens, it is well below the provincial and national averages.

Educational attainment is highly correlated to income levels – even among traditional blue collar occupations. It is important to keep education levels in the Colchester Region increasing at least at the national rate of improvement.

**Population with University Education**  
% of 2006 population aged 20-34



\*Central Nova Scotia Growth Region.  
Source: Statistics Canada 2006 Census.

### Employment by Occupation

The 2006 Census provides data on employment by occupation. **Table 13** shows the number of people employed in each of the major occupational groups (National Occupational Classification) adjusted per 1,000 persons in the labour force.

Colchester ranks higher in trades, transport, primary industries, processing and manufacturing than the provincial and national averages and the Growth Region as a whole. It ranks lower in management, finance and arts, culture, and recreation. Interestingly, the larger Growth Region overall has a lower percentage of workers in trades and transportation, primary, and manufacturing jobs compared to the national economy.

### Employment by Industry

The 2006 Census also provides data on employment by major industry. **Table 14** shows the number of people employed in each of the major industry groups (North American Industrial Classification System or NAICS) adjusted per 1,000 persons in the labour force.

The leading industries by employment in Colchester are Retail Trade, Manufacturing, Health Care and Social Assistance, Education, and Accommodation and Food Services.

### Language Characteristics

In general, the Colchester Region does not have a highly multilingual population. There is a limited French language community.

Over 6% of the people living in the Region speak both of Canada's official languages. **Table 15** reveals the percentage of persons indicating at least a working knowledge of both English and French (self-identified).

### Income by Source

Colchester's average income is \$29,826. The majority of income is derived from employment, wages and salaries, followed by private pensions, self-employment, federal supplements, employment insurance and other government transfers. **Table 16** provides a full breakdown and comparison with surrounding counties, the Growth Region, Nova Scotia and Canada.

### Income Tax Review

Income taxes paid are a sign of strength in an economy (set against benchmarks). For example, Alberta and Ontario have lower income tax rates than other provinces but pay much higher income taxes per household because of higher average incomes. Households in the Colchester Region pay an average of \$4,700 in income taxes each year, while the average household across Canada pays just over \$7,000 each year (**Table 17**).

## 2.4 Colchester's Operating Cost Environment

The Colchester Region has one of the most cost competitive operating environments in North America. The Region has been consistently ranked among the most cost competitive locations in North America by KPMG's Competitive Alternatives Reports (2004, 2006, 2008 and 2010). **Table 18** provides a 10 year profit & loss comparison for specific Atlantic Canada locations. Truro ranks first in both labour and operating costs in the 2010 edition of the study.

## 2.5 Colchester Infrastructure

### Industrial and Business Parks

The Colchester Region is home to six industrial and business parks with serviced land for a wide variety of economic uses including high tech, light industrial, warehousing and heavy industrial activity. The Region has over 3,000 acres of available land with an additional 1,000 acres identified for future growth.

Land prices range from a low of \$25,000/acre up to \$67,000 depending on location within the Region. Large tracts of land are available in many of the parks to accommodate larger projects. In addition, many of the parks have the potential for expansion should a large user require more land than the park can provide within its existing infrastructure. Information regarding the Region's industrial parks is summarized in **Table 22**.

### Debert Airport

Fifteen kilometres from the Truro Industrial Park is the former NORAD base at Debert. In 1970 the Province of Nova Scotia purchased the airbase and transformed the facilities into a civilian/commercial airfield. The airport has been classified by the Canadian Owners & Pilots Association as one of the three best facilities of its kind in Canada. It is owned by the Municipality of Colchester County with daily operations contracted to the Colchester Regional Development Agency.

An aerospace manufacturing facility is located next to Debert's main runway, along with a large prefabricated home construction business and smaller supporting businesses. Debert is one of only a handful of Atlantic Regional airports where developers can purchase land, as opposed to leasing it. A new business plan is currently being implemented for the Debert Airport to facilitate infrastructure upgrades.

The Airport is capable of handling aircraft up to and including executive jets. It has three paved runways measuring 5,000 feet long and 150 feet wide. Services at the airport include: automatic electric runway lighting; tie-down facilities; cold weather engine pre-heat; seasonal oil, aviation jet fuel; Unicom flight advisory service, by radio, on 123.00 MHz and there are no landing fees.



## Our Downtowns

**Truro** was incorporated in 1875 as a Town in order to facilitate the establishment of a municipal water system and modern fire brigade serving urban population of approximately 3,000. Truro received its nickname "The Hub of Nova Scotia" at about the same time, when the Intercolonial Railway and other lines linking the province converged here. Later, as road transportation increased in importance the Town also became the "hub" of the present provincial highway network.

Today, the Town of Truro is the urban centre of Central Nova Scotia and Colchester County and has prospered and grown since its incorporation, developing a comprehensive social, commercial, and industrial infrastructure to benefit a town population today of approximately 12,000 and a regional population of 50,000.

Downtown Truro really offers the best of both worlds - small town ambiance with a full range of shops, services and recreational opportunities. Visitors to downtown will find an intriguing mix of independent shops with over 150 fashion boutiques, jewellery and gift shops, home decor outlets, photo shops, health and sport shops and day spas are intermingled with cozy restaurants, pubs and cafes, plus another 150 professional and business offices. It's a combination that appeals to residents and visitors alike.

**Bible Hill**, with a population of just over 8000 is primarily a residential community and is located just across the Salmon River from Truro. Home of the Nova Scotia Agricultural College and the Nova Scotia Provincial Exhibition, Bible Hill is well known to all involved in the agriculture sector in Atlantic Canada. . The community is exposed to a unique mix of rural and urban living. AgriTECH Park – Atlantic Canada's "Bio-economy Village" is located on a 65 hectare rural property, just minutes from the NSAC. The Park acts as the commercialization wing of NSAC, concentrating on growing and developing products, services & technologies within the agri-food, marine environmental sciences. The County has completed a Bible Hill Master Plan and is working toward creating a vibrant downtown core.

**Stewiacke** is a service and support centre for local agricultural communities (West St Andrews, Wittenberg, Alton and Brentwood) and is also a major service exit on Highway 102. Stewiacke's new industrial park borders this key highway, which is Atlantic Canada's busiest commercial corridor.

Stewiacke has two prized attractions. The *Mastodon Ridge Development*, featuring a replica of an ancient Mastodon discovered nearby. It attracts many visitors to its gift shop, mini golf, museum and restaurants. Stewiacke's claim of being located on the 45th parallel, placing it *halfway between the equator and North Pole* draws in many curious visitors, as does its scenic river valley location.

**Tatamagouche** is located 40 minutes north of Truro, along the warm summer waters of the Northumberland Strait, separating Nova Scotia from Prince Edward Island and is the service centre for the North Shore. With a population of 900, it is home to an annual Oktoberfest and a weekly Farmers Market. A lively and energetic group of volunteers help to make special events and projects happen in Tatamagouche and surrounding communities ( Brule, Denmark, Marshville and Earltown). Newcomers are attracted to Tatamagouche and an increasing number of residents are arriving from Europe – especially the UK. Villagers

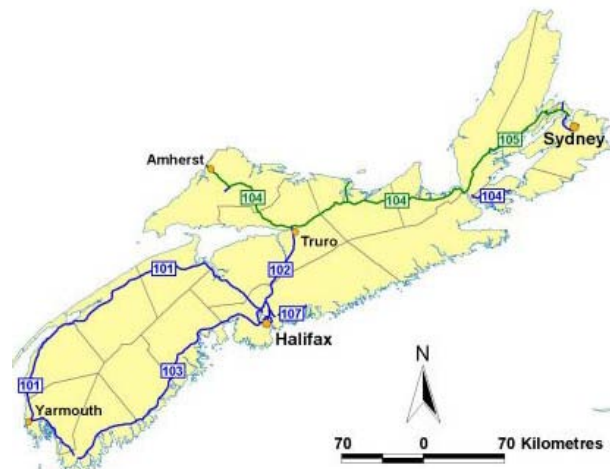
find jobs in local businesses – restaurants, pharmacy, a bank, several markets, craft and professional service shops. Other workers commute to nearby Truro, Amherst and New Glasgow. The list of popular attractions in Tatamagouche is quite extensive. Some of the long time favorites are the Tatamagouche Centre, the Annual Oktoberfest and the Anna Swan Exhibit now housed at the Tatamagouche Creamery Square.

### Highway Infrastructure

The Colchester Region is serviced by a modern, four-lane highway infrastructure that extends from Halifax to the New Brunswick border and then on to either New England via the Woodstock, New Brunswick border connection with the US I95 highway or central Canada via the Trans Canada highway.

The Region has completed a Transportation Master Plan consisting of potential Gateway project and Regional Transportation projects. Gateway Projects proposed include:

- Bible Hill connector
- Millbrook Interchange & Connector
- Marshland Drive Extension
- McClure’s Mill Road Expansion
- New streets in Debert Park
- Stewiacke Main Street Widening



### Rail Infrastructure

[CN in Nova Scotia](#) offers on-dock double stack train service with daily direct service from Halifax through Truro and on to Montreal, Toronto, Chicago and Detroit; with seamless connections to all other points on the CN continent-wide network. Current facilities include:

#### CN Lumber Reload – Truro, Nova Scotia

- Facility Type: lumber reload
- Commodities handled: lumber
- Serving Railroads: CN
- Capacity: 5 railcar spots, 2 truck bays

The [Cape Breton and Central Nova Scotia Railway](#) is a 392 km (245 mile) railway operating in Nova Scotia between Sydney and Truro with spurs at Sydney, Port Hawkesbury/Point Tupper, Trenton and Stellarton. Should growth in port traffic in Halifax, Melford or Sydney occur, opportunities could also exist for multi-modal development in the Colchester Region.



### **Halifax Stanfield International Airport**

Halifax Stanfield International Airport is Atlantic Canada's gateway to the world, offering non-stop flights to several continents and continuous regional service. Located 45 minutes from the Colchester Region, Halifax Stanfield Airport provides daily access to international markets in Europe and North America.

### **Port of Halifax**

The Port of Halifax is called on by 10 of the world's top 15 container lines that serve over 150 countries on every continent. It boasts the deepest container berths on the Eastern Seaboard of North America. Halifax is a multi-service port with infrastructure to handle the world's largest vessels, and with capacity to triple container volumes. It boasts more scheduled liner services and direct calls to more continents than any other port.

### **Strait Superport**

The Strait of Canso is located between mainland Nova Scotia and Cape Breton Island. It is one of the finest natural deep-water harbours in the world. The Strait is 20 km long, up to 1.5 km wide and has a limited depth of 27 m. The Canso Causeway was built in the mid 1950's and is a permanent link between Cape Breton and mainland Nova Scotia. It forms the northern boundary of the Strait of Canso and ensures that the Port, on the south side, remains ice-free year round. The Canso Canal on the Canso Causeway has a single Seaway-max lock and can handle vessels that transit the St. Lawrence Seaway.

### **Universities**

**Nova Scotia Agricultural College** is a leader in education, research and public service in the agriculture and food industries and related disciplines. University degree courses and technical diploma courses are offered. Specialized labs and services of the provincial department of agriculture are located on campus. The campus is situated among well-landscaped gardens and open areas with interesting botanical collections. The farm lands, crop research fields and the interval along the Salmon River all complement the learning environment.

NSAC is currently transforming to a fully self-governing body, independent of the provincial government.

### **Nova Scotia Community College**

**The Nova Scotia Community College – Truro Campus** offers a number of unique programs that are not available at any other NSCC campus, including Interactive & Motion Graphics, Digital Animation, Law & Security, Correctional Services, Child & Youth Care, Recreation Leadership, and International Business. The training programs are supported by a spacious library which is also home to the Truro Art Gallery. Truro Campus has computer facilities including four general computer labs and four specialized labs (Silicon Graphics, PC and Macintosh multi-media development labs, and a CIS-N support centre) as well as convenient wireless internet and e-mail access for all students.

## Immigration and Migrant Attraction Initiatives

### *Provincial*

#### *Fed/Prov Agreement*

The federal and provincial governments rolled out a new immigration agreement in fall 2007. The changes to the nominee program include the removal of the restrictions on the number of individuals the province is able to nominate, and making it easier and faster for temporary foreign workers to enter Nova Scotia. The new agreement included:

- Enhanced co-operation between Canada and Nova Scotia in overseas immigration marketing initiatives, including bringing temporary foreign workers and students to the province.
- Nova Scotia is able to nominate more immigrants possessing skills needed in the province, for quicker processing by the federal government.
- Nova Scotia is able to address particular social, demographic, economic development and labour market needs.
- Nova Scotia and Canada now collaborate on information sharing, developing and implementing strategies to better integrate immigrants into the labour market including recognition of qualifications.

### *Colchester Region*

Colchester has successfully been attracting immigrants to the region since 2005. Recruitment initiatives focus on matching skills to labour market needs and local business opportunities.

- **Individualized Support**  
A relationship-based marketing strategy allows for individualized support to prospective newcomers to determine the most appropriate immigration application stream, learn about community amenities, services, schools and health care; and connect with employment and business opportunities, local organizations, networks and contacts for recognizing professionals credentials.
- **Direct Overseas Recruitment**  
The Colchester Regional Development Agency supports local employers in their recruitment of skilled labour through targeted overseas recruitment initiatives that includes participation in Immigration Fairs and online marketing.
- **Immigrant Web Resource**  
The Colchester Regional Development Agency's website [www.corda.ca](http://www.corda.ca) includes resources for all aspects of immigration to the region from the initial inquiry, through the application process and connection to employment or business opportunities, to settlement.
- **Colchester Immigration Partnership**  
Recognized in 2005 for "Excellence in Community Development", the volunteer-based Immigration Partnership provides settlement supports to newcomers. Volunteers make welcoming visits, introduce newcomers to members of the community, familiarize them with community resources and amenities and provide voluntary translation, interpretation and language instruction services. The Colchester Immigration Partnership is also involved in

spearheading a community-based approach to supporting refugees in cooperation with local Churches and service clubs.

### **Colchester Regional Hospital**

The Colchester Regional Hospital serves residents as the main acute care facility of the Colchester East Hants Health Authority. Located in Truro, the 126-bed facility provides a wide range of inpatient, outpatient and satellite services. Scheduled for completion in 2012, a new 124-bed, regional “greenfield” hospital will be located in Truro and is the first facility of its kind to be built in Nova Scotia in more than 20 years. The 350,000-square-foot replacement hospital will serve more than 73,000 residents of Colchester County and the municipality of East Hants. The hospital will be divided into three separate but interconnected buildings.

### **Lillian Fraser Memorial Hospital**

Lillian Fraser Memorial Hospital is a community hospital located in the Village of Tatamagouche. In cooperation with neighbouring health care facilities they promote the provision of personalized and compassionate health services.

### **Civic Centre**

The Region has worked hard to achieve this significant goal for the community and federal funding was recently announced for its construction. This facility will represent all that is important to our community: health and wellness, togetherness, cooperation, and pride in our people and our abilities. The Civic Centre will provide a much-needed focal point for hosting major events in the Colchester Region and will become a key asset in attracting new activity and strengthening our position as a meeting and gathering place in Atlantic Canada. It is anticipated that the new civic centre will include:

- A 3,200-seat event venue
- An NHL-size ice pad
- A three-lane walking and jogging track
- An aquatic centre, featuring a leisure pool and a competitive pool
- A fitness and wellness centre
- Multipurpose rooms and community meeting spaces
- A rock climbing experience
- Display space (in foyer)
- Administrative and program space
- Staff and operational support spaces

### **Recreation & Lifestyle Assets**

Truro: Colchester offers excellent golfing, curling, aquatics, and even flying and sea-kayaking. We’re also known for our equestrian facilities. Want something more extreme? Go wreck diving, hang gliding, rock climbing or river-rafting – all just minutes away.



For every interest we have a group, club or organization; from archery and bridge to pottery and volleyball. We have an active branch of virtually every major service club.

Track fans can choose harness racing or the hi-octane thrills of formula and stock car action. Nearby there's the Northumberland Strait's warm saltwater beaches in summer and the Wentworth Valley's exciting downhill action every winter.

Our great outdoors includes a variety of golf clubs, and miles of natural trails and an urban network of public parklands linking local communities to the Trans Canada Trail. Victoria Park, located in Truro, is one of Nova Scotia's best known urban parks and is an attraction for residents and visitors alike.

Our Region is also home to numerous museums and attractions such as the Tatamagouche Creamery, Mastodon Ridge in Stewiacke, the Veterans Memorial in Bass River, the Glooscap Interpretive Centre in Millbrook, the Cobequid Interpretive Centre in Economy and Debert's Military Museum.

### **Convention Centres and Meeting Facilities**

Colchester has a longstanding reputation as a meeting destination in Atlantic Canada. Our central location makes the Region a logical choice for organizations and businesses with meeting participants from Sydney to Yarmouth and we're considered the most central location in Nova Scotia in this regard. Our convention and meeting facilities consist of the following assets:

- Holiday Inn and Convention Centre
- Glengarry Motel and Convention Centre
- Debert Hospitality Centre
- Tatamagouche Centre
- Nova Scotia Community College – Truro Campus
- Nova Scotia Agricultural College
- Marigold Cultural Centre

### **Transportation Services**

Via Rail provides daily passenger rail service from Halifax to Montreal with station facilities in Truro. Acadian Bus Lines provides daily bus service to New Brunswick, Prince Edward Island and beyond. Other transit services are provided by private enterprise and the Region is home to taxi services, shuttle services and infrastructure for car pooling to the Halifax Region nearby. Colchester Transportation Cooperative Limited provides prearranged specialized transportation in central Colchester for persons with special needs. The Debert Airport is also capable of handling private charter services and corporate aircraft.

## 2.6 Colchester Region Industries

### Establishments by Major industry Group

There are almost 3,000 registered businesses located in the Colchester Region as reported by Statistics Canada in their June 2008 Business Register. These are 'active' businesses as they must be remitting payroll data to CRA to be included in the Register.

**Table 19** provides a breakdown of major industries by Colchester County, Growth Region and Nova Scotia using the Two-Digit NAICS codes.



### Size of Establishments

The Business Register reports organization size by employment categories as shown in **Table 20**. Colchester, the Growth Region as well as Nova Scotia are all highly dependent on small business. Over 74% of all Colchester establishments have less than 10 employees. The number of micro-businesses in the region (less than 10 employees) has grown faster than the other establishment size categories.

### Employment by Major industry Group

**Table 21** shows the employment by industry data for the Colchester Region, Central Nova Scotia Growth Region, Nova Scotia and Canada from the 2006 Census. Retail Trade, Manufacturing, Health Care and Education are leading employment sectors of the economy.

## 2.7 R&D Capacity

### Nova Scotia Agricultural College

The Nova Scotia Agricultural College (NSAC) is internationally recognized for its research work associated with the agriculture and agri-food sectors. The College is considered a key asset in developing an agri-tech sector in Colchester and has one of the best research and commercialization track records of any post-secondary institution in Canada.

**Table 2.1** summarizes the various research centres and institutes currently located at NSAC.

**Table 2.1: Nova Scotia Agricultural College Research Centres and Institutes**

AgriTECH Park	Atlantic Bio-Venture Centre
Atlantic Poultry Research Institute	Dairy Research Institute
Bio Environmental Engineering Centre (BEEC)	Fur Institute (affiliated)
Blueberry Institute (affiliated)	Office of Research and Graduate Studies
Crop Development Institute	Rural Research Centre Organic Centre

Source: [Research Centres and Institutes](#)

## **R&D Support and Business Incubation Facilities**

[AgriTECH Park](#) is an agri-business and agri-technology centre designed to assist entrepreneurs in the development of innovative products and services in the agri-technology, food industry and aquaculture sectors in Atlantic Canada. AgriTECH Park is a partnership with Nova Scotia Agricultural College and the Nova Scotia Department of Agriculture and Fisheries. Other partners include: ACOA, BioScience Enterprise Centre, InNOVAcorp, and the Nova Scotia Department of Economic Development.

Benefits of the AgriTECH Park:

- Shared Business Services and Facilities
- Flexible Office and Lab Facilities
- Close Proximity to Academic and Research Resources at Nova Scotia Agricultural College
- Marketing and Management Counselling
- Promotional and Networking Opportunities
- Flexible Residency and Affiliated Programs
- Professional Environment
- Prestigious Mailing Address
- Full Conference Facilities
- Business Incubation Consulting
- On-Line Resources / Tools

## **Atlantic Centre for Agri-Innovation**

The Atlantic Center for Agri-Innovation (ACAI) will become the hub and catalyst for agri-technology cluster development in the Colchester Region and contribute to long-term sustainable economic growth for Nova Scotia and Atlantic Canada. Envisioned as a flagship facility for agri-tech development in Atlantic Canada, the ACAI will build on the success of the Atlantic Bio-Venture Centre and NSAC's various research centres and institutes.

Construction of new facilities to house the Center will commence in 2010 and provide 10,000 square feet of incubation space for new ventures. The facility will also contain a range of lab facilities and equipment available to future tenants on a shared basis.

## 2.8 Asset Map Summary

**Table 2.2: Colchester Economic Assets Summary**

Asset	Description	Colchester	Growth Region	Meaning
Population	Overall population and growth rate (1996-2006)	50,023 1.5 %	582,460 5.7%	Population growth in Colchester continues on a positive trend, second only to HRM and Hants within the Central Nova Scotia Growth Region.
Labour Force	Population that is employed or actively seeking employment (2006)  Percentage of population	25,540 62.1	476,125 (NS) 62.9 (NS)	Colchester's work force continues to grow with our percentage of population within the labour force only slightly behind that of the province as a whole.
New Migration	Percentage of population indicating other place of residence over a census period (i.e. new residents)	4.5 %	7.0 % (NS)	Over 5,600 migrants moved to Colchester from other parts of Canada over the period 2001 to 2006.
Immigration	Population that has settled in the Region from other countries (i.e. new Canadian citizens) 1991-2006. Percentage of total population	460 0.9 %	12,805 2.2 %	Colchester is successfully attracting new immigrants and is part of the strongest growing region within Nova Scotia.
Educational Attainment	Percentage of adult population with University education Percentage of adult population with high school education	20.4 % 70%	31.0 % 76%	Colchester ranks below the national and provincial averages but third within the Growth Region.
Employment	The number of individuals and percentage of the work force currently employed (2006)	23,520 57.2 %	432,595 (NS) 57.2 % (NS)	Colchester's rate is consistent with the provincial average.
Operating Cost Environment	The cost of doing business relative to other locations or regions.	See Table 18	See Table	Truro has consistently been ranked 1 <sup>st</sup> , 2 <sup>nd</sup> or 3 <sup>rd</sup> in KPMG's Competitive Alternatives Study of over 100 North American locations.
Infrastructure	The physical infrastructure necessary to facilitate economic growth (Additional infrastructure is outlined in Section 2.5).	6 Industrial Parks Highway system Debert Airport Port of Halifax CN Rail	30 Industrial Parks Highway system 5 Airports Port of Halifax CN Rail	Colchester has a strong infrastructure base for growth and further improvements could accelerate and improve development.
Major Industries	Top five industries by % employment	Retail Manufacturing Health Care Accommodations & Food Services Wholesale	Retail Health Care Public Admin. Manufacturing Accommodations & Food Services	Colchester's economy reflects a strong service sector mixed with manufacturing, professional services, construction and real estate.
Education & Research Capacity	Education & Research facilities	NSAC NSCC Truro Campus	8 Universities 8 NSCC Campuses	The Colchester Region benefits from its proximity to a large number of post secondary institutions and has particular strength in Agriculture (NSAC) and Interactive Media (NSCC).

### **3.0 Our Key Sectors**

The Region's major sectors by employment were highlighted in our summary of Colchester's economic assets. These were Retail, Manufacturing, Health Care, Accommodations & Food Services and Wholesale Trade. Previous research indicated strong potential for the light manufacturing, transportation & distribution and retail sectors to grow naturally given their consistent growth over three census periods. The 2005-2010 Regional Plan identified the following as priority sectors for the Colchester economy:

- Life Sciences (Agriculture, Health)
- Light Manufacturing
- Transportation & Distribution
- Retail Sector
- Tourism and Other Services

#### **Emerging Sectors**

Based on stakeholder consultation, trends in energy efficiency and renewable energy, research and education assets within the Region and other shifts in demographics and the economic environment, the following sectors have been identified as emerging, new areas of opportunity and focus within the 2010-2015 Regional Economic Plan:

- Renewable Energy
- Creative Economy & New Media
- Aerospace
- Agri-Technology
- Silver Economy

### **3.1 Renewable Energy**

Renewable energy is defined as any form of energy derived from a natural source that does not harm the environment or exhaust the actual resource itself. Energy produced through wind, solar, tidal or biomass sources comprise the main elements of this emerging sector throughout North America, Europe and elsewhere.

The Renewable Energy sector is growing in Nova Scotia and has become a key component of the Province's Energy Strategy for the future. Colchester has many resources which can contribute to the growth of this sector including wind, tidal, solar and biomass energy production. Opportunities in this sector include energy generation, increased eco-efficiency of business, institutions and households, and diversification of traditional resource industries such as forestry and agriculture to produce new forms of energy through forest management and biofuel crop development.

### **3.2 Creative Economy & New Media**

The Creative Economy is gaining strength and recognition throughout Canada, the United States and elsewhere as an economic driver and embodies activities driven by our intellect, imagination and creativity. Economic activities range from information technology, writing and publishing to arts and culture, recreation and tourism. The sector has evolved in both urban and rural communities and has come to be considered a generator of the so-called "Creative Class", a force in the new economy of many communities.

New Media encompasses a broad range of new applications in computer and information technologies including publishing creative works via CD-ROM, DVD, digital television and most importantly the Internet. In Nova Scotia, gaming and interactive media have emerged as niche industries with strong prospects for growth.

Colchester is endowed with many resources, human and otherwise, which can facilitate growth in this sector. NSCC's New Media Program attracts students from throughout Nova Scotia and beyond, providing a potential work force for new investment in this sector locally. Opportunities exist in such diverse niches as data storage and ocean sensing, to name a few. Other assets such as the proposed Performing Arts Centre, Civic Centre and the Marigold Centre all provide the infrastructure for this sector to take firmer root in the Region in the future.

### **3.3 Aerospace**

Canada is an aerospace world leader. The Canadian aerospace industry comprises more than 400 firms located in every region of the country. Collectively, these aerospace companies employ more than 80,000 Canadians. Since 1990, Canadian aerospace industry sales have more than doubled, reaching \$23.6 billion in 2008. In addition, the Canadian aerospace industry is the country's leading advanced technology exporter – Canada exports more than 80 per cent of its aerospace output.

Nova Scotia is home to 40% of the country's military assets making it a natural location for leading aerospace firms such as Pratt & Whitney, Litton Systems and IMP Group International. Access to international markets, higher education institutions and a well-educated workforce all combine to create an excellent environment for investment in this sector.

Colchester currently has a small presence in this sector and its proximity to the Capital Region, Stanfield International Airport and major aerospace firms such as IMP position it well to take advantage of this growing sector. More importantly, the Debert Airport and surrounding lands and facilities represent an underutilized asset upon which to attract investment in the future. Opportunities exist for direct runway access and flexible land lease or purchase options, not readily available at other airport locations. High costs, runway congestion and a limited land base at Stanfield International also contribute to making Colchester an attractive alternative for aerospace investment.

### **3.4 Agri-Technology**

The Colchester Region has been developing a niche in the agri-tech/life sciences sector - a subset of biotechnology that focuses on developing new technologies, products and services in the agri-food sector including aquaculture, crop development, food products and environmental technologies.

The Colchester region is well positioned to take advantage of the projected increase in demand for agri-tech products and services. The region's AgriTECH Park and the Agriculture College currently have 310 employees (60 at the park and 250 on the main campus). This talent will form the foundation for the region's growth in this sector. The existing industry structure located at the AgriTECH Park is small and comprised of start-up firms and firms heavily subsidized by government. In either case, they represent a high risk potential for sustainable growth. To be successful, the park must encourage new industries to locate at the park. The existing infrastructure to support the agri-tech sector is a moderate to high standard. Basic infrastructure (building, land) exists to accommodate new industry. The AgriTECH Park

has sufficient basic infrastructure to satisfy medium term demands. Rents and taxes are reasonable and competitive with other areas.

More recently, the Atlantic Centre for Agri-Innovation (ACAI) has received funding support and will be constructed as the centrepiece for the sector's future growth and development. Building on the research, collaboration and private sector interest generated by the work of the Park's Atlantic Bio-Venture Centre, the ACAI will provide a range of support services, specialized equipment and laboratories to assist new start ups in the sector. Colchester has the assets, talent and track record in agriculture research and commercialization to become a national leader in this sector.

### **3.5 The Silver Economy**

We are witnessing the emergence of the new "silver economy". Population aging is wrought with challenges – public health care, pension funding, labour shortages, etc. Yet, the aging of the population also offers real economic opportunities. Researchers predict that the baby boomer generation will revolutionize what it means to be "old" because their attitudes are so different from those of their parents. According to market research, the baby boomer generation is likely to be demanding and imaginative as consumers of both products and services. They will actively seek out information for themselves and refuse to be defined by their age-group.

The economic potential related to the 'silver economy' is based on the fact that the retirees of the baby boom-generation will be wealthier than their predecessors and are used to consuming at a higher rate than previous generations. Another factor which should not be underestimated is the higher education level of future retirees which may lead to increasing demands for high quality services. Colchester is well positioned to stake out a strong position in Nova Scotia's emerging "Silver Economy" given its range of services and amenities which are attractive to this population segment, its role as a regional shopping and retail hub and new assets under development such as the Regional Hospital, Civic Centre and Performing Arts Centre.

## **4.0 Defining Colchester's Future**

### **4.1 Our Mission**

*The Colchester Regional Development Agency will drive sustainable economic growth, creating healthy communities, prosperous business and opportunity for our citizens.*

### **4.2 Our Regional Perspective**

Colchester is the geographic hub of Nova Scotia and has a long, storied history of business, transportation and industry. Our economy has a solid foundation, 250 years in the making, and is central to Nova Scotia's industrial heritage.

We possess a reputation for education that began with the establishment of the Normal College before Confederation and continues to unfold today; we have emerged as a Center of Excellence for Agriculture research and education in Canada. We understand that education is critical to our success.

The leaders of Colchester intend to build on these unique competitive strengths. We are committed to building an economy that is the innovative hub of Atlantic Canada in the areas of life sciences (agriculture, health), tourism, light manufacturing and distribution.

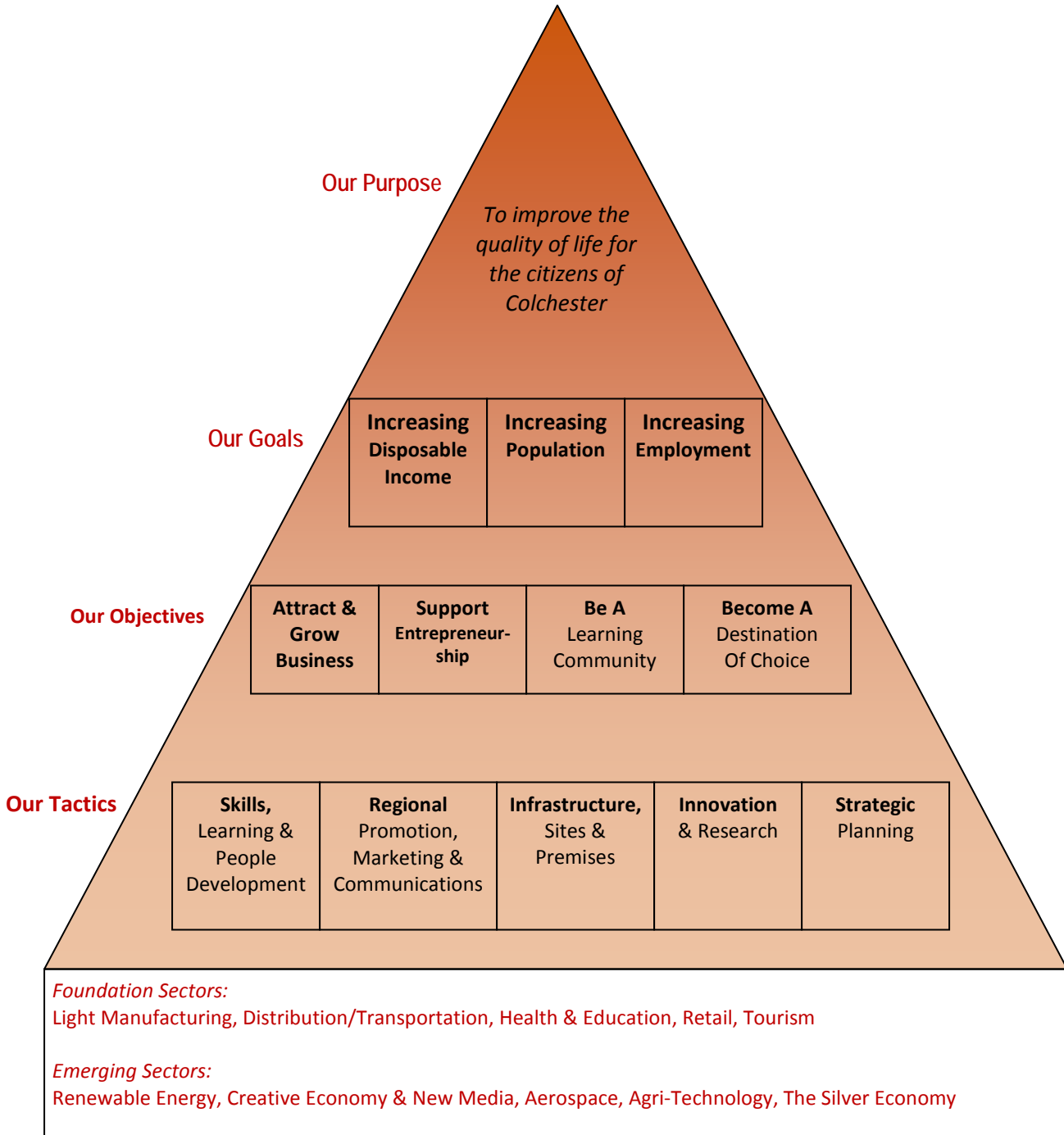
We understand that the key to success lies solely in our people; in the culture that we develop as well as in the skills and knowledge that we acquire. Our devotion to becoming a region supportive and proud of our diversity (citizens of different race, color, gender, age, country of birth, religious preference, etc.) will only serve to enhance our reputation as a friendly and caring community. We accept the challenge to reach out to all of our people to encourage and enable them to meet their personal development goals.

We need to assist our youth to develop the confidence and skills to be our region's leaders. Lifelong learning will be promoted as a treasured value. Equally important is our intention to become known as an innovative, resourceful region. Accordingly, as leaders we must teach, model, and nurture the attitudes and behaviours necessary to make this happen.

Finally, there is a pressing need for more of our citizens to value, protect and preserve the natural environment in which we live. Continuing to deplete our resources is no longer an option. We aim to find ways to live within our means and we will strive to restore and enhance the quality of our air, water, forests and other ecosystems for the benefit of our children and for the other creatures that share this earth with us.

This mission will be achieved by the commitment of regional leadership to work together as one. We will keep the end in mind and strive to perform as a cohesive team, dedicated to improving our economy for the betterment of us all.

### 4.3 Our Economic Development Pyramid



First created in 2005, our pyramid of strategic goals and objectives for economic development planning remains constant and relevant to our next five year period of effort.

### Strategic Goal

To improve the quality of life for the citizens of Colchester through:

- Increasing disposable income for people who live or work in Colchester;
- Increasing the population; and,
- Reducing the percentage of our people unemployed or underemployed.

### Strategic Objectives

- To Grow Business
- To Support and Encourage Entrepreneurship
- To Be a Learning Community
- To Become a Destination of Choice for Newcomers, Visitors and Investment

### Business and Community Development Tactics

- Skills, Learning & People Development
- Regional Promotion, Marketing & Communications
- Infrastructure, Sites & Premises
- Innovation & Research
- Strategic Planning

## 4.4 Our Current Priorities

**Table 4.1: 2005-2010 Regional Economic Plan Strategic Initiatives**

Developing Our Human Resources	Selling Colchester	Building Infrastructure
<ul style="list-style-type: none"> <li>• Local Labour Force Issues</li> <li>• Improving Literacy Levels</li> <li>• Increasing Levels of Educational Attainment</li> <li>• Community Networks</li> <li>• Youth Retention</li> <li>• Immigrant Recruitment Program</li> </ul>	<ul style="list-style-type: none"> <li>• Branding Strategy</li> <li>• Immigration &amp; Ex-Pat Marketing Strategy</li> <li>• Business Park Marketing Plans</li> <li>• Colchester Trade Missions</li> <li>• CNTA Marketing Strategy</li> <li>• Destination Colchester concept</li> <li>• Agri-Tech Research Centre</li> <li>• Marketing Partnerships</li> <li>• Web 2.0</li> </ul>	<ul style="list-style-type: none"> <li>• Downtown Truro Master Plan</li> <li>• Stewiacke Downtown Plan</li> <li>• Tatamagouche Creamery</li> <li>• Debert Transfer Initiative</li> <li>• Regional Business Parks Management</li> <li>• Colchester Regional Hospital</li> <li>• Broadband Coverage</li> <li>• Regional Transportation Master Plan</li> <li>• Debert Concept Plan</li> <li>• Truro Industrial Park Enhancement Plan</li> <li>• Truro Industrial Park Expansion Plan</li> <li>• Debert Airport Development</li> </ul>
Leadership & Planning		Partnerships
<ul style="list-style-type: none"> <li>• Economic Planning Team</li> <li>• Youth Leadership Development</li> <li>• Community Planning</li> <li>• Business Climate Initiatives</li> <li>• Board Development</li> </ul>		<ul style="list-style-type: none"> <li>• Partner approval of Regional Plan</li> <li>• Business Retention &amp; Expansion</li> <li>• Colchester Business Team</li> <li>• Other Strategic Partnerships</li> </ul>

## 5.0 Determining Colchester’s Strategic Direction

Establishing our strategic direction for the 2010-2015 period requires considering the interests and objectives of our key partners, identifying strategic themes and priorities across the feedback and issues assessed in the planning process, reviewing our currently stated priorities, and setting the decision-making filters and performance indicators for future action. This section provides an overview of these factors in developing the 2010-2015 Regional Economic Plan.

### 5.1 Filtering Future Opportunities

Every planning activity requires a decision-making process based on priorities to determine appropriate initiatives to implement a given strategy. Developing filters or “selection criteria” supports effective action plans and maintains focus on achieving the most desired outcomes over the long-term. The Planning Committee has identified a series of filters to assist in prioritizing and selecting strategic initiatives to drive the 2010-2015 Regional Plan:

In addition to the Region’s strategic goals and objectives, future initiatives and projects will be assessed against the following criteria or factors:

**Table 5.1: Development Filters**

<b>Venture Criteria or Filter</b>	<b>Assessment</b>
Sustainability & Energy Efficiency	<i>Does the activity promote a “Green Economy”?</i>
Environmental Impact	<i>Does it negatively impact the environment?</i>
Technological Adaption	<i>Does the activity encourage technology adaptation?</i>
Strategic Alignment with Key Growth Sectors	<i>Does the activity promote strategic sectors or current strong sectors?</i>
✓ Renewable Energy	
✓ Creative Economy & New Media	
✓ Aerospace	
✓ Agri-Ventures	
✓ Silver Economy	
✓ Light Manufacturing	
✓ Transportation	
✓ Distribution & Warehousing	
✓ Educational Services	
✓ Accommodation & Food Services	
Increasing Incomes	<i>Does the activity support a living wage for our citizens?</i>
Increasing Population	<i>Does the activity grow or retain our population?</i>
Destination of Choice	<i>Does the activity increase the attractiveness of the Region?</i>
Inclusivity & Diversity	<i>Does the activity promote inclusivity, diversity?</i>
Human Resource/Skills Development	<i>Does the activity promote a learning environment?</i>
New Growth	<i>Does the activity bring new wealth to the region?</i>
Alignment with Partner Priorities	<i>Does the activity align with partner priorities?</i>

Applying “filters” or selection criteria in the assessment of future activities enables CoRDA to remain highly focused on achieving the overriding goal of improving quality of life for Colchester citizens through improving income and employment levels and growing our population. All future initiatives will be assessed or evaluated in terms of their ability to influence these short term outcomes and long term

impacts desired. Activities that cannot demonstrate this relationship may be less relevant to achieving the Plan’s goals and objectives and therefore should hold less priority for time and resources than those initiatives that do demonstrate this relationship.

**Table 5.2** provides a sample worksheet for assessing future action against the stated priorities and development filters of the Region. The Agency will refine the assessment process over the life of the Plan and is committed to developing and improving the selection process to ensure our efforts remain focused on results.

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**Table 5.2: Venture Selection Criteria Assessment**

## **5.2 Strategic Partners**

The Agency has developed a myriad of partnerships to support economic development efforts in the Colchester Region. **Table 24** in Appendix C provides a summary of our various partnerships on a local, regional, provincial and national basis. The Agency’s reach would be much smaller without the support of these strategic partners.

## 6.0 Colchester's Blueprint for Action

### 6.1 Strategic Initiatives

**Table 6.1.1: Skills, Learning & People Development**

<i>Business Development</i>	<i>Community Development</i>
<ul style="list-style-type: none"> <li>▪ Through education, awareness and joint program development, make workplace education the norm for basic education, leadership development, apprenticeship training, skills development</li> </ul>	<ul style="list-style-type: none"> <li>▪ Support, however possible, those institutions and groups involved in literacy and essential skills training</li> </ul>
<ul style="list-style-type: none"> <li>▪ Through education, awareness and joint program development, encourage hiring of newcomers into workplaces</li> </ul>	<ul style="list-style-type: none"> <li>▪ Set by example virtual and new tool use for training in community and workplaces</li> </ul>
<ul style="list-style-type: none"> <li>▪ Encourage success of new and growing entrepreneurs through the continuation of small business workplace education programs, SEB training, development of mentorship opportunities, entrepreneurship training and other topics</li> </ul>	<ul style="list-style-type: none"> <li>▪ Work closely with our educational institutions to ensure training and education are appropriate to new economy sectors</li> </ul>
<ul style="list-style-type: none"> <li>▪ Create awareness of available Co-op programs in efforts to link students to employers/employment</li> </ul>	<ul style="list-style-type: none"> <li>▪ Work closely with Employment Resource centres to adequately match the unemployed with employment opportunities</li> </ul>
<ul style="list-style-type: none"> <li>▪ Advocate for Co-op student support to local employers as a way to encourage retention of local youth and fill employment gaps</li> </ul>	<ul style="list-style-type: none"> <li>▪ Use CoRDA web portal to promote all activities above</li> </ul>
<ul style="list-style-type: none"> <li>▪ Encourage/broker innovative solutions for workplace issues, i.e. job sharing among employees with a similar skill set</li> </ul>	<ul style="list-style-type: none"> <li>▪ Continue to provide settlement services to newcomers</li> </ul>

**Table 6.1.2: Regional Promotion, Marketing & Communications**

<i>Business Development</i>	<i>Community Development</i>
<ul style="list-style-type: none"> <li>▪ Target emerging sectors (promote local assets, local position to Renewable Energy, Agri-Technology, Aerospace, Creative Economy &amp; New Media and Silver Economy Sectors) to a well defined audience</li> </ul>	<ul style="list-style-type: none"> <li>▪ Local Audience continued               <ul style="list-style-type: none"> <li>○ Be perceived by Atlantic Canadian audience as “outstanding community / leader”</li> <li>○ Promote educational institutions for their strengths</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>▪ Business Travelers – become the destination of choice for Atlantic Canadian conventions, business meetings</li> </ul>	<ul style="list-style-type: none"> <li>▪ Community of choice by immigrants from UK, determine other target groups based on provincial partner choices, existing community</li> </ul>
<ul style="list-style-type: none"> <li>▪ Local Audience – Colchester Region               <ul style="list-style-type: none"> <li>○ Broad awareness of CoRDA and its mandate</li> <li>○ Build confidence by getting word out</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>▪ Create a buzz for Ex-Pats about exciting things happening at home – what am I missing!!! How do I get back there?</li> <li>▪ Become top of mind for national /</li> </ul>

<ul style="list-style-type: none"> <li>o of successful businesses, projects, etc in local publications, radio</li> <li>o Promote our assets to local, regional audience</li> </ul>	<ul style="list-style-type: none"> <li>o international sporting and cultural events</li> </ul>
<ul style="list-style-type: none"> <li>▪ Continue to support regional efforts like the Halifax International Alliance, Halifax – Moncton Corridor, Atlantica, Atlantic Gateway</li> </ul>	<ul style="list-style-type: none"> <li>▪ Work with CNTA to incorporate the Northumberland Shore Brand and the Bay of Fundy Wonders brand into our marketing efforts</li> </ul>
<p><i>Regional Promotions and Marketing Tools</i></p>	
<ul style="list-style-type: none"> <li>▪ Local <ul style="list-style-type: none"> <li>o Local and regional newspapers and newsletters, municipal and chamber sites as well as CoRDA web portal &amp; newsletter, local radio, special events &amp; giveaways, direct by twitter, Facebook, LinkedIn etc</li> <li>o Atlantic Canadian magazines like Progress, Atlantic Business, Saltscapes, Open to the World</li> <li>o Local on line business publications like allnovascotia.com, atlanticbusinessjournal.ca, etc</li> <li>o Outdoor sign campaign – Atlantic Canada</li> <li>o Innovative tools</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>▪ External <ul style="list-style-type: none"> <li>o Co-host booths and events with other RDA's, NSBI, Office of Immigration, etc</li> <li>o Host events at trade shows, conferences of key sectors</li> <li>o Set up one on one meetings, presentations</li> <li>o Occasional advertising to maintain brand awareness</li> <li>o Utilize online blogs and forums</li> <li>o Maintain strong working relationships with the Truro Chamber and Truro Downtown Partnership</li> <li>o Focus on joint messaging where possible</li> </ul> </li> </ul>

**Table 6.1.3: Infrastructure, Sites & Premises**

<i>Business Development</i>	<i>Community Development</i>
<ul style="list-style-type: none"> <li>▪ Sell the following acreage in the Debert Air Industrial Park <ul style="list-style-type: none"> <li>o 70 acres of residential land</li> <li>o 80 acres of commercial/industrial land</li> </ul> </li> <li>▪ Oversee the following developments at the Debert Airport <ul style="list-style-type: none"> <li>o 15 private use hangars</li> <li>o 2 commercial venture hangars</li> <li>o 3 classrooms for the Air Cadets</li> <li>o Runway upgrades and/or resurfacing</li> <li>o Establish the site as a recognized jet fuel stop</li> <li>o Basic FBO services established</li> </ul> </li> <li>▪ Oversee the following efforts at the Truro Industrial Park: <ul style="list-style-type: none"> <li>o Implement expansion lands development plan</li> <li>o 20 acres of commercial/industrial land sales</li> <li>o Further implementation of the TIP enhancement and signage strategies</li> </ul> </li> <li>▪ Continue to plan parks as “Eco Industrial</li> </ul>	<ul style="list-style-type: none"> <li>▪ Initiate and support projects that contribute to vibrant downtowns</li> <li>▪ Complete design work for the following five transportation projects: <ul style="list-style-type: none"> <li>o Millbrook – Truro South Interchange</li> <li>o Bible Hill Connector</li> <li>o McClure’s Mills Road Extension</li> <li>o Marshland Drive Extension</li> <li>o Debert Access Roads (Gateway)</li> </ul> </li> <li>▪ Assist municipalities with implementation of at least two projects</li> <li>▪ Support Civic Centre development as an</li> </ul>

<p>Parks”</p> <ul style="list-style-type: none"> <li>▪ New park plans should accommodate long combination vehicles</li> </ul>	<p>economic driver/generator for the Region</p> <ul style="list-style-type: none"> <li>▪ Explore Active/Public Transportation in partnership with municipalities</li> </ul>
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**Table 6.1.4: Innovation & Research**

<i>Business Development</i>	<i>Community Development</i>
<ul style="list-style-type: none"> <li>▪ Make it the “norm” for local companies to have environmental audits and established carbon footprint goals / targets</li> </ul>	<ul style="list-style-type: none"> <li>▪ Assist NSAC with achievement of AgriTech Park business targets</li> </ul>
<ul style="list-style-type: none"> <li>▪ Ensure local companies have access to information / data surrounding technology adaptation programs / services – assist however possible to link programs and information to companies</li> </ul>	<ul style="list-style-type: none"> <li>▪ Develop a series of innovation competitions, i.e.: agri-product with NSAC students, new media with NSCC students, inventions with high school students</li> </ul>
<ul style="list-style-type: none"> <li>▪ Create networking opportunities between education institutions and employers where key innovations are highlighted</li> </ul>	<ul style="list-style-type: none"> <li>▪ Highlight in local media, examples of businesses and groups innovating – celebrate their success!</li> <li>▪ Develop and implement a management plan for the NS Provincial Exhibition properties</li> </ul>

**Table 6.1.5: Strategic Planning**

<i>Business Development</i>	<i>Community Development</i>
<ul style="list-style-type: none"> <li>▪ Become the “Centre of Excellence in Alternative Energy” (strength of NSAC, Fundy, wind, companies with new product, RRFB, NS Energy Strategy)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Collect local data relevant to economic development for groups and businesses, i.e.: business climate index, changing demographic trends</li> </ul>
<ul style="list-style-type: none"> <li>▪ Assist businesses with succession planning</li> </ul>	<ul style="list-style-type: none"> <li>▪ Keep a database of graduates from high schools, post secondary institutes</li> </ul>
<ul style="list-style-type: none"> <li>▪ Complete asset maps of strategic sectors <ul style="list-style-type: none"> <li>○ Alternative Energy</li> <li>○ Agri-Ventures</li> <li>○ Aerospace</li> <li>○ Silver Economy</li> <li>○ New Media / Creative</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>▪ Develop for Destination Colchester <ul style="list-style-type: none"> <li>○ Database of organizations and associations</li> <li>○ Inventory of facilities</li> <li>○ Inventory of convention planners</li> <li>○ Database of activities / gatherings</li> </ul> </li> </ul>

## 6.2 Our Work Plan

**Table 6.2.1: Skills, Learning & People Development: Business Development Action**

Business Development Action	Inputs	Time Frame	Targets	Outputs	Short Term Outcomes	Long Term Impacts	Indicators
Workplace Education	Labour & Workforce Development Funding & Staff CoRDA Staff CoRDA / Partner Funding Employer Commitment Business Team Partners	2010 – 2015	Business Owners Employers	3 Programs per year 3 Partnerships per year	Business Growth	Improved Quality of Life	Changes in workplace training availability
Encourage hiring of newcomers into Colchester workplaces	CoRDA / Partner's Funding CoRDA Staff Business Team ISIS, NSOI, Chamber	2011 – 2015	Business Owners Employers	Development of an integrated approach with existing BRE visit program 20- 30 visits per year Promotion of Work In NS Work Placement Program for Newcomers 10 employers registered for work placements	Entrepreneurship Development  Increased Awareness  Enhanced Access to Employment for Newcomers	Increased employment  Increased Labour Force Participation by Newcomers	Labour force availability
Self Employment Benefit Program	Employment NS funding CoRDA Staff & Funding Careerworks Nova Staff Open Doors Futureworx	2010 – 2015	Eligible Unemployed Individuals	15 Approved participants per year	Learning Community	Increased Population	# new business start ups
Entrepreneurship Training	CoRDA / Partner's Funding \$26,000 CoRDA Staff Business Team Strategic Partners	2010 – 2015	Underemployed, Unemployed Individuals Retirees Newcomers Immigrants	1 Conference / Rally 8 Workshop Programs – 10 participants	Entrepreneurship Development	Decrease in % of people unemployed	# new business start ups
Create awareness of Co-op programs to link students to employers & employment	CoRDA / Partner's Funding CoRDA Staff Business Team CCRSB Labour & Workforce Development	2012 – 2015	Secondary & Post Secondary students	Electronic Awareness Campaign (to existing youth database)  Awareness Campaign directed at Parents as Career Influencers.	Destination of Choice  Increased Awareness of Coop opportunities and the link to longer term employment  Enhanced Access to Employment for youth	Increased Incomes Increased Labour Force Participation by Youth  Enhanced youth retention	Labour force availability

Advocate local employer participation in Co-op / Work Placement programs as a way to encourage retention of local youth and fill employment gaps	CoRDA / Partner's Funding CoRDA Staff Business Team CCRSB Labour & Workforce Development	2011 – 2015	Business Owners and Employers	Awareness Campaign directed at Business owners and employers  Development of an integrated approach with existing BRE visit program	Increased Awareness of Coop opportunities and benefits for recruitment, engagement and employee development	Increased participation in co-op programs by local employers	Labour force availability
Encourage/broker innovative solutions for workplace issues, i.e. job sharing among employees with a similar skill set	Labour & Workforce Development CoRDA / Partner's Funding CoRDA Staff Business Team	2011 – 2015	Business Owners and Employers	Development of an integrated approach with existing BRE visit program 20- 30 visits per year		Increased employee engagement  Decreased turnover	Productivity Rate

**Table 6.2.2: Skills, Learning & People Development: Community Development Action**

<b>Community Development Action</b>	<b>Inputs</b>	<b>Time Frame</b>	<b>Targets</b>	<b>Outputs</b>	<b>Short Term Outcomes</b>	<b>Long Term Impacts</b>	<b>Indicators</b>
Support institutions and groups involved in literacy and essential skills training	CoRDA / Partner's Funding CoRDA Staff	2010 – 2015	Institutions and groups involved in literacy and essential skills training	Funding and administrative support	Business Growth  Learning Community	Improved Quality of Life	Basic Literacy Improvements
Set by example virtual and new tool use for training in community and workplaces	Staff Time Equipment Budget	Years 1-5	Internal	Use of current technology to perform day to day tasks	Entrepreneurship Development	Increased employment	Number of courses/training opportunities. Available
Work closely with our educational institutions to ensure training and education are appropriate to new economy sectors	Labour & Workforce Development CoRDA / Partner's Funding CoRDA Staff Business Team	2010 – 2015	Post Secondary Educational Institutions	Research and reporting  Facilitation of meetings and discussion	Learning Community	Increased Population  Increased employment	Improvement in the availability of formal and informal training program
Work closely with Employment Resource centres to adequately match the unemployed with employment opportunities	CoRDA / Partner's Funding CoRDA Staff	2010 – 2015	Employment Resource Centres  Unemployed / Under Employed residents	Research, reporting and referrals  Facilitation of meetings and discussion	Destination of Choice	Increased employment  Increased Incomes	Improvements in labour force participation
Use CoRDA web portal to promote all activities above	CoRDA Staff Strategic partners	2010 – 2015	Institutions Business Underemployed Residents	New online tools Access to new training guides on the CoRDA portal	Easily accessible, user friendly reference guides on CoRDA's Web Portal	Improved Quality of Life Increased Employment Increased Population Increased Incomes	Number of site visits
Continue to provide settlement services to newcomers	CoRDA / Partner's Funding CoRDA Staff Colchester Immigration Partnership	2010 – 2015	Newcomers to Colchester	Welcome Visits Referrals to employment, language or skill development services Assistance with basic settlement needs	Destination of Choice	Increased population  Enhanced immigrant retention Increased participation in labour force by newcomers	Number of clients Number of referrals resulting in positive outcomes

**Table 6.2.3: Regional Promotion, Marketing & Communications: Business Development Action**

<b>Business Development Action</b>	<b>Inputs</b>	<b>Time Frame</b>	<b>Targets</b>	<b>Outputs</b>	<b>Short Term Outcomes</b>	<b>Long Term Impacts</b>	<b>Indicators</b>
Target emerging sectors – promote local assets, local position to Alternative Energy Company, Agri-Ventures, Aerospace, New Media & Creative, Adult Service Sector to a well-defined audience	CoRDA Staff Land Facilities CoRDA Budgets Strategic Sector Partners	2010 – 2015	Sector-specific companies Institutions Trade Shows	1 Asset map per sector 2 Sector-specific meetings / seminars per year 20 New partnerships formed (4 per year)	Business Growth	Improved Quality of Life	Number of new business start ups
Business Travelers – become the destination of choice for Atlantic Canadian conventions, business meetings	CoRDA Staff Marketing budget Destination Colchester Advisory Committee	2010-2015	Businesses and non-profit organizations in Atlantic Canada	Marketing materials produced providing list of facilities available in Colchester Region with room #'s and other amenities Complete database of businesses and no-profit organizations in Atlantic Canada	Entrepreneurship Development	Increased employment	Increased \$\$ coming from outside of our community
Local Audience – Colchester Region  Broad awareness of CoRDA and its mandate  Build confidence by getting word out of successful businesses, projects, etc in local publications, radio  Promote our assets to local, regional audience	CoRDA Staff CoRDA Budgets (Possibly a sector sponsor?) Media Partners Web Portal Specialists Research Monies	2010 – 2015	Radio & Print news agencies Companies (Local, Cdn, Intl) Website Users Local / Non local residents	10-12 Local editorial write ups or stories per year (5 year total 50-60) Weekly additions to web portal 1-2 Magazine stories per year	Learning Community	Increased Population	Increase in number of inquiries
Continue to support regional efforts like the Halifax International Alliance, Halifax – Moncton Corridor, Atlantica, Atlantic Gateway	CoRDA Staff CoRDA Budgets Research Monies Staff Travel Volunteers	2010 – 2015	Provincial & Federal Influencers CN Rail Ports of Halifax & Melford FDI's Cdn. Corporations	Conduct relevant workshops Organize trade shows & FDI visits Contribute to public events & Symposiums that further the concept of Alliance, Atlantica, Gateway, etc.	Destination of Choice	Increased Incomes	Number of inquiries Number and type of partnerships Quality of materials developed and distributed Increase/decrease in the number of collaborative communications or announcements

**Table 6.2.4: Regional Promotion, Marketing & Communications: Community Development Action**

<b>Community Development Action</b>	<b>Inputs</b>	<b>Time Frame</b>	<b>Targets</b>	<b>Outputs</b>	<b>Short Term Outcomes</b>	<b>Long Term Impacts</b>	<b>Indicators</b>
Community of choice by immigrants from UK, determine other target groups based on provincial partner choices, existing community	CoRDA Staff CoRDA /Partner Budgets Staff Travel Volunteers	2010-2015	Prospective immigrants (working age) and their families	2-3 overseas recruitment events per year Individual support to 40 clients per year	Business Growth  Destination of Choice	Improved Quality of Life	Level of community confidence  Change in migration rates or population
Create a buzz for Ex-Pats about exciting things happening at home – what am I missing!!! How do I get back there?	CoRDA Staff CoRDA /Partner Budgets Staff Travel Volunteers	2011-2015	Working age Ex-pats with a connection to Colchester	Direct mail and advertising campaign	Entrepreneurship Development Destination of Choice	Increased employment  Increased Population Labour Force Availability	Number of partnerships  Number of ex-pat clients with goal of relocating to Colchester
Become top of mind for national / international sporting and cultural events	CoRDA Staff Marketing budget Destination Colchester Advisory Committee Municipal funding	2010-2015	Provincial, National, and International sport organizations Music Association of Nova Scotia Music / Talent agents across Canada and US Arts & Cultural groups	2-3 Bid proposals each year 1-2 Successful bid proposals each year 1-2 Successful events held each year	Learning Community	Increased Population	Change in migration rates or population  level of community confidence
Work with CNTA to incorporate the Northumberland Shore Brand and the Bay of Fundy Wonders brand into our marketing efforts	CoRDA Staff CNTA Other RDA's	2010-2015	Tourists	Marketing materials produced that incorporate the Northumberland Shore and Bay of Fundy Wonders brand	Destination of Choice	Increased Incomes	Number of inquiries
Be perceived by Atlantic Canadian audience as "outstanding community / leader"	CoRDA Staff Strategic Partnerships	2010 -2015	Trade Shows Atlantic Business Atlantic Residents	3 <sup>rd</sup> party praise in links to our web portal	Number of articles and stories praising Colchester	Improved Quality of Life	Quality of materials developed
Promote educational institutions for their strengths	CoRDA Staff Strategic Partnerships	2010 – 2015	Non-Atlantic Students Local Students Business Investors	National & Regional recognition of our educational institutions	Increased enrolments Better quality graduates for local business to access		Increase in residential assessment values Increase/decrease in the number of communications or announcements

**Table 6.2.5: Regional Promotion, Marketing & Communications**

<b>Marketing &amp; Promotion Tools</b>	<b>Inputs</b>	<b>Time Frame</b>	<b>Targets</b>	<b>Outputs</b>	<b>Short Term Outcomes</b>	<b>Long Term Impacts</b>	<b>Indicators</b>
<b>Local</b>					Business Growth	Improved Quality of Life	Level of community confidence
Local and regional newspapers and newsletters, municipal and chamber sites as well as CoRDA web portal & newsletter, local radio, special events & giveaways, direct by twitter, Facebook, LinkedIn etc	CoRDA Staff Partner Agencies Media Internet	2010 – 2015	Local & Non local Audience Investors New	Ads designed & purchased Articles written 12 per year plus 2 newsletters	Entrepreneurship Development	Increased employment	Number of partnerships
Atlantic Canadian magazines like Progress, Atlantic Business, Saltscapes, Open to the World	CoRDA Staff Partner Agencies Media	2010 – 2015	New Residents Investors	8 New investors annually	Learning Community	Increased Population	Change in migration rates or population
Local online business publications like allnovascotia.com, atlanticbusinessjournal.ca, etc	CoRDA Staff CoRDA Budgets	2010 – 2015	Local & Non local Corporations & Entrepreneurs Potential New Residents	5 Stories (editorial) per year – 25 over 5 years	Destination of Choice	Increased Incomes	Number of inquiries
Outdoor sign campaign – Atlantic Canada	CoRDA Budgets	2010 – 2015	Local & Non-local Businesses and Residents	Work with designers & media sign firms	Business Growth Destination of Choice	Increased Employment	Quality of materials developed

## External

Co-host booths and events with other RDA's, NSBI, Office of Immigration, etc	CoRDA Staff Other RDA CoRDA Budgets Strategic Partners	2010 – 2015	FDI's Potential New Residents Local Residents (to a lesser extent)	More Business Start-ups More Residents Higher Incomes	Destination of Choice  Business Growth	Increased Income  Increased population	Quality of Materials Developed  Increase in # of Collaboration / announcements
Host events at trade shows, conferences of key sectors	CoRDA Staff CoRDA Budgets Strategic Partners' Monies	2010 – 2015	FDI's Local & Non-local Businesses	Reach 40 potential clients per year Bring 4 clients to Colchester each year (20 over 5 year term)	Business Growth	Increased Income  Increased employment	Quality of Materials  Increase in number of inquiries
Set up one on one presentations, meetings	CoRDA Staff Research & Travel Monies	2010 – 2015	FDI's Local Business Extensions & Partners Local Business Customers & Suppliers	8 per year (40 over 5 years)	Business Growth	Increased income  Increased employment	Number of new business start ups  Increase in regional tax revenue
Occasional advertising to maintain brand awareness	CoRDA Staff Media Time CoRDA Budgets	2010 – 2015	Local & Non-local Business Investors Existing Local & Potential New Residents	More Businesses More Residents	Business Growth  Destination of Choice	Increased income  Increased employment	Increased number of inquiries

**Table 6.2.6: Infrastructure, Site & Premises: Business Development Action**

<b>Business Development Action</b>	<b>Inputs</b>	<b>Time Frame</b>	<b>Targets</b>	<b>Outputs</b>	<b>Short Term Outcomes</b>	<b>Long Term Impacts</b>	<b>Indicators</b>
Debert Air Industrial Park Land Sales	Business Park budget Municipality Budget CoRDA Staff Municipal Partnerships Regional Promotion Budget Available land NS Museum Natural History (NSMNH)	Ongoing 2010-2015	Local / Non-Local Businesses Residential Developers Local / Immigrating Residents Local / Immigrating Entrepreneurs	70 acres of residential land sold 20 new residential swellings constructed 80 acres of commercial/ industrial land sold 5 new business or expansions under constructions \$30M in construction projects	Business Growth	Improved Quality of Life	Number of new business facilities or infrastructure projects initiated or completed
Debert Airport Development	CoRDA Staff CoRDA Business Park Budget Truro Flying Club Budget TFC Staff Time NSMNH Government funding	2010 – 2015	Private flyers Corporate Flyers Military, Aviation Entrepreneurs Natural Resources Air Cadets	15 private use hangars built 2 commercial venture hangars established 3 Air Cadets classrooms Runway resurfaced / improved \$30K Annual lease revenue by 2015 \$100K Annual jet fuel revenue by 2015 Basic FBO services available at airport	Entrepreneurship Development	Increased employment	Management of sites and premises
Truro Industrial Park Development	CoRDA Staff Truro Industrial Development Society (TIDS) Tow of Truro Staff Regional Promotions Budget	2010 – 2015	Local / Non-Local Businesses Local / Non-Local Entrepreneurs	Development plan for TIP expansion lands established 20 acres of commercial / industrial land sales	Learning Community	Increased Population	# new business start ups
Continue to plan parks as “Eco Industrial Parks”	Staff Time CoRDA Budget Eco-Efficiency Centre Business and Employee support Municipality of Colchester ACOA NSERD Devens CMM Debert Village Other Partners	Years 1-5	Mainly companies located in the DIP but also other industrial park tenants in Colchester	Promote lighting retrofit programs Eco-Industrial Networks weblink 6 meetings/seminars held 7 workshops held (including waste exchanges) DEIP Roadmap created Stakeholder/action committee tasked with implementing roadmap 50 businesses undertake lighting retrofits 10 funding applications approved Creation of new 3 <sup>rd</sup> layer sublinks 250 hits on new 2 <sup>nd</sup> layer link 40 materials identified for exchange 25 new items added to online database 25 inquiries about green funding sources	Destination of Choice for businesses  Increased eco-efficiency knowledge	Increased Incomes  Improved quality of life for employees of DIP and village of Debert citizens  Information resource for other EIPs	Number of new business facilities or infrastructure projects initiated or completed Number of inquiries Level of community pride and confidence Management of sites and premises Retained investment Number of businesses engaged in projects Number and types of partnerships

				Tonnes of recyclable materials diverted			Usage of information and research
New park plans should accommodate long combination vehicles	CoRDA staff County staff County budget NSTIR CMM ,NS museum of natural history Town of Truro staff, Millbrook	2011  2012-2015	Private business Distribution centers Transfer Companies	Debert roundabout design to accommodate LCV's  Construction of roundabout at exit 13, hwy 104 complete Access to highway commercial property for sale at exit 13 achieved 25 acres of land at exit 13 sold \$5 million in investment achieved 40 new f/t and p/t employees hired  LCV friendly design of Millbrook South interchange completed	Business growth		Number of new business facilities or infrastructure projects initiated or completed
Initiate and support projects that create vibrant downtowns	CoRDA Staff Municipal Staff Downtown Truro Partnership NSCDA	ongoing	New Business Start ups Newcomers Tourists	Implementation of Downtown Truro Master Plan, Bible Hill Master Plan, Stewiacke Downtown Development Plan, Tatamagouche Four Square Concept	Become a destination of choice	Improved quality of life	# of new community infrastructure projects completed # new business start ups

**Table 6.2.7: Infrastructure, Site & Premises: Community Development Action**

Community Development Action	Inputs	Time Frame	Targets	Outputs	Short Term Outcomes	Long Term Impacts	Indicators
Complete design work for the following five transportation projects:  Millbrook – Truro South Interchange Bible Hill Connector McClure’s Mills Road Extension Marshland Drive Extension Debert Access Roads (Gateway)	CoRDA Staff Town of Truro Staff Millbrook (FNIF) NSTIR NSAC	2010 – 2015	Commuters New local / non- local businesses Existing businesses & residents Tourists Highway commercial business New Agri innovation businesses Distribution networks Transportation companies LCV operators	Designs for Millbrook South Interchange with Class A cost estimates Truro & Millbrook business parks expansion development plans Preliminary design and cost estimates for all identified projects Priorities list agreed upon by partners of Transportation Committee Debert gateway roundabout constructed and operational “LCV friendly”	Business Growth	Improved Quality of Life	Number of new community infrastructure projects initiated/completed
Assist municipalities	Funding Application	On going	Municipal Infrastructure	Infrastructure priorities list developed	Entrepreneurship	Increased	Social Infrastructure

with implementation / build of at least two projects	Devens / EEC Municipal Staff & Budgets CoRDA Staff Millbrook Bylaws & Guidelines	Projects	Phased infrastructure development plans for Debert Time table and Council approval Development plan for TIP expansion areas; Roadway, & infrastructure cost estimates Council approval	Development Learning Community Destination of Choice	employment Increased Population Increased Incomes	Change in number of hospital beds Level of school enrolment Level of labour force Level of labour force education/skills
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**Table 6.2.8: Innovation & Research: Business Development Action**

Business Development Action	Inputs	Time Frame	Targets	Outputs	Short Term Outcomes	Long Term Impacts	Indicators
Encourage local businesses to undertake environmental audits and create carbon reduction targets	CoRDA Staff CoRDA budget Eco-Efficiency Centre Carbon calculator Business support Company employee support ecoAction funding	2010 – 2015	Small to medium businesses Business employees and upper management	75 energy audits and carbon reduction plans completed New patents approved 20% of companies apply for funding for green initiatives after being reviewed 5% decrease in kWh used (average for companies reviewed) 780,000L of water saved (based on a 5 employee average)	Business Growth Less waste created Less energy and water used	Improved Quality of Life Sustained exceptional environmental performance Financial savings	Number of inquiries Level of community pride and confidence Management of sites and premises Retained investment Number of businesses engaged in projects Number and types of partnerships Usage of information and research
Ensure local companies have access to information / data surrounding technology adaptation programs / services – assist however possible to link programs and information to companies	CoRDA Staff InnovaCorp partnership \$2,000/year for Event Hosting Chamber Buy-in / partnership	2010 – 2015	Colchester Companies	1 Annual Information Event Program Availability Information distributed (2 programs per year)	Business Growth	Increased Income	New technologies developed Quality of Info provided Number of processes initiated Productivity improvements
Create networking opportunities between education institutions and employers where key innovations are highlighted	CoRDA Staff High School, NSCC, NSAC Participation Monies for Prizes Employer Commitment	2010 – 2015	Students Employers Employees Ed. Institutions	Distribution list complete and updated 1 Annual innovation event	Learning Community Destination of Choice	Increased Population Increased Incomes	Retained workforce Retained investment Productivity improvements Number of new business start ups/expansions Level of Community Pride

**Table 6.2.9: Innovation & Research: Community Development Action**

<b>Community Development Action</b>	<b>Inputs</b>	<b>Time Frame</b>	<b>Targets</b>	<b>Outputs</b>	<b>Short Term Outcomes</b>	<b>Long Term Impacts</b>	<b>Indicators</b>
Assist NSAC with achievement of AgriTech Park business targets	CoRDA Staff Regional Promotions budget InnovaCorp Partnership	2010 -2015	New companies New foreign investment NSAC Students	New park tenants Students involved in AgriTech park activity	Business Growth Entrepreneurship Development Learning Community	Improved Quality of Life Increased Employment	New programs/processes/tools assisted, initiated or developed New patents
Develop a series of innovation competitions, i.e.: agri-product with NSAC students, new media with NSCC students, inventions with high school students	CoRDA Staff High School, NSCC, NSAC Participation Monies for Prizes Employer Commitment	2010 – 2015	Students Employers Employees Ed. Institutions	Distribution list complete and updated 1 Annual innovation event	Entrepreneurship Development Learning Community	Increased employment	Level of community pride and confidence Retained workforce Retained investment Productivity improvements Number of new business start ups / expansions
Highlight in local media, examples of businesses and groups innovating – celebrate their success!	CoRDA Staff BR&E Marketing	2010 – 2015	Local business External Audience Local Audience	More & better in-depth media coverage	Learning Community	Increased Population	Quality of information provided or research performed
Develop and implement a management plan for the NS Provincial Exhibition properties	CoRDA Staff NSPE Board of Directors Marketing budget Municipal funding	2010-2011 develop plan 2012-2015 – implement plan	Event rights holders across Canada Horse owners in Nova Scotia	Completed business plan 1 new major event brought to Exhibition grounds Exhibition turns a profit of \$25,000 by 2015	Destination of Choice	Increased Incomes	Availability of information/research Relevance/ Application of information/research

**Table 6.2.10: Strategic Planning: Business and Community Development Action**

<b>Business and Community Development Action</b>	<b>Inputs</b>	<b>Time Frame</b>	<b>Targets</b>	<b>Outputs</b>	<b>Short Term Outcomes</b>	<b>Long Term Impacts</b>	<b>Indicators</b>
Become the “Centre of Excellence in Renewable Energy” (strength of NSAC, Fundy, wind, companies with new product, RRFB, NS Energy Strategy)	CoRDA Staff NSAC Employers Regional Promotions Budget	2010 -2011    2011 – 2015	Local Education Institutions Local Employers Local Policy Makers Local and Foreign Employers Educational Institutions	Asset map of sectors   New programs at NSAC & NSCC New Businesses	Business Growth  Learning Community	Improved Quality of Life	Number of businesses assisted with business plans Number of courses / training opportunities available  Quality of materials developed and distributed
Assist businesses with succession planning	CoRDA Staff Strategic Partners Funding	2010 – 2015	Retiring Business Owners	4 Businesses listed on CBDC’s business for sale website per year 2 Businesses listed on commercial realtor’s sites per year 1 Succession Planning Workshop per year hosting 8 participants	Entrepreneurship Development	Increased employment	Level of alignment of business plans with broader community plan
Complete asset maps of strategic sectors	CoRDA Staff \$40,000 (external)	2010 – 2011	Educational Institutions Employers Policy Makers	Completed Sector Asset Maps for: Renewable Energy Agri Tech Aerospace Silver Economy Creative Economy & New Media	Learning Community Entrepreneurship Development Business Growth	Increased Population Increased employment	Number of maps completed (5 projected)
Collect local data relevant to economic development for groups and businesses, i.e.: business climate index, changing demographic trends	CoRDA Staff Partner information (APEC, NSERD, ACOA)	2010 – 2015	Employers	Annual summary of economy	Destination of Choice  Learning Community	Increased Incomes	Usage of information and research Positive customer feedback
Keep a database of graduates from high schools, NSAC, NSCC	Staff Time CRM software	2010 - 2015	Colchester students	Distribution database used to inform students of upcoming employment opportunities / local events of interest	Business Growth  Destination of Choice	Increased population Increased Employment	Positive Customer feedback
Destination Colchester Database of organizations and associations Inventory of facilities &	Staff time Destination Colchester Advisory	2010-2012	Facility managers Convention planners Local community groups	Completed inventory of facilities, convention planners and activities / gatherings Inventory of facilities and	Destination of Choice	Increased Incomes Increased Population	Number of inquiries

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convention planners  
Database of activities /  
gatherings

Committee

events uploaded onto “Events  
Nova Scotia” website with  
photos

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### 6.3 Measuring Our Performance

The Colchester Regional Development Agency has monitored its performance against predetermined economic and social indicators over the entire life of its previous five-year Regional Plan. Our intention is to continue this practice and remain focused on the same performance indicators towards our goal of improving the quality of life for Colchester's citizens.

Our key measures are summarized in **Table 1** of Appendix A. In addition the Agency will continue to track progress in areas such as municipal tax revenue and assessment growth. Our ongoing practice of developing an annual Impact Summary will continue and be refined where necessary to reflect the 2010-2015 Regional Plan. **Table 3** provides the results of this effort from 2002-2003 through to 2008-2009.

The Regional Plan also incorporates the key performance indicators (KPI's) developed for use by Nova Scotia's Regional Development Authorities organized across the various tactics or service areas of the organization. **Table 24** in Appendix D summarizes these indicators and they are also found throughout our logic models outlined above for each proposed strategic initiative or action.

Taken together, these indicators provide the Plan with a clear process for measuring our performance and tracking our success.

## Appendix A: Performance Measurement

The following provides a summary of the measures used in assessing our progress and provides a snapshot of the past five year period's performance in terms of the outcomes achieved over that time.

### Key Performance Measures

**Table 1: Colchester Regional Economic Plan: Summary of Key Performance Measures**

Measure		1991	1996	2001	2006
<b>Median Individual Income</b>	<i>Nova Scotia</i>	n/a	\$17,404	\$19,840	\$22,972
	<i>Colchester</i>	n/a	\$18,533	\$19,213	\$21,225
<b>Population</b>	<i>Nova Scotia</i>	899,945	909,280	908,005	933,793
	<i>Colchester</i>	47,680	49,260	49,305	50,023
<b>Labour Force</b>	<i>Nova Scotia</i>	447,525	438,970	451,375	476,125
	<i>Colchester</i>	23,550	23,805	24,760	25,540
<b>Labour Force - % of Population</b>	<i>Nova Scotia</i>	63.3	61.0	61.6	62.9
	<i>Colchester</i>	63.0	61.5	62.7	62.1
<b>Employment</b>	<i>Nova Scotia</i>	390,785	380,790	402,295	432,595
	<i>Colchester</i>	20,275	20,925	22,305	23,520
<b>% of People Employed</b>	<i>Nova Scotia</i>	55.3	52.9	54.9	57.2
	<i>Colchester</i>	54.2	54.0	56.5	57.2
<b>% of People earning &lt;\$25,000</b>	<i>Nova Scotia</i>				
	<i>Colchester</i>	n/a	64.5	59.8	56.6

### Diversity Measures

**Table 2: Visible Diversity – Colchester Region**

	1996	% of	2001	% of	2006	% of
	Population		Population		Population	
<b>Black</b>	550	1.13	635	1.3	705	0.12
<b>Arab/West Asian</b>	125	0.26	55	0.11	60	0.12
<b>South Asian</b>	50	0.10	175	0.36	180	0.36
<b>Chinese</b>	35	0.07	65	0.13	95	0.19
<b>Other</b>	70	0.14	125	0.26	115	0.23

Source: Community Counts

**Table 3: 2005-2010 Colchester Regional Economic Plan – Performance Measurement & Impact Summary**

Measures	2002-2003	2003-2004	2004-2005	2005-2006	2006-2007	2007-2008	2008-2009	2009-2010	Total
<b>Recruit New Business</b>									
Debert Park Sales & Leasing	\$ -	\$ 18,900.00	\$ 8,915.00	\$ 2,336.80	\$ 283,675.00	\$ 452,500.00	\$ 683,272.00	\$ -	\$ 1,449,598.80
Debert Park Residential Sales	\$ -	\$ 1,528,400.00	\$ 3,120,371.00	\$ 654,429.00	\$ 732,225.00	\$ 912,700.00	\$ 122,966.00	\$ -	\$ 7,071,091.00
Truro Industrial Park Sales	\$ -	\$ -	\$ 236,000.00	\$ 80,000.00	\$ 10,000.00	\$ 55,000.00	\$ 45,000.00	\$ -	\$ 426,000.00
Property Taxes Paid	\$ 102,365.00	\$ 74,575.00	\$ 38,515.00	\$ 31,522.00	\$ 76,800.00	\$ 65,369.00	\$ -	\$ -	\$ 389,146.00
Transfers to County	\$ -	\$ 1,040,041.00	\$ 2,208,210.00	\$ 234,933.00	\$ 275,652.00	\$ 612,491.00	\$ 202,552.36	\$ -	\$ 4,573,879.36
Tax Impact - Current Year (Non-cumulative)	\$ -	\$ 19,610.72	\$ 460,744.56	\$ 38,676.45	\$ 15,650.53	\$ 32,719.00	\$ 49,365.00	\$ -	\$ 616,766.26
Other	\$ 50,481.00	\$ 180,522.00	\$ 45,189.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 276,192.00
Total Direct Marketing	\$ -	\$ -	\$ 120,000.00	\$ 74,000.00	\$ 204,000.00	\$ 234,600.00	\$ 173,448.00	\$ -	\$ 806,048.00
<b>Support Existing Business</b>									
Business Supported	0	0	0	56	53	67	91	0	267
Job Maintenance	0	1	2	1	42.5	79	51	0	176.5
<b>Create New Enterprises</b>									
New Business Start ups	9	8	15	12	14	34	31	0	123
Job Creation	9	16	193	55	75.5	102	209	0	660
Total Training Programs	0	3	3	6	5	7	24	0	48
Total Program Participants	0	99	240	255	168	202	408	0	1,372
<b>Create a Dynamic, Welcoming Community</b>									
Total New Immigrants	0	0	0	5	10	23	25	0	63
Residential Tax Impact - Current Year (Non-cumulative)	\$ -	\$ -	\$ -	\$ 7,160.00	\$ 29,152.50	\$ 16,481.50	\$ 24,449.00	\$ -	\$ 77,243.00
Applications in Progress	0	0	0	0	6	39	81	0	126
Affordable Housing Units	0	0	0	88	0	0	50	0	138
<b>Projects</b>									
BRE Projects	\$ -	\$ -	\$ 48,000.00	\$ 31,900.00	\$ 511,736.00	\$ 2,143,652.00	\$ 568,920.00	\$ -	\$ 3,304,208.00
SEB Projects	\$ -	\$ 42,540.00	\$ 55,000.00	\$ 110,000.00	\$ 80,000.00	\$ 62,334.00	\$ 74,100.00	\$ -	\$ 423,974.00
Business Park Projects	\$ -	\$ 58,700.00	\$ -	\$ 70,000.00	\$ 60,000.00	\$ 207,338.00	\$ 708,311.00	\$ -	\$ 1,104,349.00
Community Development Projects	\$ -	\$ -	\$ -	\$ 28,675.00	\$ 221,144.98	\$ 201,562.00	\$ 918,752.50	\$ -	\$ 1,370,134.48
People Development Projects	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 784,051.00	\$ 309,665.00	\$ -	\$ 1,093,716.00
Events	\$ -	\$ -	\$ -	\$ 2,200.00	\$ 13,100.00	\$ 285,300.00	\$ 106,250.00	\$ -	\$ 406,850.00

## Municipal Tax Revenue

**Table 4: Municipal Tax Revenue Summary**

Municipal Unit	Fiscal Year	Residential	Resource	Commercial	Business Occupancy	Area Rates	Forest	Environmental Assessment	MT&T	Deed Transfer	Other	Total
<b>Colchester County</b>												
	2004-2005	8,172,424	339,723	4,108,467	1,646,739	4,005,544						<b>18,272,897</b>
	2005-2006	8,514,092	347,438	4,018,885	1,604,867	4,200,000						<b>18,685,282</b>
	2006-2007	9,318,447	351,077	4,346,219	1,281,446	4,617,003	171,656		235,783	487,280		<b>20,808,911</b>
	2007-2008	9,450,124	328,923	4,616,477	1,107,505	4,875,220	174,464		226,539	524,894	1,601,750	<b>22,905,896</b>
<b>Truro</b>												
	2004-2005	6,032,990	12,803	5,934,858	2,190,663	237,486						<b>14,408,800</b>
	2005-2006	6,400,000	13,000	6,173,000	2,268,000	238,000						<b>15,092,000</b>
	2006-2007	6,884,804	13,330	6,644,00	1,863,240	255,476						<b>15,660,850</b>
	<b>2007-2008</b>											
<b>Stewiacke</b>												
	2004-2005	582,783	11,360	157,906	44,515		793	74,587	12,257	34,961		<b>919,162</b>
	2005-2006	627,010	13,690	173,756	51,977		484	84,112	12,497	33,484		<b>997,012</b>
	2006-2007	656,518	16,210	196,259	42,498	396		87,107	12,290	51,834		<b>1,063,115</b>
	2007-2008	725,410	14,723	223,491	36,432			87,337	12,458	45,492	54,199	<b>1,199,542</b>

## Municipality of Colchester County Business Survey

**Table 5: Colchester County Economic Development Organizations – Client Satisfaction**

<b>Organization</b>	<b>Very Satisfied</b>	<b>Satisfied</b>	<b>Dissatisfied</b>	<b>Very Dissatisfied</b>	<b>Unsure/ Don't know</b>
Colchester Regional Development Agency	10%	32%	7%	5%	46%
Central Nova Tourist Association	1%	34%	9%	3%	53%

Source: Municipality of Colchester County Business Survey, November 2009

**Table 6: Colchester County Business Retention and Expansion Issues**

<b>Business Resources:</b>	<b>Very Important</b>	<b>Somewhat Important</b>	<b>Not Important</b>	<b>Unsure/ Don't know</b>
a. Labour skills & education	48%	33%	11%	8%
b. Labour availability - local	53%	29%	10%	7%
c. Labour availability - through immigration	8%	20%	54%	18%
d. Skill enhancement programs	33%	36%	20%	11%
<b>Services:</b>				
e. Central water	21%	22%	38%	19%
f. Central sewer	33%	22%	28%	17%
g. Sidewalks	20%	31%	31%	18%
h. Paved roads	69%	21%	5%	5%
i. Street lighting	38%	32%	20%	11%
j. Land-use planning, zoning	32%	33%	23%	12%
k. Fire protection	73%	20%	3%	4%
l. Police protection	74%	19%	3%	3%
m. Municipal Taxes	50%	38%	7%	5%
<b>Location:</b>				
n. Highway access	53%	32%	10%	5%
o. Railway access	7%	21%	62%	10%
p. Airport access	10%	28%	49%	12%
q. Visibility	41%	37%	15%	8%
	34%	36%	22%	9%

r. Close to population				
s. Affordable land & development costs	47%	26%	17%	9%
t. Availability of vacant land	22%	37%	34%	8%
<b>Personal Resources:</b>	<i>Very Important</i>	<i>Somewhat Important</i>	<i>Not Important</i>	<i>Unsure/ Don't know</i>
u. Housing Costs	38%	40%	15%	7%
v. Shopping Choices	25%	45%	23%	7%
w. Health Care Facilities	70%	21%	6%	3%
x. Educational Facilities	55%	27%	14%	4%
y. Recreation/Cultural Amenities	38%	44%	14%	4%
z. Quality of Living Environment	53%	38%	5%	3%

Source: Municipality of Colchester County Business Survey, November 2009

**Table 7: Colchester County Municipal Programs and Services Evaluation**

<b>Capital Works:</b>	<i>Very Important</i>	<i>Somewhat Important</i>	<i>Not Important</i>	<i>No Opinion</i>
a. Regional transportation and roadway improvements	74%	20%	0%	7%
b. Municipal industrial park development	36%	45%	5%	14%
c. Infrastructure investments in . .	42%	35%	10%	13%
water	45%	37%	6%	12%
sewer	67%	23%	3%	7%
road improvements	34%	37%	18%	12%
sidewalk	43%	32%	14%	10%
lighting	20%	35%	31%	14%
d. Public transit	42%	35%	10%	13%
<b>Municipal Programs:</b>				
e. Increased supply of land zoned commercial and industrial	22%	49%	13%	16%
f. Waste management				
garbage collection	59%	29%	8%	4%
compost collection	49%	34%	15%	3%
recyclables collection	56%	32%	9%	3%
g. Promotional materials and programs	24%	55%	13%	8%
	36%	47%	10%	6%

h. Land use controls aimed to preserve Colchester's rural character				
<b>Tourism Promotion:</b>	<i>Very Important</i>	<i>Somewhat Important</i>	<i>Not Important</i>	<i>No Opinion</i>
i. Sponsorship of festivals & special events	40%	39%	15%	5%
j. Organizing & coordinating community events	31%	51%	13%	5%
k. Convention centre	31%	41%	20%	8%
l. Additional tourist information centres	18%	44%	30%	8%
m. Campgrounds, parks and other amenities	30%	42%	21%	7%
<b>Business Support:</b>				
n. Development of incubator malls	5%	44%	29%	22%
o. Development of an "eco" industrial park (Debert)	25%	43%	19%	14%
p. Available commercial buildings/space	16%	56%	18%	10%
q. Business development programs	27%	59%	9%	6%
r. Skills development & upgrading programs	43%	49%	5%	3%
<b>Community Enhancement Programs:</b>				
s. Main street beautification	34%	50%	9%	6%
t. Roadside clean-up	67%	31%	1%	2%

Source: Municipality of Colchester County Business Survey, November 2009

## Appendix B: Colchester Asset Map

### Our Demographics & Labour Force

**Table 8: 10 Year Population Trend**

	<u>2006</u>	<u>2001</u>	<u>1996</u>	<u>01-06</u>	<u>% Change</u>
Colchester County	<b>50,023</b>	<b>49,307</b>	<b>49,262</b>	<b>1.5%</b>	<b>1.5%</b>
Central Nova Scotia Growth Region	582,460	567,183	550,882	2.7%	5.7%
Canada	31,612,897	30,007,094	28,846,761	5.4%	9.6%
Nova Scotia	<b>913,462</b>	<b>908,007</b>	<b>909,282</b>	<b>0.6%</b>	<b>0.5%</b>

Source: Statistics Canada - 2006, 2001 & 1996 Census.

**Table 9: Population by Age Group (% of Total)**

	<u>0 to 14</u>	<u>15 to 24</u>	<u>25 to 44</u>	<u>45 to 64</u>	<u>65 years +</u>
Colchester County	17%	12%	25%	29%	16%
Central Nova Scotia Growth Region	16%	13%	28%	29%	14%
-					
Nova Scotia	16%	13%	26%	29%	15%
Canada	18%	13%	28%	27%	14%

Source: Statistics Canada - 2006 Census. Catalogue Number 97-551-XCB2006013.

**Table 10: Labour Force Statistics (2006 Census)**

	<u>Unemployment Rate (%)</u>	<u>Participation Rate (%)</u>	<u>Employment Rate (%)</u>
Colchester County	<b>7.9</b>	<b>62.1</b>	<b>57.2</b>
Central Nova Scotia Growth Region	7.0	66.1	61.5
Canada	6.6	66.8	62.4
Nova Scotia	<b>9.1</b>	<b>62.9</b>	<b>57.2</b>

Source: Statistics Canada - 2006 Census.

**Table 11: Migration into the Colchester Region (Provincial View) – not including immigrants**

2001-2006

**Moved from:**

**Moved to Colchester:**

NL	195
PEI	60
NS	3,770
NB	265
QC	110
ON	635
MAN	30
SK	-
AB	270
BC	200
Other	25
<b>Canada (Total)</b>	<b>5,610</b>

Source: Statistics Canada - 2006 Census.

## Educational Attainment

**Table 12: Educational Attainment (2006)**

Percentage of Adult Population

	At least high school	University	Post-Graduate
Colchester County	70%	16%	4.4%
Hants County	69%	13%	3.2%
Halifax County	81%	28%	8.6%
Central Nova Scotia Growth Region	76%	24%	7.0%
Canada	76%	23%	6.5%
Nova Scotia	73%	20%	5.9%

Population aged 15+. Source: Statistics Canada - 2006 Census.

## Employment by Occupation

**Table 13: Employment by Occupation (Major Group)**

Per 1,000 persons in the labour force

	Colchester	Growth Region	NS	CAN
Management occupations	79	97	88	95
Business, finance and admin.	150	179	167	176
Natural and applied sciences	35	60	53	65
Health occupations	53	65	65	55
Social science, education, gov. service	79	86	83	82
Art, culture, recreation and sport	16	31	27	29
Sales and service occupations	255	259	258	235
Trades, transport & equipment operators	189	138	147	149
Occupations unique to primary industry	52	32	51	38
Processing, manufacturing and utilities	77	40	46	58

Source: Statistics Canada - 2006 Census.

## Employment by Industry

**Table 14: Employment by Industry (Major Group)**

Per 1,000 persons in the labour force

	Colchester	Halifax	Hants	Growth Region	NS	CAN
Agriculture, forestry, fishing & hunting	36.6	4.6	78.8	20.1	31.3	29.3
Mining and oil and gas extraction	3.3	3.1	18.1	3.4	4.3	11.9

Utilities	<b>6.3</b>	5.2	3.2	5.1	<b>5.5</b>	8.1
Construction	<b>30.3</b>	32.8	37.1	32.8	<b>31.3</b>	34.1
Manufacturing	<b>146.8</b>	57.6	124.7	86.0	<b>93.7</b>	127.6
Wholesale trade	<b>60.0</b>	42.7	32.9	40.7	<b>35.9</b>	45.5
Retail trade	<b>154.6</b>	126.0	157.1	133.0	<b>140.0</b>	122.4
Transportation and warehousing	<b>32.3</b>	42.0	38.0	37.5	<b>35.9</b>	41.1
Information and cultural industries	<b>15.4</b>	33.2	4.6	27.6	<b>23.8</b>	25.3
Finance and insurance	<b>24.5</b>	48.6	19.9	41.0	<b>35.3</b>	45.7
Real estate and rental and leasing	<b>7.3</b>	20.5	13.0	17.9	<b>15.8</b>	18.9
Professional, scientific & tech. services	<b>35.8</b>	68.7	48.7	58.7	<b>53.3</b>	69.1
Mgmt. of companies and enterprises	<b>1.0</b>	1.2	0.9	1.0	<b>1.2</b>	1.3
Admin. & support, waste mgmt. and remediation services	<b>50.5</b>	52.9	36.6	49.7	<b>50.1</b>	34.7
Educational services	<b>86.3</b>	79.3	87.1	78.8	<b>81.1</b>	72.5
Health care and social assistance	<b>110.2</b>	123.3	116.8	121.9	<b>130.8</b>	110.7
Arts, entertainment and recreation	<b>12.9</b>	19.6	16.2	18.7	<b>18.2</b>	19.9
Accommodation and food services	<b>81.0</b>	71.8	65.3	71.6	<b>72.4</b>	70.0
Other services (except public admin.)	<b>54.7</b>	47.1	56.5	48.3	<b>49.4</b>	49.7
Public administration	<b>49.2</b>	119.7	44.9	106.1	<b>90.8</b>	62.2
Source: Statistics Canada - 2006 Census.						

## Language Characteristics

**Table 15: Percentage of Population by Knowledge of Official Languages**

	<u>Colchester</u>	<u>Halifax</u>	<u>Hants</u>	<u>Growth Region</u>	<u>NS</u>	<u>CAN</u>
English only	<b>93.8%</b>	87.5%	94.1%	89.6%	89.2%	67.6%
French only	<b>0.0%</b>	0.1%	0.0%	0.1%	0.1%	13.3%
English and French	<b>6.1%</b>	12.1%	5.7%	10.1%	10.5%	17.4%
Neither English nor French	<b>0.1%</b>	0.2%	0.1%	0.2%	0.2%	1.7%
Source: Statistics Canada - 2006 Census.						

## Income by Source

**Table 16: Per Person Income by Source (2006)**

Source:	<u>Colchester</u>	<u>Halifax</u>	<u>Hants</u>	<u>Kings</u>	<u>Growth Region</u>	<u>NS</u>	<u>CAN</u>
Employment income	<b>\$28,754</b>	\$36,768	\$30,343	\$28,527	\$33,915	\$31,213	\$38,009
Wages/salaries/comm.	<b>29,190</b>	36,933	31,407	29,146	34,351	31,550	38,531
Self-employment	<b>12,938</b>	17,842	8,979	11,788	15,191	14,609	17,267
Government transfers	<b>7,003</b>	6,047	6,747	6,758	6,433	7,109	6,259
Employment Insurance	<b>5,683</b>	5,309	5,323	5,297	5,363	6,247	5,606
OAS/Net federal supp.	<b>7,192</b>	6,712	7,396	7,179	6,978	7,218	7,050
CPP/QPP	<b>6,003</b>	6,297	6,062	5,884	6,145	6,094	6,119
CCTB	<b>3,033</b>	2,581	2,945	2,961	2,714	2,904	2,822
GST/HST credit	<b>416</b>	393	423	413	402	409	402
Workers compensation	<b>6,224</b>	5,787	6,157	6,692	6,302	7,255	7,102
Social assistance	<b>5,437</b>	5,958	5,382	5,401	5,762	5,634	6,130
Provincial tax credits	<b>828</b>	813	876	821	815	826	579
Investments	<b>4,334</b>	6,081	3,649	4,547	5,452	4,946	5,056
Private pensions	<b>16,628</b>	20,494	16,475	17,809	19,290	17,893	17,502
RRSP	<b>4,937</b>	7,264	5,266	6,303	6,636	6,402	6,820
Other income	<b>4,059</b>	5,134	3,983	3,791	4,692	4,487	4,598
Total income	<b>29,826</b>	37,456	30,361	29,616	34,530	31,994	37,776

Average amount per Person Reporting

Source: Statistics Canada, Small Area & Administrative Data Division, 2006, Annual Est. for Census Families and Individuals

## Income Tax Review

**Table 17: Median Income after Tax (2006 Census)**

	Households		Individuals	
	<u>Median Income</u>	<u>Median Income after Tax</u>	<u>Median Income</u>	<u>Median Income after Tax</u>
Central Nova Scotia Growth Region				
Halifax County	\$54,129	\$45,908	\$27,198	\$24,216
<b>Colchester County</b>	<b>42,782</b>	<b>38,052</b>	<b>21,225</b>	<b>19,433</b>
Hants County	49,630	43,248	23,299	21,101
Kings County	44,744	38,887	21,017	19,334
Canada	53,634	46,584	25,615	23,307
Nova Scotia	46,605	40,591	22,815	20,778

Source: Statistics Canada - 2006 Census.

## Colchester's Operating Cost Environment

Table 18: KPMG Competitive Alternatives 2010 Edition Detailed Cost Comparison Report

10-Year Average Profit & Loss							
	Charlott	Frederic	Halifax	Moncton	Pictou	St. John	Truro
<b>Sales</b>	26,706	26,684	26,738	26,658	26,591	26,704	26,600
<b>Location-sensitive costs</b>							
Salary and wages	4,929	5,082	5,186	5,029	4,913	5,081	4,808
Statutory plans	336	344	331	342	321	447	318
Other benefits	1,208	1,245	1,271	1,233	1,204	1,245	1,178
<b>Total labor</b>	6,473	6,671	6,787	6,604	6,438	6,773	6,305
Rank, total labor	<b>3</b>	<b>5</b>	<b>7</b>	<b>4</b>	<b>2</b>	<b>6</b>	<b>1</b>
Facility lease	383	458	506	405	440	565	412
Rank, facility lease	<b>1</b>	<b>5</b>	<b>6</b>	<b>2</b>	<b>4</b>	<b>7</b>	<b>3</b>
Surface freight	1,339	1,245	1,089	1,198	1,140	1,580	1,118
Air freight	400	420	395	436	421	381	413
<b>Total transportation</b>	1,739	1,665	1,485	1,635	1,561	1,960	1,531
Rank, transportation	<b>6</b>	<b>5</b>	<b>1</b>	<b>4</b>	<b>3</b>	<b>7</b>	<b>2</b>
Electricity	304	211	220	211	220	198	220
Gas	137	142	81	142	135	135	135
Rank, electricity	<b>7</b>	<b>2</b>	<b>4</b>	<b>2</b>	<b>4</b>	<b>1</b>	<b>4</b>
Rank, gas	<b>5</b>	<b>6</b>	<b>1</b>	<b>6</b>	<b>2</b>	<b>2</b>	<b>2</b>
<b>Total operating costs</b>	9,035	9,147	9,079	8,996	8,794	9,631	8,602
Rank, operating costs	<b>4</b>	<b>6</b>	<b>5</b>	<b>3</b>	<b>2</b>	<b>7</b>	<b>1</b>
Interest	342	178	334	173	329	349	321
Depreciation	1,423	1,423	1,423	1,423	1,423	1,423	1,423
<b>Total interest, depreciation</b>	1,765	1,601	1,757	1,596	1,752	1,772	1,744
Income tax, national	273	303	298	321	323	252	355
Income tax, regional	472	115	439	128	472	77	508
Income tax, local	-	-	-	-	-	-	-
Capital tax, national	-	-	-	-	-	-	-
Capital tax, regional	-	-	3	-	3	-	4
Sales tax	228	-	-	-	-	-	-
Property tax	112	225	194	217	179	67	187
Gross receipts tax	-	-	-	-	-	-	-
Business tax	-	-	-	-	-	94	-
Grants, subsidies	-	-	-	-	-	-	-
<b>Total taxes (net of grants)</b>	1,085	643	935	666	977	490	1,053
<b>Total location-sensitive costs</b>	11,885	11,392	11,770	11,258	11,523	11,893	11,400
<b>Location-insensitive costs</b>							
Materials	9,862	9,862	9,862	9,862	9,862	9,862	9,862
Other operating expenses	1,852	1,852	1,852	1,852	1,852	1,852	1,852
<b>Total location-insensitive costs</b>	11,714	11,714	11,714	11,714	11,714	11,714	11,714
<b>Total costs</b>	23,599	23,106	23,484	22,972	23,237	23,607	23,114
<b>Net profit after tax</b>	\$3,106	\$3,578	\$3,254	\$3,685	\$3,353	\$3,097	\$3,486
% of sales	11.6%	13.4%	12.2%	13.8%	12.6%	11.6%	13.1%
<b>Overall rank</b>	<b>6</b>	<b>2</b>	<b>5</b>	<b>1</b>	<b>4</b>	<b>7</b>	<b>3</b>
<b>Overall index</b>	<b>93.8</b>	<b>91.8</b>	<b>93.3</b>	<b>91.3</b>	<b>92.3</b>	<b>93.8</b>	<b>91.8</b>

Source: CompetitiveAlternatives.com Cost Model

## Colchester Region Industries Establishments by Major industry Group

Table 19: Establishments by Major Industry Group (June 2008)\*

	Colchester County	Hants County	Halifax County	Growth Region	Nova Scotia
Total	2,940	2,157	24,872	36,946	55,648
<b>Agriculture/Forestry/Fishing &amp; Hunting</b>	<b>303</b>	202	352	1,602	5,280
Mining, Quarrying, Oil & Gas Extraction	9	9	94	129	185
Utilities	2	6	21	36	52
<b>Construction</b>	<b>318</b>	378	2,928	4,562	6,438
<b>Manufacturing</b>	<b>121</b>	86	632	1,113	2,002
<b>Wholesale Trade</b>	<b>146</b>	75	1,372	1,867	2,590
<b>Retail Trade</b>	<b>378</b>	248	2,306	3,832	6,060
<b>Transportation &amp; Warehousing</b>	<b>201</b>	156	1,003	1,668	2,526
Information & Cultural Industries	18	8	601	704	850
<b>Finance &amp; Insurance</b>	<b>157</b>	100	1,734	2,362	3,166
<b>Real Estate &amp; Rental &amp; Leasing</b>	<b>179</b>	126	2,222	3,013	4,005
<b>Professional Services*</b>	<b>175</b>	146	3,193	4,031	5,043
<b>Management of Companies</b>	<b>146</b>	96	1,531	1,977	2,529
Admin. & Support**	83	71	1,130	1,524	2,040
Educational Services	26	15	307	410	542
<b>Health Care &amp; Social Assistance</b>	<b>179</b>	108	1,655	2,402	3,465
Arts, Entertainment & Recreation	62	39	407	642	981
<b>Accommodation &amp; Food Services</b>	<b>152</b>	75	1,116	1,688	2,733
<b>Other Services***</b>	<b>273</b>	207	1,987	3,064	4,769
Public Administration	12	6	281	320	392

\*Includes Scientific & Technical Services

\*\* Includes Waste Management & Remediation

\*\*\*Except Public Administration

Source: Statistics Canada. June 2008 Establishment Counts.

## Size of Establishments

Table 20: Business Establishments by Employment Level

	<u>2-9</u>	<u>10-49</u>	<u>50-199</u>	<u>200+</u>	<u>Total</u>
Central Nova Scotia Growth Region	13,805	4,072	831	187	18,895
Halifax County	8,661	2,813	612	148	12,234
<b>Colchester County</b>	<b>1,256</b>	<b>361</b>	<b>58</b>	<b>14</b>	<b>1,689</b>
Hants County	913	186	38	6	1,143
Nova Scotia	23,310	5,988	1,172	241	30,711
<i>CNSGR -% of Nova Scotia Total</i>	<i>59%</i>	<i>68%</i>	<i>71%</i>	<i>78%</i>	<i>62%</i>
<b>% Change 2003-2008</b>	<b><u>2-9</u></b>	<b><u>10-49</u></b>	<b><u>50-199</u></b>	<b><u>200+</u></b>	<b><u>Total</u></b>
Central Nova Scotia Growth Region	7%	-4%	-11%	2%	3%
Halifax County	13%	-6%	-11%	3%	7%
Colchester County	-4%	4%	-12%	40%	-2%

Hants County	0%	-7%	-16%	20%	-1%
Nova Scotia	4%	-12%	-14%	-7%	-1%

Source: Statistics Canada. June 2008 Establishment Counts. Only those businesses with identified employment levels are used for this chart.

## Employment by Major Industry Group

**Table 21: Employment by Industry (% of Jurisdiction Totals)**

	<u>Colchester County</u>	<u>Hants County</u>	<u>Halifax County</u>	<u>Growth Region</u>	<u>Nova Scotia</u>	<u>CAN</u>
Agriculture/Forestry/Fishing & Hunting	3.7%	7.9%	0.5%	2.0%	3.1%	2.9%
Mining, Quarrying, Oil/Gas Extraction	0.3%	1.8%	0.3%	0.3%	0.4%	1.2%
Utilities	0.6%	0.3%	0.5%	0.5%	0.5%	0.8%
Construction	3.0%	3.7%	3.3%	3.3%	3.1%	3.4%
<b>Manufacturing</b>	<b>14.7%</b>	<b>12.5%</b>	<b>5.8%</b>	<b>8.6%</b>	<b>9.4%</b>	<b>12.8%</b>
Wholesale Trade	6.0%	3.3%	4.3%	4.1%	3.6%	4.6%
<b>Retail Trade</b>	<b>15.5%</b>	<b>15.7%</b>	<b>12.6%</b>	<b>13.3%</b>	<b>14.0%</b>	<b>12.2%</b>
Transportation & Warehousing	3.2%	3.8%	4.2%	3.7%	3.6%	4.1%
Information & Cultural Industries	1.5%	0.5%	3.3%	2.8%	2.4%	2.5%
Finance & Insurance	2.4%	2.0%	4.9%	4.1%	3.5%	4.6%
Real Estate & Rental & Leasing	0.7%	1.3%	2.1%	1.8%	1.6%	1.9%
Professional Services*	3.6%	4.9%	6.9%	5.9%	5.3%	6.9%
Management of Companies	0.1%	0.1%	0.1%	0.1%	0.1%	0.1%
Admin. & Support**	5.0%	3.7%	5.3%	5.0%	5.0%	3.5%
<b>Educational Services</b>	<b>8.6%</b>	<b>8.7%</b>	<b>7.9%</b>	<b>7.9%</b>	<b>8.1%</b>	<b>7.3%</b>
<b>Health Care &amp; Social Assistance</b>	<b>11.0%</b>	<b>11.7%</b>	<b>12.3%</b>	<b>12.2%</b>	<b>13.1%</b>	<b>11.1%</b>
Arts, Entertainment & Recreation	1.3%	1.6%	2.0%	1.9%	1.8%	2.0%
<b>Accommodation &amp; Food Services</b>	<b>8.1%</b>	<b>6.5%</b>	<b>7.2%</b>	<b>7.2%</b>	<b>7.2%</b>	<b>7.0%</b>
Other Services***	5.5%	5.7%	4.7%	4.8%	4.9%	5.0%
Public Administration	4.9%	4.5%	12.0%	10.6%	9.1%	6.2%
<i>*Includes Scientific &amp; Technical Services</i>						
<i>** Includes Waste Management &amp; Remediation</i>						
<i>***Except Public Administration</i>						

Source: 2006 Census.

## Colchester Infrastructure Industrial and Business Parks

**Table 22: Colchester Region Industrial/Business Parks**

Legend: LI - Light Industrial R - Retail C - Commercial W - Warehousing HI - Heavy Industrial HT - High Tech

Park:	Location:	Type:	Total Acres:	Avail. Acres:	Avg. \$ Per Acre:	Rail:
Agritech Park	Bible Hill	LI, HT	130	100	LT Lease	No
Debert Air Industrial Park	Debert/Truro	LI, C, W	3,000	2,500	25,000	Yes
Stewiacke Business Park	Stewiacke	LI,R,W	80	80	n/a	Yes
Truro Heights Business Park	Truro Heights	LI R, W, HI, HT	33	12	67,000	No
Truro Industrial Park	Truro	LI, W, C	700	300	25,000	Yes
Truro Power Centre	Truro	LI, R, W, HT	80	55	LT Lease	No

Source: Primary data collection (October 2008)

## Appendix C: Strategic Partnerships

**Table 23: Colchester’s Development Partners**

<b>Primary Partners</b>	<b>Other Regional Partners</b>	<b>Central Growth Region Partners</b>
Town of Stewiacke	Truro and District Chamber of Commerce	Central Nova Scotia Growth Region Partnership
Town of Truro	Downtown Truro Partnership	Halifax International Airport Authority
Colchester County	Atlantic Bio-Venture Centre	Halifax Chamber of Commerce
Millbrook First Nation	Central Nova Scotia Tourist Association	Halifax Gateway Council
NS Dept. of Economic & Rural Development	Chignecto-Central Regional School Board	Greater Halifax Partnership
Atlantic Canada Opportunities Agency	Colchester East Hants Health Authority	
Innovacorp	Nova Scotia Agricultural College	<b>Other</b>
	Nova Scotia Community College	Atlantic Provinces Chamber of Commerce
	Colchester Adult Learning Association (CALA)	Nova Scotia Chamber of Commerce
	Northern Opportunities for Business (NOBL)	Nova Scotia Gateway Secretariat (Council)
	North Shore Community Development Association	Atlantic Gateway Council
	Community Enhancement Association	Aerospace & Defense Industries Assoc. of NS
	Nova Scotia Provincial Exhibition Commission	Nova Scotia Tourism Partnership
	Career Works	Forest Products Association of Nova Scotia
	Future Works	Nova Scotia Federation of Agriculture
	Open Doors	Information Technology Association of Nova Scotia (ITANS)
	Local Business	Tourism Industry Association of Nova Scotia
<b>Provincial &amp; Federal Partners</b>		Confederacy of Mainland Mi’kmaq
<b>Provincial</b>	<b>Federal</b>	Native Council of Nova Scotia
Nova Scotia Business Inc.	Dept. of Foreign Affairs & International Trade	Nova Scotia Association of Regional Development Authorities
NS Dept. of Agriculture	Service Canada (HRSDC)	Events Nova Scotia
NS Office of Immigration	Citizenship & Immigration Canada	
NS Dept. of Environment		
NS Dept. of Labour and Workforce Development		
NS Dept. of Community Services		
NS Dept. of Education		

## Appendix D: Key Performance Indicators

**Table 24: Regional Development Authorities Key Performance Indicators**

<b>RDA Service or Activity</b>	<b>Community Development KPIs</b>	<b>Business Development KPIs</b>
Skills & Learning People Development	<ul style="list-style-type: none"> <li>• Basic Literacy Improvements</li> <li>• Number of courses/training opps. available</li> <li>• Improvement in the availability of formal and informal training programs</li> <li>• Improvements in skills/ education levels</li> </ul>	<ul style="list-style-type: none"> <li>• Productivity Rate</li> <li>• Changes in workplace training availability</li> <li>• Employer support for professional/skills development</li> <li>• Labour force availability</li> </ul>
Regional Promotion & Investment Recruitment	<ul style="list-style-type: none"> <li>• Level of community confidence</li> <li>• Number of partnerships</li> <li>• Change in migration rates or population</li> <li>• Number of inquiries</li> </ul>	<ul style="list-style-type: none"> <li>• Number of new business start ups</li> <li>• Increase in Regional tax revenue</li> <li>• Increase in assessment values</li> <li>• Number of inquiries</li> </ul>
Information & Research	<ul style="list-style-type: none"> <li>• Quality of information provided or research performed</li> <li>• Availability of information/research</li> <li>• Relevance/ Application of information/research</li> <li>• Number of inquiries received and acted upon</li> <li>• Quantity, quality and value of information collected and applied in Strategic plan development</li> </ul>	<ul style="list-style-type: none"> <li>• Relevance (direct applicability to Strategic Plan)</li> <li>• Usage of information and research</li> <li>• Positive customer feedback</li> <li>• Number of “appropriate” inquiries responded to (i.e. tied to Strategic Plan)</li> </ul>
Sites & Premises	<ul style="list-style-type: none"> <li>• Number of new community infrastructure projects initiated/completed</li> <li>• Management of sites and premises</li> </ul>	<ul style="list-style-type: none"> <li>• Number of new business facilities or infrastructure projects initiated or completed</li> </ul>
Innovation	<ul style="list-style-type: none"> <li>• New programs/processes/tools assisted, initiated or developed</li> <li>• Level of community pride and confidence</li> </ul>	<ul style="list-style-type: none"> <li>• New patents approved</li> <li>• New technologies developed</li> <li>• Retained workforce</li> <li>• Retained investment</li> <li>• Productivity improvements</li> <li>• Number of new business start ups/expansions</li> </ul>
Project & Program management	<ul style="list-style-type: none"> <li>• Number of projects/programs managed</li> <li>• Degree of knowledge transfer to community</li> <li>• Adherence to ISO quality procedures</li> <li>• Expectations managed and delivered upon</li> <li>• Projects completed within targets (time, budget, objectives)</li> </ul>	<ul style="list-style-type: none"> <li>• Number of businesses engaged in projects</li> <li>• Increase in collaboration rates</li> <li>• Value of PPP and community \$\$ leveraged</li> <li>• Projects completed within targets (time, budget, objectives)</li> </ul>
Communications	<ul style="list-style-type: none"> <li>• Quality of materials developed and distributed</li> <li>• Number of inquiries</li> <li>• Number and type of partnerships</li> <li>• Increase/decrease in the number of collaborative communications or announcements</li> </ul>	<ul style="list-style-type: none"> <li>• Quality of materials developed and distributed</li> <li>• Number of inquiries</li> <li>• Number and type of partnerships</li> <li>• Increase/decrease in the number of collaborative communications or announcements</li> </ul>
Infrastructure	<ul style="list-style-type: none"> <li>• See “Sites &amp; Premises” for physical infrastructure KPIs</li> <li>• See “Skills &amp; Learning” for human resource infrastructure</li> <li>• Social Infrastructure <ul style="list-style-type: none"> <li>○ Change in number of hospital beds</li> <li>○ Level of school enrolment</li> <li>○ Level of labour force</li> <li>○ Level of labour force education/skills</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• See “Sites &amp; Premises” for physical infrastructure KPIs</li> <li>• See “Skills &amp; Learning” for human resource infrastructure</li> </ul>
Strategic Planning	<ul style="list-style-type: none"> <li>• Change in community capacity to conduct planning</li> <li>• Number of community groups serviced/engaged</li> <li>• Number of completed and implemented plans by the RDA and other community organizations</li> </ul>	<ul style="list-style-type: none"> <li>• Number of businesses assisted with strategic, business or marketing plans</li> <li>• Level of alignment of business plans with broader community plan</li> </ul>
Marketing	<ul style="list-style-type: none"> <li>• Quality of materials developed</li> <li>• Number of Inquiries</li> <li>• Number and type of partnerships</li> <li>• Level of community confidence</li> <li>• Change in migration rates or population</li> <li>• Increase in residential assessment values</li> </ul>	<ul style="list-style-type: none"> <li>• Number of new business start ups</li> <li>• Increase in Regional tax revenue</li> <li>• Increase in assessment values</li> <li>• Number of inquiries</li> <li>• Number and type of partnerships</li> <li>• Increase/decrease in the number of collaborative communications or announcements</li> </ul>