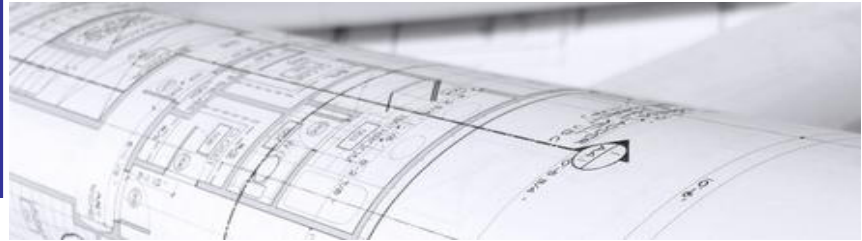




Municipality  
of the District  
of Argyle

**Economic  
Development Plan**



Prepared For:  
Municipality of the District of Argyle  
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## **EXECUTIVE SUMMARY**

### **Purpose**

The purpose of the Economic Development Plan is to provide strategic direction and a process for the Municipality of the District of Argyle (Argyle) to pursue and secure new private and public investment, generate jobs, retain youth and grow the commercial tax base. The Economic Plan's timeframe is 10 years (2013 – 2023).

### **The Current Setting**

With a population of approximately 8,250, Argyle is a relative small economic unit. Current trends forecast a decline in the population and skilled workforce. These and other factors, especially the primary dependence on the Fishery and government services, create an economic base that is directly impacted by cyclical resource sectors.

The Municipality functions as part of the economic base of Nova Scotia. Across Canada, many rural municipalities are facing the same challenges as Argyle. They must deal with the economic draw of larger urban centres or higher wages in Central and Western Canada, a declining population base that is aging and a small assessment base to fund programs and services.

The Municipality of the District of Argyle had revenues of \$6.96 million in the fiscal year ended March 31, 2012. Taxes represent 86% of this total. Municipal indicators prepared by Service Nova Scotia and Municipal Relations show that Argyle is a well-managed unit. Looking to the future, the Municipality is forecasting modest increases in tax revenue and no increase from other sources. Based upon the Municipality's current budget and five-year revenue projections, the Economic Development Plan will require Action Plans that do not contain major new program expenditures and capital costs.

### **Plan Preparation Process**

A focus of the Economic Development Plan is to identify those sectors with the potential to create more value added activities within Argyle with a broad base of community input. Public meetings were held on January 14 and 15, 2013. In addition to these open sessions, individual discussions were held with business owners, facility operators, government organizations and business/sectoral organizations during January and February 2013. Also in January 2013, the Argyle Municipal Council completed a visioning exercise and Council's work was combined with the consultation findings and technical assessments into a vision, strategic objectives and Action Plan Themes for the Economic Development Plan.

## **The Vision**

The vision statement for the Economic Development Plan is:

“The Acadian culture, work ethic, community values and skill-sets of Argyle are adaptive to ever changing resident and business needs. In 2023, we see Argyle as a diversified and value-added economy built upon the sustainable use of ocean and land resources, and available infrastructure. It is a destination of choice for heritage, culture and soft adventure tourists, and a preferred place of residence for new immigrants as the needs of youth, working families and seniors are met.”

## **Strategic Objectives**

To address the gaps between the current state and the vision, the Economic Development Plan follows a market-driven approach that is based upon five strategic objectives.

1. Assisting existing businesses to improve their return on investment (ROI).
2. Improving the range and type of local resident and visitor related services and amenities to increase Argyle's competitive position.
3. Focusing on government investments that set a quality benchmark for the private sector to meet or ideally exceed. For example, signage, business park development standards and promotional materials.
4. Increasing the range and type of investor, local resident and tourist related services with a focus on simplifying the decision-making process for operators and investors.
5. Seeking to adhere to Federal Government and Province of Nova Scotia policies and programs dealing with strategic economic development, enabling infrastructure, energy, workplace training and tourist development.

## **Action Plans**

The strategy focuses on meeting the needs of local firms and pursuing growth opportunities with the appropriate partners. Some Action Plans will be implemented by the Municipality while others will involve partnerships with the new Regional Enterprise Network (REN) and outside interests.

### ***Exit 33 Highway Cluster Development***

The purpose of this Action Plan is to complete the land use master planning for a mixed use development at Exit 33 on Highway 103, amend the Municipal Planning Strategy and Land Use By-Law, and then market lots in the business park to the targeted sectors and allow quality highway showcase lots to be developed on surrounding lands.

The master plan for Exit 33 will include a land use designation that provides for a compact urban core with many services and amenities that are required by seniors (banking, health care, retail, food service, active lifestyle infrastructure). This walkable urban setting creates the opportunity for a demonstration program with senior government funding support that is targeted to seniors. The program will involve the relocation of homes from other areas and then retrofitting the structures into smaller units. The program would involve local contractors, building suppliers and could be the theme for a television show on a specialty television channel that increases Argyle's profile.

### ***Economy Diversification & Value-Added Activities***

This Action Plan lays out an approach to influence the decision making process of existing businesses looking to expand and diversify, and outside businesses considering an expansion or relocation. Because the Municipality will not be taking a debt or equity position in the targeted sectors and businesses, the focus is on assisting business owners or their representatives to make informed and timely decisions.

The Action Plan contains two elements:

- Trade and Investment with a focus on trade missions that assist local fishery-related operations to diversify local value-added activities.
- Executive Relationship Management to influence investments decisions.

### ***Acadian / Argyle Tourism & Investment Attraction***

Argyle is blessed with natural tourism assets. The highly visible and integrated Acadian heritage and culture, and related institutions, represent a unique asset with significant tourism potential. The Acadian presence sets Argyle apart from most other regions in Nova Scotia. Community support for tourism-related initiatives is strong. An example is the recently formed Societe Touristique Bon Temps d'Argyle that is responsible for advancing two new initiatives: the UNESCO Dark Sky Preserve and a geo tourism site for National Geographic.

Tourism is a complex sector with both strengths and challenges for Argyle. There is significant niche market growth potential but the local area lacks a diversified accommodation base to enable local expenditures to be maximized. The seasonality of tourist visitation, and the large and underutilized accommodation base in the Town of Yarmouth, poses a major challenge for regional tourism development efforts. The competition for domestic and international tourist dollars is highly competitive with the high Canada/U.S. dollar exchange rate acting as a deterrent

to American cross-border travel and making U.S. and international destinations more affordable to Canadians. These realities are acknowledged in past tourism strategies and studies.

Argyle does not yet have sufficient critical mass of attractions and supporting infrastructure to be considered a destination area on its own for more distant markets. Most will likely be touring visitors spending short periods of time in the local region. In recognition of this fact, it will be critical for Argyle and partners to promote broader experiences, circuits and touring routes, and create packages that appeal to each of the target markets interests. Increasing visitor yield and attracting more higher yield visitors, as well as increasing length of stay, are key objectives. Special events will be used to create compelling reasons to visit and become an integral part of the marketing mix.

Argyle is competing with the world for tourist dollars in an operating environment where value for dollar expended and the authenticity of the travel experience can be easily researched on blogs and such Internet sites as Trip Advisor. Against this setting and the financial limitations of a small municipal unit, a low expenditure / high impact action plan is required to increase the profile of Argyle in regional tourism marketing and planning.

The destination tourism development part of the Action Plan focuses on increasing the range and scope of destination marketing and product development for Argyle with the new REN and Yarmouth and Acadian Shores Tourism Association by the following:

- Tourism awareness within the community
- Creative (review of the Municipality's logo and positioning statement)
- Product and program packaging and ongoing operations
- Web site upgrades (including visitor postings)
- An exchange destination program
- Training
- Low cost (below the line) marketing
- Ongoing research on the local tourism market
- Increasing the number of events.

Many of these activities are not new.

The other priority under this Action Plan is an expanded accommodation base. The objective is to secure a new high-end bed and breakfast operation for Argyle after Yarmouth to New England ferry service is restarted.

### ***Airport Activities & Inter-Municipal Agreement***

In September 2005, Argyle signed a 10-year inter-municipal agreement with the Town of Yarmouth and the Municipality of the District of Yarmouth for the Yarmouth Airport Commission Association to continue the operation of the Yarmouth International Airport (YQI).

The facility is located in the Town of Yarmouth and the Municipality of the County of Yarmouth. It is operated by the Yarmouth International Airport Corporation. The property has over 700 acres

of undeveloped real estate for future airport-related development. These uses at other airports have focused on aerospace, courier companies, logistic, warehousing, distribution and related businesses. Scientific, medical and related R&D, and time sensitive manufacturing and service companies also prefer airport locations. There is no regular scheduled passenger and air cargo service (early 2013) as Mainland Nova Scotia is within the domestic, transborder and international catchment area of the Halifax Stanfield International Airport. Current tenants include the Tri-County Flying Association.

The facility is run by an experienced airport operations manager who is focusing on international investment attraction in niche sectors, plus the resumption of regular scheduled passenger and cargo service. The facility's major assets under this strategy include available taxiway access lands, a greenfield type setting and location on the great circle route from Europe to the U.S. Eastern Seaboard. Pursuing firms in the aerospace sector to locate in Nova Scotia contains above average risk while the rewards can be significant because Canada is the world's fifth-largest aerospace industry. Activity is concentrated in Quebec (63.3%) followed by Ontario (21%). Only 4% of activity occurs in Atlantic Canada.

The 2005 agreement specifies the terms and conditions for Argyle's involvement. These include seats on the board and an annual contribution by all units not to exceed \$300,000 (indexed to inflation) that is divided between the three units. The annual contribution is based upon a proposed budget and a three year business plan. The agreement allows for the three municipal units to consider additional funding requests. Allowing for inflation, Argyle's annual contribution has increased. In the most recent fiscal year, Argyle contributed \$100,800 and other requests pushed the total to \$199,000. The expected contribution request for the next fiscal year is in the \$220,000 range.

The funding arrangement is unique for an inter-municipal agreement. Argyle is contributing to an important yet underutilized regional transportation asset. The benefits of any growth will directly flow to the Town of Yarmouth (commercial assessment, jobs, household income) and the Municipality of the County of Yarmouth (commercial assessment) and indirectly to Argyle. A key question for the Municipality under the Economic Development Plan is: *How much and under what conditions should Argyle contribute to the Yarmouth International Airport?*

There is no standardized formula that can answer this question. Canada and U.S. research shows between 50% and 57% of all expenditures, employment and household income generated from employment occurs at the site. The concentration of expected future economic impacts on airport property, and the commercial assessment tax benefits that will flow mostly to the Town of Yarmouth, means that the current agreement should be re-negotiated.

At a minimum, the Town should be supporting 50% of the contributions under the agreement and, with the Municipality of the County of Yarmouth, sharing incremental increases in commercial tax assessment that result from new tenant activity. The remaining portion of contributions should be distributed based upon a simple formula; say population distribution. Based upon the 2011 Census of Canada, the rural distribution would be 45% Municipality of the District of Argyle and 55% Municipality of the District of Yarmouth. The result of this sample formula is:

Town of Yarmouth: 50%  
Municipality of the District of Argyle: 22.5%  
Municipality of the District of Yarmouth: 27.5%.

Under this Action Plan, Argyle will continue to support the operations and business development activities of the Yarmouth International Airport Corporation to 2014/15 while negotiating a new agreement with the other two municipal partners. If a new agreement cannot be negotiated, Argyle should consider withdrawing with formal notice to the other partners.

### ***Centres of Excellence***

A center of excellence refers to a facility or organization that provides pure research, commercialization research, leadership, best practices or training in a specific field of enquiry. The focus of centres of excellence can include technology, medicine, business skills and concepts. A centre of excellence can also be internal to an organization and be shared with other firms or institutions in the same sector. In technology or manufacturing, a centre of excellence may refer to project specific teams from different disciplines working on a research oriented project.

There is a formalized structure in Canada to setting up a centre of excellence because multi-year funding must be secured from Federal Government granting agencies and often large corporations or non-government organization (NGO) donors. The Federal Government has placed a priority on the commercialization of research and development to improve the country's global competitiveness by setting up the Networks of Centres of Excellence (NCE) Secretariat. There are currently over 40 centres of excellence with multi-year funding ranging from \$1.6 million to \$113 million.

The funding of centres of excellence in Canada is concentrated in large research-based universities, major teaching hospitals and collaborations between large industry associations and universities. Dalhousie University is the only institution of higher learning in Nova Scotia that participates.

Based upon the funding guidelines of major granting agencies, and the structure of the local labour force and regional educational facilities, it is not practical for Argyle to pursue a centre of excellence as a stand-alone initiative and seek multi-year funding from government granting sources. Field research could possibly be done in Argyle or the surrounding ocean as part of research grants obtained by major universities or other institutions. This action plan focuses on setting up a working group with Université Sainte-Anne and Chambre de Commerce d'Argyle to recommend the structure and partners for a new facility that focuses on the practical application of technologies or local resources that could be replicated in other locations (regional, national and international). If an opportunity cannot be identified after one year, then the project will be abandoned.

The other element of this Action Plan is to develop the entire municipality as a Renewable Energy Community Centre of Excellence. The concept could also be extended to Digby (tidal power) and Clare.

This opportunity exists because the Province of Nova Scotia and other provincial governments look to municipalities as important partners in seeking to become leaders in cleaning the environment and developing clean energy. The development of the 440 acre Pubnico Point Wind Farm is an example as 17 turbines generate approximately 100,000,000 kW/hr. annually into the Nova Scotia Power grid. In the context of an overall renewable energy strategy, wind power is a small portion of renewable capacity. With the Pubnico Point Wind Farm as the foundation, Argyle has the opportunity to implement an integrated rural community renewable energy strategy that draws international attention and generates local economic spinoffs. The strategy will focus on a practical renewable energy plan that maximizes wind and is blended with passive and photo voltaic solar power. It will also include the utilization of some biomass and energy back-up storage capacity.

Such a region or group of communities employing all types of renewable energy would attract government officials, industry groups and visitors from around the world as they seek to gain insights on how to replicate the Argyle/Clare/Digby experience back in their respective homes. They would experience an otherwise rural area with classic cultures, and historic fishing and farming, that has successfully transitioned into a modern green community while retaining traditional values.

This Action Plan should be implemented by the new REN after agreements are potentially signed with Clare and Digby, and a Business Plan is completed.

### ***Mink Farm Expansion***

The siting and operation of mink farms is controversial. Like the raising of fox and pigs, it is an intensive land use with a large number of species in a small area and odours can impact surrounding areas if waste is not managed. Mink farming is a growing sector that can be further developed with feedstock from the local fishery. Nova Scotia is the major province in Canada for mink farming and the market is growing with increasing prices in Asia.

New Fur Industry Regulations and the *Fur Industry Act* were approved in January 2013 by the Nova Scotia Department of Agriculture and there is a process for obtaining a license. These regulations focus on environmental management of fur farms to ensure the industry is an environmentally responsible economic contributor.

The Municipality has policies in the Municipal Planning Strategy (MPS) that restrict the location and development approval for new fox and mink farms. Under the MPS, they are only permitted by development agreement in rural areas and are not permitted within communities. To grow this value-added sector of the local economy, it is preferred that mink operations can receive the necessary municipal permits as-of-right and not by a development agreement.

The purpose of this Action Plan is to amend the MPS and Land Use By-Law to create a new as-of-right development zone for mink and fox farms. The process will be managed by the Planning Advisory Committee and consultants in rural land use planning, community consultations and dispute resolution will be hired. The terms of reference for the consultants will identify the highest and best use locations for viable operations (including expansion) that will have the least impact on the natural environment and surrounding land uses. The consultants will be mandated to evaluate the feasibility of the Municipality purchasing land and designating the holding as an agri-industrial park that permits a wider range of agricultural, food processing and industrial activities. Lots will then be sold for as-of-right development based upon the terms and conditions of purchase and sale agreements.

### ***Branding, Media, Image & Identity***

The purpose of the Branding, Media, Image and Identity Action Plan is to update the overall Internet, physical message and branding of Argyle. Suggestions in other Action Plans include a review of the current logo, an expanded Web presence and links to other media.

### ***Progress Monitoring***

The Municipal Council will conduct an annual self assessment of their strategic leadership and governance efforts to implement the Economic Development Plan. The results will be grouped so that individuals are not identified. A framework for this annual review is provided in the report.

### **Summary**

The estimated budget (excluding capital projects and the level of airport involvement after Year 2) to implement the Action Plans for Years 1 to 5 is outlined below. The budget estimates do not include assumptions on funding from senior government.

<b>Summary of Budget Estimates (\$000's)</b>					
ITEM	Year				
	1	2	3	4	5+
Exit 33 Highway Development	\$15	\$15	NA	NA	NA
Trade and Investment	45	30	35	35	35
Executive Relationship Management	35.5	32.5	32.5	32.5	32.5
Destination Tourism Development	15	25	20	20	20
New Accommodation Investment Prospectus	0	0	0	0	0
Yarmouth International Airport	220	220	NA	NA	NA
Centres of Excellence	15	NA	NA	NA	NA
Mink Farms	15	15	0	0	0
Branding, Media, Image & Identity	20	5	5	5	5
<b>TOTAL</b>	<b>\$380.5</b>	<b>\$342.5</b>	<b>\$92.5</b>	<b>\$97.5</b>	<b>\$97.5</b>

## SOMMAIRE DE GESTION

### But

Le but du Plan de développement économique est de fournir une orientation stratégique et un processus à la municipalité du district d'Argyle (Argyle) pour poursuivre et obtenir de nouveaux investissements privés et publics, de créer des emplois, de retenir les jeunes dans la région et augmenter l'assiette fiscale commerciale. Le plan économique s'applique à la prochaine décennie (2013-2023).

### Situation

Avec une population d'environ 8 250, Argyle est une petite unité économique. Les tendances actuelles prévoient un déclin de la population et de la main-d'œuvre qualifiée. Ces facteurs et d'autres, en particulier l'importance des pêches et des services gouvernementaux, créent une économie qui est grandement influencée par les cycles des ressources.

La municipalité opère dans le cadre de l'économie de la Nouvelle-Écosse. Partout au Canada, de nombreuses municipalités rurales font face aux mêmes défis qu'Argyle. Elles doivent composer avec l'attrait économique des grands centres urbains ou des salaires plus élevés dans le centre et l'ouest canadien, un déclin d'une population vieillissante et une petite assiette fiscale pour financer leurs programmes et services.

La municipalité du district d'Argyle a affiché des revenus de 6,96 millions de dollars pour l'exercice financier qui s'est terminé le 31 mars, 2012. Les impôts représentent 86% de ce total. Les indicateurs municipaux préparés par Services Nouvelle-Écosse et Relations municipales démontrent qu'Argyle est bien gérée. Quant à l'avenir, la municipalité prévoit de modestes augmentations des recettes fiscales et aucune augmentation d'autres sources. Eu égard le budget actuel de la municipalité et de ses projections budgétaires pour les prochaines cinq années, le plan de développement économique propose des activités qui ne nécessiteront pas de dépenses majeures pour de nouveaux programmes ou de coûts en capital.

### Processus de préparation du plan

Un objectif du Plan de développement économique est d'identifier, avec la participation de la communauté, les secteurs qui ont le potentiel de créer des activités ayant plus de valeur ajoutée. Des réunions publiques ont eu lieu le 14 et le 15 janvier 2013. En plus de ces sessions, des entretiens ont eu lieu avec des propriétaires d'entreprises, des opérateurs, des responsables d'organismes gouvernementaux et d'organisations professionnelles / sectorielles au cours de janvier et février 2013. Toujours en janvier 2013, le conseil municipal d'Argyle a élaboré sa vision pour la municipalité. Le résultat de ces discussions a été combiné avec les résultats des consultations publiques et des évaluations techniques pour finalement définir une vision, des objectifs stratégiques, et des grands thèmes d'action pour le plan de développement économique.

## **La vision**

L'énoncé de vision pour le Plan de développement économique est le suivant:

“La culture acadienne, l'éthique de travail, les valeurs, et l'ensemble des compétences de la communauté d'Argyle s'adaptent facilement aux besoins changeants de ses résidents et des entreprises. En 2023, Argyle possèdera une économie diversifiée et à valeur ajoutée, basée sur l'utilisation durable des ressources de la mer et de la terre, et sur les infrastructures disponibles. Argyle sera une destination de choix pour le tourisme relié au patrimoine, la culture et les aventures douces, et un lieu de résidence privilégié par les nouveaux immigrants puisque les demandes des jeunes, des familles, et de personnes âgées seront répondues.”

## **Objectifs stratégiques**

Pour combler les lacunes entre la situation actuelle et la vision, le Plan de développement économique suit une approche axée sur le marché et repose sur cinq objectifs stratégiques.

1. Aider les entreprises existantes afin qu'elles améliorent leur retour sur investissement (RSI).
2. Améliorer la gamme ainsi que le genre de services offerts aux résidents et aux visiteurs de façon à accroître la position concurrentielle d'Argyle.
3. Se concentrer sur des investissements des gouvernements qui établissent des standards de qualité que le secteur privé devrait atteindre ou même surpasser, p. ex. la signalisation, les normes de développement du parc d'affaires, et du matériel promotionnel.
4. Accroître la gamme et la diversité des services offerts aux touristes, aux résidents et aux investisseurs pour simplifier le processus décisionnel des commerçants et investisseurs.
5. Chercher à se conformer aux politiques du gouvernement fédéral et de la province de la Nouvelle-Écosse ayant trait au développement économique stratégique, les infrastructures, l'énergie, la formation de la main-d'œuvre, et le développement du tourisme.

## **Plans d'action**

La stratégie est axée sur la satisfaction des besoins des entreprises locales et le développement de possibilités de croissance avec les bons partenaires. Certains plans d'action seront mis en œuvre par la municipalité tandis que d'autres nécessiteront des partenariats avec le nouveau Réseau Entreprise Régionale et avec d'autres parties prenantes de l'extérieur d'Argyle.

### ***Sortie 33 – Grappe industrielle***

Le but de ce plan d'action consiste à compléter le plan directeur d'aménagement du territoire pour permettre le développement à usage diversifié à la sortie 33 de l'autoroute 103, à modifier la stratégie de planification municipale et le règlement de zonage. Subséquemment, mettre sur le

marché les terrains du parc d'affaires et cibler les secteurs désirés et puis permettre le développement des terrains environnants en marge de l'autoroute.

Le plan directeur de la Sortie 33 inclura un zonage de centre urbain compact offrant plusieurs services et commodités qui sont requis par les personnes âgées (banque, santé, commerce de détail, les services alimentaires, les infrastructures de vie active). Le potentiel piétonnier de ce milieu urbain crée la possibilité de créer et de démontrer un programme, avec l'appui financier des autres niveaux de gouvernement, destiné aux personnes âgées. Le programme demandera le déplacement de maisons de différents endroits et la modernisation des structures en unités plus petites. Le programme verra la participation d'entrepreneurs locaux, de fournisseurs et pourrait être le thème d'une émission de télévision sur une chaîne de télévision spécialisée ce qui augmenterait le profil d'Argyle.

### ***Diversification de l'économie et valeur ajouté.***

Ce plan d'action propose une approche pour influencer le processus décisionnel d'entreprises de la région qui cherchent à s'accroître et à se diversifier, ainsi que les entreprises hors région qui envisagent une expansion ou une relocalisation. Puisque la municipalité ne prendra pas de dette ou de part des capitaux propres dans les secteurs ou les entreprises ciblées, l'accent est mis sur l'aide et l'appui aux propriétaires d'entreprises ou leurs représentants pour qu'ils puissent prendre des décisions éclairées et en temps opportun.

Le plan d'action contient deux éléments:

- Le commerce et l'investissement avec un accent sur les missions commerciales qui aideraient les opérations reliées à la pêche à diversifier leurs activités à valeur ajoutée.
- Programme de gestion des relations avec hauts dirigeants pour influencer les décisions d'investissement.

### ***Attrait d'investissements et de touristes***

Argyle est dotée d'atouts touristiques naturels. Le patrimoine hautement visible et intégré, la culture acadienne, et les institutions connexes représentent un atout unique et démontrent un potentiel touristique important. La présence acadienne fait ressortir Argyle de la plupart des autres régions de la Nouvelle-Écosse. Le soutien communautaire pour les initiatives liées au tourisme est fort. La Société Touristique Bon Temps d'Argyle, récemment formée, et responsable de l'avancement de deux nouvelles initiatives: une réserve de ciel nocturne de l'UNESCO et un site de géo tourisme pour National Geographic, en est un bel exemple.

Le tourisme est un secteur complexe qui présente des défis pour Argyle. Il existe un potentiel important de croissance du marché de niche, mais la région ne dispose pas d'une base de logement diversifiée pour maximiser les dépenses localement. La saisonnalité des visites touristiques et la grande et sous-utilisée capacité d'hébergement dans la ville de Yarmouth, pose un défi majeur aux efforts régionaux de développement touristique. La concurrence pour les dollars des touristes nationaux et internationaux est très forte et le taux de change du dollar

canadien a un effet dissuasif sur les voyage américains transfrontaliers, mais rends les destinations américaines et internationales plus abordables pour les Canadiens. Ces réalités sont déjà reconnues dans les études et les stratégies touristiques précédentes.

Argyle n'a pas encore une masse critique d'attractions et d'infrastructures de soutien pour être considérée comme une destination par elle-même pour les marchés plus éloignés. La plupart des visiteurs seront probablement en tournée de courtes durées dans la région. Il sera essentiel pour Argyle et ses partenaires de promouvoir des expériences plus importantes, des circuits et des routes touristiques, et créer des forfaits ciblés sur les intérêts des marchés désirés. Augmenter le taux de dépenses des visiteurs, attirer des visiteurs plus nantis, ainsi que prolonger la durée de leurs séjours, sont les objectifs principaux. Des événements spéciaux seront utilisés pour créer des raisons irrésistibles de visiter et feront partie intégrante du plan de marketing.

Argyle est en compétition avec le monde entier pour attirer des touristes dans un environnement d'exploitation où la valeur de chaque dollar dépensé et l'authenticité de l'expérience de voyage peuvent être facilement recherchés sur les blogs et les sites Internet comme Trip Advisor. Dans ce cadre et tenant compte des limites financières d'une petite unité municipale, un plan d'action à faible niveau de dépenses mais avec un fort impact est nécessaire pour accroître la visibilité d'Argyle dans le marketing et la planification du tourisme régional.

Cette section du plan d'action met l'accent sur l'accroissement de la gamme et de la portée du marketing de destination et le développement de produits pour Argyle avec le nouveau RER et l'Association du tourisme Côtes acadiennes et Yarmouth:

- Sensibilisation du tourisme au sein de la communauté
- Créatif (examen du logo de la Municipalité et l'énoncé de positionnement)
- L'emballage des produits, des programmes et des opérations
- Mises à jour du site Web (y compris les commentaires des visiteurs)
- Un programme d'échanges
- Formation
- Le marketing à faible coût (en dessous de la ligne)
- Les recherches en cours sur le marché du tourisme local
- Augmenter le nombre d'événements.

Plusieurs de ces activités ne sont pas nouvelles.

L'autre priorité en vertu de ce plan d'action est une capacité d'hébergement élargie. L'objectif est d'obtenir de nouveaux gîtes touristiques de haute gamme pour Argyle après que le service de traversier entre Yarmouth et la Nouvelle-Angleterre redémarre.

### ***Entente inter-municipale et exploitation de l'aéroport***

En Septembre 2005 Argyle a signé une entente inter-municipale de 10 ans avec la ville de Yarmouth et la municipalité du district de Yarmouth pour que la *Yarmouth Airport Commission Association* continue l'exploitation de l'aéroport international de Yarmouth (YQI).

L'aéroport est situé dans la ville de Yarmouth et la municipalité du comté de Yarmouth. Il est exploité par la *Yarmouth International Airport Corporation*. La propriété dispose de plus de 700 acres pour le développement futur relié à l'aéroport. Dans les mêmes circonstances, d'autres aéroports ont mis l'accent sur l'aéronautique, les entreprises de messagerie, la logistique, l'entreposage, la distribution et les entreprises connexes. Les sociétés scientifiques, les sociétés médicales et de recherche et développement, les sociétés de fabrication à temps sensible et de services préfèrent également les aéroports. Il n'y a pas de vols de passagers réguliers ni de service de fret aérien (début 2013) car toute la Nouvelle-Écosse continentale est dans le bassin capteur de l'aéroport international Stanfield d'Halifax pour les vols domestiques, transfrontaliers, et internationaux. Les locataires actuels comprennent *Try-County Flying Association*.

L'établissement est géré par un gestionnaire expérimenté qui se concentre sur l'attraction d'investissements internationaux dans des secteurs de niche, en plus de la reprise de vols de passagers et des services de fret. Les atouts importants de l'établissement sont l'accès aux voies de circulation, l'espace vert, et la position géographique sur la route de navigation de grand cercle entre l'Europe et la côte Est des États-Unis. L'attraction d'entreprises du secteur de l'aérospatiale à se localiser en Nouvelle-Écosse pose un risque supérieur à la moyenne, tandis que les retombées peuvent être importantes car le Canada possède la cinquième plus grande industrie aérospatiale au monde. L'activité est concentrée au Québec (63,3%), suivie par l'Ontario (21%). Seulement 4% de l'activité a lieu au Canada atlantique.

L'accord de 2005 précise les conditions et les modalités de la participation d'Argyle. Il s'agit notamment de sièges au conseil d'administration et une contribution annuelle par toutes les unités ne dépassant pas 300 000 \$ (indexé pour l'inflation) divisée entre les trois unités. La cotisation annuelle est basée sur une proposition de budget et un plan d'affaires de trois ans. L'accord permet aux trois unités municipales d'examiner des demandes de financement supplémentaires. En tenant compte de l'inflation, la contribution annuelle d'Argyle a augmentée. Dans le plus récent exercice, Argyle a contribué 100 800 \$ et les autres demandes ont poussé le total à 199 000 \$. La demande de contribution attendue pour le prochain exercice financier est environ 220 000 \$.

L'entente de financement est unique dans son genre. Argyle contribue à un atout important de transport régional mais encore sous-utilisé. Les avantages de toute croissance iront directement à la ville de Yarmouth (évaluation commerciale, les emplois, les revenus des ménages) et à la municipalité du comté de Yarmouth (évaluation commerciale) et indirectement à Argyle. Une question clé pour la municipalité d'Argyle dans le cadre du Plan de développement économique est: *Combien et dans quelles conditions est-ce qu'Argyle devrait contribuer à l'aéroport international de Yarmouth?*

Il n'existe aucune formule qui pourrait répondre à cette question. Des études au Canada et aux États-Unis démontrent qu'entre 50% et 57% de toutes les dépenses surviennent sur le site sous forme d'emploi et de revenu des ménages. La concentration des impacts économiques futurs sur la propriété de l'aéroport, et les avantages fiscaux d'évaluations commerciales qui découleront principalement à la ville de Yarmouth, signifie que l'accord actuel devrait être renégoциé.

Au minimum, la Ville devrait soutenir 50% des cotisations en vertu de l'accord et partager les augmentations progressives dans l'évaluation de l'impôt commercial résultante de nouvelles activités des locataires avec la municipalité du comté de Yarmouth. L'autre 50% des cotisations devrait être distribuée selon une formule simple: p. ex. la distribution de la population. Basé sur le Recensement du Canada de 2011, la distribution en milieu rural serait de 45% pour la Municipalité du district d'Argyle et de 55% pour la municipalité du district de Yarmouth. Le résultat de cette formule de l'échantillon est:

Ville de Yarmouth: 50%

Municipalité du district d'Argyle: 22,5%

La municipalité du district de Yarmouth: 27,5%.

En vertu de ce plan d'action, Argyle continuera à soutenir les opérations et les activités de développement des affaires de *Yarmouth International Airport Corporation* jusqu'en 2014/15 tout en négociant un nouvel accord avec les deux autres partenaires municipaux. Si un nouvel accord ne peut être négocié, Argyle devrait envisager de se retirer en donnant un préavis à ses partenaires.

### **Centres d'excellence**

Un centre d'excellence est un établissement ou organisme qui fournit de la recherche pure, de la recherche en commercialisation, du leadership, des meilleures pratiques ou de la formation dans un domaine spécifique. L'objectif de centres d'excellence peut inclure la technologie, la médecine, les idées et les compétences commerciales. Un centre d'excellence peut aussi être interne à une organisation et être partagé avec d'autres entreprises ou institutions dans le même secteur. Dans le domaine de la technologie ou de la fabrication, un centre d'excellence peut indiquer des équipes de projets spécifiques de différentes disciplines travaillant sur un projet axé sur la recherche.

Au Canada, il y a une structure officielle pour mettre en place un centre d'excellence parce que le financement pluriannuel doit souvent être obtenu d'agences gouvernementales ou de bailleurs de fonds privés ou d'organisations non-gouvernementales (ONG). Le gouvernement fédéral a accordé la priorité à la commercialisation de la recherche et développement afin d'améliorer la compétitivité globale du pays en mettant en place des Réseaux de centres d'excellence (RCE). Il y a actuellement plus de 40 centres d'excellence avec un financement pluriannuel allant de 1,6 million de dollars à 113 millions de dollars.

Le financement des centres d'excellence au Canada est concentré dans les grandes universités axées sur la recherche, les grands hôpitaux d'enseignement et les collaborations entre les

grandes associations industrielles et les universités. L'université Dalhousie est la seule institution d'enseignement supérieur en Nouvelle-Écosse qui participe.

Selon les directives de financement des principaux organismes subventionnaires, la structure de la main-d'œuvre locale et des établissements d'enseignement régionaux, il n'est pas pratique pour Argyle de poursuivre un centre d'excellence et de rechercher du financement pluriannuel de sources gouvernementales pour ce but. Cependant, le travail sur le terrain pourrait être complété dans Argyle ou les environs dans le cadre des subventions de recherche obtenues par les grandes universités ou d'autres institutions. Ce plan d'action vise la mise en place d'un groupe de travail avec l'Université Sainte-Anne et la Chambre de commerce d'Argyle. Ce groupe recommandera la structure et identifiera les partenaires pour une créer nouvelle structure qui mettrait l'accent sur l'application pratique des technologies ou des ressources locales et qui pourrait être reproduite dans d'autres endroits (régional, national et international). Si cette possibilité ne peut être identifiée dans un délai d'un an, le projet sera abandonné.

L'autre élément de ce plan d'action est de développer l'ensemble de la municipalité en un Centre communautaire d'excellence en énergies renouvelables. Le concept pourrait également être étendu à Digby (énergie marémotrice) et Clare.

Cette possibilité existe parce que la province de la Nouvelle-Écosse et d'autres gouvernements provinciaux se tournent vers les municipalités comme des partenaires importants tout en cherchant à devenir des leaders dans la réduction de la pollution et le développement de l'énergie propre. Le développement de la Pubnico Point Wind Farm est un exemple alors que 17 turbines génèrent environ 100 000 000 kWh annuellement dans le réseau de distribution d'électricité de la Nova Scotia Power. Dans le contexte d'une stratégie globale d'énergies renouvelables, l'énergie éolienne est une petite portion de la capacité renouvelable. Avec le Pubnico Point Wind Farm comme fondation, Argyle a la possibilité de mettre en œuvre une stratégie intégrée d'énergie renouvelable pour communauté rurale qui attirerait l'attention internationale et générerait des retombées économiques locales. La stratégie mettra l'accent sur un plan d'énergie renouvelable pratique qui maximise le vent et inclus de l'énergie solaire photovoltaïque. Il comprendra également l'utilisation de la biomasse et d'une certaine capacité de stockage de l'énergie.

Une telle région ou un groupe de collectivités qui emploient tous les types d'énergie renouvelable attireraient les responsables gouvernementaux, les groupes industriels et les visiteurs du monde entier qui cherchent à reproduire l'expérience Argyle / Clare / Digby dans leurs régions respectives. Ils constateraient une région rurale avec les cultures classiques et de la pêche et de l'agriculture, qui s'est transformée en communauté verte et moderne tout en conservant ses valeurs traditionnelles.

Ce plan d'action devrait être mis en œuvre par le nouveau RER après que les accords sont signés avec Clare et Digby, et un plan d'affaires est terminé.

### ***Visonnières***

L'emplacement et le fonctionnement de visonnières est controversée. Tout comme l'élevage de renards et des porcs, il s'agit de l'utilisation intensive des terres avec un grand nombre d'animaux sur une petite surface. Les odeurs peuvent se répandre sur les régions avoisinantes si les déchets ne sont pas gérés convenablement. L'élevage de visons est un secteur en pleine croissance qui peut être développé d'avantage tout en bénéficiant du secteur de la pêche locale. La Nouvelle-Écosse joue un rôle important au Canada dans l'élevage de visons. C'est un marché en pleine croissance en Asie où les prix continuent de monter.

La Loi de l'industrie de la fourrure et de nouveaux règlements pour l'industrie de la fourrure ont été approuvés en Janvier 2013 par le ministère de l'Agriculture de la Nouvelle-Écosse. Il existe un processus pour l'obtention d'une licence d'exploitation. Ces règlements portent sur la gestion environnementale des fermes à fourrure pour que l'industrie de la fourrure continue de contribuer à l'économie tout en demeurant respectueux pour l'environnement.

La municipalité a énoncé des politiques dans sa stratégie de planification municipale (SPM) qui restreignent l'emplacement et l'approbation de l'aménagement de nouvelles fermes de renards ou de visons. Selon ces politiques, les fermes à fourrure peuvent être autorisées par un accord de développement dans les zones rurales mais ne sont pas permises au sein des communautés. Pour faire croître ce secteur à valeur ajoutée de l'économie locale, il serait préférable que les fermes de visons puissent recevoir les permis municipaux nécessaires de plein droit et non par un accord de développement.

Le but de ce plan d'action consiste à modifier la SPM et les règlements de zonage pour créer une nouvelle zone de développement de plein droit pour les fermes de visons et renards. Le processus sera géré par le Comité consultatif en planification. Des experts en aménagement de l'espace, en relations publiques et en règlement des différends seront embauchés en tant que consultants. Le mandat des consultants sera d'identifier les emplacements pour l'utilisation optimale des opérations (y compris l'expansion) et qui auront le moins d'impact sur l'environnement et les terres avoisinantes. Les consultants seront chargés d'évaluer l'achat de terres par la municipalité pour permettre le développement d'un parc agro-industriel qui permettrait un plus grand éventail de produits agricoles, la transformation des aliments et des activités industrielles connexes. Les terrains seront vendus de plein droit pour le développement selon les termes et conditions des contrats d'achat et de vente.

### ***Stratégie de Marque, Média, Image et Identité***

Le but est de moderniser la présence d'Argyle sur l'internet, sa marque de commerce, et son message. Un examen du logo, une présence accrue sur le Web, et des liens vers d'autres médias sont suggérés.

### Contrôle

Le conseil municipal procédera à une auto-évaluation annuelle de son leadership et de ses activités de mise en œuvre du plan de développement économique. Les résultats seront regroupés de sorte que les individus ne devraient pas être identifiés. Un cadre de cet examen annuel est fourni dans le rapport.

### Sommaire

Le budget (excluant les projets d'investissement et le financement de l'aéroport après l'année 2) de la mise en œuvre des plans d'action pour les années 1 à 5 est ci-dessous. Les prévisions budgétaires ne tiennent pas compte d'hypothèses sur le financement par les autres niveaux de gouvernement.

Prévisions budgétaires (000\$)					
OBJET	Année				
	1	2	3	4	5+
Sortie 31 - Grappe	\$15	\$15	S.O.	S.O.	S.O.
Investissement et commerce	45	30	35	35	35
Gestion des relations avec hauts dirigeants	35.5	32.5	32.5	32.5	32.5
Développement Destination Touristique	15	25	20	20	20
Prospectus d'investissement Nouveaux Logements	0	0	0	0	0
Aéroport International de Yarmouth	220	220	S.O.	S.O.	S.O.
Centres d'excellence	15	S.O.	S.O.	S.O.	S.O.
Visonnières	15	15	0	0	0
Stratégie de Marque, Média, Image et Identité	20	5	5	5	5
<b>TOTAL</b>	<b>380,5\$</b>	<b>342,5\$</b>	<b>92,5\$</b>	<b>97,5\$</b>	<b>97,5\$</b>

# I INTRODUCTION

## 1.1 Economic Plan Objectives

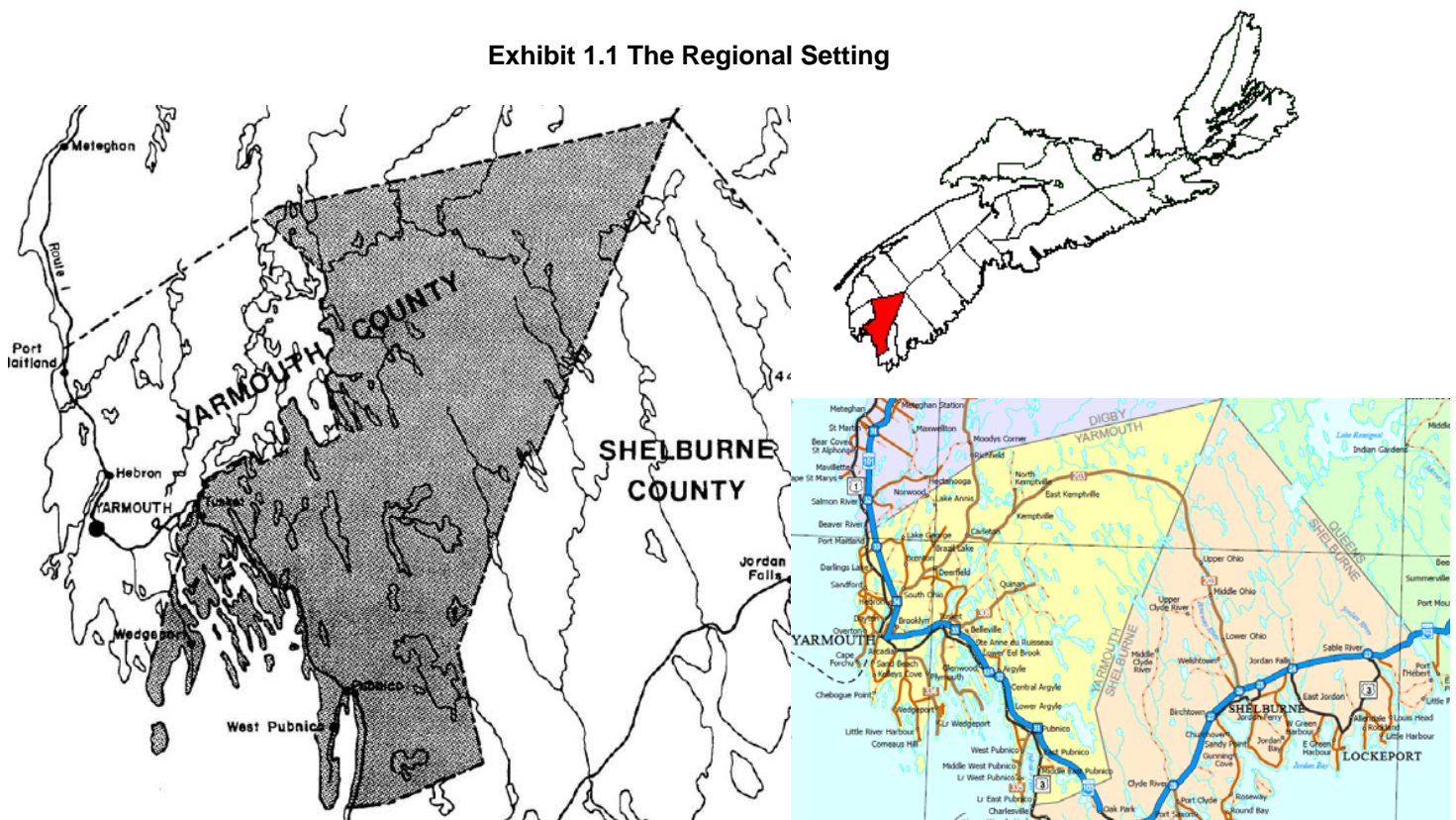
Argyle's economic base has traditionally been drawn from the sea, the land and the people. This continues today in a more competitive global economy where harvesting the rich bounty with which the area has been blessed will not be enough to provide a sustainable economic future. Argyle must look to new opportunities available from its extended inventory of economic assets, and develop new strategies that reflect the commitment and resourcefulness of its people. These values will ultimately provide the key to future growth and sustainability.

The purpose of the Economic Development Plan is to provide strategic direction and a process for the Municipality of the District of Argyle (Argyle) to pursue and secure new private and public investment, generate jobs, retain youth and grow the commercial tax base. The Economic Plan's timeframe is 10 years (2013 – 2023).

The overall goal is to prepare Action Plans that can be integrated into current initiatives of the Municipality and partner organizations. In this context, the related objectives include:

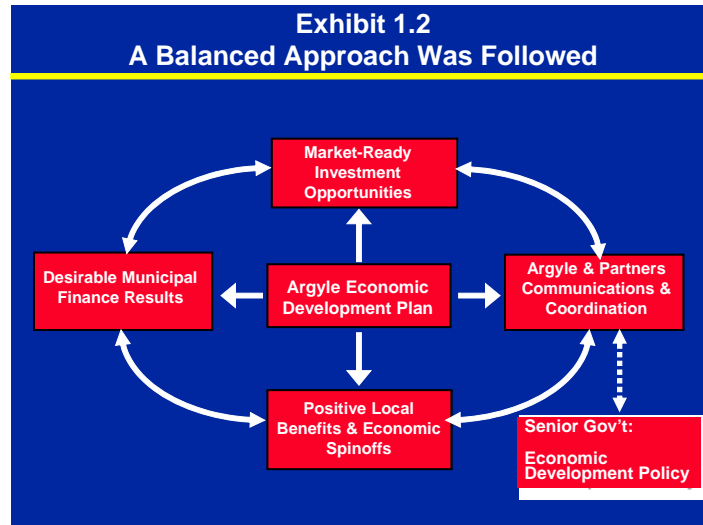
- Generating new economic activity based upon current assets and emerging global trends.
- Stimulating and directing new investment in value-added sectors of the local economy.
- Identifying new roles for the Yarmouth International Airport and Tusket Business Park.
- Effectively marketing Argyle to target groups.

Exhibit 1.1 The Regional Setting



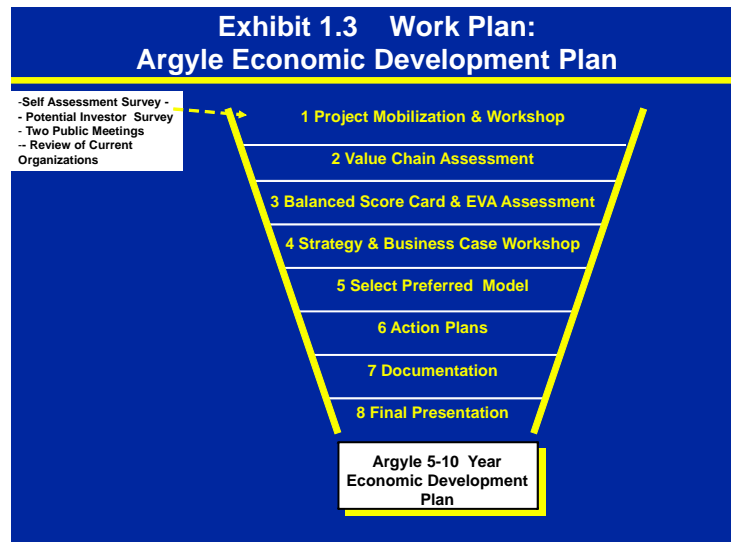
## 1.2 Work Plan & Methodology

To enable the Economic Plan's goals and objectives, the Lowe/Adams Team followed a balanced approach to the identification and assessment of opportunities, and the preparation of implementation Action Plans. The approach as illustrated in Exhibit 1.2 ensures that the selected opportunities are aligned with the Municipality's fiscal capacity for new expenditures, current assets (including the business park), and current and potential new investor needs. It also aligns Action Plans with new thinking on rural economic development.



The Lowe/Adams Team reported to a Steering Committee of elected officials, municipal and senior government staff, business interests and residents.

The process of selecting Action Plans applied proven consultation approaches, evaluation tools and investment/market assessment techniques. A seven-task schedule was followed. During Task 1, Project Mobilization & Workshop, the Lowe/Adams Team designed and administered survey instruments, held two public meetings, and conducted a size up of past and current business development activities in Argyle. Over 80 residents, business interests and government officials participated.



The consultations and technical assessments of the local economy focused on answering two key questions that existing and potential new businesses need to continuously ask:

- Where should we compete?
- How should we compete?

These questions were the focus of Tasks 2 and 3. Task 2, Value Chain Assessment, evaluated how the local area's major economic sectors were maximizing the value of their activities. Task 3, Balanced Score Card and Economic Value Added (EVA) Assessment, identified the preferred sectors for Argyle to target in the Economic Development Plan based upon sector profitability over the past three years (2010 – 2012). Businesses in profitable sectors are in the best position to invest in capital projects and new hires (jobs), and represent the preferred sectors for the Municipality to target.

The results of Tasks 1 to 3 were summarized into Action Plan Themes and Potential Action Plans. These findings were presented to the Steering Committee in Task 4, Strategy & Business Case Workshop. From this workshop, the Steering Committee provided direction on preferred new initiatives that complement current activities of the Municipality and partner organizations.

### **1.3 Report Organization**

The Report is presented in five sections. Section I, Introduction, outlines the Economic Development Plan's objectives and the approach used to meet Argyle's economic development needs to 2023. Section II, Consultation Findings, presents the results of the consultation program and a Self Assessment Survey completed by the Steering Committee.

Section III, Economic Development Assets, contains an overview of Argyle's economy and the Municipality's financial position. This section includes a review of the changing role of government in economic development because the Province of Nova Scotia in 2013 is setting up new Regional Enterprise Networks (RENs) to replace regional development agencies (RDAs). The RENs will align regional economic development with provincial priorities and simplify the delivery of programs and services. Also in 2013, the Province formed the Nova Scotia Commission on Building Our New Economy (Ivany Commission) and the results of the Commission's work in future years will impact on rural areas.

Section IV, Setting The Stage For Success, outlines the preferred sectors to be targeted under the Action Plans. Comments are also included on management options for implementation.

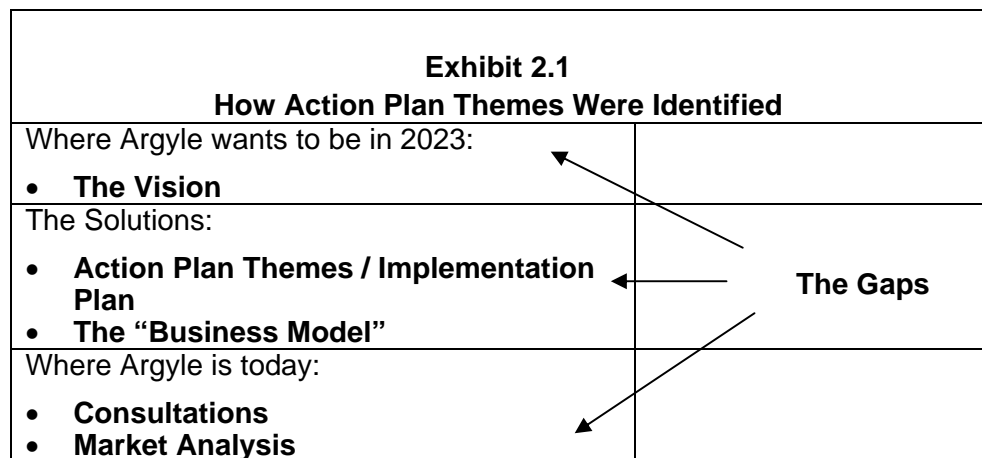
Section V, Recommended Action Plan, contains specific recommendations for the Action Plans selected by the Steering Committee.

## II CONSULTATION FINDINGS

### 2.1 Introduction

Public meetings were held on January 14 and 15, 2013 as part of the Economic Plan’s preparation. In addition to these open sessions, individual discussions were held with business owners, facility operators, government organizations and business/sectoral organizations during January and February 2013. All consultations were carried out in an informal manner to allow participants to express opinions and discuss topics of interest to an appropriate level of detail. Approximately 80 people participated in the consultation program.

Using the consultation program as the starting point, a vision statement (preferred future) and list of potential Action Plan Themes were prepared. Comments were received from the Steering Committee and revisions made. The result is the vision, strategic objectives and Action Plan Themes presented in this section.



### 2.2 Community Input – Interviews and Public Meetings

#### Interview Approach

The purpose of these discussions was to gain insights from key stakeholders and interest groups on the current state of the economic base of Argyle and how the status quo could be improved by recommendations in the Economic Development Plan.

All discussions followed a survey outline approach, which allowed respondents to pursue topics to a logical conclusion. The respondents discussed topics with the facilitator in an open and frank manner. This openness required a level of confidentiality in the documentation and reference to specific comments or opinions.

## **Public Meetings Approach**

In addition to the interviews, two public meetings were held. The sessions were designed to permit creative discussions between the participants. On average, the meetings lasted 2.5 hours. The agenda for each session was:

1. The Introduction - where the facilitator introduced the Economic Development Plan's intent.
2. The Definition of a Vision for Argyle (2023) - where the facilitator asked participants to describe their preferred future.
3. The SWOT Analysis - where the facilitator assisted the participants to define the strengths, weaknesses, opportunities and threats (SWOT) of Argyle in 2013.
4. Gaps Between the Current State and the Vision - where the facilitator assisted participants to chart a course to arrive at the desired vision by 2023 or beyond. This agenda item provided a "long list" of potential action plan ideas, which was refined into Action Plan Themes presented to the Steering Committee for their review and comment.

## **Findings**

The findings provide a self-assessment by participants of key strategic issues in 2013, a vision for 2023, and action plan themes that could be considered to address the gaps. Overall, there are 17 key findings from the consultations. They are listed below (not in a ranked order):

1. There is a high level of community support for the involvement of the Municipality in seeking to support business growth, job creation, youth retention and new resident attraction.
2. The Economic Development Plan should enable industry and residents to make informed decisions, and be supported by a small and market responsive implementation team. The preference is for this team to be based in Argyle and report directly to the Municipal Council.
3. Status Quo economic conditions are not a future option for Argyle.
4. Argyle's Acadian culture, heritage and values must be supported and enhanced by the Economic Development Plan. Suggestions put forward to achieve this objective included a community identity and branding program that draws upon different media (including social media) .
5. Succession Planning (new generation of leaders) at some family businesses represents a renewal opportunity that should be supported by the Economic Development Plan.
6. The Economic Development Plan should focus on the Municipality, and local interests, taking control of its future (with the appropriate partners).
7. A focus of the Economic Development Plan should be senior government assistance in the transition of Argyle's economy away from the cyclical fishery into new sectors and more value added activities. As one participant stated, "we must shift from working hard to working smart."

8. Argyle must stop “exporting” well educated youth, and align trades training and lifelong learning with market needs.
9. The Economic Development Plan or other initiatives should include actions that support local students to take medical, dental and other health professional training, and then see these young professionals return home to address health care gaps.
10. The Economic Development Plan must acknowledge that some existing businesses and new entrepreneurs will require government funding support to start, retain, expand or diversify their ventures.
11. When looking at diversification options for Argyle, the Economic Development Plan should consider an Action Plan that focuses on new niche markets for the private sector, and centres of excellence for government and institutions with an emphasis on fishery diversification (value-added activities and harvesting underutilized species).
12. A theme in the Economic Development Plan should be “linking the environment and the economy”. Examples suggested by participants included renewable energy, fish quality enhancement terminals, and an ocean and land resource sustainable development plan.
13. The Economic Development Plan or other initiatives should include strategies to reverse population decline. Suggestions included providing more healthy lifestyle services and programs, allowing seniors to “age in place” and attracting new residents.
14. Tourism is a major sector of the Nova Scotia economy but has suffered in Argyle with no ferry service to Maine in recent years. With the expected resumption of ferry service and unique cultural and natural resources, the Economic Development Plan should include action plans for tourism planning and development that include tourism destination experiences and an expanded accommodation base (focusing on bed and breakfast operations). Partnerships should be considered with Clare, regional tourism organizations like Yarmouth and Acadian Shores, Non-Government Organizations (NGOs) and senior government partners.
15. The Municipality’s major commercial cluster is at Exit 33 (Tusket) to Highway 103. This area requires a land use master plan (with site quality standards and building design standards) to integrate existing uses, and set the stage for attracting more private and government tenants to the business park.
16. The Yarmouth International Airport is located in the Town of Yarmouth and the Municipality of the County of Yarmouth. Argyle is a funding partner. This facility is an untapped resource that could attract new industry to the larger region. The Economic Development Plan should outline how Argyle will participate in sharing the resulting economic benefits.
17. In the past, senior government has prepared and implemented policies and programs that directly impact on Argyle but with limited or no local consultation. Some of these senior government actions have had positive impacts on the local area while others have had negative impacts. The Economic Development Plan should include action plans that shift Argyle from a passive-reactive to proactive role in influencing senior government policies and programs. Examples put forward included regular lobbying of senior government for appropriate transportation services (marine, road, air) and municipal infrastructure (including Wedgeport).

## 2.3 Steering Committee Self Assessment Survey

The public consultations revealed a desire for the Economic Development Plan to grow the local economy by new plans that are beyond the range of past activities undertaken in local economic development. To further determine the desire and willingness for managed change, a Self Assessment Survey was administered to the Municipal Council, Senior Staff and Steering Committee that participated in the Startup Workshop. The survey was circulated and completed at the beginning of this workshop and there were 12 respondents.

Similar to the public meetings and individual discussions, the results of the survey are a poll and not a statistically reliable survey instrument. Overall, respondents stated that "deep change" is required for a successful Economic Development Plan. Seventy five percent stated that cultural change is required. A limited number of respondents (8%) also stated that Argyle must reinvent the local economic base, and current approaches to economic development, or face the possibility of disappearing as a separate municipal unit. There is limited interest (17%) in strategic change and no interest in maintaining status quo conditions.



To move forward with the Economic Development Plan, participants stated that priorities should be placed on addressing the following challenges and opportunities:

1. Growing the population base by reversing the population decline that has added to a demographic profile of an overall aging population, an outmigration of youth and entire families, and limited new in-migration.
2. Diversifying the local economic base away from the cyclical lobster fishery, and increasing the scale and type of value-added activities carried out locally in the forestry and fishery sectors. Diversification should focus on higher paying jobs in both the public and private sectors. The public sector should focus on health, education and other government services. The private sector should focus on energy (renewable, offshore oil/gas), green energy manufacturing, boat building, mink farming, agriculture, aquaculture, medical device repair and maintenance (including geriatric products), and light manufacturing and aerospace tied to the Yarmouth International Airport.
3. Training youth and enabling life-long learning for adults to align local skill sets with changing market demands. The foundation of knowledge-based activities should be a community college mini-campus developed in partnership with L'Université Sainte-Anne. This campus could be located at the Tusket Business Park.
4. Enhancing the road, marine and air transportation options for the movement of goods (bulk, break-bulk and containers) and people within Atlantic Canada and to New England gateways and beyond.
5. Creating a clear identity and branding for Argyle (regional, national and international) with a focus on Acadian culture and history.
6. Developing Argyle as a tourism destination with a focus on eco-tourism, cultural tourism (Acadian) and artisans.
7. Setting up a business attraction and retention program in pre-selected sectors that focuses on attracting new firms, and helping existing firms expand and diversify. The result will be a growing commercial tax base from a municipality that is business friendly.
8. Aligning municipal infrastructure and services to community needs. A focus should be placed on health care (more local family doctors), retaining existing residents and attracting new residents.
9. Setting up a more formal structure for resident engagement; including volunteerism.

Argyle is a municipal unit dealing with the challenges of a rural and resource-based economy. The Municipality needs the appropriate mix of staff resources and tax revenues to fund current activities and to effectively plan for the future. The survey included a question on economic development priorities. Participants were asked to identify the key priorities for economic development, investment attraction and job creation in Argyle over the next three years.

The results are presented in Exhibit 2.3. The top priorities focus on investment attraction followed by marketing, business-to-business support and resource management.

The survey also included a question on organizational challenges. Respondents were asked to rank the major economic development challenges they had experienced over the past year. The top challenge was a lack of an effective regional development organization to lead economic development initiatives.

The next group of challenges included:

- Working relationships with new investors/developers
- Understaffing or lack of staff with economic development expertise
- Lack of adequate budget.

This group of challenges was followed by:

- Lack of training and knowledge about changing investment and market conditions
- Inappropriate or outdated funding guidelines and/or legislation
- Working relationships with other municipalities
- Working relationships with senior government departments or agencies
- Working relationships with the local business community
- Downloading of responsibilities from senior government
- Lack of training and knowledge about technology (Internet, etc.)
- Lack of input to Federal and Provincial Government economic development and investment strategies
- Slow response to requests to other organizations or government agencies.

Other challenges identified by the participants were different and competing priorities and providing consistent service to geographically dispersed areas.

Working relationships with citizens did not emerge as a challenge.

In summary, the Self Assessment Survey provides insights on the desired level of change and priorities for consideration in the Economic Development Plan. The participants also identified organizational challenges that should be considered in the preparation of new Action Plans.

<b>Exhibit 2.3</b>	
<b>Self Assessment Survey – Ranking of Economic Development Priorities</b>	
%	<i><b>Economic Development Priorities</b></i>
14	Work more closely with Nova Scotia Business Inc., ACOA & Nova Scotia Economic and Rural Development and Tourism to attract new firms or assist existing firms
11	Have Municipal Staff target “priority growth” sectors (with Provincial/Federal Government support)
10	Invest in more business park-type buildings, infrastructure and services
10	Have the Municipality adopt more investment incentives (such as Immigrant Entrepreneur Programs, etc.)
8	Advertise Argyle on the Internet
8	Organize Inbound (to Argyle) Trade Missions
8	Have the Municipality prepare Resource Management Plans to “link” the environment and the economy (such as agriculture, forestry and the fishery)
6	Support government sponsored trade shows in specific sectors (such as Boatbuilding, Aerospace and Wind Power)
5	Provide finder’s fees to commercial brokers that bring new business to Argyle
4	Organize Outbound (various locations) Trade Missions
4	Hire agents in other provinces and internationally to seek out new industry that could locate in Argyle
3	Join more professional associations to network with potential investors
3	Participate as a partner of a Regional Development Agency (indirectly hiring and sharing multiple staff)
3	Set up business seminars to increase the knowledge of local businesses
2	Advertise Argyle in the print media (tourism and business)
1	Hire Municipal Staff in Economic Development for Argyle
TOTAL = 100	

## 2.4 Municipal Council's 2020 Vision

In January 2013, the Argyle Municipal Council completed a visioning exercise. The outcomes are presented in Exhibit 2.4. Council's work was combined with the consultation findings into a vision, strategic objectives and Action Plan Themes for the Economic Development Plan.

<b>Exhibit 2.4</b> <b>Argyle Municipal Council: 2020 Vision</b>
<ol style="list-style-type: none"><li>1. Youth Staying in Community (Raising Families &amp; Working Here)</li><li>2. Senior Care Options (Housing, Health)</li><li>3. Strong Resources Based Industries<ol style="list-style-type: none"><li>a. Value Added In Our Region</li><li>b. Use What We Have</li></ol></li><li>4. Tourism – Strong Product (Coastline)</li><li>5. Transportation<ol style="list-style-type: none"><li>a. Example: Air Cargo – Potential Investment in Yarmouth International Airport</li><li>b. Ferry Link to Maine</li></ol></li><li>6. High School Graduates Having More Pride of Place (Educated on Local Opportunities)<ol style="list-style-type: none"><li>a. Provide reasons to stay (jobs)</li></ol></li><li>7. Health Services with More Doctors</li><li>8. More Industry</li><li>9. Sustainability – Fishing, Energy<ol style="list-style-type: none"><li>a. Promotion of Cultural Diversity; Including Greater Display of Pride</li></ol></li><li>10. More Recreational Opportunities in Argyle (Soccer, Hockey)</li><li>11. Jobs - But Social Aspects Need to be Cared For/Improved</li><li>12. Tusket Park – Full of Business</li><li>13. 10,000 to 12,000 Residents (Population Increase)</li><li>14. Bridge in Surette's Island</li><li>15. Stable Lobster/Fishing Industry</li><li>16. Churches Still Open in Smaller Communities (Stable Population to Keep Them Open)</li><li>17. Affordable for Seniors to Live Here/In Their Home</li><li>18. Infrastructure for Active Transportation (Including Sidewalks)</li><li>19. More Nova Scotia Power Community Feed-in (COMFIT) Locally-Based Renewable Energy Generation Projects.</li></ol>

## 2.5 Recommended Vision Statement

The Concise Oxford Dictionary defines a vision as: "... imaginative insight and statesmanlike foresight ...". The difference between a vision, and goals or objectives, are:

<b>Vision</b>	<b>Goals/Objectives</b>
Idealistic	Realistic
Value Orientated	Results Orientated
Concepts	Details
Motivational	Logical
"I have a dream"	"I have a strategy"
Qualitative	Quantitative
What could be	What is

Combining the consultation program visions with Municipal Council 2020 Vision provided the basis for the preparation of the vision statement.

<b>Exhibit 2.5</b> <b>Argyle Economic Development Vision – 2023</b>
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<p>"The Acadian culture, work ethic, community values and skill-sets of Argyle are adaptive to ever changing resident and business needs. In 2023, we see Argyle as a diversified and value-added economy built upon the sustainable use of ocean and land resources, and available infrastructure. It is a destination of choice for heritage, culture and soft adventure tourists, and a preferred place of residence for new immigrants as the needs of youth, working families and seniors are met. "</p>
---

## 2.6 Recommended Strategic Objectives

To address the gaps between the current state and the vision, the Economic Development Plan will require a market-driven approach that is based upon five strategic objectives.

1. Assisting existing businesses to improve their return on investment (ROI).
2. Improving the range and type of local resident and visitor related services and amenities to increase Argyle's competitive position.
3. Focusing on government investments that set a quality benchmark for the private sector to meet or ideally exceed. For example, signage, business park development standards and promotional materials.
4. Increasing the range and type of investor, local resident and tourist related services with a focus on simplifying the decision-making process for operators and investors.
5. Seeking to adhere to Federal Government and Province of Nova Scotia policies and programs dealing with strategic economic development, enabling infrastructure, energy, workplace training and tourist development.

## 2.7 Recommended Action Plan Themes

The vision and strategic objectives form the basis for Action Plan Themes that include new projects or programs to move Argyle from the present state (2013) to the preferred future (vision). The selected themes that were refined into the Action Plans in Section V are:

- Resident Services
- Trade and Investment
- Visitor Services
- Culture, Image and Identity
- Land Development
- Appropriate Controls and Regulations.

## 2.8 Recommended Development Principles

For land development-related action plans, new projects must respect the historic context and amenities of Argyle. To ensure appropriate new construction under the Economic Development Plan, three principles are recommended:

1. Development maintains a low impact on the heritage and cultural resources, and the natural environment. The result is new projects that are sustainable over time without altering or negatively affecting the local setting for future generations.

2. New development provides direct benefits to the local economy and local inhabitants, thereby providing an incentive for local support and preservation of natural, cultural and heritage resources.
3. Travel within Argyle provides an educational component so visitors can learn about the history and Acadian culture of the local area.

## 2.9 Summary

The consultations provided a broad range of ideas and opinions on the future of Argyle. Participants stated that innovation in the traditional fishery can provide for increased productivity and the cultivation of new products for export. Local expertise and experience in the traditional fishery can be leveraged to possibly establish a Centre of Excellence focusing on research and development; the potential for aquaculture; innovation in physical assets for ocean industries and as a heritage tourism attraction.

Argyle is already recognized for its craftsmanship and quality in building boats for commercial and recreational needs. This traditional local industry with its reputation has the potential to expand and develop and enter major international markets.

Argyle has a multifaceted natural tourism product and despite the challenges of minimal accommodation infrastructure there is a very real opportunity to positively exploit the rich cultural, heritage and natural attributes of the area. A strategic focus on specific events, sites and industry niches was discussed by participants as an option to leverage this development asset.

The Yarmouth International Airport is a major local asset which has potential far beyond its more traditional role as a public transportation hub. As a business location and regional catalyst for economic development, it was described as strategic.

For Argyle, local residents represent one of the municipality's greatest resources. A place where people feel safe and want to live and grow is a valuable asset to help attract and retain families and provide a positive environment for growth and investment. A history of survival and independence by a creative and resourceful people has created "pride of place" which in turn becomes an economic development asset.

In a competitive environment having an offering which is different and unique, and perhaps to some, even a little exotic, can be a powerful economic development asset. Acadian heritage and culture and related institutions in Argyle represent such assets as they set the local area apart from most other regions in the province. This special status can be developed and promoted to create an extra draw and competitive advantage.

Argyle's natural environment is a gift for which no man can take credit. Proper care and nurturing of this gift combined with a respectful presentation and promotion to a larger audience can enhance quality experiences for citizens and visitors alike. The landscape and the shoreline are natural assets which provide an impressive background for global draws such as The Dark Skies

initiative. (See Section 5.2 for details.) This high level quality exposure provides additional opportunities to attract investment and human resources to grow the economy.

### **III ECONOMIC DEVELOPMENT ASSETS**

#### **3.1 Introduction**

Argyle is not an “economic island”. The Municipality functions as part of the economic base of Nova Scotia. Across Canada, many rural municipalities are facing the same challenges as Argyle. They must deal with the economic draw of larger urban centres or higher wages in Central and Western Canada, a declining population base that is aging and a small assessment base to fund programs and services. This section provides the economic context for the Economic Development Plan. It includes an overview of the Municipality’s financial position and other indicators that will frame the scope and intent of Action Plans.

#### **3.2 Municipality’s Financial Position**

The Municipality of the District of Argyle is a small municipal unit with revenues of \$6.96 million in the fiscal year ended March 31, 2012. Taxes represent 86% of this total. Capital assets (at cost) are \$12.7 million. Of this total, the major assets are the West Pubnico Sewer (\$7.4 million) and the Tusket Sewer (\$2.7 million). Municipal indicators prepared by Service Nova Scotia and Municipal Relations show that Argyle is a well-managed unit. Expenditures are aligned with revenues and fiscal services are in the range of similar sized municipal units.

The five year capital investment plan (2012/13 to 2016/17) is budgeting over \$10 million of new expenditures. The major future projects are a wastewater system in Wedgeport (\$4.5 million) and a new municipal building (\$2.5 million). In recent years, building permit activity has averaged in the \$5 million to \$8 million range.

The Municipality relies on third parties for some services that relate to economic development. The Yarmouth Area Industrial Commission used to manage the Tusket Business Park but these assets were returned to the Municipality in fiscal year 2011/12. The value of the transfer was \$276,936. Land use planning services are provided by the Yarmouth-Argyle-Barrington District Planning Commission (DPC) and the Municipal Council has a Planning Advisory Committee to oversee the planning process. The annual cost of external planning services has been in the range of \$45,000 to \$63,000 in recent years. Costs for regional planning have risen recently with the loss of the Municipality of Barrington as a partner in the DPC. Argyle has a Community Development Officer that has tourism related duties, and is also a member of the Yarmouth and Acadian Shores Tourism Association (YASTA). Funding support to external tourism groups was \$81,000 in fiscal year 2010/11 and \$65,132 in fiscal year 2011/12.

In the past, the major external economic development service provider was the South West Shore Development Authority. The agency had ceased operations in 2010, with ongoing costs amounting to \$40,402 in fiscal year 2010/11. At present, the largest external funding source in economic development is the Yarmouth International Airport under an inter-municipal service agreement with the Town of Yarmouth and the Municipality of the District of Yarmouth. Annual funding has ranged from \$146,000 to a high of \$200,000, which occurred in fiscal year ended March 31, 2013.

Looking to the future, the Municipality is forecasting own-source revenues to increase at a compound annual rate of 1.5% until 2017/18 for taxes and no increase from other sources. Based upon the Municipality's current budget and five-year revenue projects, the Economic Development Plan will require Action Plans that do not contain major new program expenditures and capital costs.

<b>Exhibit 3.1</b>		
<b>Municipality of the District of Argyle: Statement of Operations</b>		
<b>Revenues</b>	<b>2012</b>	<b>2011</b>
Taxes	\$4,661,984	\$4,443,752
Grants in Lieu of Taxes	\$143,317	\$141,046
Other Revenue From Own Sources	\$281,393	\$600,372
Unconditional Transfers From Other Governments	\$141,156	\$137,093
Conditional Transfers from Federal or Provincial Government or Agencies	\$78,208	\$96,277
Other Transfers	\$278,136	\$1,200
<b>TOTAL</b>	<b>\$5,584,194</b>	<b>\$5,419,740</b>
<b>Expenditures</b>	<b>2012</b>	<b>2011</b>
General Government Services	\$1,445,739	\$1,411,106
Protective Services	\$1,538,277	\$1,482,161
Transportation Services	\$223,430	\$221,243
Environmental Health Services	\$995,432	\$1,160,890
Public Health Services	\$177,414	\$161,653
Environmental Development Services	\$261,786	\$496,262
Recreation and Cultural Services	\$483,105	\$448,049
<b>Total</b>	<b>\$5,125,183</b>	<b>\$5,381,364</b>
Source: Municipality of the District of Argyle, Non-Consolidated Financial Statements, March 31, 2012, Grant Thornton.		

### 3.3 Economic Base Overview

The road to recovery from the global recession of 2008 has been long and challenging. The international community is still facing some unprecedented problems which must be overcome before a full recovery is realized. The United States is starting to show some signs of growth which, given its strategic economic importance globally and especially for Nova Scotia, is encouraging.

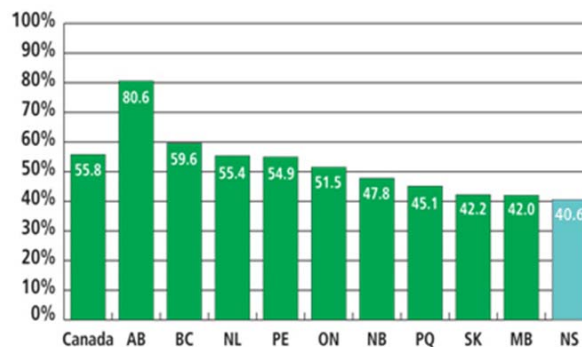
The Canadian economy has remained relatively strong through the global recession and is in a good position as the world approaches pre-recession levels of activity. National economic strategies are driven by forces and resources not primarily focused on or found in Atlantic Canada,

#### The Nova Scotia Economy

Nova Scotia has had slow economic growth compared to all the other Canadian provinces over the past 20 years. A number of recently announced longer term projects provide potential opportunity for growth in the future. These projects will be primarily centered around the Halifax Regional Municipality (HRM). Other areas of the province and especially rural communities are facing real challenges for growth. This is compounded by a general population decline, a shrinking labour force, aging infrastructure, challenged traditional resource based industries and globalization.

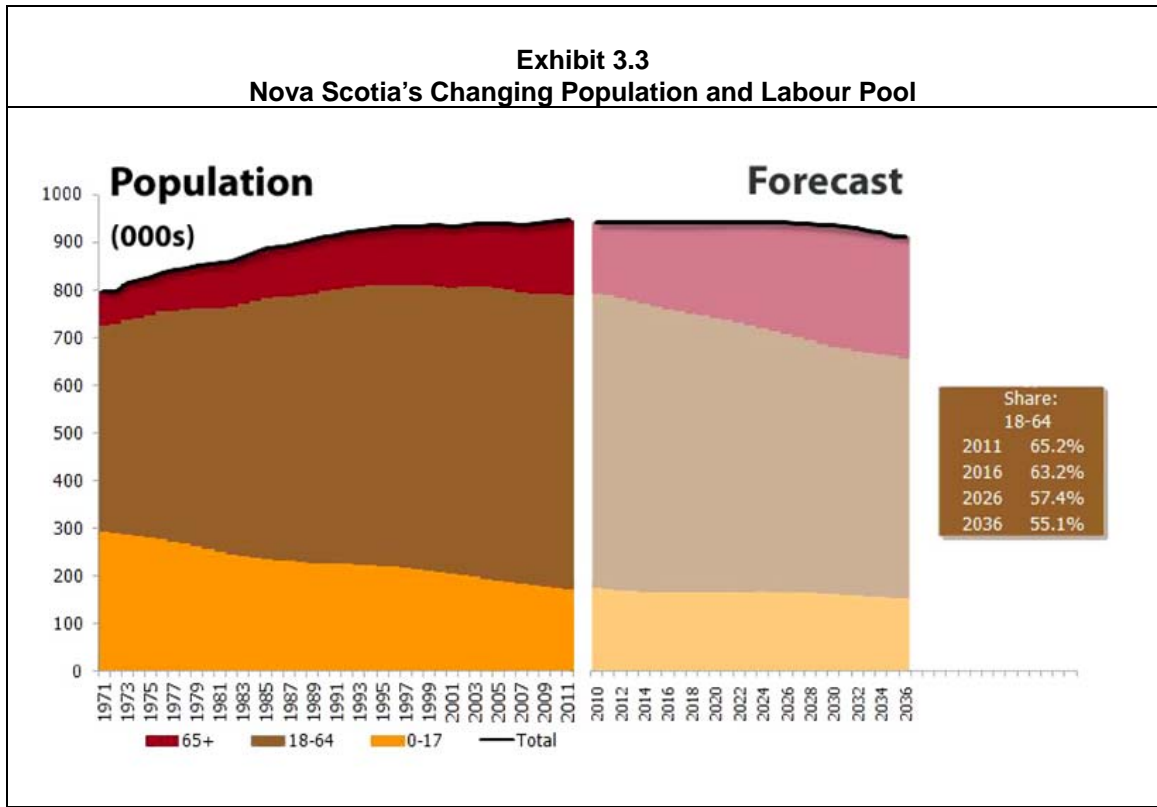
Nova Scotia's economy generates wealth in several traditional sectors. The traditional sectors are changing and some trends are emerging with respect to labour skills aligned with sector requirements. This economic reality is compounded by several demographic trends as Nova Scotia's population is stable to modestly declining. The population is getting older and this profile directly impacts the size of the workforce as most people are choosing to live in the larger Halifax Region or other urban areas along corridors to New Brunswick and Cape Breton.

**Exhibit 3.2**  
**Economic Growth Measured In Real GDP (1990 – 2009)**



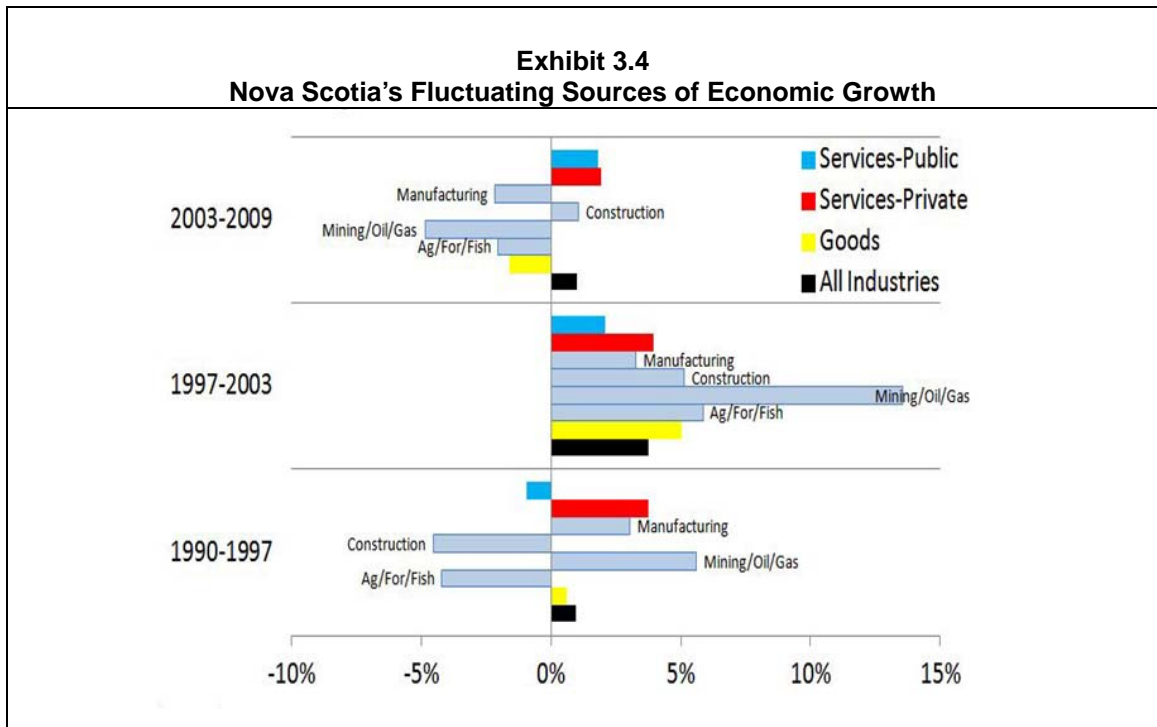
Source: Ivany Commission, 2013.

**Exhibit 3.3**  
**Nova Scotia's Changing Population and Labour Pool**



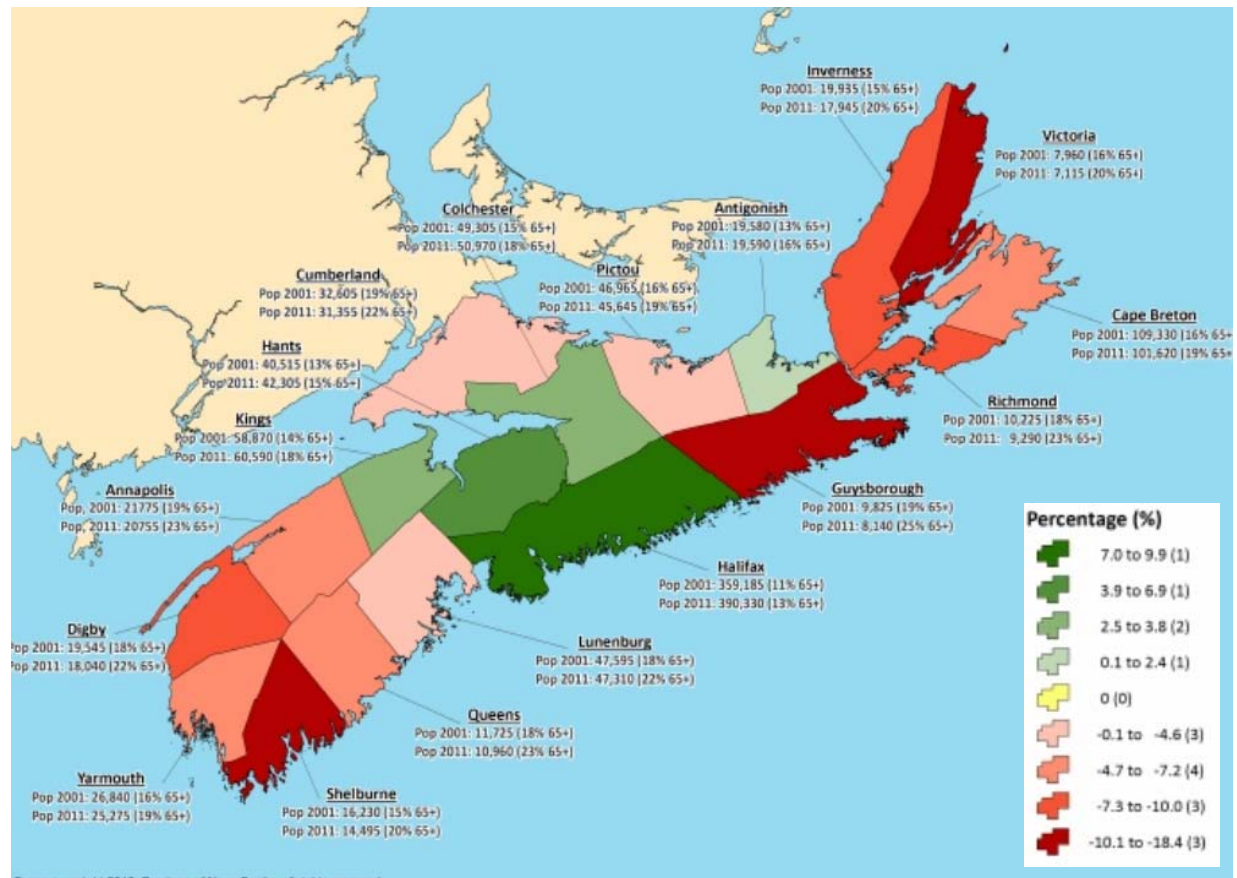
Source: Ivany Commission, 2013.

**Exhibit 3.4**  
**Nova Scotia's Fluctuating Sources of Economic Growth**



Source: Ivany Commission, 2013.

**Exhibit 3.5  
Nova Scotia's Changing Regions:  
Population Change By County (2001 – 2011)  
Sub-regional Employment Growth (1987 – 2010)**



Nova Scotia Sub-regions Employment Growth % 1987 – 2010			
Region	Total Employment	Goods Producing Sector	Service Producing Sector
Nova Scotia	26	-9	38
Cape Breton	-3	-39	11
Central/North	18	-21	41
Annapolis Valley	23	-3	36
Southern	15	-12	33
Halifax	44	21	48

Source: Ivany Commission, 2013.

## **Argyle's Economy**

The Municipality of the District of Argyle is located in the County of Yarmouth and borders the counties of Shelburne on the east, Digby on the north, the Municipality of the District of Yarmouth on the west and the Town of Yarmouth to its southwest. The land area for the Municipality consists of 1,527.10 square kilometres. Population density is 5.4 persons per square kilometre or 14 per square mile.

Service Nova Scotia and Municipal Relations forecast a continued decrease in the population base and labour force for Argyle. The current population is estimated at 8,229. In 2006 the population decline was -.05% from the previous census in 2001. In 2011, the decline was 4.7% from 8,656 in 2006 to 8,252

Argyle's economy is resource based and dominated by the fishery and related activities. (See Section 4.2 for details.) Selected retail (automobile) and service sectors (health, education) are important players. Boat building is a small but sustainable traditional industry. Tourism as an economic driver is currently relatively small but has some niche strengths. Retail and commercial operations are primarily limited to local requirements. The neighbouring Town of Yarmouth is the primary regional retail trade and service centre for Argyle and is experiencing challenging economic times.

With a population of approximately 8,250, Argyle is a relative small economic unit. Current trends indicate a decline in population and skilled workforce. These and other factors, especially the primary dependence on one resource based industry, create an economic base that is directly impacted by cyclical resource sectors.

The population in the 60–75 year age group (cohort) has increased significantly over the last decade and the number of young people that represent the future workforce is declining. This profile should result in a lower labour force participation rate and possibly a shortage of skilled workers.

Compounding the challenges of a skilled labour force is over one third of the population of Argyle does not have an education level equivalent to a high school diploma. Residents with a university bachelor degree or higher represent 9.2% of the total workforce. This profile reflects an educational base that is on the lower end when compared to other municipalities.

<b>Exhibit 3.6</b>			
<b>2011 Census – Selected Characteristics</b>			
<b>Characteristic</b>	<b>District of Argyle</b>	<b>Town of Yarmouth</b>	<b>District of Yarmouth</b>
<b>Population</b>	8,252	6,761	10,105
<b>Total private dwellings</b>	3,798	3,539	4,918
<b>Private Dwellings Occupied by Usual Residents</b>	3,382	3,144	4,202
<b>Population Age</b>			
0 to 14 years	1,215	970	1,560
15 to 64 years	5,490	4,310	6,735
65 years and over	1,545	1,480	1,810
<b>Private Household Type</b>			
Total number of private households	3,380	3,145	4,205
Households containing a couple (married or common-law) with children aged 24 and under at home	925	450	1,020
Households containing a couple (married or common-law) without children aged 24 and under at home	1,350	805	1,615
Lone-parent family households	290	510	410
One-person households	710	1,185	975
Other household types	110	190	180
Average number of persons in private households	2.4	2.1	2.4
<b>Occupied Private Dwelling Characteristics</b>			
Total private dwellings occupied by usual residents	3,385	3,145	4,200
Single-detached houses	3,240	1,460	3,890
Semi-detached houses	15	355	60
Row houses	20	60	40
Apartments or flats in a duplex	10	205	55
Apartments in a building with fewer than five storeys	70	1,055	120
Other dwellings	15	5	40
<b>Knowledge of Official Languages</b>			
English only	3,050	5,475	8,355
French only	35	5	5
English and French	5,135	1,065	1,665
Neither English nor French	0	10	5
Source: 2011 Census of Canada.			

### **Economic Development Assets**

There are a number of ways to consider a community's economic development assets. Community assets generally fall under one of five categories:

- Natural
- Built
- Social
- Services
- Economic.

All of these assets contribute to the general well-being and economy of communities.

Argyle's Integrated Community Sustainability Plan (ICSP) was approved by Municipal Council in March 2010. It identified a list of community assets. The Whole Asset Approach (social, economic and physical) was applied to group the identified assets under several categories including:

- Natural assets (water, forests etc.)
- Built Assets (municipal builds, sewers, infrastructure)
- Social Assets (aspects of living in the community)
- Economic Assets (activities providing jobs and a livelihood for citizens)
- Service Assets (health, education, etc.).

The ICSP identified the most important assets as the Fishery, Acadian heritage and culture, schools and educational institutions, the fire departments and halls. In the economic category, the Fishery was listed as number one with natural resources and health services a close second.

## **3.4 The Changing Role of Senior Government in Economic Development**

Since the 1960's, different approaches have been tried by senior government to manage local economies. Nova Scotia is currently shifting to a new approach. If history is an indicator of the future, there will be other approaches tried by the Province of Nova Scotia and Canada over the next decade. Expected changes in the administration and funding of regional economic development should be viewed from an historic context.

Government involvement in local economic planning and industrial park development did not occur until the 1960s and 1970s when municipalities across Canada were given the legislative power to plan, develop, operate and market industrial-type land. With this change, the objective of local economic development shifted from private to community goals. Industrial Estates Limited (IEL) was setup by the Province of Nova Scotia at that time to perform this role and then it ceased operations and was merged into the former Department of Development.

During the 1960s and 1970s, government funded initiatives focused on incremental adjustments to the private sector model. The result was an approach that is now referred to as traditional industrial development. Under this approach, the primary focus was to meet the needs of business with serviced land subsidies. Tax incentives were often offered to close a sale. Through federal-provincial agreements, subsidies were provided for the purchase of industrial park lands, the installation of infrastructure, promotion and the management of assets. This approach resulted in many municipal units setting up industrial commissions with senior government providing assistance to pursue activities that adhered to federal and provincial policies. This model was followed in the Yarmouth area.

During the 1980s, the utility of the traditional industrial development model started to be questioned. Concern was emerging from two different directions. Senior levels of government were faced with a large number of municipal-focused industrial commissions that often used federal and provincial dollars to compete amongst themselves for new, relocating or expanding businesses. Within senior government, these conditions were viewed as an inappropriate allocation of public funds. At the local level, the American concept of community economic development was being advocated as the preferred model for improving local conditions.

Community economic development is based upon the notion that "the common interests of the many are more important than the vested interests of the few." In some provinces, such as Saskatchewan and Nova Scotia, community economic development was used as a basis of policies that successfully revitalized older downtown areas after decades of decline. The Nova Scotia Mainstreet Program (and Village Square Program in smaller communities) followed this approach and is still evident in many communities with Business Improvement Districts (BID) and BID area tax levies. This model was also used to eliminate many industrial commissions in the mid-1990s and replace them with regional development agencies (RDAs).

Over the past two decades, the community economic development-RDA model has been a driving force in many jurisdictions to reach a consensus on locally based managed change strategies. These strategies have had to deal with increased international competition, more liberalized trade, sectoral adjustment and declining levels of support from senior government. This model has recently been abandoned in Nova Scotia as Canada and the Province of Nova Scotia view RDAs as duplicating their program delivery offices, and lacking appropriate governance and oversight for public funds.

Today, the professional and academic literature is in agreement that local strategies and not broad economic trends or conditions are a key factor in attracting new investment and improving the local standard of living. The expanding body of knowledge on quality of life indicators also confirms this conclusion. The result is a wide range of local needs-focused strategies are being pursued across Canada around "new localism" or managed change models that fall within four broad categories:

- Market Driven Development
- Social Inclusion
- Community Economic Development
- Sustainable Development.

The features of each framework are presented in the next exhibit. In Europe and the United States, there are also emerging trends that follow a "twin-track" approach that selectively links traditional industrial/economic development with community economic development programs. In North America, Ottawa and San Jose, California are following this approach. It is also the model used in Ireland. In other jurisdictions, there is a return to more traditional industrial/economic development models that do not include a focus on community economic development. Battle Creek, Michigan follows this model.

On March 31, 2013 the 12 Regional Development Authorities that provided community and economic development support in Nova Scotia since the 1990s ceased operations. They were funded by federal, provincial and municipal governments. The RDA's across the province had a similar operating model but varied in how they chose to deliver their programs. Similarly, they achieved varying degrees of success. In recent years, the RDA model for delivering economic development support was being questioned. Some municipalities felt they could get a more focused return on their investment by retaining their own economic development staff. This reflected a challenge in attracting investment to a region consisting of many municipalities. The ultimate prize, increased commercial tax assessment, would go to the municipal unit where a business set up although all partners contributed to the cost of attracting the new business. This inherent competition between municipal partners put a strain on relationships within some RDAs. Ultimately it was the Federal Government that signaled the end to the RDA's with their decision to withdraw funding.

The Province of Nova Scotia has proposed a new relationship with the municipalities designed to replace the RDA model. The proposal would see the establishment of six Regional Enterprise Networks (RENs) across the province with the municipalities matching funding support from the province and playing a more direct role in operations.

In addition to the REN model, the Province has recently established The Nova Scotia Commission on Building Our New Economy. It is headed by Dr. Ray Ivany with the responsibility "to engage Nova Scotians in informed conversations about our economic opportunities and challenges and to identify, with Nova Scotians, new directions for wealth creation in all regions of our province". The Commission is expected to present its report in 2014 or later. It is anticipated the report will contain recommendations affecting all areas and sectors of the economy of Nova Scotia.

The Ivany Commission has identified a number of opportunities and challenges within the provincial economy. Opportunities include:

- A world class education and research capability
- The \$25 billion ship building contract and supply chain strategy

- Manufacturing and skills training investment
- Promising artistic, creative, and hi-tech sectors
- Renewable and non-renewable energy development
- Innovative start-ups, co-ops and social enterprises
- Strategic location and governance stability
- Pride of place, culture of caring, determination, natural beauty and wonderful communities.

On the challenges side of the ledger the following are of note:

- People leaving the province for work
- Loss of skilled labour
- Low productivity ratings
- Small value-added sector
- More services than the production of goods
- Public expenses and expectations exceed revenues
- Declining resource-based industries in transition
- Perceived risk and entrepreneurial aversion
- Shrinking and aging workforce
- Skills to jobs mismatch
- Nova Scotia is ninth among provinces and territories on UN well-being index
- Regionally uneven economy and infrastructure
- Lowest economic growth of all the provinces over 20 years.

It is anticipated that the Commission's Report will contain recommendations affecting all areas and sectors of the Nova Scotia economy. The deliberations and findings of the Commission should be monitored as the Economic Development Plan is implemented because the Commission has a mandate to ensure that wealth creation is evenly spread across the province.

<b>Exhibit 3.7 Different "Managed Change" Frameworks</b>				
	<b>Market Driven Development</b>	<b>Social Inclusion</b>	<b>Community Economic Development</b>	<b>Sustainable Development</b>
Vision	Entrepreneurial Areas	Inclusive neighborhoods and diverse communities	Self-reliant communities and equitable areas	Healthy urban centres and sustainable regions
Focus of Action	Region	Neighborhood	Community	Bio-region
Key Goal	Knowledge-based, globally competitive clusters	Integration of marginalized citizens into social, economic, and political mainstream	Social economy that meets local needs and provides opportunities for employment & self-management	Ecosystems planning to limit sprawl, encourage green space and agricultural land preservation
Policy Priorities	Investments in knowledge infrastructure and urban lifestyle amenities  Institutional support for inter firm networking and learning, and for venture capital	Investments in socially mixed affordable housing, anti-poverty and anti-violence measures, and equality of access to community services  Institutional support for cultural diversity & immigrant settlement	Investments in job creation, labour market rationing and affordable housing  Institutional support for alternative economic strategies & the non-profit sector	Investments in an "ecological restructuring" of the urban form through public transit, higher density development, and resource conservation
Governance System	Public-private partnerships	Participatory democracy	Cooperative self-management	Multi-stakeholder roundtables
Project Leadership	Civic entrepreneurs from business and public sectors	Community activists from social movements, labour & charitable foundations	Community activists from social movements, labour & charitable foundations	Environmental activists from multiple sectors
Typical Stress Points & Vulnerabilities	Social polarization if opportunity limited to "talent" or "symbolic analysis"  Doubts about applicability of cluster strategy beyond "high tech hot spots"	Limited resources available to community organizations  Resistance to socially-mixed housing in more affluent neighborhoods  Cross-cultural misunderstanding and barriers	Limited resources available to community organizations  Stakeholders often have not invested in strategies	Municipal fiscal pressures create incentives for suburban-type development  Obstacles to planning at the bioregional scale
Source: Adopted from the research of Professor Neil Bradford, Ph.D. for the Canadian Policy Research Networks (Carleton University), Ottawa, Ontario, Various Dates.				

### **3.5 Summary**

Argyle has a rich history and many community assets including the commitment, perseverance and industriousness of its hard working citizens. The community has done relatively well in the past. Now, with a changing world beyond its control, Argyle is facing challenges to its economy and way of life. Going forward a new economic plan must be aligned with local economic realities, shifting global trends and private sector needs.

Argyle's labour force and related skills base has in the past been focused on the requirements of the Fishery and other basic resource sector requirements. With a declining population, shrinking labour force, loss of young skilled workers Argyle is facing some significant challenges. A re-focusing of the traditional economy accompanied by some innovative thinking and smart objectives is required. This will mean an adjustment for the current labour pool with an enhanced and concentrated effort for skills development in emerging sectors. Going forward, to insure growth, initiatives featuring skills development and training matching the labour requirements of a new economy will be needed.

To provide for sustainable growth in the future Argyle must be prepared to diversify its economy with a move to sectors and opportunities beyond the traditional fishery. In other words "to step outside the box". Argyle has some unique assets which can be leveraged to develop a new economy and a new approach to wealth creation.

## **IV SETTING THE STAGE FOR SUCCESS**

### **4.1 Introduction**

This section addresses two key requirements for success in the Economic Development Plan's implementation:

1. The preferred growth opportunities
2. A results-oriented organizational structure for implementation.

Section 4.2 presents an overview of market conditions and characteristics. This section also presents a system for classifying all businesses in Argyle and contains discussions on the retail, service and tourism sectors. The tourism assessment includes changing demand for different tourism products and services. Section 4.3 deconstructs the local economy to identify the preferred growth opportunities. Section 4.4 contains comments on organizational options for implementation.

### **4.2 Markets**

Future growth in Argyle's economy will result from a combination of:

- Population Increase: Including more in-migration and less out-migration
- Productivity Increases (output per worker)
- Household Income Increases (higher outputs per worker that translate into higher wages, and higher labour force participation rates)
- More Exports of both goods and services, as well as more import replacement
- More "Value Added" Activities carried out locally by the private sector and public service providers
- More Tourist Expenditures.

The Action Plans presented in Section V contain features that address all of these factors.

The local economy is dominated by the lobster fishery and government service. The major private sector employers are listed in Exhibit 4.1. Within the Yarmouth Primary Trade Area (Town of Yarmouth, Municipality of Yarmouth, Municipality of Argyle) there are estimated annual expenditures by local residents of \$340 million or around \$34,000 per household. While tourism is approaching a \$2 billion annual sector in Nova Scotia, the Yarmouth and Acadian Shores Tourist Area only attracted 5% of all trips (stop or stay) to Nova Scotia. Estimated expenditures in the local tourist area average \$60 million per year or less than \$15 million in Argyle. On average, each tourist to Nova Scotia spends \$100 per day with the highest expenditures generated by business travelers (\$184) and the lowest by non-residents visiting friends and relatives (\$67). Exhibit 4.2 contains a detailed listing of tourist expenditures.

<b>Exhibit 4.1 Argyle – Largest Private Sector Employers</b>	
<b>Company Name</b>	<b>Est. FTE's</b>
Inshore /Little Island Fisheries	65
Tusket Sales & Service Group	60
Sea Life Fisheries (1998) Inc.	60
Nova's Finest Fisheries	55
Roderick Murphy & Son Wm. R Murphy Fisheries	45
Acadian Fish Processors Ltd.	45
Wedgeport Boats Ltd.	40
Ocean Pride Fisheries	35
Vernon LP & Dennis Point Cafe	28
Wedgeport Lobster Ltd.	22
Garian Construction Ltd.	22
R & K Murphy Enterprises Ltd.	20
Schooner Seafoods Ltd.	20
Pubnico Trawlers Ltd.	20
AL LeBlanc Fisheries	20
Carl's Store & Carl's Pro Hardware	15
Charlesville Fisheries Group	15
Skipper Fisheries Ltd.	15
Paul d'Entremont Marine Ltd.	15
d'Eon Boatbuilding Ltd.	12
East Side Fisheries	10
Société de la Tour Co-op Ltd.	10
Belliveau Shipyard	10
Wade's Wire Traps	10
Fox Hill Marine Wire	10
Pharmasave (Pubnico)	10
<p>Note: FTE refers to full time equivalent employees. Source: Municipality of the District of Argyle, January 2013.</p>	

<b>Exhibit 4.2 2010 Average Tourist Expenditures/Day</b>				
<b>Type of Expenditure</b>	<b>Overall</b>	<b>Trip Purpose</b>		
		<b>Business</b>	<b>Pleasure</b>	<b>VFR</b>
Accommodation	\$26.24	\$80.44	\$29.38	\$9.56
Campgrounds	\$0.84	\$0.00	\$1.72	\$0.18
Meals in Restaurants	\$22.22	\$45.77	\$21.52	\$16.75
Groceries & Liquor	\$7.56	\$5.24	\$7.17	\$8.16
Gas, Oil & Auto Repair	\$9.80	\$11.09	\$10.28	\$8.33
Car Rental	\$7.00	\$13.31	\$8.00	\$4.47
Local Transportation	\$0.93	\$4.44	\$0.55	\$0.44
Highway & Ferry Tolls	\$0.47	\$0.81	\$0.41	\$0.44
NS Cultural Products	\$3.64	\$2.82	\$4.41	\$2.98
Clothing	\$6.54	\$8.67	\$5.31	\$6.75
Other Shopping	\$6.54	\$6.65	\$5.59	\$6.32
Culture & Entertainment	\$3.83	\$4.03	\$5.10	\$2.37
Sports & Recreation	\$1.31	\$0.81	\$2.00	\$0.70
<b>TOTAL</b>	<b>\$96.92</b>	<b>\$184.07</b>	<b>\$101.45</b>	<b>\$67.46</b>

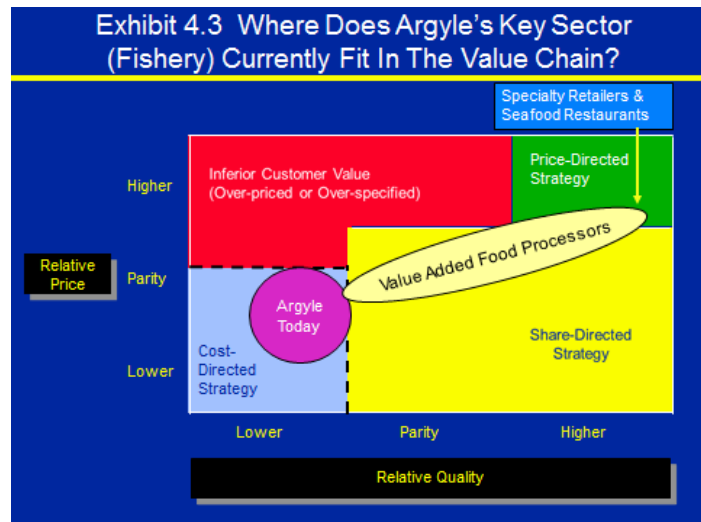
Source: Province of Nova Scotia 2010 Visitor Exit Survey, Nova Scotia Economic and Rural Development and Tourism, October 2011.

Every business in Argyle has a different price and quality position, and they can be classified into one of three business groupings.

- *Price Directed Businesses* - These firms focus on achieving or maintaining a premium price position. Specialty retailers, unique tourist operators (such as B&B's) and niche fish product exporters are examples.
- *Cost Directed Businesses* - These firms dominate the fishery as they focus operations on achieving or maintaining the lowest cost position for their catch. Raw material suppliers (such as mines and pulp mills) and large discount retailers are examples.
- *Market Share Directed Businesses* - These operations focus on increasing sales potential via new products or market entry. The key success factors are cost advantage versus "incumbent" competitors. Auto dealers (end sellers) are an example of how the automotive sector seeks to dominate market share by continuously adding new value and innovations to their product lines.

Exhibit 4.3 shows that the fishery is dominated by firms following a cost directed strategy without adding value to the end product that is then sold; say in specialty retailers or sea food restaurants.

A question that the Economic Development Plan needs to address is the profitability of local fishery operators moving "up the value chain" to provide more value-based activities in Argyle. Section V contains Action Plans that assist local fishery operations address this question.



## Retail

Since the early 1990s, there have been dramatic changes in the retail landscape of Nova Scotia that directly impacted rural areas like Argyle. These changes are driven by the big box retail model where stand-alone stores (normally low cost tilt up construction on a concrete pad with little or no storage space) are linked into a national or international distribution network that has sophisticated purchase relationships with suppliers. Today, major national and U.S. based retailers apply the “pull” approach to stocking stores that dominate the retail sector in the local trade area. This approach is based upon a sales-restock cycle where the customer pulls a product from a shelf. Once the product purchase is recorded at the cash register, it is re-ordered and included in a logistics chain that involves manufacturers, centralized warehouse facilities and trucking firms. The store shelf is the end of an integrated logistics chain that can be replenished on a daily basis. The efficient operation of the supply chain needs a continuous stream of purchases. To maintain continuity, the concept of discount sales (where retailers must build up inventory and customers hold off on purchases) is replaced by everyday low prices. The pull model requires a large number of stores with a similar range of merchandise. These economies of scale and scope can only be achieved by regional, national and international chains.

The impacts of this retail model on the Yarmouth Retail Trade Area have been dramatic as large chains now dominate the market. It also means that large retailers can pursue a strategy of dominating every retail trade area in the country. The result for customers is more choice at consistent quality and lower prices.

In Nova Scotia, there is a well-established retail hierarchy. At the top (Tier 1) are the Halifax Shopping Centre, MicMac Mall, Bayers Lake and Dartmouth Crossing in the Halifax Regional Municipality. Below these shopping locations there numerous Tier 2 regional shopping destinations and Tier 3 specialty or smaller clusters. In the Yarmouth Retail Trade Area, Starrs Road dominates while smaller clusters like Pubnico and Argyle are classified as Tier 3.



For Argyle, it is essential that the market share and competitive position of this retail structure be understood. The Economic Development Plan must view all retail-related investment decisions (site, lease renewal, land purchase, existing store expansion or upgrade, new store development) with an appreciation of the location requirements of major retailers for high profile and good access to generate high volumes of sales in mostly low-margin product lines. Locally based (non franchise) retailers should not pursue a strategy that seeks to compete with integrated retail chains on price as the result will be declining margins and likely failure.

While the operating position of each business is different, a key reason that local retailers cannot compete on price and selection is they must follow a “push” model where they pre-select products and then seek to push the products from the shelves. Misjudging customer needs and desires can result in inventories that must be returned (if a condition of the wholesale purchase) or discounted. Most independent retailers do not have the buying power or ability to follow an integrated logistics pull model. This market reality means that the preferred strategy for Argyle is to focus on highway showcase opportunities (auto-related and local resident basic purchases at Tusket) and niche markets with an emphasis on quality and service.

### **Services**

Retail demand is based upon well-established patterns of consumption. From purchases in grocery stores to clothing, there is very little change in consumption (as a percentage of disposable income) from year-to-year. There are also paradigm shifts that are experienced a few times per generation. The Apple iPhone is an example.

Services are very different. The purchase of a service by a business can result from a regulatory requirement (accounting for an audit), the opportunity to reduce costs or improve productivity (computer software) or the need to manage resources (financial consultants). For individuals, the purchase of services can relate to health (physiotherapists), quality of life (sports club), lifestyle preference (high definition TV bundles on cable TV) and self-actualization (smart phone service package). Government or third party contractors also provide a wide range of regulatory services (taxation, health) and discretionary services (tourism information) to businesses or individuals.

There are major differences in the functioning of the retail and service sectors that are acknowledged in the Economic Development Plan. The most pronounced difference is the retail sector has an established hierarchy of uses and the service sector typically does not. Retail locations are based on a hierarchy of shopper needs that range from the basic (corner store) to high value (auto dealer) or specialty (horseback riding gear). There are more corner stores than tack shops because milk and bread are required on a daily basis by most households while horse saddles will be purchased by few people on an infrequent basis. This means that the customers of specialty or big ticket retailers will travel longer distances because these firms require a larger trade area to remain profitable. For example, the trade area to support a corner store may be 500 households while a car dealer may require 5,000 households. Large retailers like Costco, Home Depot and Wal-Mart can require a trade area of 50,000 or more people to make a new store viable.

The service sector is not characterized by the same locational hierarchy as retail. Operators tend to be more “footloose” and can move between different locations with little or no impact upon sales. This condition exists because the customers of service businesses are typically seeking specialized value-added services, have few alternatives and will travel to any location to receive the service. These features represent an opportunity for Argyle to further develop a mixed use specialty and service centre around Exit 33 to Highway 103 at Tusket. This concept is discussed in Section V.

## Tourism

Tourism is a non-exploitive resource-based sector as visitors experience different cultures and natural settings. Nova Scotia's tourism industry revenues totaled over \$2 billion in 2010 and directly supported 24,000 jobs, \$531 million in household income, \$78 million in provincial taxes, \$78 million in federal taxes and \$24 million in municipal taxes.

Real growth in tourism has been flat in Nova Scotia. Looking to the future, valuable insights can be obtained for the Economic Development Plan by understanding trends and emerging market segments. An accepted source on the future of tourism is the Ontario Ministry of Tourism and Recreation's special analysis and review of the Travel Activities and Motivation Survey (TAMS) survey of over 40,000 Canadian and U.S. tourists in 1999 and 2000 using 25 years into the future population projections from Statistics Canada and the United States Census Bureau.<sup>1</sup> The analysis projected behaviour patterns into the future assuming that all factors except age, gender, education, place of birth and immigration flows remain the same. While the outputs are specific to Ontario tourists, they provide general signposts that answer two questions that are relevant to Argyle:

*What types of tourism activity are likely to grow?*

*Which are likely to shrink as the overall population ages?*

The aging TAMS data reveal that Argyle should focus on the heritage/cultural market which is the current focus of the Yarmouth and Acadian Shores Tourist Area . This segment will increase significantly over the next 25 years as the population in all age cohorts between 18 and 54 years declines and the 55 plus market grows significantly. With an overall aging population, youth and family-oriented segments will experience decline. Demand will also decrease for strenuous outdoor experiences and traditional outdoor activities like fishing, canoeing, hunting and camping. While heritage/cultural attractions may benefit from the aging of tourists, operators will need to review their facilities and programs to ensure amenities and facilities meet the requirements of an older and ethnically diverse population. This population will increasingly include local residents to ensure the viability of museums, galleries and other venues.

Exhibits 4.4 and 4.5 identify the impact of the population structure in 2026 on adult population, family oriented and older adult tourism oriented products. It is important to note less interest in outdoor activities by immigrants than those born in Canada. Also, interest in different types of tourism activities varies by place of birth outside of Canada (Eastern Europe, Asia and Central/South America).

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<sup>1</sup>The results are summarized in the report, *Impacts of Aging the Canadian Market on Tourism in Ontario, A Special Analysis of the Travel Activities and Motivation Survey (TAMS)*, Ontario Ministry of Tourism and Recreation, July 2002.

Most tourist attractions in Argyle are community operated or government supported with the result being no commercial tax revenue. Also, there is an absence of accommodation which is a requirement for any tourism destination area. With Argyle currently functioning as a day-trip or touring route, tourism-related growth requires new accommodation to be built and existing operations to achieve higher occupancy rates. Section V contains an Action Plan that addresses this need.

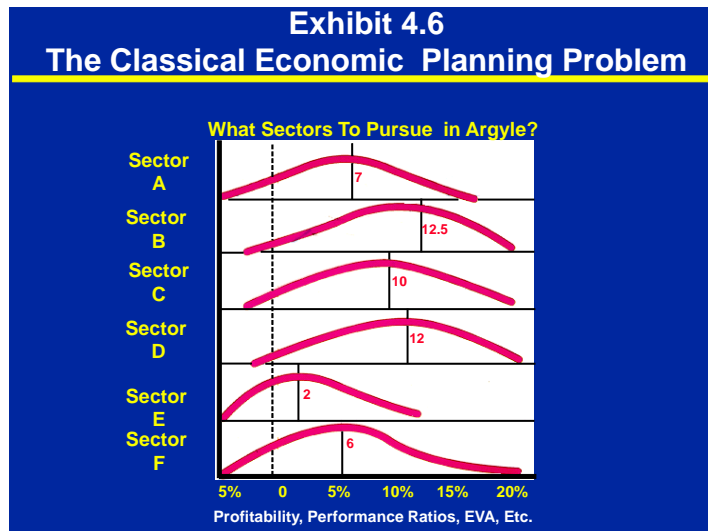
<b>Exhibit 4.4</b>	
<b>Impact of 2026 Population Structure on Growth Rates</b>	
<b>Activity Groups</b>	Impact of 2026 Population Structure on Growth Rate
Soft Outdoor Adventure	-65%
Hard Outdoor Adventure	-38%
Fishing	-63%
Golfing	-17%
Spectator Sports	8%
Art Galleries/Museums	25%
Cultural Performances	40%
Aboriginal Cultural Activities	0%
Horticulture	72%
Wine/Culinary	42%
Zoos/Aquariums	-14%
Casino Gambling	-7%
Shopping	16%
<b>Individual Activities</b>	
<b>Family/Child-Oriented Products</b>	
Children's Museums	-71%
Zoos	-23%
Aquariums	-16%
Movie Theme Parks	-20%
Mega Amusement Parks	-21%
Rock 'n Roll/Popular Concerts	-52%
<b>Adult/Older Adult-Orientated Products</b>	
Art Galleries	42%
General History Museums	17%
Science & Tech Museums	-7%
Opera	86%
Live Theatre	30%
Ballet/Dance	74%
Classical Concerts	72%
Historic Sites	11%
Botanical Gardens	42%
Casinos	-2%
Wineries	25%
<b>Touring</b>	
Day Bus Tours – City	54%
Day Bus Tours – Countryside	70%
Overnight Guided Scenic Tours – Countryside	16%
Source: Adapted from Special TAMS Canada Tabulations, Tables 15, 16, and 17.	

<b>Exhibit 4.5</b>					
<b>Anticipated Differences in Tourism Activities by Place of Birth – 2026</b>					
	<b>Born in Canada</b>	<b>Born Outside Canada</b>			
<b>Outdoor Activities On Trips</b>	<b>Total</b>	<b>Total</b>	<b>Eastern Europe</b>	<b>Asia</b>	<b>Central/South America</b>
Cycling	16%	9%	4%	6%	12%
Kayaking/Canoeing	15%	8%	6%	4%	13%
White Water Rafting	3%	1%	*	*	*
Fishing (Fresh water)	19%	12%	16%	7%	18%
Hunting	4%	1%	1%	*	*
Wilderness hiking/Backpacking	18%	8%	7%	4%	5%
Golfing	22%	13%	5%	3%	8%
Snowmobiling	4%	2%	2%	*	*
Any Winter Sports	20%	11%	5%	7%	5%
<b>Cultural &amp; Indoor Activities On Trips</b>					
Art Galleries	21%	23%	23%	17%	25%
General History Museums	26%	21%	25%	15%	22%
Science & Tech Museums	19%	17%	15%	13%	13%
Live Theatre	26%	22%	23%	11%	30%
Classical Concerts	8%	12%	17%	7%	2%
Historic Sites	14%	14%	15%	9%	7%
Botanical Gardens	14%	20%	18%	14%	7%
Casinos	26%	13%	11%	14%	18%
*Less than 0.5%.					
Source: Adapted from Special TAMS Canada Tabulations, Table 16 and 17.					

### 4.3 Economic Value Added Assessment

Every sector of Argyle's economy has businesses that provide inputs to other firms. These inputs are either consumed internally within a business, or used to add value for products and services that are sold as outputs. The process involved in turning raw inputs into saleable outputs is called a value chain. Every business involved in providing inputs to a final product or service has a different position on the value chain. The challenge for any economic plan is to understand the value chain position of targeted industries and to pursue a strategy that is based upon this knowledge.

Understanding where Argyle should compete as an economic area is more important than determining how to compete. Many municipalities have pursued strategies in slow growth sectors or sectors with cost structures that have low profitability. The result has been significant resources expended by government funded economic development organizations to grow existing firms or to secure new firms that have limited potential for sustainable competitive advantage.



Rural Nova Scotia has historically been the provider of low cost raw resource inputs to products that have the greatest economic value added elsewhere. This provider role has not maximized local employment and wealth creation (infrastructure and jobs) as value added activities occur elsewhere. Such primary sectors as forestry, the fishery, agriculture and mining are examples.

An objective of the Economic Development Plan is to identify those sectors with the potential to create more value within Argyle. An economic value added (EVA) assessment was used to address this requirement. EVA is a performance measure that captures the true economic profit of a business and can determine the creation of wealth and economic benefit over time from current and new investments. In the private sector, EVA is defined as net operating profit minus an appropriate charge for the opportunity cost of all capital invested in an enterprise. In other words, EVA is an estimate of true "economic profit" or the amount by which earnings exceed or fall short of the required minimum rate of return that shareholders and lenders could get by investing in other securities with comparable risk.

Comparable risk is the unknown variable when an EVA-type analysis is conducted at the sectoral level and not the business level. The lowest level of return that investors can achieve is the risk free rate. This is normally defined as the short-term government bond or t-bill rate. To this risk free rate are added other costs of capital that include varying levels of risk. The result for any business is the weighted average cost of capital (WACC).

Over 40 sectors were selected for consideration, or comparative assessment, in the Economic Development Plan. The sectors were identified in the consultations and technical investigations, and represent a factual basis to determine where Argyle should compete for profitable businesses in sectors with solid fundamentals. Data on thousands of firms were included in the analysis and grouped by the North America Industrial Classification System (NAICS) that is used by Statistics Canada and the United States and Mexico (NAFTA partners). Net operating profit (three-year average) for 2010 to 2012 was selected as the preferred indicator of sectoral EVA to isolate those sectors that could be targeted as priorities. Comparisons between firms that are “linked” in a value chain can isolate the more profitable points along the chain.

Exhibit 4.7 presents the results of the sectoral EVA analysis. The sectors in this exhibit are sorted by three-year average net operating profit by eight groups:

- Agriculture, Forestry & Fishing
- Construction
- Manufacturing
- Wholesale
- Retail
- Transportation & Warehousing
- Accommodation & Food Services
- Other Services.

. This analysis provides the following insights for the Economic Plan:

1. Overall, the manufacturing opportunities identified for Argyle are in profitable sectors. Seafood and specialty frozen food processing have an overall profit of around 4.0% and this indicates an opportunity for local fishery operators to consider value-added activities. Aerospace and aeronautics sectors are highly profitable and confirm the logic of the opportunities being pursued at the Yarmouth International Airport. Boatbuilding and repair is profitable and has a better cost and operating structure than those firms focusing on recreational boat building. Other potential targeted sectors (machine shops, surgical supplies, pharmaceutical preparation manufacturing, coffee and tea manufacturing) are all profitable.
2. Sectors that could diversify the resource base include vineyards and wineries. North America wide, this sector has an average annual profit of 8.7% for vineyards and 5.4% for wineries. The profitability of the sector within Nova Scotia could not be isolated. Data was not available on other activities like mink farming that is a \$140 million sector in Nova Scotia. The province is the major player in Asian exports from Canada that average 3 million pelts per year.

3. There is support by the local business community to see oil and gas exploration occur on the Georges Banks, and for local firms to become involved in construction related activity. In comparison to other forms of construction, construction firms involved in the oil and gas sector are more profitable.
4. The wholesale and retail sectors have a cost and operating structure that produces lower profits than the manufacturing sectors identified. Profits in the retail sector are relatively low with the exception of department stores and used merchandise. The established retail hierarchy in the Yarmouth Retail Trade Area limits the practical opportunities for Argyle.
5. Overall, wholesale and retail sectors are less profitable than manufacturing. This condition is a result of the high cash flow nature of retailing. It also exposes the vulnerability of this grouping to economic cycles and competitive challenges. These conditions mean the Economic Development Plan will have higher risk exposure if it is based around retail and wholesale activities. Wholesale fish and seafood operations have an overall profit of 2%. This is above the auto sector (1.4% to 1.9%) and home centres (0.3%). However, the footloose nature of car dealerships and the presence of a major Ford dealer at Exit 33 to Highway 103 (Tusket) indicates an opportunity to expand an auto cluster at this location.
6. The Exit 33 cluster could include a tenant mix strategy with auto-related service, trucking, general warehousing and refrigerated warehousing (tied to the fishery). Warehousing firms are highly profitable (above 8%) while trucking firms have profits that are in the 4% range.
7. Leisure and tourism activities like hotels/motels and restaurants are a function of local demand and tourist activity. Overall, these sectors are profitable but are restricted by the seasonality of tourism and the concentration of accommodation in the Town of Yarmouth.

<b>Exhibit 4.7</b>	
<b>Sectoral Average Profit - 2010 - 2012</b>	
<b>Agriculture, Forestry &amp; Fishing</b>	<b>Profit</b>
Vineyards	8.7%
<b>Construction</b>	
Industrial Building Construction	3.7%
Commercial & Institutional Building Contractors	2.2%
Oil & Gas Pipelines, Structures & Refineries	7.9%
Site Preparation Contractors	2.7%
<b>Manufacturing</b>	
Fresh & Frozen Seafood Processing	3.8%
Frozen Specialty Food Manufacturing	3.9%
Coffee & Tea Manufacturing	2.6%
Wineries	5.4%
Pharmaceutical Preparation Manufacturing	7.4%
Medicinal & Botanical Manufacturing	6.6%
Aircraft Manufacturing	3.8%
Aircraft Engine & Engine Parts Manufacturing	6.8%
Other Aircraft Parts & Auxiliary Equipment Manufacturing	7.2%
Boat/Ship Building & Repairing	2.8%
Recreational Boat Building	0.9%
Surgical Manufacturing Appliances & Supplies Man	6.3%
Machine Shop	6.2%
<b>Wholesale</b>	
Fish & Seafood	2.0%
<b>Retail</b>	
New Car Dealers	1.4%
Used Car Dealers	1.9%
Auto Parts & Accessories	3.1%
Gas Station & Convenience Stores	0.9%
Home Centres	0.3%
Hardware Stores	1.9%
Department Store (Except Discount)	5.0%
Used Merchandise Stores	6.2%
Heating Oil Dealers	1.2%

<b>Exhibit 4.7 (Continued)</b>	
<b>Sectoral Average Profit - 2010 - 2012</b>	
<b>Transportation &amp; Warehousing</b>	<b>Profit</b>
Local Trucking	3.9%
Long Distance Trucking	3.9%
General Warehousing	8.8%
Refrigerated Warehousing	8.3%
<b>Accommodation &amp; Food Services</b>	
Hotels / Motels	3.7%
Rooming & Boarding Houses	4.7%
Full Service Restaurants	3.1%
Limited Service Restaurants	3.9%
<b>Other Services</b>	
General Auto Repair	4.7%
Auto Exhaust System Repair (2007-12 Average)	4.7%
Auto Mechanical & Electrical Repair & Maintenance	5.2%
Auto Body, Paint & Interior Repair & Maintenance	4.9%
Auto Glass Replacement	4.9%
Auto Oil Change & Lube	5.7%
Funeral Homes & Funeral Services	6.4%
Source: Chris Lowe Group estimates based upon North America Industrial Classification System (NAICS) definitions, sectoral and financial services industry sources.	

#### 4.4 Comments On Organization Options For Implementation

The successful implementation of the Economic Development Plan will require an effective organizational structure with committed staff and volunteers, and achievable Action Plans. The Municipality has three options for implementation:

- Retain staff and volunteers within the existing municipal structure.
- Start staff and volunteers within the existing municipal structure and then transition to the new Regional Enterprise Network (REN).
- Hand over implementation to the new REN.

There are experiences from elsewhere that can be used to provide guidance for Argyle on implementation.

##### Understanding Organization Dynamics

The consultation program and technical tasks identified business community and resident needs under the Economic Development Plan. There is a consensus on the desired level of change that should be pursued and the focus of Action Plans. The Municipality Council's 2020 Vision is aligned with the Action Plan Themes, and the detailed Action Plans in Section V focus on low cost and high impact tactics.

The state of the Economic Development Plan's implementation (2013) is illustrated in Exhibit 4.8. The business community and resident needs are included in the plan and the Municipality's financial resources and commitments are considered in all Action Plans.



What is lacking is the preferred organization structure and "corporate culture" to pursue implementation as economic development in the larger region is transitioning from an RDA model to a larger enterprise region model. The new REN model focuses on applying the same administrative approach to all parts of Nova Scotia and having local plans and strategies aligned with Provincial Government regional economic development priorities.

Every organization has different legacies, management focus, organization structure and operational style. In this setting, a key question is:

*What is the preferred organizational structure for the Economic Development Plan's implementation?*

The answer lies in understanding how organizations change over time.

Typically, all organizations go through five different stages of change. Every organization starts with a creativity phase where the structure is informal and the management style is individualistic and entrepreneurial. The new REN will start with a creativity phase.

After a startup phase, the need emerges for more control and accountability. This direction phase focuses on the efficiency of operations as the organization structure is centralized and functional, and the management style is directive. Many organizations remain in this phase for years or decades as they provide select services to customers with similar needs. Some municipalities that operate in a small geographic area and deliver predictable services to customers have retained this phase. The Municipality of the District of Argyle functions in this manner.

Organizations move beyond this phase because of problems with a command and control approach as employees or customers view decision making as too centralized and not consensus based. In this setting, organizations typically evolve into a delegation phase where the management focus is expansion of services, the organization structure is decentralized and the management style is delegative. Over time, efficiency and accountability problems can emerge with decentralization as decisions are made in isolation with often higher costs. The result is consolidation is required. The Halifax Regional Municipality is currently going through a consolidation phase. Those organizations that successfully consolidate will evolve into a coordination phase where the management style is watchdog and the organization structure is line staff or service groups.

The final phase of typical organizational practices focuses on collaboration. In this phase, the management focus is problem solving and innovation, the organization structure is a matrix of teams and the management style is participative.

### **Some Organizational Practices Are Best Suited For Inter-Municipal Agreements**

Inter-municipal agreements for service delivery work best when the participating units follow a collaborative approach of mutual goal setting with an informal team-based structure that is supportive of innovation and creative problem solving; however, for the ongoing implementation of inter-municipal agreements (like an economic development strategy), a collaborative approach is not preferred as the top priority must be meeting the needs of customers (internal or external) in the most efficient and effective manner.

If those involved with inter-municipal agreements, including the new REN, do not understand and follow the appropriate organizational practices, the potential for conflict will exist. For example, an informal organization structure which is typically used in the set up (creativity phase) of a new organization has the potential for major conflicts, as more formal control systems will be expected under any agreement.

With this understanding, Argyle should expect the Economic Development Plan's implementation to be slower under the new REN than with staff based in the Municipality's current structure. If the creativity (startup) phase of RDAs in the 1990s is a proxy, then the new REN's creativity phase could last for up to 18 months. From an organizational perspective, it is preferred that Argyle-specific Action Plans be undertaken within the Municipality and more regional initiatives be administered by the new REN.

<b>Exhibit 4.9 Typical Organizational Practices Five Phases Of Growth</b>					
<b>Typical Phases Of Growth</b>					
	<b>Creativity</b>	<b>Direction</b>	<b>Delegation</b>	<b>Coordination</b>	<b>Collaboration</b>
<b>Management Focus</b>	Set Up & Sell	Efficiency Of Operations	Expansion Of Services	Organization Consolidation	Problem Solving & Innovation
<b>Organization Structure</b>	Informal	Centralized & Functional	Decentralized	Line Staff & "Product" Groups	Matrix Of Teams
<b>Management Style</b>	Individual & Entrepreneur	Directive	Delegative	Watchdog	Participative
<b>Control System</b>	Results	Standards & Cost Control	Reports & "Profit" Centres	Plans & "Investment" Centres	Mutual Goal Setting

## V RECOMMENDED ACTION PLANS

### 5.1 Introduction

This section presents the Action Plans to implement the Economic Development Plan. The overall strategy is focused on meeting the needs of local firms and pursuing growth opportunities with the appropriate partners. Some Action Plans will be implemented by the Municipality while others will involve partnerships with the new REN and outside interests. Some of the ideas presented by participants in the consultation program are either the responsibility of senior levels of government (such as the Provincial energy strategy and Georges Bank oil and gas development) or are the focus of current municipal initiatives (including healthy lifestyle programs managed by the Physical Activity Coordinator). Action Plans are not included that will duplicate current programs or fall under the jurisdiction of others.

The estimated budget (excluding capital projects and the level of airport involvement after Year 2) to implement the Action Plans for Years 1 to 5 is outlined in Exhibit 5.1. The budget estimates do not include assumptions on funding from senior government.

<b>Exhibit 5.1</b>					
<b>Summary of Budget Estimates (\$000's)</b>					
ITEM	Year				
	1	2	3	4	5+
Exit 33 Highway Development	\$15	\$15	NA	NA	NA
Trade and Investment	45	30	35	35	35
Executive Relationship Management	35.5	32.5	32.5	32.5	32.5
Destination Tourism Development	15	25	20	20	20
New Accommodation Investment Prospectus	0	0	0	0	0
Yarmouth International Airport	220	220	NA	NA	NA
Centres of Excellence	15	NA	NA	NA	NA
Mink Farms	15	15	0	0	0
Branding, Media, Image & Identity	20	5	5	5	5
<b>TOTAL</b>	<b>\$380.5</b>	<b>\$342.5</b>	<b>\$92.5</b>	<b>\$97.5</b>	<b>\$97.5</b>

## 5.2 Exit 33 Highway Cluster Development Action Plan

The Exit 33 area is currently in the Tusket Rural Centre land use designation in the Land Use By-Law. There are five zoning designations for the larger Tusket rural centre:

- Mixed Use
- Business Park
- Coastal Wetlands
- Light Industrial
- Heavy Industrial.

There are general provisions (supplementary controls) in the Land Use By-Law for the light and heavy industrial and business park zones. These controls deal with abutting yard reductions, illumination, screening, multiple industrial buildings on one lot, screening, yards abutting coastal shorelines, and yards abutting residential and institutional uses.

Lands around Exit 33 contain business park, light industrial and mixed use designations. The result is a wide range of commercial, light industrial and residential uses are permitted as-of-right while heavy industrial uses in the business park will be considered by development agreements.

This area is serviced by a central sewage collection and treatment system.

The current land use designations and general provisions in the Land Use By-Law are not aligned with current thinking on the bulk controls (building size and setback) and supplementary controls (including building design and site design) for mixed use developments around major highway interchanges. These controls now focus on quality development with flexible standards to create a quality physical setting that enables businesses to function in an efficient manner while projecting real estate investments.

The purpose of this Action Plan is to complete the land use master planning for a mixed use development at Exit 33, amend the Municipal Planning Strategy and Land Use By-Law (including Schedule D) and then market lots in the business park to the targeted sectors and allow quality highway showcase lots to be developed on surrounding lands.

The land use controls and regulations for the master planning area should focus on as-of-right development with supportive development guidelines for highway showcase lots and restrictive deed covenants for land being sold by the Municipality. The design guidelines should include: built form, architectural character, streets and streetscapes, open space, active transportation, landscaping, parking, signage, site lighting, services and utilities, and public safety. The result will be a growing urban core for Argyle that is efficient to service in a high profile location. The master plan will include areas for highway commercial, business park, mixed use and residential development. Land will also be designated for a potential centre of excellence.

One of the key challenges facing Argyle is the lack of appropriate housing options for an aging population. In larger urban centres, seniors can transition from single family homes to apartments and then assisted living facilities (often within their neighbourhood). In Argyle, some seniors on fixed income have no option but to remain in large family houses, away from community and health care services in increasingly isolated locations that have high energy and maintenance costs because they have no other option.

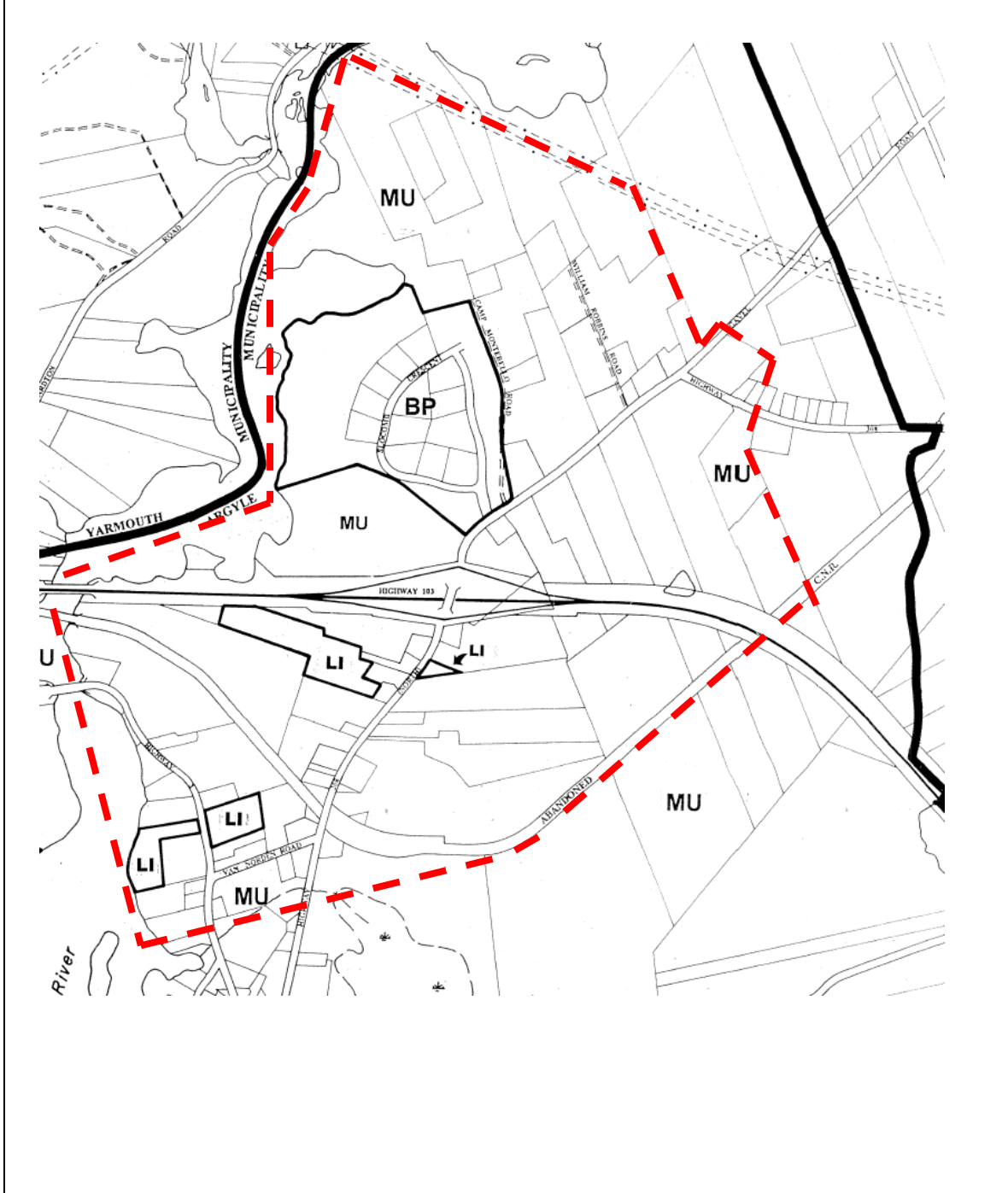
The master plan for Exit 33 will include a land use designation that provides for a compact urban core with many services and amenities that are required by seniors (banking, health care, retail, food service, active lifestyle infrastructure). This walkable urban setting creates the opportunity for a demonstration program with senior government funding support that is targeted to seniors. The program would involve the relocation of homes from other areas and then retrofitting the structures into smaller units. The program would involve local contractors, building suppliers and could be the theme for a television show on a specialty television channel that increases Argyle's profile.

The recommended implementation activities are:

1. Years 1 – Municipal Staff work with the Planning Advisory Committee to prepare Terms of Reference to hire a consultant.
2. Year 1 – The CAO or designate approach senior government funding partners for support to carry out the study. The estimated cost is minimal.
3. Years 1 and 2 – Consultants are retained and the study is completed. The estimated budget is \$30,000.
4. Years 2 – Amend the MPS and Land Use By-Law. The estimated cost is minimal.
5. Years 3 to 10 – Implement as-of-right development. The estimated annual cost cannot be determined.

This Action Plan has a high probability of success if the Municipal Council supports the recommendations of the Planning Advisory Committee.

**Exhibit 5.2**  
**Exit 33 Proposed Master Plan Study Area**



### 5.3 Economy Diversification and Value-Added Activities

The consultations and sector analysis identified the preferred sectors to grow the local economy. The purpose of this Action Plan is to lay out a process that seeks to influence the decision making process of existing businesses looking to expand and diversify, and outside businesses considering an expansion or relocation. Because the Municipality will not be taking a debt or equity position in the targeted sectors and businesses, the focus is on assisting business owners or their representatives to make informed and timely decisions.

The Action Plan contains two elements:

- Trade and Investment
- Executive Relationship Management.

The initial roll out of the Action Plan must contain “we are open for business” signaling to the marketplace and be conducted in a professional (and potentially confidential) manner. For the roll out, it is recommended that the Municipality take the lead role in a relationship management program with key local businesses and potential new businesses in partnership with Chambre de Commerce d’Argyle. A priority is value-added activities in the fishery and new anchor tenants for the Exit 33 Highway Cluster Development.

A single point of contact (elected and staff) should be used to make initial contact, explain the intent of the Economic Development Plan and solicit interest. A regular follow up program (quarterly) should be followed.

A key challenge under this Action Plan is creating increased interest and excitement in the targeted sectors and businesses. A preferred low cost and high impact approach is to engage partners that can influence the behaviour of key decision makers. In this context, it is recommended that the local financial services sectors, Chambre de Commerce d’Argyle, and former residents who have moved away and are now in senior decision making positions in government and industry, be approached and asked to “spread the word” about expansion and relocation opportunities in Argyle.

#### 5.3.1 Trade and Investment Action Plan

This Action Plan contains ongoing proactive activities and special project functions. The ongoing activities will target relatively high economic value added sectors that are compatible with Argyle and local fishery-related operations that could diversify local value-added activities. The target should be 25 firms for ongoing contact. At the discretion of the Municipality, some of the targeted sectors or businesses could be pursued in partnership with the new REN, Nova Scotia Business Inc., ACOA, Industry Canada and Foreign Affairs and international Trade Canada. The estimated annual cost of establishing active files is \$12,500 (\$500 per lead).

Another proactive activity is the planning and execution of one trade mission per year that is targeted at diversifying the local fishery or expanding local business export activity. These missions will either be inbound or outbound and should seek involvement and funding support from the Province of Nova Scotia, Canada and industry associations. The estimated annual budget is \$5,000 for inbound missions and \$30,000 for outbound missions. These missions should start in Year 1.

For an incoming mission, several business people from the source country or countries have to be convinced that it is worthwhile taking several days (probably a week total) of their time to make the trip and undertake the meetings. The incentive is presumably the prospect of a profitable joint venture or investment in Argyle.

A better case can be made for a small number of local entrepreneurs involved in the Argyle lobster fishery and local business development efforts to undertake an outbound mission. In Years 1 and 2 of the plan's implementation, it will be much easier to convince potential partners to meet with such a mission for a couple of hours at their plants or offices than to convince them to come to Nova Scotia. Based upon this reality, and the need to increase value-added lobster and other fishery activities locally, the initial missions should focus on identifying potential partners in Denmark, the United Kingdom, the Faroe Islands and Greenland. Denmark and the United Kingdom should be the target for the initial mission. The cost of retaining an international consultant to set up a mission program and accompany the mission (two days travel/four days of meetings and other functions) is estimated at \$15,000 and participant costs are estimated at \$3,000 each.

The Halifax International Airport Authority should be approached as a partner for the mission because fresh and frozen seafood air cargo export growth is targeted for growth. Over the next decade, air cargo is forecast to grow between 85% to 100%. HIAA has recently completed a \$28 million extension of the main Runway (05/23) from 8,800 feet to 10,500 feet to accommodate larger wide bodied and heavy weight cargo freighters. This will benefit all exporters but particularly seafood exporters who currently truck product to Boston or New York for export to international markets. In June 2010, Gateway Facilities ULC in partnership with HIAA opened a \$15 million, 40,000 square foot state-of-the-art cargo facility that includes 7,000 square feet of climate controlled space. It is the largest airside refrigerated space north of Miami and will allow for the efficient export of high-value seafood products.

The recommended tasks for this Action Plan are:

1. Year 1 – Identify and secure support from local businesses to participate in the inaugural outbound trade mission. The estimated cost is minimal.
2. Year 1 – Pursue funding support from the Province of Nova Scotia and Government of Canada for the mission. The estimated cost is minimal.
3. Year 1 - Retain an international trade consultant to prepare the initial outbound trade mission. The estimated cost is \$15,000.

4. Years 1 and 2 – Conduct outbound missions and monitor post-mission benefits. Estimated cost: \$30,000 per mission. Note: Funding support from the Province of Nova Scotia and Canada could reduce Argyle's commitment.
5. Years 3 to 10 – Review Action Plan and (if necessary include an inbound mission). The estimated annual cost is \$5,000 for inbound and \$30,000 for outbound.

This proactive Action Plan has a high probability of success. The key success factor will be increased sales and more value-added activities for local firms, new business investment, existing business retention and a larger commercial assessment tax base.

### **5.3.2 Executive Relationship Management Action Plan**

This Action Plan will focus on regular (informal) contact with the local business community and "soft selling" Argyle to executives of Canadian and transnational corporations who can benefit from an Argyle location or the use of the local resource base (fishery, forestry, mink farming, tourism investment, research and development). It will target:

- Senior executives of Canadian and transnational corporations that could establish value-added, research and development, transportation and distribution activities. The list should not include uses related to the Yarmouth International Airport to avoid a conflict.
- Selective firms in the sectors identified by the Lowe/Adams Team as preferred for Argyle.
- Other senior decision-makers that have direct contacts or experiences in the local area.

The initial roll-out of this Action Plan must contain the appropriate "signaling" to the marketplace and be conducted in a discrete or confidential manner. For the roll-out, it is recommended that 25 firms are targeted and a single point of contact approach be followed for each firm. The contacts should include local financial services firms and former residents in decision making positions in government and industry. The designated contact person should also have a backup contact person (elected or senior staff). This structure means that between four and eight individuals will be involved in the Action Plan. As a minimum, those involved should include the Warden, CAO, designated staff (three) and (possibly) senior business leaders.

Beyond this program, the Municipality should establish a regular (informal) program to obtain input and feedback from the local business community on the plan's implementation and other new opportunities that emerge. A possible approach is a bi-monthly breakfast meeting where ideas and opportunities are informally discussed. At each meeting, a different business person would present a business case for additional investment (non-residential) in Argyle.

The recommended tasks for this Action Plan are:

1. Year 1 - The CAO or designate prepares a Communications Plan for the Action Plan that focuses on telephone and email contact (and not mass-market media). The

Communications Plan should include printed material, and business and email addresses of targeted organizations and individuals. In addition, relationship management software should be purchased to monitor activities. The estimated time is two months and the estimated cost is \$3,000.

2. Years 1 to 10: The Action Plan can now be rolled-out and reviewed semi-annually in terms of outcomes or outputs. An active list of 25 firms in targeted new priority sectors and local fishery-related operations should be maintained. A discretionary budget of \$20,000 should be maintained for travel and other expenses that can be approved by the Warden and CAO. Formal approval procedures should be established for expenditures by those involved. The estimated annual cost is \$32,500 (\$12,500 for relationships and \$20,000 for discretionary budget).

This proactive Action Plan has a high probability of success. It is following a successful model that has been used in other jurisdictions. A key success factor will be ensuring confidentiality so that the integrity of relationships can be maintained and competing municipalities do not mimic the strategy.

## **5.4 Acadian / Argyle Tourism and Investment Attraction**

### **Introduction**

Argyle is blessed with natural tourism assets. The coastal shoreline with its multitude of inlets and islands unites with a distinctive inland base to create a visual masterpiece and an outdoor adventure paradise. The history and rich culture of the area's founding peoples are a source of interest and attraction for residents and visitors alike. Artists and craftsmen have chosen to live and work in Argyle and their works create excitement and add to the richness of the local culture and a base for a creative economy. The enterprise of past and current generations has left a legacy of structures, wharves and other man-made attractions.

The highly visible and integrated Acadian heritage and culture, and related institutions, represent a unique asset with significant tourism potential. The Acadian presence sets Argyle apart from most other regions in the province. This special status can be developed and promoted to create an extra draw and a competitive advantage for tourism.

Community support for tourism-related initiatives is strong. An example is the recently formed Societe Touristique Bon Temps d'Argyle that is responsible for advancing two new initiatives: the UNESCO Dark Sky Preserve and a geo tourism site for National Geographic.

In a competitive tourism market having an offering that is different and unique is a powerful advantage. The offering in Argyle includes:

- Nature and Wilderness: Including wilderness retreats and the Dark Skies initiative that is seeking to have part of Argyle designated as a UNESCO Dark Sky Preserve for viewing the sky without human activity light pollution.
- The Acadian Experience: All aspects of the Acadian cultural and heritage community experience)
- Festivals and Special Events: Including farmers' and artisans' markets and the Yarmouth Air Show in the adjoining Town of Yarmouth.
- Heritage and Cultural Attractions: Including museums, art galleries, churches, wharves, the courthouse and gaol.

Tourism is a complex sector with both strengths and challenges for Argyle. It has significant niche market growth potential but lacks a diversified accommodation base to enable local expenditures to be maximized. The seasonality of tourist visitation, and the large and underutilized accommodation base in the Town of Yarmouth, poses a major challenge for regional tourism development efforts. The competition for domestic and international tourist dollars is highly competitive with the high Canada/U.S. dollar exchange rate acting as a deterrent to American cross-border travel and making U.S. and international destinations more affordable to Canadians. These realities are acknowledged in past tourism strategies and studies.

Argyle does not yet have sufficient critical mass of attractions and supporting infrastructure to be considered a destination area on its own for more distant markets. Most will likely be touring visitors spending short periods of time in the local region. In recognition of this fact, it will be critical for Argyle and partners to promote broader experiences, circuits and touring routes, and create packages that appeal to each of the target markets interests. Increasing visitor yield and attracting more higher yield visitors, as well as increasing length of stay, should be key objectives. Special events should be used to create compelling reasons to visit and should be an integral part of the marketing mix.

Argyle is competing with the world for tourist dollars in an operating environment where value for dollar expended and the authenticity of the travel experience can be easily researched on blogs and such Internet sites as Trip Advisor. Against this setting and the financial limitations of a small municipal unit, a low expenditure / high impact action plan is required to increase the profile of Argyle in regional tourism marketing and planning.

#### **5.4.1 Destination Tourism Development Action Plan**

The purpose of the Action Plan is to increase the range and scope of destination marketing and product development for Argyle with the new REN and Yarmouth and Acadian Shores Tourism Association. In this context, it is recommended that these groups take a proactive stance in the following activities in Argyle:

- Tourism awareness within the community
- Creative (review of the Municipality's logo and positioning statement)
- Product and program packaging and ongoing operations
- Web site upgrades (including visitor postings)
- An exchange destination program
- Training
- Low cost (below the line) marketing
- Ongoing research on the local tourism market.

Many of these activities are not new. The groups already work on a range of projects that contain features of the recommendations.

The recommended implementation activities are:

1. Year 1 – Commence tourism awareness program (for residents), start Web site (Municipality) upgrades and maintenance, start expanded partnership marketing campaigns, conduct a familiarization (FAM) tour for industry representatives and start the benchmark surveys. The estimated cost is \$15,000 (excluding Web design assessment and upgrades that are included in the Branding, Media, Image and Identity Action Plan).
2. Year 2 – Release a new packaging manual and hold the first (inbound) exchange destination program. The estimated cost is \$25,000.
3. Year 3 – Continue the programs listed in Years 1 and 2. In this year, do not hold an inbound exchange destination program but arrange for an outbound exchange destination program. The estimated cost is \$20,000.
4. Years 4 to 10 – Continue the programs listed in Years 1 and 2, while holding inbound exchange destination programs in Years 4 to 6, and an outbound exchange destination program in Year 7. The estimated annual cost should range from \$20,000 to \$30,000.

The probability of success of this Action Plan is high as it is an important building block to growing the visitor base (with the resulting positive private investment, employment and tax revenue impacts).

The details of this Action Plan are listed below.

### ***Tourism Awareness Program***

Targeted at residents of Argyle, this program will enhance local resident awareness of the benefits of tourism and the opportunities to get involved. The program should cover:

- An introduction to the industry (key players, status, opportunities)
- Successful examples from analogous destinations
- Introduction to the Economic Development Plan
- Every resident's role as a tourism ambassador
- The Argyle tourism philosophy.

The objectives of this program are to broaden the awareness of tourism, and career opportunities, and begin to have local residents understand the influence they can have on tourists and their experience in Argyle and the larger region.

### ***Creative***

There is a need to be creative and confirm the current municipal logo or develop a new logo for Argyle, a new positioning statement and prepare creative guidelines. A new promotional brochure should then be developed that highlights the key markets and visitor experiences. (See Branding, Media, Image and Identity Action Plan.)



### ***Packaging***

A packaging initiative should be tied-in with Provincial packaging programs. A packaging manual could be created specifically for Argyle.

### ***Web Sites***

The Municipality's Web site should be reviewed with specific reference to the tourism sector links and more pull-down options. The Web site could be developed as a central resource for information on heritage/cultural tourism and other resources as well. The site should also be viewed as an integral marketing tool and enhanced with more interactive options like a newsletter, visitor testimonials or travel writer reviews.

### ***Exchange Destination Program***

Key tourism operators and entrepreneurs could benefit immensely from exchange programs whereby they visit counterparts in analogous destinations to experience first-hand what it takes to run a successful operation dedicated to target tourist needs and expectations.

### ***Training***

A tourism training needs and opportunity assessment should be setup in conjunction with the new REN, the Yarmouth and Acadian Shores Tourism Association, and Nova Scotia Economic and Rural Development and Tourism.

### ***“Below the Line” Marketing***

The core tourism opportunities are not mass markets but rather niche-type markets. In this setting, partnership marketing campaigns should be initiated as follows:

- Acadian heritage/cultural markets in association with clubs, magazines and genealogical institutions.
- Marine heritage groups, clubs and institutions.
- Nature/soft adventure markets in association with clubs and affinity organizations and specialty retailers.
- RV market in association with RV clubs, manufacturers and rental operators.

These campaigns should have a strong “call to action” component to stimulate a sense of urgency for booking.

### ***PR Program***

The 2010 Nova Scotia Visitor Exit Survey revealed an overall low profile for Argyle. The Municipality and partners need to develop a public relations program that helps establish a stronger profile for local tourism products and experiences. This program should be developed with the assistance of professional with PR skills or by in-house marketing staff. The program should include a familiarization tour component targeted at key travel writers and tour operators. Initial efforts should focus on the Acadian heritage/culture sectors of the industry with export-ready products.

### ***Research***

It is critically important for Argyle to begin collecting statistics on visitors because provincial data is aggregated over a larger area and the Nova Scotia Visitor Exit Survey is not conducted annually. This can be done by enlisting the support of local accommodation operators and attractions operators. An annual assessment of visitor origins, characteristics and levels of satisfaction could also be initiated. An option is to coordinate field research undertaken by students in the Nova Scotia Community College’s Tourism Management Program. This program is not available at NSCC Burrigde in Yarmouth and is offered at the Kentville, Dartmouth and Stellarton campuses. Discussions should be held with Nova Scotia Economic and Rural Development and Tourism on the research design and methodology prior to commencing field research.

### ***Event Partnering***

During the preparation of the plan, key stakeholders and others had many suggestions on projects or programs that would enhance the number of visitors (and sales) in Argyle. These ideas ranged from more regional-type sports events to further interpretation of the broader Acadian settlement stories, animation and development of more genealogical products, and artisans working in the community. Based upon the market assessment and current conditions, the Lowe/Adams Team has concluded that a more aggressive, diversified and coordinated program of events is required with a focus on Acadian culture.

Separate and distinct from tourism events are two other categories of events - growing and emerging festivals and community-based events. Growing and emerging festivals are those that have the potential to evolve into tourism events. Community-based events have a community focus as opposed to a tourism focus and impact.

A key requirement for tourism marketing is to increase the range of type of tourism focused events. Argyle and partners should focus on hallmark (recurring and provide the local area with a competitive advantage) and blockbuster events (one time with the same benefits) for festivals and community events. To increase the range and scope of tourism events, they should:

- Enhance the overall experience of visitors
- Be delivered through collaborative approaches with other tourism stakeholders
- Meet a clear tourism sector need, and complement other key attractions
- Be consistent with the Economic Development Plan
- Be sustainable, without dependence on Municipality resources.



A focus of new events should be greater animation. This animation could be achieved through Living Theatre (like Rising Tide Theatre in Trinity, Newfoundland that has operated for 20 years) or a more active calendar of tourist oriented events like Lunenburg, Nova Scotia has done. There are many other creative ways of achieving more animation.

The Municipality should not be responsible for operating tourism events and programs unless it is clear they are the only logical provider.

#### **5.4.2 New Accommodation Investment Prospectus Action Plan**

The other priority under this Action Plan is an expanded accommodation base. The objective is to secure a new high-end bed and breakfast operation for Argyle after Yarmouth to New England ferry service is restarted.

The recommended implementation activities are:

1. Year 1 – The CAO or designated staff prepare an Investment Prospectus that outlines the benefits and opportunities of opening and operating a B&B in Argyle. This package should include best of class benchmarking from the Maritimes and New England. Potential local residents or outside interests would then be targeted. The estimated cost is minimal.

The probability of success of this Action Plan is medium and it is an important building block to growing the visitor base and increase local tourist expenditures.

#### **5.5 Airport Activities and Inter-Municipal Agreement Action Plan**

In September 2005, Argyle signed a 10-year inter-municipal agreement with the Town of Yarmouth and the Municipality of the District of Yarmouth for the Yarmouth Airport Commission Association to continue the operation of the Yarmouth International Airport (YQI).

The facility is located in the Town of Yarmouth and the Municipality of the County of Yarmouth. It is operated by the Yarmouth International Airport Corporation. The assets include an airport terminal building, a combined services building, two runways with taxiways and parking aprons. Runway 06/24 is 6,000 feet and Runway 15/33 is 5,000 feet. The airfield has a Category I instrument landing system, a VHF omnidirectional range/distance measuring equipment (VOR/DME) and a non-directional beacon.

The property has over 700 acres of undeveloped real estate for future airport-related development. These uses at other airports have focused on aerospace, courier companies, logistic, warehousing, distribution and related businesses. Scientific, medical and related R&D, and time sensitive manufacturing and service companies also prefer airport locations. There is no regular scheduled passenger and air cargo service (early 2013) as Mainland Nova Scotia is within the domestic, transborder and international catchment area of the Halifax Stanfield International Airport. Current tenants include the Tri-County Flying Association.

The agreement specifies the terms and conditions for Argyle's involvement. These include seats on the board and an annual contribution by all units not to exceed \$300,000 (indexed to the Nova Scotia Consumer Price Index) that is divided between the three units. The annual contribution is based upon a proposed budget and a three year business plan. The agreement allows for the three municipal units to consider additional funding requests.

Allowing for inflation, Argyle's annual contribution has increased. In the most recent fiscal year, Argyle contributed \$100,800 and other requests pushed the total to \$199,000. The expected contribution request for the next fiscal year is in the \$220,000 range.

The funding arrangement is unique for an inter-municipal agreement. Argyle is contributing to an important yet underutilized regional transportation asset. The benefits of any growth will directly flow to the Town of Yarmouth (commercial assessment, jobs, household income) and the Municipality of the County of Yarmouth (commercial assessment) and indirectly to Argyle.

The Yarmouth International Airport Corporation is run by an experienced airport operations manager who is focusing on international investment attraction in niche sectors, plus the resumption of regular scheduled passenger and cargo service. The facility's major assets under this strategy include available taxiway access lands, a greenfield type setting and location on the great circle route from Europe to the U.S. Eastern Seaboard.



There are examples where rural municipal units have successfully attracted aerospace industries to business parks adjacent to international airports. In the 1980s, the former Halifax County Industrial Commission developed the AeroTech Business Park adjacent to the Halifax Stanfield International Airport and attracted Pratt and Whitney Canada, and Litton Systems Canada. These two firms invested over \$100 million in new plants and equipment.

The AeroTech strategy focused on hiring an experienced industrial park promoter from Ontario and retaining a retired military officer to secure major tenants. These two staff with support from outside consultants then pursued a relationship based marketing plan with aerospace firms that were looking to expand their Canadian operations or required regional off-set benefits (such as a new plant in Atlantic Canada or Western Canada) to secure major Federal Government military contracts. The land use master planning and engineering design of the project was occurring at the same time as business development but infrastructure construction did not proceed until an anchor tenant (Pratt and Whitney) was secured. Federal and Provincial government officials involved in the aerospace sector at the time were initially skeptical of the strategy but senior government funding for infrastructure was secured.

Today, AeroTech is part of an aerospace cluster at the Halifax Stanfield International Airport that includes IMP Aerospace. Total employment was 1,360 in 2011.

The lessons from the AeroTech experience show that pursuing firms in the aerospace sector to locate in Nova Scotia contains above average risk while the rewards can be significant because Canada is the world's fifth-largest aerospace industry. The Aerospace Industry Association of Canada (AIAC) estimated in 2011 the sector generated \$22.4 billion in revenue, over 80,000 direct jobs and \$2.7 billion in research and development. The market is 23% military and 77% civil aviation. Revenues by sector in 2011 were:

- Aircraft, Aircraft Parts and Components: 49.1%
- Maintenance, Repair and Overhaul: 15.9%
- Aircraft Engines and Engine Parts: 13.0%
- Avionics and Electronic Systems: 8.5%
- Simulation and Training: 4.4%
- Space: 4.0%
- Other: 5.0%.

Activity is concentrated in Quebec (63.3%) followed by Ontario (21%). Only 4% of activity occurs in Atlantic Canada.

The direct and spinoff activities of the Halifax cluster are now significant. They are estimated (2011) by the Chris Lowe Group for the Halifax International Airport Authority as follows:

- Direct and Spinoff Jobs: 2,720
- Wages and Salaries: \$153 million
- Expenditures: \$397 million.

The Yarmouth International Airport is currently a 'specialized business park in waiting'. The Airport Manager is in discussion with several significant businesses and enterprises that could set up operations. He is also undertaking other initiatives to help build activity and profile; including the hosting of an annual air show and festival.

A key question for the Municipality under the Economic Development Plan is: *How much and under what conditions should Argyle contribute to the Yarmouth International Airport?*

There is no standardized formula that can answer this question. Research by the AIAC, the U.S. Department of Commerce, the U.S. Aerospace Industries Association and the University of Manitoba's Transport Institute, reveals the general impacts of local aerospace clusters. Overall, between 50% and 57% of all expenditures, employment and household income generated from employment occurs at the site. The concentration of expected future economic impacts on airport property, and the commercial assessment tax benefits that will flow mostly to the Town of Yarmouth, means that the current agreement should be re-negotiated.

At a minimum, the Town should be supporting 50% of the contributions under the agreement and, with the Municipality of the County of Yarmouth, sharing incremental increases in commercial tax assessment that result from new tenant activity. The remaining portion of contributions should be distributed based upon a simple formula; say population distribution. Based upon the 2011 Census of Canada, the rural distribution would be 45% Municipality of the District of Argyle and 55% Municipality of the District of Yarmouth. The result of this sample formula is:

**Operation Contributions and New Commercial Tax Sharing**

Town of Yarmouth: 50%

Municipality of the District of Argyle: 22.5%

Municipality of the District of Yarmouth: 27.5%.

### **Summary of Recommended Initiatives**

The purpose of this Action Plan is to continue supporting the operations and business development activities of the Yarmouth International Airport Corporation while negotiating a new agreement with the other two municipal partners. The estimated annual cost of this Action Plan and recommended implementation activities are:

1. Years 1 and 2 – Continue contributions under the current inter-municipal agreement for fiscal years 2013/14 and 2014/15 to a maximum annual contribution of \$220,000 per year. Commence preliminary discussions with the other partners on the funding formula for a new operations cost sharing and incremental new tax sharing agreement. The approach outlined in this Action Plan should be a starting point. The estimated cost is minimal.
2. Year 2 – Complete negotiations for a new cost sharing agreement. If a new agreement cannot be negotiated, Argyle should consider withdrawing with formal notice to the other partners. The estimated cost of these negotiations is minimal.
3. Years 3 to 10 – Continue contributions under a new cost sharing formula or cease participation. The estimated cost cannot be determined.

This Action Plan has a medium to high probability of success if the other municipal partners are supportive of a new agreement that is transparent and aligns risks with rewards.

## **5.6 Centres of Excellence**

### **Background**

A center of excellence refers to a facility or organization that provides pure research, commercialization research, leadership, best practices or training in a specific field of enquiry. The focus of centres of excellence can include technology, medicine, business skills and concept. A centre of excellence can also be internal to an organization and be shared with other firms or institutions in the same sector.

In technology or manufacturing, a centre of excellence may refer to project specific teams from different disciplines working on a research oriented project.

There is a formalized structure in Canada to setting up a centre of excellence because multi-year funding must be secured from Federal Government granting agencies and often large corporations or NGO donors. The Federal Government has placed a priority on the commercialization of research and development to improve the country's global competitiveness by setting up a Networks of Centres of Excellence (NCE) Secretariat. The NCE Secretariat, in partnership with Industry Canada and Health Canada, jointly administers Canada's three granting agencies:

- The Canadian Institutes of Health Research (CIHR)
- The Natural Sciences and Engineering Research Council (NSERC)
- The Social Sciences and Humanities Research Council (SSHRC).

A Steering Committee made up of the presidents of the three granting agencies and the deputy ministers of both Industry Canada and Health Canada manages the Networks of Centres of Excellence.

The intent is to mobilize Canada's best research and development talent to build a more advanced, healthy, competitive and prosperous Canada. With this objective, the NCE Secretariat manages four national programs that focus on different stages of innovation:

- Networks of Centres of Excellence (NCE) including the NCE Knowledge Mobilization and the Canada-India Research Centre of Excellence initiatives.
- Centres of Excellence for Commercialization and Research (CECR)
- Business-Led Networks of Centres of Excellence (BL-NCE)
- Industrial Research and Development Internships (IRDI).

The intent of the major programs is outlined in the following exhibit. There are currently over 40 centres of excellence with multi-year funding ranging from \$1.6 million to \$113 million.

There are two networks in Nova Scotia. The Marine Environmental, Observation, Prediction and Response Network – MEOPAR at Dalhousie University ([www.meopar.ca](http://www.meopar.ca)) received \$24.9 million in funding for 2012 to 2017 to establish new partnerships in order to evaluate, predict and respond to marine environmental risks and thereby reduce economic losses, societal hardships and environmental degradation. Also at Dalhousie University, the Children and Youth in Challenging Contexts – CYCC project ([www.cyccnetwork.org](http://www.cyccnetwork.org)) received \$1.6 million for 2011 to 2014 to assist in the design and implementation of programs to assist children and youth who are trapped in challenging circumstances.

The funding of centres of excellence in Canada is concentrated in large research-based universities, major teaching hospitals and collaborations between large industry associations and universities. Dalhousie University is the only institution of higher learning in Nova Scotia that participates.

Based upon the funding guidelines of major granting agencies, and the structure of the local labour force and regional educational facilities, it is not practical for Argyle to pursue a centre of excellence as a stand-alone initiative and seek multi-year funding from government granting sources. Field research could possibly be done in Argyle or the surrounding ocean as part of research grants obtained by major universities or other institutions.

<b>Exhibit 5.3 Centres of Excellence Focus: Government of Canada</b>	
<b>Program</b>	<b>Challenge and Solutions</b>
Networks of Centres of Excellence (NCE)	<p><b>Challenge:</b> Solving critical issues calls for a collaborative approach and a wide range of research expertise.</p> <p><b>Solutions:</b> Mobilize multi-disciplinary research capacity from across Canada to accelerate the creation of new knowledge in a specific research area; Create large-scale, academic-led research networks; Engage partners from multiple academic institutions, industry, government and not-for-profit organizations; Train the next generation of highly qualified people; Work with end users to facilitate the application of knowledge; Increase collaboration between researchers in Canada and abroad.</p>
Centres of Excellence for Commercialization and Research (CECR)	<p><b>Challenge:</b> Research breakthroughs and innovative ideas need timely support to achieve commercial success</p> <p><b>Solutions:</b> Bridge the gap from innovation to commercialization by matching clusters of research expertise with the business community; Share knowledge, expertise and resources to bring new technologies, products and services to market faster; Offer a flexible array of models, including centres that act as investors, incubators, service providers or product development centres; Allow centre leadership to come from a university, college, not-for-profit organization, company or other interested non-government party.</p>
Business-Led Networks of Centres of Excellence (BL-NCE)	<p><b>Challenge:</b> Solving issues critical to the needs of the private sector calls for a collaborative, network approach</p> <p><b>Solutions:</b> Set up networks led by not-for-profit industry consortia; Respond directly to R&amp;D challenges facing a Canadian industrial sector; Allow industry partners to propose network-funded research projects that will be conducted at their own facilities; Increase private-sector investments in Canadian research through collaborative projects; Create, grow and retain companies whose innovations can capture new markets; Accelerate the translation of research into commercial products and services.</p>
Industrial Research and Development Internships (IRDI)	<p><b>Challenge:</b> Canada needs more highly trained people to serve our innovation needs</p> <p><b>Solutions:</b> Offer businesses access to highly skilled interns with specialized knowledge; Create opportunities for skilled graduate students and postdoctoral fellows to solve private-sector challenges and gain industry-ready skills.</p>

### **5.6.1 Working Group Action Plan**

The purpose of this Action Plan is to set up partnerships to pursue the funding and operation of a centre of excellence that focuses on the practical application of technologies or local resources that could be replicated in other locations (regional, national and international).

The estimated cost of this Action Plan and recommended implementation activities are:

1. Years 1 – Set up a Working Group with Université Sainte-Anne and Chambre de Commerce d'Argyle to formally recommend the structure of the new facility and to identify specific funding partners. The estimated cost is \$15,000 for travel and related expenses.
2. Years 2 to 10 – Abandon (Year 2) or implement the recommendations as a secondary partner to the lead organization. The estimated cost cannot be determined.

This Action Plan has a low to medium probability of success based upon the structure of centres of excellence in Nova Scotia and across Canada.

### **5.6.2 Rural Renewable Energy Community Centre of Excellence Action Plan**

The Province of Nova Scotia and other provincial governments look to municipalities as important partners in seeking to become leaders in cleaning the environment and developing clean energy.

The development of the 440 acre Pubnico Point Wind Farm is an example as 17 turbines generate approximately 100,000,000 kW/hr. annually in the Nova Scotia Power grid. In the context of an overall renewable energy strategy, wind power is a small portion of renewable capacity.

With the Pubnico Point Wind Farm as the foundation, Argyle has the opportunity to implement an integrated rural community renewable energy strategy that draws international attention and generates local economic spinoffs. The strategy would focus on a practical renewable energy plan that maximizes wind and is blended with passive and photo voltaic solar power. It will also include the utilization of some biomass and energy back-up storage capacity.

Argyle's role is to develop the entire municipality as a Renewable Energy Community Centre of Excellence. The concept could also be extended to Digby (tidal power) and Clare.

Such a region or group of communities employing all types of renewable energy would attract government officials, industry groups and visitors from around the world as they seek to gain insights on how to replicate the Argyle/Clare/Digby experience back in their respective homes. They would experience an otherwise rural area with classic cultures, and historic fishing and farming, that has successfully transitioned into a modern green community while retaining traditional values.

The Pubnico Point Wind Farm is already planning to build boardwalks, with rest spots, throughout the existing and growing wind-field. There are currently hundreds of residents and tourists who now drive to the wind field, park and walk the corridors of the wind fields. Such practices could be extended to winter recreation for cross country skiing, snow shoeing, hiking and so on. A fitness park could be added to the wind farm in the form of a partnership between the wind farm owners and the municipality.

Like wind, PVsolar energy could take the form of a farm site or sites as well. Such solar applications could take many modern forms. For example, photovoltaic solar can be installed in a farm field, on individual and utility buildings and in yards.

These solar applications come in the form of fixed panels, solar dishes, solar cubes and street pole solar powered lighting. Under this scenario, Argyle could have solar powered street lights, parking lot lights and security lighting.

There is non-recycled waste from the forestry, the fishery, and normal domestic and commercial waste streams for use as biomass feed stock in a waste to energy means of electrical power generation.

This Action Plan should be implemented by the new REN. The recommended implementation activities are:

1. Year 1 – The Warden and CAO approach Clare and Digby to seek a Letter of Intent that is signed by the partner municipalities to move forward on a Business Plan for the community based centre of excellence. The estimated cost is minimal.
2. Year 2 – Instruct the new REN to secure senior government funding and then prepare the Business Plan by retaining an expert. The consultant engagement should include a budget for a field trip that includes local officials (elected, staff, community) meeting with counterparts in Northern Europe. The estimated cost is minimal.
3. Year 3 – Based upon the results, amend the Municipal Planning Strategy and Land Use By-Law to enable implementation. The estimated cost cannot be determined.
4. Years 4 to 10 – Implement and monitor with a media and information program. The estimated annual cost cannot be determined.

The probability of success of this Action Plan is medium to high.

## 5.7 Mink Farm Action Plan

Mink farming is a growing sector that can be further developed with feedstock from the local fishery. Nova Scotia is the major province in Canada for mink farming and the market is growing with increasing prices in Asia.

The siting and operation of mink farms is controversial. Like the raising of fox and pigs, it is an intensive land use with a large number of species in a small area and odours can impact surrounding areas if waste is not managed.

New Fur Industry Regulations and the *Fur Industry Act* were approved in January 2013 by the Nova Scotia Department of Agriculture and there is a process for obtaining a license. These regulations focus on environmental management of fur farms to ensure the industry is an environmentally responsible economic contributor.

The Municipality has policies in the Municipal Planning Strategy (MPS) that restrict the location and development approval for new fox and mink farms. Under the MPS, they are only permitted by development agreement in rural areas and are not permitted within communities. Existing operations in communities are classified as non-confirming uses. The policies in the MPS are enacted by the Land Use By-Law. It states that less than 28 residential buildings must be within 908 metres (2,979 feet) of a new mink, fox and pig operations for a development agreement to be considered for processing.

To grow this value-added sector of the local economy, it is preferred that mink operations can receive the necessary municipal permits as-of-right and not by a development agreement. These agreements are also open to appeal to the Nova Scotia Utility and this process can add a year to the application process.

The purpose of this Action Plan is to amend the Municipal Planning Strategy and Land Use By-Law to create a new as-of-right development zone for mink and fox farms. The process will be managed by the Planning Advisory Committee and consultants in rural land use planning, community consultations and dispute resolution should be hired. The terms of reference for the consultants should identify the highest and best use locations for viable operations (including expansion) that will have the least impact on the natural environment and surrounding land uses. The consultants should be mandated to evaluate the feasibility of the Municipality purchasing land and designating the holding as an agri-industrial park that permits a wider range of agricultural, food processing and industrial activities. Lots would then be sold for as-of-right development based upon the terms and conditions of purchase and sale agreements.

The recommended implementation activities are:

1. Years 1 – Municipal Staff work with the Planning Advisory Committee to prepare Terms of Reference to hire a consultant. The Nova Scotia Department of Agriculture should also provide input to the Terms of Reference. The estimated cost is minimal.
2. Year 1 – The CAO or designate approach senior government funding partners for support to carry out the study. The estimated cost is minimal.
3. Years 1 and 2 – Consultants are retained and the study is completed. The estimated budget is \$30,000.
4. Years 2 – Amend the MPS and Land Use By-Law. The estimated cost is minimal.
5. Years 3 to 10 – Implement as-of-right mink farming strategy. The estimated annual cost cannot be determined.

This Action Plan has a high probability of success if the Municipal Council supports the recommendations of the Planning Advisory Committee.

## 5.8 Branding, Media, Image & Identity

The purpose of the Branding, Media, Image and Identity Action Plan is to update the overall Internet, physical message and branding of Argyle. Suggestions in other Action Plans include a review of the current logo, an expanded Web presence and links to other media.

Responsibility for this Action Plan rests with the CAO or designate. The estimated average annual cost of this Action Plan and recommended implementation activities are:

1. Year 1 – Retain a Web and graphic designer to review the current logo and Web presence in the context of recommendations in the Economic Development Plan for a supporting Brand Strategy. This assignment should also apply to informational signage and printed media. The estimated cost is \$20,000.
2. Year 2 – Work with the Yarmouth-Argyle-Barrington District Planning Commission to amend the Land Use By-Law to incorporate the recommended urban design guidelines in accordance with the *Municipal Government Act*. Also in Year 2, commence an information signage program and prepare self-guiding maps for visitors. The estimated cost is \$5,000.
3. Years 3 to 7 – Continue information signage program implementation and public updates to the self guiding maps. The estimated annual cost is \$5,000.

This Action Plan has a high probability of success as it is a low cost – high impact undertaking.

### Graphical Design Approach

It is recommended that any new logos or Web changes be rolled out with an announcement that the next decade represents a new period of managed change in Argyle. The next 10 years will see increased tourism visitation, more investment, increased employment and a broader range of services and amenities.

The logo could be prepared as high contrast (dark on white) using pantone 286 (dark blue) that will reproduce well, whether in colour or in black and white. Logos are not usually seen alone. They are intended to be accompanied by such words as “Welcome to Argyle” in a special decorative font. The logo can also be used on clothing (hats and t-shirts) and other products.

## Argyle's Brand

Brand is not only for products or companies. It is also for communities. It can help to capture and express all the elements that go to make up a community. It can be used to promote and attract others to the community and it can help reflect and endorse the pride of place that citizens feel about where they live and work. Community identity can be a powerful asset to help build a sustainable future. A strong brand can support economic development and help attract investment and people to Argyle.



The people and communities of Argyle are distinctive and rich in culture and heritage. The inhabitants over the years and today exhibit qualities of resourcefulness, fierce pride, commitment and resilience along with an open and friendly welcome for visitors. The Argyle landscape and coastline is impressive and challenging with a natural beauty that helps explain the people that live in the local area.

The prevalent Acadian influence adds a unique flavour and style to the mosaic that is Argyle. The Acadian history and culture represents one of the more unique realities that defines the community. This creates interest beyond the borders of Argyle.

The story of "the community" in all its forms is an asset and has real value and "selling power" if it can be captured and promoted to the world.

Brand is a promise you make to your audience. For a location, it is the promise of a unique experience, a lifestyle, a safe place to visit, work and live. It cannot be all things to all people but if it is true and unique it will separate the community from others and command a special place in the mind of the audience.

In a competitive environment getting attention and getting noticed is the first step on the road to being accepted and opens the door to developing a special relationship. When you are working to grow your economy, a strong relationship paves the way for commitment and investment. A strong brand helps to launch and support the process.

Branding is a very complex and involved process. It involves a significant investment of time and resources and must be facilitated by experienced professionals.

The process involves several stages including background research and information gathering, individual and public community engagement. Before you can communicate your brand to the world, the community has to understand its core values.

A Brand Strategy will address the vision, the target audience, what you want to convey about your community including the benefits of living and working there and a sense of personality, the human side of the brand.

Defining and articulating the Brand is just the beginning. The Brand must be accepted with buy-in across the community to give it real value. Truly "Living the Brand" by every municipal employee, by every business and their staff, by every citizen every day for now and the future will maximize the influence and impact of the Brand.

The Brand must be positioned as an essential strategic element of every operating department and communication of the Municipality and Council. In addition, a public outreach to the business community and citizens will stress the importance of promoting and "Living the Brand". The overall objective is to support community values while realizing sustainable growth and a desirable standard of living for all.



### **Signage**

Informational and commercial signage is an important part of the Action Plan. A signage and information system should be adopted for the Municipality that provides a distinctive identity and serves to consistently inform both local residents and visitors. It should be based on the current or updated logo, with a common header. Design guidelines should be established which assist local businesses in the selection and manufacture of quality signage for their places of business and which together would enhance the overall appearance.

### **Information Signage**

There are significant opportunities to improve information signage into and around Argyle. The following would be the essential components of an informational signage program:

- Directional signage that leads visitors to the key destination areas
- New "Welcome" signs for the entry points
- Parking signs indicating direction to public parking lots
- Street kiosks for public notices and events
- Graphics to include a logo, stationary, promotions and label (package) identification.

## Commercial Signage

The following are design considerations for commercial business signage.

### *Existing Signage*



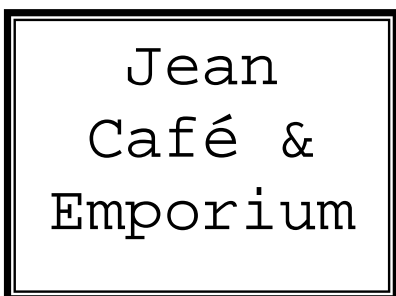
The use of signage by businesses and other facilities in Argyle varies considerably. Overall, independent businesses often do not devote much effort or investment into their signage programs. This is one area where a relatively small investment can benefit both individual businesses and the larger community through the introduction of more pleasing and colourful elements to streetscapes. The Municipality may wish to provide assistance to small/independent business owners to upgrade their signage, if need is shown.

### *Theme*

It is recommended that new signs reflect the historical Maritime heritage and Acadian roots of Argyle.

### *Layout and Spacing Principles*

Attractiveness and legibility are functions of the layout and spacing principles applied to effective sign design. An experienced designer will tend to use these principles as a matter of course. It is recommended that the following principles be followed for signs that are not within a corporate image and identity program:



- Give careful consideration to the message – don't say too much or too little. No one wants to read a cluttered sign. Often the name and type of the business is sufficient. See examples at left.
- For letters to be readable from a distance, use the general rule of 1 inch in height for every 50 feet away.
- Letters should appear to be spaced evenly, even if they are not. This technique is called kerning. Signs can be made to look old fashioned by laying out some words in a curve, or by using certain ornamental typefaces such as Algerian or Bodoni.
- Margins determine how spacious or crowded the sign will appear. For balance, margins should be the same on left and right sides, and the bottom margin should be slightly taller than the top.

### ***Lettering Type***

Lettering should be of the serif type. Examples:

ABCDEFGHIJK  
efghijklmnopqr

Within the serif typeface, The overall intent is to not use highly complex letter types. Older styles are preferred over new ones, but legibility is preferred overall.

### ***Colour***



For sign backgrounds, colours should be used that reflect the Maritime heritage of Argyle: muted blues, blue-greys and greens, and dark reds are appropriate. White is acceptable, but pastels and bright colours (such as Day-Glo) should be avoided. Lettering can be brighter and of contrasting intensities to the backgrounds. Again, modern paints and colours such as Day-Glo should be avoided. Gold leaf and silver are acceptable but these colours should avoid metallic fleck paint.

### ***Placement of Signage***

Signs should be placed on the front of businesses over the door, and/or on the side of the building if more visible. If there is a large window area, the sign should be extended over the window. Signs can also extend the full width of the building if stylistically appropriate. Where buildings do not have sufficient width or height to apply signs across the front of buildings, or where it would interfere with the architecture of the building, it is acceptable to use projecting signs that are secured with wooden or metal supports sufficient to withstand weather loading.

## 5.9 Progress Monitoring

The Lowe/Adams Team recommends that the Municipal Council conduct an annual self assessment of their strategic leadership and governance efforts to implement the Economic Development Plan. The results should be grouped so that individuals are not identified. A framework for this annual review is provided in Exhibit 5.4. The self-assessments should focus on the following:

- The Municipal Council’s ability to define its responsibilities and establish annual objectives.
- After Year 1 of implementation, the Municipality’s ability to track achievements with annual objectives.

<b>Exhibit 5.4 Recommend Annual Self Assessment (Municipal Council)</b>					
<p>The following survey is designed to help you think about the performance of the Municipal Council as leaders to grow the economy of Argyle. It is intended to enhance Council’s overall effectiveness. Please indicate to what extent you agree with the following statements concerning the functioning of the Municipal Council as a whole.</p> <p>Please circle one response for each item.</p>					
<i>Council:</i>	Strongly Agree	Agree	Neither Agree Nor Disagree	Disagree	Strongly Disagree
Spends appropriate time discussing the long-term future of opportunities to grow the local economy.	1	2	3	4	5
Has a vision and strategic direction that is understood by all involved in economic development.	1	2	3	4	5
Proposes changes in overall direction to meet the changing needs of existing business and new investors.	1	2	3	4	5
Is prepared to deal with unforeseen crises like the loss of a major employer or withdrawal of funding commitments.	1	2	3	4	5
Has appropriate structures and processes to evaluate economic growth strategies and objectives.	1	2	3	4	5
Lets the senior staff run the Action Plans to grow the local economy.	1	2	3	4	5