



Securing the Future

Clare Economic Development Master Plan

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Prepared for:

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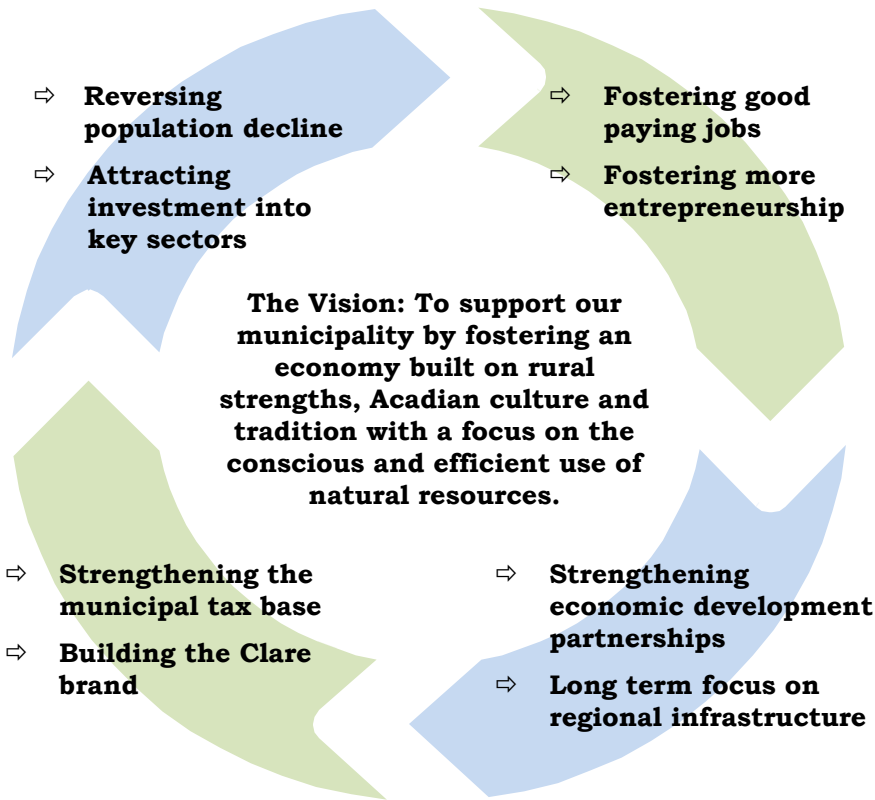
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EXECUTIVE SUMMARY

Securing the Future: The Clare Economic Development Master Plan was developed over a four month period between November 2012 and February 2013 with input from industry, education and community leaders as well as the general public. An online survey captured the ideas of almost 200 residents of Clare and over 60 individual stakeholders were consulted through direct interviews. In late November, the consulting team hosted a public session that featured approximately 60 attendees and provided them with an interactive venue to share their concerns and ideas relating to the future of Clare and its economy. The consulting team also made seven site visits to Clare and had detailed discussions with municipal officials as well as provincial and federal government representatives. Finally, a broad range of reports were reviewed to help set the context for the Master Plan.

Figure 1 provides the vision and eight strategic objectives for *Securing the Future: The Clare Economic Development Master Plan*. The vision is a statement that reflects the desire of the community to foster a strong economic foundation built on its natural resource industries, rural attributes and its cultural characteristics. Achieving the eight strategic objectives will help the municipality work towards its vision.

Figure 1: Vision and Strategic Objectives



EXECUTIVE SUMMARY (CONT.)

The Clare region is blessed with a number of important industries that support the local economy including fish/seafood/aquaculture, mink production, forestry, tourism and Université Sainte-Anne. These industries will continue to be the backbone of the economy for the future. However, there are also emerging industries and opportunities that hold promise for the community (Figure 2).

These include aquaculture. The provincial government has high hopes for this sector and the Clare region offers potential for both offshore and onshore operations. There is also potential to develop supply chain opportunities for the industry. There is potential to attract retirees and expand the economy by servicing this demographic group. The tourism sector holds the opportunity for new private sector investment into product development.

With the rise of freelance/home-based work, there is opportunity for residents of Clare to work from their home for clients around the world. This potential has not been properly assessed in the past but will be as part of this Master Plan. The Clare ecoparc – on the former Comeau Lumber site – is an important asset that should help attract industry to the community. The community continues to see renewable energy as having growth potential.

Figure 2: Supporting important industries and developing opportunities

High Value Traditional Industries:

- ⇒ Fishing and seafood processing
- ⇒ Agriculture (mink industry, field crops)
- ⇒ Value added forestry
- ⇒ Tourism

Emerging Industries and opportunities:

- ⇒ The Clare ecoparc
- ⇒ Agricultural: haskap berries, etc.
- ⇒ Aquaculture (offshore and onshore)
- ⇒ Université Sainte-Anne
- ⇒ Renewable energy
- ⇒ Attraction of retirees/immigrants
- ⇒ Home-based employment
- ⇒ New tourism investments

EXECUTIVE SUMMARY (CONT.)

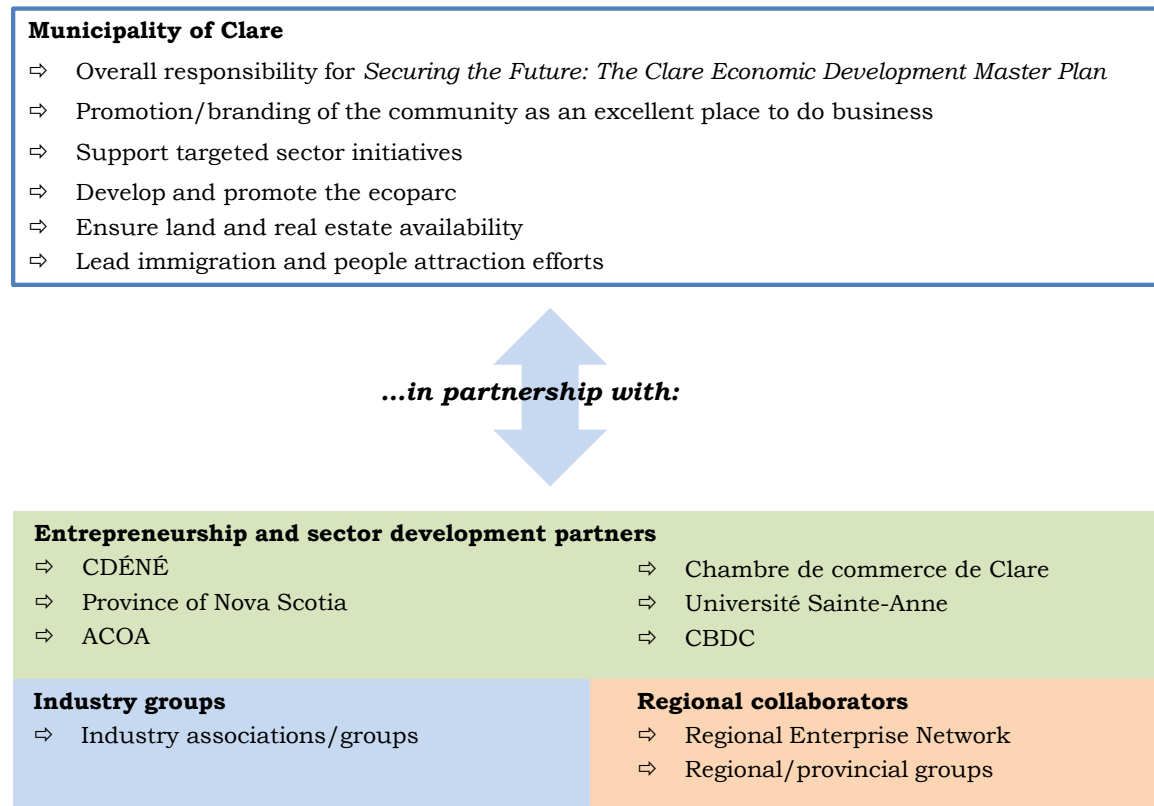
In the years ahead it will become even more important for Clare to focus on attracting people to the community. Working with the Conseil de développement économique de la Nouvelle-Écosse and other partners, attracting Francophone immigrants and immigrant entrepreneurs is a key priority of the Master Plan. The CDÉNE’s Officer for Economic Immigration is an important partner.

Université Sainte-Anne is a valuable asset for the community both as an economic engine but also as a source of talent for industries in the region. As the university looks to attract more international students, it will become a conduit for new immigrants as well.

The economic development model for Clare will involve expanding the partnership model already in place in the community. Many of the key players: the university, ACOA, the provincial government, the CDÉNE and the CBDC already collaborate in the Centre de l’Entrepreneuriat. These efforts will be strengthened in the future.

The Municipality of Clare will have overall responsibility for the Master Plan and will play a lead role in promoting and branding the community, supporting targeted sector initiatives and working on immigration attraction. It will also lead the development of the eoparc.

Figure 3: The new Clare economic development partnership model



EXECUTIVE SUMMARY (CONT.)

The Municipality of Clare’s new economic development department will be supported by an Advisory Board of key business and community leaders. This Master Plan is based on direct input and support from the local business community. In addition to sitting on the Advisory Board, business leaders will be asked to participate in multiple initiatives included in the Master Plan.

The provincial and federal government have substantial financial and human resources invested in economic development. The Master Plan is also based on support from other government agencies and departments and alignment of efforts, where possible. It also assumes an important role for the Regional Enterprise Network (REN) working on regional issues of common interest to Clare and its neighbouring municipalities.

It will be important for the municipality to communicate to the residents how it is implementing *Securing the Future: The Clare Economic Development Master Plan*. Through the municipality, taxpayers will be investing in economic development and will want to know their dollars are generating a return on that investment.

Figure 4 outlines the structure of an annual report to inform residents and other partners on the results of our activities over the year. It will include both measuring the economic health of the community in general and the results of specific initiatives under the Master Plan.

Figure 4: Economic development measurement and accountability to the community

Measuring Progress: Securing Our Future Annual Report to the Community

Measuring the health of the Clare economy:

- ⇒ New business start-ups
- ⇒ Employment/unemployment
- ⇒ Housing starts/building permits
- ⇒ Tax base growth
- ⇒ Business confidence (Chambre de commerce de Clare survey)
- ⇒ Other key statistics

.....Benchmarked against selected rural communities in Nova Scotia and beyond.

Measuring progress on initiatives:

- ⇒ Number of start-ups supported through the Centre de l'Entrepreneuriat
- ⇒ New businesses and investment into high value sectors
- ⇒ Progress on immigration and retiree attraction
- ⇒ Progress on the development of the ecoparc
- ⇒ Work with the REN on regional initiatives

....including an annual survey of key stakeholders to assess their perspective on our progress and outlook for the economy.

1. INTRODUCTION

Securing the Future: The Clare Economic Development Master Plan was prepared to guide economic development efforts within the Municipality of Clare over the next 10 years. The document includes:

- An inventory of Municipality's major assets viewed from an economic development perspective.
- The identification of distinctive/unique features and competitive advantages which could be utilized in both product development and marketing strategies on behalf of the Municipality.
- A discussion of external trends affecting economic development and implications for the Municipality of Clare.
- An assessment of opportunities and constraints, including but not limited to 1) strategies for extracting greater economic benefit for the community from existing assets (physical, human, financial etc.) ,and 2) strategies for capitalizing on demographic changes such as aging of communities.
- The desired outcomes from implementation of an economic development strategy (e.g. employment growth, assessment growth, increased revenues to local government, increased awareness of Clare in target markets).
- The roles/actions for local government, the private sector, public institutions or not-for-profits, and any opportunities for effective use of public private partnerships. An emphasis on partnership development between the Municipality of Clare and Université Sainte-Anne shall be examined in the economic development context.
- Recommendations outlining how the Municipality will organize its economic development activities by means of an enduring structure that will lead sustainable development, engage partners and earn results.
- A Multi-Year Implementation Plan (assuming a 5 to 10 year timeframe) with major initiatives/projects, key decision points and milestones identified. This implementation plan would provide Council with guidance on which initiatives to act on, in what order, and over what timeframe.

1.1 Consulting team research activities

In the development of *Securing the Future: The Clare Economic Development Master Plan* the consulting team of Jupia Consultants Inc., McCormick Rankin and Landal Inc. undertook a broad range of consultations and background research including:

- An online survey of residents to generate ideas and stimulate discussion and interest in the community's economic development. Nearly 200 Clare residents participated in this survey providing solid insight into resident ideas about economic development. Elements of this survey are used throughout this document.
- In addition, the consulting team completed close to 60 individual stakeholder meetings both in person and by telephone. Persons interviewed included representatives of important local industries, politicians, employees of partner economic development organizations, educational institutions and other community leaders. These interviews allowed the project to leverage the knowledge of key business and community leaders.
- In December, the consulting team hosted a public consultation that featured approximately 60 attendees. These community representatives were asked a series of questions and their insights were gathered and summarized for inclusion into this report.
- The consulting team also had detailed discussions with municipal officials as well as provincial and federal government representatives.
- The consulting team completed six site visits to Clare to undertake consultations and review physical infrastructure.
- To support the consultations, the team also reviewed a wide range of statistics and reports relevant to the preparation of the Economic Development Master Plan.

2. SETTING THE COMPETITIVE CONTEXT

2.1 Heightening competition

In order to maintain a good quality of life and preserve the unique cultural attributes of Clare, the community needs a strong economic foundation. A weakening economy will foster more out-migration, higher unemployment and put increasing pressure on government and the delivery of public services in the region. In the longer term, a weak economic foundation will lead to less investment in public infrastructure as well.

Economic development is fuelled by entrepreneurship and business investment. If companies – small and large – see opportunities in Clare to make a solid return on their investment, they will deploy capital, hire staff and contribute to the local economy. Economic development involves fostering a positive environment for investment and attempting to match entrepreneurs/firms to potential investment opportunities in the community.

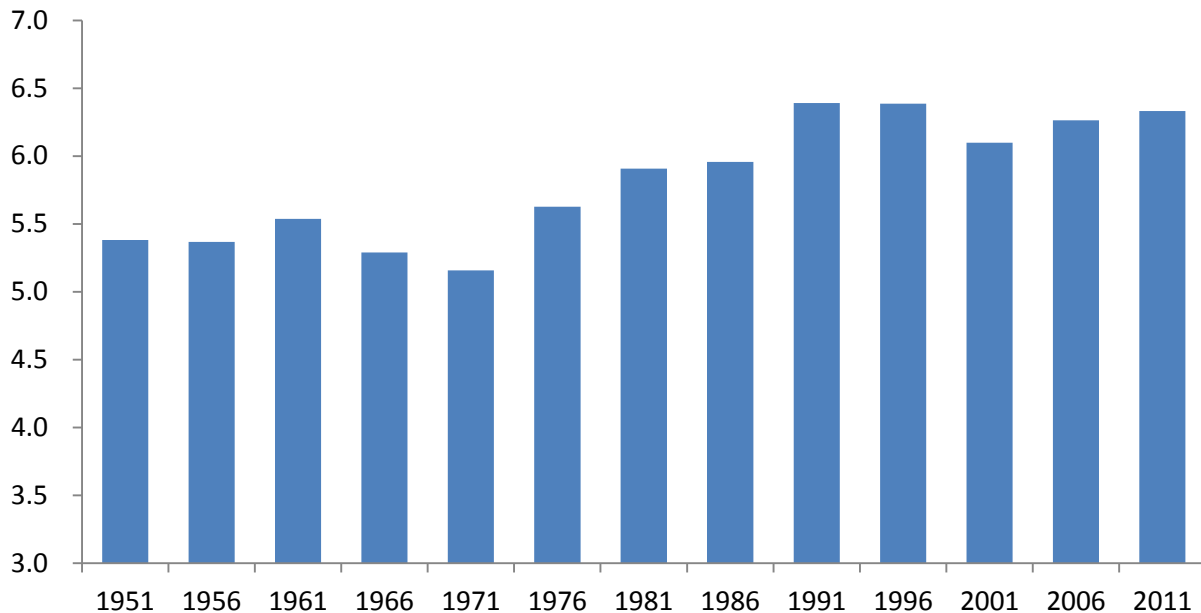
In 2013, the context for economic development in Clare and similar rural regions in Atlantic Canada has become even more challenging. Relatively high unemployment across North America combined with structural changes to the economy are fostering heightened competition. It is now more important than ever for communities such as Clare to clearly define their unique advantages and work on targeted initiatives to attract investment and foster entrepreneurship. Fortunately, Clare has a number of economic attributes and assets that give it somewhat of an advantage over some of its competition such as established industry strengths in fishing and mink farming as well as some assets in fabrication and forestry. The community also features appealing tourism landscapes and a unique cultural context that can be leveraged to attract new residents as well as foster more tourism and recreational opportunities.

This section of *Securing the Future: The Clare Economic Development Master Plan* considers some of the big influences that will impact the ability of the community to attract investment and foster entrepreneurship.

2.2 The decline of rural Atlantic Canada

The rural population in Atlantic Canada has been in slow decline for several decades. A review of Census data from Statistics Canada finds a slow but persistent decline particularly in communities that are outside the periphery of a larger urban centre. Across Canada, however, rural population has been slowly rising for decades. As shown in Figure 5 below, the rural population has increased by nearly one million residents between 1951 to 2011. While most of Canada's population growth has been in urban centres, in Atlantic Canada it is not inevitable that rural communities will see a continued decline in population.

Figure 5: Canada's Rural Population 1951-2011 (Millions)

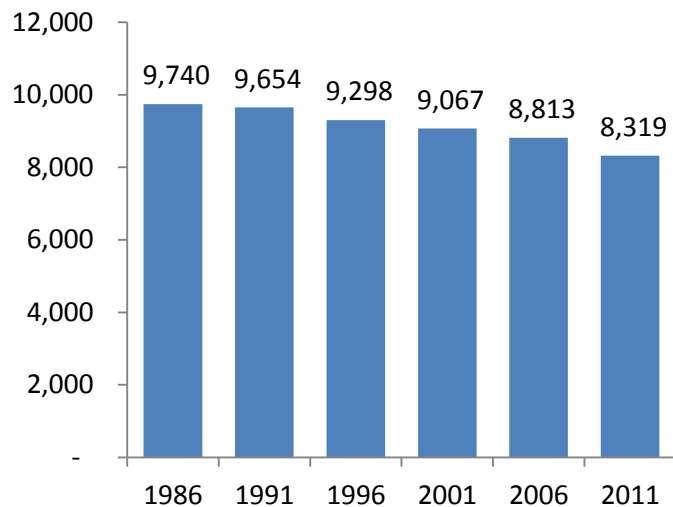


Source: Statistics Canada

Across Canada, remote communities – those that are located more than an hour's drive from an urban centre are struggling more than those rural areas that are within the periphery of an urban area. This trend holds in both Nova Scotia and the rest of Canada. The Municipality of Clare falls into this category as its population has been declining since the 1980s. In 1986 there were over 9,700 persons living in Clare and that figure has dropped to 8,300 in 2011.

This does not represent a precipitous drop in population but, combined with the aging of the population, is a major risk for the community in the years ahead.

Figure 6: Population Trends: Clare Municipal District



Source: Statistics Canada

The reasons for this decline in rural/remote population are mostly due to structural changes in the economy. The majority of new economic activity has occurred in service sectors more suited to larger urban centres. Even in natural resource-based industries, employment intensity has been steadily in decline (fewer workers needed) reducing jobs in rural areas.

It is more important than ever for Clare to focus on areas of specific opportunity such as local natural resources, unique tourism attributes or gaps in local services that could attract entrepreneurship and business investment.

2.3 Globalization of Nova Scotia's economy

For most of the 20th Century, Nova Scotia's economy has been shifting from a local, then national to a global market. This trend has accelerated in the past decade, however; as even local services now are subject to global competition. Retailers such as Amazon.ca, Futureshop.com, E-Bay and others are now directly competing with local retailers in Clare and neighbouring municipalities. According to Statistics Canada more than half of Canadian Internet users order goods or services online for personal or household use. In 2010, Canadians placed nearly 114 million orders, valued at approximately \$15.3 billion.

This technology-enabled global trade goes well beyond retail sales. Business services that traditionally were offered locally such as accounting, language translation and management consulting are also facing global competition. A decade ago, businesses and residents would go down the street to have their computer serviced or to get support. Now, these services are offered online by firms in India. Local websites in Nova Scotia can now be hosted in Eastern Europe at a much lower costs than in Nova Scotia.

Finance and insurance services are also impacted. Traditionally, people bought insurance products from a local insurance broker or agent. Now, increasingly, insurance is purchased online – bypassing the local agent/broker and taking that economic activity outside the local community.

Even health care and education are increasingly impacted by the global economy and new competition from abroad.

Much of this globalization trend is good for the consumer – particularly in rural areas. Now, residents in rural communities can access products and services from around the world from their living rooms. In addition, they can work for companies far and wide from their home town. However, the downside is that globalization has the potential to hollow out local economies and hurt the local economic base. It would be virtually impossible for a smaller, rural community to survive if the majority of commerce were conducted online.

As a result, communities such as Clare need to ensure residents and businesses can access these global markets but also encourage local businesses that can offer services and the personal touch not available through the Web. The consultations undertaken for this report clearly showed the need – as identified by residents – for more local services in the community.

Crucially, Clare needs to focus on its export-based economy to compensate for the loss of economic activity to global competitors. The region's agriculture, fishing and forestry industries service markets around the world. The need for export-based economic activity will only increase in the coming years.

2.4 Clare and Nova Scotia’s Boomer population

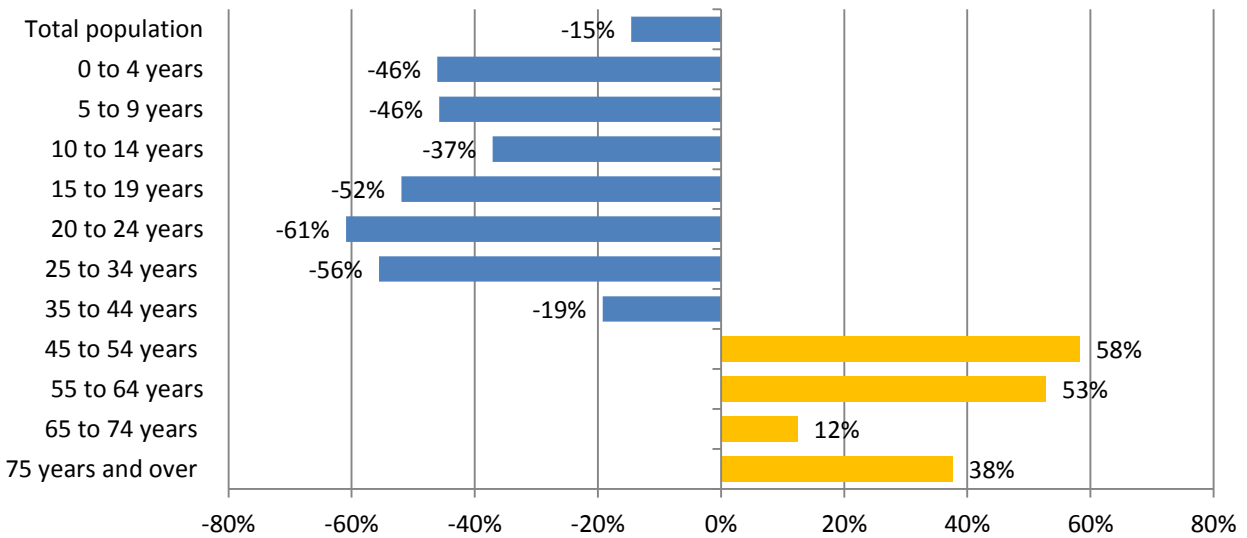
Like most communities in Nova Scotia – particularly rural communities - the population in Clare is aging fast. The number of people living in Clare over the age of 45 increased by 16 percent in just the past 10 years. Over the last 25 years, the number of people in this age group increased by nearly 50 percent. At the same time, the number of people under the age of 40 dropped by 29 percent in just the past decade and over 50 percent since 1986.

This is a profound demographic shift that will impact the workforce, public service delivery and the tax base in Clare but it will also bring opportunity – attracting retirees, local industries such as health care and personal services, and recreation.

Clare will need to be even more focused on its attractiveness to those persons over the age of 55. The Annapolis Valley has witnessed an inward migration of folks in this age group and there is no reason why Clare cannot take advantage of this same trend (see Section 7.6 below).

Figure 7: 25 Year Population Trend by Age Group

Municipality of Clare



Source: Statistics Canada

2.5 The expanding role for immigration

The Government of Nova Scotia has realized that immigration will be an increasingly important source of new population in the coming years to provide workers to replace the bulge of retirees over the next 20-30 years and to support growing sectors of the economy. According to Statistics Canada, immigration levels are up by 31 percent across Nova Scotia over the past decade (Table 1) but 80 percent of immigrants are ending up in the Halifax region. Immigration into most other regions of Nova Scotia has increased but from a low base.

Table 1: Immigrants into Nova Scotia by Year and Region

| | <u>2000/2001</u> | <u>2010/2011</u> | <u>10 Year % Change</u> |
|-------------------------------|------------------|------------------|-----------------------------|
| Nova Scotia | 1,747 | 2,285 | 31% |
| Cape Breton | 58 | 41 | -29% |
| North Shore | 63 | 137 | 117% |
| Annapolis Valley | 140 | 151 | 8% |
| Southern Region (incl. Clare) | 86 | 125 | 45% |
| Halifax | 1,400 | 1,831 | 31% |

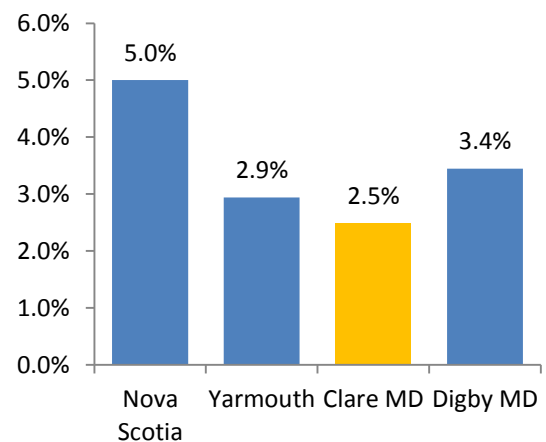
Source: Statistics Canada CANSIM Table 051-0050.

In Clare, immigrants made up only 2.5 percent of the population in 2006 (the 2011 immigration statistics at the community level will only be available later in 2013). This was half the rate of the province as a whole and slightly lower than neighbouring communities in Yarmouth and the Digby Municipal District.

Only 11 percent of the Clare population in 2006 came from outside Nova Scotia (immigrants and interprovincial migrants) – one of the lowest rates in Canada. Across the province, 23 percent of the population was not native to Nova Scotia. Yarmouth and the Digby Municipal District had similar profiles to Clare with 12 percent and 15 percent of the population in 2006 from outside Nova Scotia respectively.

Figure 7a: Immigrant Population (2006)

% of Total Population



Source: Statistics Canada.

Demographic trends will necessitate attracting new population even if there is no labour market growth. In other words, just to replace retiring workers there will not be enough supply from the local population. This is not unique to Clare. Across North America urban and rural areas will need to attract population from outside their borders.

There is some potential to attract other Canadians to Clare – either expatriates or those looking for a pristine and friendly rural community in which to live. However, it is likely a considerable number of immigrants will be required over the next 20 years if Clare is to sustain and moderately grow its population.

New immigrants will bring talent, investment and should also be a source for new entrepreneurs. Section 7.7 below discusses this potential. It will be important for Clare to target immigrants suited to the local environment.

2.6 The increasing importance of education

The 21st Century economy is a knowledge-based economy. Even among traditional natural resources-based industries, more and more firms are requiring a formal education just to get in the door. Basic literacy and numeracy skills – along with specific job competencies - are needed in factory, forestry and fishing jobs.

The Clare population, along with most of Nova Scotia outside Halifax, has traditionally featured lower levels of formal education but this is changing

As shown in Table 2 over 27 percent of Clare residents between the ages of 25-34 had a university certificate, diploma or degree in 2006 compared to only 8.5 percent in neighbouring Digby (MD) and 14.6 percent in Yarmouth. This likely has to do with the influence of the university and the changing nature of the economy.

Table 2: Clare Population by Educational Attainment Level and Age Group (2006)

| | No certificate, diploma or degree | Apprenticeship, trades or college | University certificate, diploma or degree |
|-------------------|--------------------------------------|--------------------------------------|--|
| Total - All ages | 42.0% | 28.9% | 13.7% |
| 25 to 34 years | 19.5% | 35.1% | 27.3% |
| 35 to 44 years | 25.8% | 41.1% | 16.0% |
| 45 to 54 years | 32.5% | 41.3% | 16.3% |
| 55 to 64 years | 43.9% | 27.3% | 15.5% |
| 65 to 74 years | 58.5% | 18.2% | 7.4% |
| 75 years and over | 75.8% | 11.4% | 2.0% |

Source: Statistics Canada.

2.7 The need for high growth potential entrepreneurship

Clare has always had a higher percentage of self-employment in its workforce compared to Nova Scotia as a whole (Table 3). Nearly 12 percent of the workforce was self-employed in 2006 compared to nine percent province wide. These self-employed workers are important to the local economy. Many of them own small businesses and others offer their skill sets to a variety of employers.

However, it is important to differentiate between those entrepreneurs who own a local small business such as a bed and breakfast, retail shop or plumbing firm and those that have exportable products and services. There are a number of successful entrepreneurs in the Clare region who built their businesses on fishing, boat building and other economic activities and are exporting to the world.

Table 3: Clare Self-Employment by Age Group (2006)

| | <u>Nova Scotia</u> | <u>Yarmouth County</u> | <u>Clare MD</u> | <u>Digby MD</u> |
|-----------------------|--------------------|------------------------|-----------------|-----------------|
| Total - Self-Employed | 42,840 | 595 | 515 | 465 |
| 25 to 34 years | 4,665 | 60 | 40 | 80 |
| 35 to 44 years | 11,010 | 145 | 130 | 95 |
| 45 to 54 years | 12,555 | 155 | 150 | 115 |
| 55 and up | 13,555 | 235 | 190 | 160 |

Percentage of Total Labour Force

| | <u>Nova Scotia</u> | <u>Yarmouth County</u> | <u>Clare MD</u> | <u>Digby MD</u> |
|-----------------------|--------------------|------------------------|-----------------|-----------------|
| Total - Self-Employed | 9.0% | 10.9% | 11.6% | 11.9% |
| 25 to 34 years | 5.2% | 6.8% | 5.6% | 12.1% |
| 35 to 44 years | 9.4% | 10.1% | 11.6% | 9.4% |
| 45 to 54 years | 10.4% | 11.9% | 12.0% | 10.8% |
| 55 and up | 18.7% | 24.1% | 24.8% | 24.8% |

Source: Statistics Canada 2006 Census.

Many of these entrepreneurs are now older and moving into their retirement years. Clare needs a new generation of high growth potential entrepreneurs. This is not unique to Clare – this is a challenge across Nova Scotia. Where will the next generation of ambitious entrepreneurs come from? Will they come from Université Sainte-Anne? Will they be new immigrant entrepreneurs moving into the region? Will they come out of existing firms in the community?

In which sectors will the next round of Clare entrepreneurs emerge? Aquaculture? Forest products? Tourism? Information technologies?

As discussed in Section 8.5.3 below, it will be important for Clare Economic Development to purposely work on initiatives to foster more entrepreneurship in the region.

2.8 The rise of the migrant workforce

One of the most significant labour force trends in rural Atlantic Canada over the past decade has been the rise of the migrant worker. These workers are residents of communities across the region but work in remote locations in Saskatchewan, Alberta and, increasingly, rural Newfoundland and Labrador. They are mostly blue-collar workers and can easily earn six-figure salaries. In order to accommodate this new migrant workforce, a number of smaller airports in the region are either implementing new flights or working on opportunities. The Bathurst Airport in Northern New Brunswick has a direct flight to Labrador to shuttle workers to and from Labrador.

This trend offers both opportunities and distinct challenges. In communities where there is a considerable migrant workforce, it has actually boosted the local economy. Miramichi, New Brunswick's economy didn't suffer as was expected after the closure of the UPM paper mill because most of the workers started to commute to Alberta for work. It is estimated that some five thousand workers across New Brunswick are working this way in Alberta and Saskatchewan.

However, it also has the effect of distorting local labour markets. Potential employees are forced to evaluate between living home in rural Atlantic Canada and earning \$15/hour or living home but working away for long periods and earning \$50/hour or more. While there may be some potential for increased wage rates among local employers – they will never be able to compete with Fort McMurray or Labrador.

In addition, in the longer term younger workers who migrate to the West or Labrador for work may end up moving their families away to be closer to the area of work. Again, the current example in Atlantic Canada is indicating this pattern.

In the long run, a certain amount of migrant workforce activity may be sustainable but a broad reliance could hurt economic development potential in the Clare region.

2.9 Employment Insurance reforms and rural communities

The recently implemented Employment Insurance reforms were put in place to reduce the number of persons who use the EI program on an annual basis. Folks who are chronic users of the EI program will be required to take jobs they were not required to take – at least informally – in the past. Examples have been emerging in the news media of people having their EI claim denied because they were not willing to make a longer commute to work or to take a lower paying job.

The Clare economy has a fairly significant seasonal component. In 2006, only 41 percent of Clare residents with employment income reported working full time and year round. The rest worked either seasonal or part time jobs. Unfortunately, this is the best data we have on seasonality at the community level and as it doesn't differentiate between seasonal and part time work it is not a particularly strong data point. Across Nova Scotia, 50.2 percent of workers were employed full time and full year and in Halifax the percentage was 67 percent.

As shown in Table 4, Clare has a slightly higher percentage of its workers in full time, full year work compared to Yarmouth and Digby.

Table 4: Persons working in full time, full year employment (2006)

Percentage of population with employment income

| | <u>Nova Scotia</u> | <u>Yarmouth County</u> | <u>Clare MD</u> | <u>Digby MD</u> |
|--------------------|--------------------|----------------------------|-----------------|-----------------|
| Total - Age groups | 50.2% | 40.6% | 41.1% | 38.0% |
| 15 to 24 years | 17.0% | 15.0% | 13.8% | 15.6% |
| 25 to 44 years | 59.4% | 45.0% | 51.3% | 44.0% |
| 45 to 64 years | 57.3% | 49.0% | 43.6% | 41.6% |
| 65 years and over | 18.1% | 9.3% | 16.1% | 17.9% |

Source: Statistics Canada.

The Employment Insurance (EI) reforms have been put in place to encourage year round employment where possible. However, there are many who worry that these changes will ultimately push people out of rural communities.

2.10 The increasing importance of natural resources

The main reason why Canada has fared better than the United States in the wake of the 2008 recession has been the country's significant natural resources base. Growing world demand for oil and gas, minerals, agriculture and other food products is increasingly important to Canada's economic growth.

Jurisdictions with abundant natural resources in the longer term will have a distinct competitive advantage. Table 5 below shows the top 20 product exports from Canada in 2011 by value and shows the 10 year growth rate. Thirteen of the top 20 exports by value are natural resource-based. In addition, non-natural resource based industries such as automobile manufacturing, aerospace products and engine parts manufacturing have witnessed declining export revenue in recent years.

Table 5: Top 20 International Product Exports from Canada (2011)

| <u>Industry Group:</u> | <u>Exports \$B</u> | <u>10 Year % Change</u> |
|--|--------------------|-----------------------------|
| 21111 - Oil and Gas Extraction | \$82.8 | 127% |
| 33611 - Automobile and Light-Duty Motor Vehicle Manufacturing | \$38.8 | -37% |
| 32411 - Petroleum Refineries | \$21.1 | 126% |
| 21222 - Gold and Silver Ore Mining | \$16.8 | 568% |
| 33141 - Non-Ferrous Metal (except Aluminum) Smelting and Refining | \$13.7 | 165% |
| 33641 - Aerospace Product and Parts Manufacturing | \$10.9 | -16% |
| 21239 - Other Non-Metallic Mineral Mining and Quarrying | \$9.8 | 151% |
| 33131 - Alumina and Aluminum Production and Processing | \$8.4 | 15% |
| 21211 - Coal Mining | \$8.0 | 375% |
| 32211 - Pulp Mills | \$7.2 | 3% |
| 32212 - Paper Mills | \$7.1 | -46% |
| 32521 - Resin and Synthetic Rubber Manufacturing | \$6.5 | 21% |
| 32111 - Sawmills and Wood Preservation | \$5.9 | -50% |
| 11114 - Wheat Farming | \$5.7 | 85% |
| 31161 - Animal Slaughtering and Processing | \$5.5 | 6% |
| 33111 - Iron and Steel Mills and Ferro-Alloy Manufacturing | \$5.4 | 50% |
| 32541 - Pharmaceutical and Medicine Manufacturing | \$5.2 | 104% |
| 11112 - Oilseed (except Soybean) Farming | \$5.0 | 270% |
| 33361 - Engine, Turbine and Power Transmission Equipment Manufacturing | \$4.9 | -13% |
| 32518 - Other Basic Inorganic Chemical Manufacturing | \$4.8 | 105% |

Source: Statistics Canada.

2.11 The rise of home-based, exportable service businesses

In the global competition for jobs it is important for Clare to find its niche. From their homes, workers in Brazil are cleaning malware and viruses from websites in North America. Language translators in Eastern Europe are translating documents from English to French for Canadian clients.

There are a number of persons who work from home in Clare but there is growing potential for a broader range of services provided from the home – particularly in the area of exportable services. Broadband telecommunications is widely available in the region and these jobs can be done from anywhere.

The Globe and Mail recently profiled eight jobs that are taking off across North America using home-based employment. These jobs include administrative support and customer contact centre jobs. In Nova Scotia and New Brunswick a number of the larger customer contact centres such as Convergys, UPS, Medavie and Assurion are hiring home-based agents. McKesson Canada has nurses in Nova Scotia working from home on telecare activities in the province.

Table 6: Eight Jobs Ideally Suited for Remote Work

- ⇒ Administrative support – clerks, bookkeepers, etc.
- ⇒ Customer service representatives
- ⇒ Market researchers
- ⇒ Graphic designers
- ⇒ IT professionals
- ⇒ Translators and interpreters
- ⇒ Public relations/social media specialists
- ⇒ Online instructors/tutors

Source: Globe & Mail. January 15, 2013

It is unclear if residents of Clare are taking advantage of home-based employment opportunities. Section 7.8 provides a summary of the potential and develops how Clare could attract more of this activity to the community.

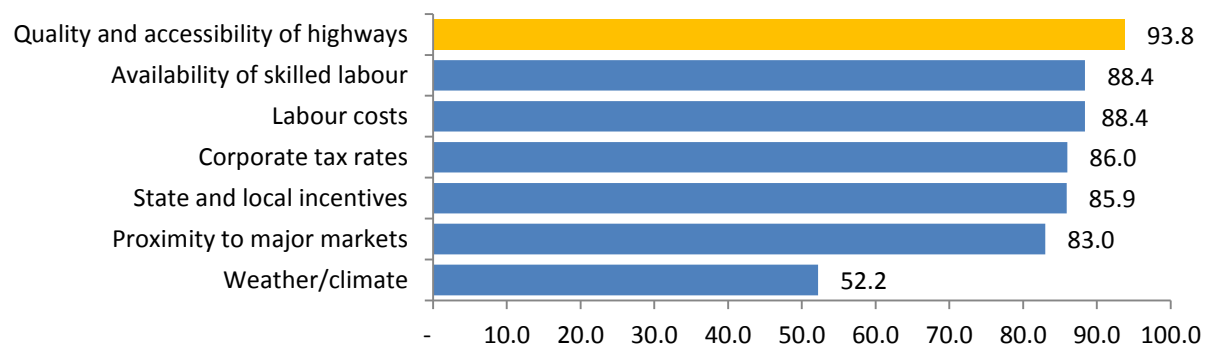
2.12 The continuing importance of transportation infrastructure

Even though virtual networks are replacing physical networks for much commercial activity, it is still true that physical transportation infrastructure remains key to long term prosperity. From roads to rail to airports and sea ports – getting goods and people physically around is vital to economic development.

Area Development magazine conducts a survey of corporate executives across North America each year to determine their expansion plans and to rank the importance of various site selection criteria. In the magazine’s latest survey, transportation infrastructure remains near the top in terms of importance. Nearly 94 percent of corporate executives polled said that the quality and accessibility of highways was important or very important to them when choosing a site to locate a new facility (manufacturing, warehouse, etc.). In fact, highway infrastructure ranked above issues such as labour costs and corporate tax rates when it came to site selection decisions (Figure 8).

Figure 8: Importance of Major Site Selection Criteria

% of respondents rating criteria as important or very important



Source: Area Development Annual Corporate Survey 2012.

In Canada – particularly Atlantic Canada - provincial governments are comfortable with large scale investment in public highways but are more uncomfortable with investment in just about every other form of transportation infrastructure including airports, rail, ports/ferries, etc.

For the Yarmouth-Clare-Digby region, ferry and airport infrastructure is arguably almost as critical to long term economic development as highway infrastructure. Having the ferry system connecting the region to New Brunswick and Maine positioned the region at the centre of a distribution network. Without this infrastructure, the region is more isolated and positioned at the end of the road. Transportation infrastructure is not just relevant to the shipment of goods to market. Tourists will be less likely to visit an area that is harder to reach by road. Even residents will be more reluctant to move into southern Nova Scotia if they perceive the region to be inaccessible.

It will be important for Clare and other communities in rural Nova Scotia to encourage the provincial and federal governments to understand the importance of transportation infrastructure to long term economic development – particularly non-highway infrastructure.

3. COMPETITIVE ADVANTAGES: CLARE REGION

Relative to the size of its population, the economic foundation of Clare is considerably diverse. It changes as one travels from one end to the other and from the coastal to inland areas, as does the employment and demographic profile. The social and cultural issues that affect the quality of life in the study area communities are similarly variable. The economy of this 850 square kilometre municipality is largely but not entirely based on natural resources. Industries range from fishing and fur farming (which are related: mink farming relies on fish by-products for feedstock) to forestry, manufacturing and services. Fur farming has been on the ascendancy in recent years, while forestry has suffered declines. Meanwhile, boatbuilding continues to develop markets by consistently delivering quality products.

This section summarizes a number of competitive advantages that will support the region’s economic development in the years ahead.

3.1 Natural resources

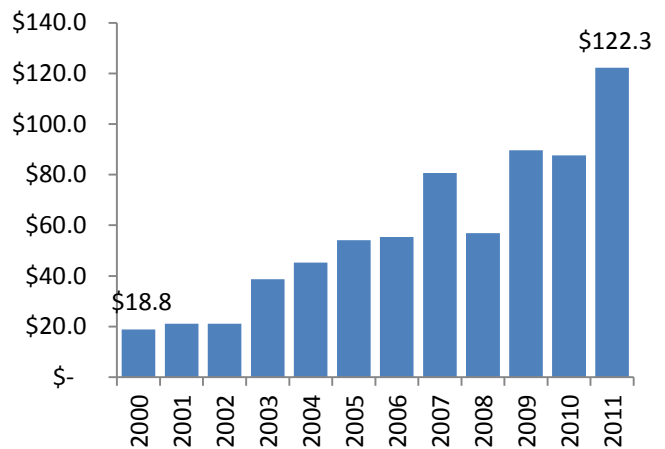
The Clare region economy is anchored by a strong natural resource base. The Clare region benefits from a broad array of resources – particularly fur-bearing agriculture, fish and forests.

Mink

The value of mink pelts produced in Nova Scotia – primarily in the Clare/Digby region – has increased six fold in the past decade to more than \$120 million in 2011 (Figure 9).

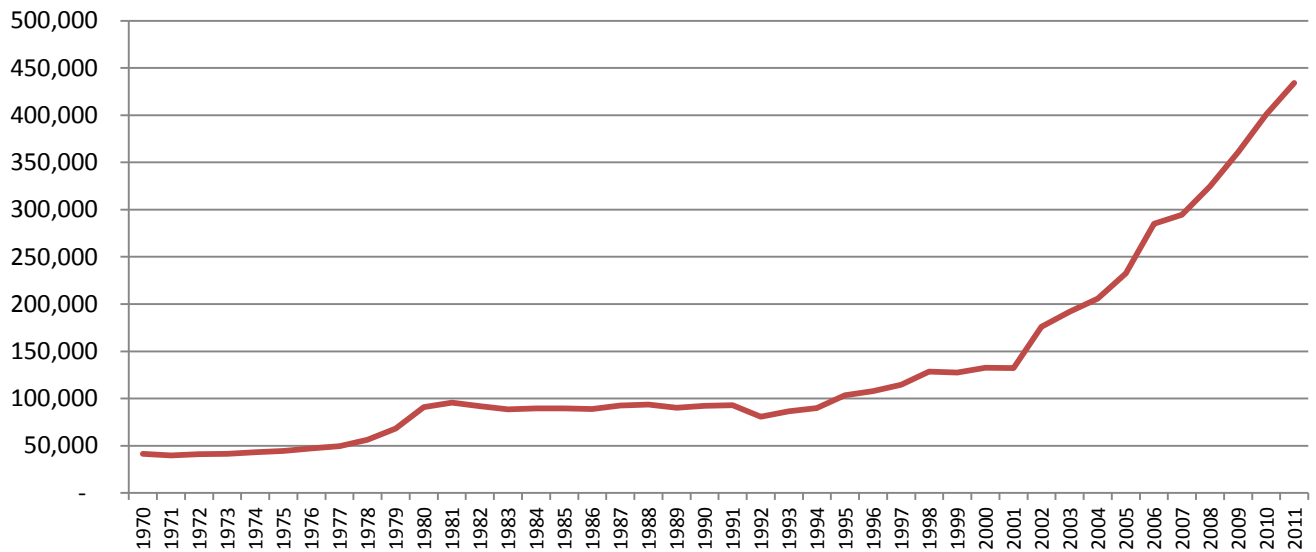
As shown in Figure 10, the number of mink on Nova Scotia farms rose slowly through the 1970-2000 period but took off in the 2000s rising by more than 400 percent in the past decade.

Figure 9: Value of Nova Scotia Produced Mink Pelts (\$Millions)



Source: Statistics Canada CANSIM Table 003-0014.

Figure 10: Number of Mink on Nova Scotia Farms at December 31 each year



Source: Statistics Canada CANSIM Table 003-0015.

Other Agriculture

According to the Nova Scotia government, land most suitable for agricultural production covers over one-quarter of Digby County. Digby has approximately 4,500 hectares in agricultural production or only about two percent of Nova Scotia land in agriculture. Farming in Digby uses less than 2 percent of the county land area. About six percent of suitable agricultural land is used for agricultural production in Digby compared with 13 percent provincially. This places Digby 11th among the 18 counties in terms of utilization of arable land for farming.

Fish

The Clare region's fishing industry has also been an important economic anchor. Clare is included in Lobster Fishing Area 34 which covers 8,500 square miles (21,000 km²). According to Department of Fisheries and Oceans data, it has the largest catches of Canada's 41 lobster fishing areas, accounting for 40 percent of the country's catch and 23 percent of North American landings. The habitat consists of rocky and muddy bottom, swift currents and the world's highest tides in the Bay of Fundy. The fishery takes place in the winter when the water is especially cold. Most fishing happens in shallow areas usually within 15 kilometres of shore but it has expanded offshore to deep-water basins and outer banks (some 90 kilometres) from shore. There are 985 licensed vessels in Lobster Fishing Area 34.

Forests

According to Statistics Canada, there are 22 firms involved in forestry and wood products manufacturing in Clare. However, this is down from 35 firms in 2005. There is still a relatively significant inventory of wood fibre in the area with limited value added processing.

Minerals

According to the Nova Scotia Mineral Rights Disposition Map, there are a number of firms with mineral exploration rights inland in the Digby-Yarmouth region and nearby areas. Atlantic Canada Antimony Inc. has an Advanced Project in Digby County looking for antimony, lead, zinc, silver and gold. DDV Gold Ltd. is looking for gold in Kemptville, Yarmouth County. There is also prospecting in Yarmouth County for tin, zinc, indium, copper and silver.

In the years ahead, minerals could play a substantially larger role in the regional economy.

3.2 Strong work ethic among the workforce

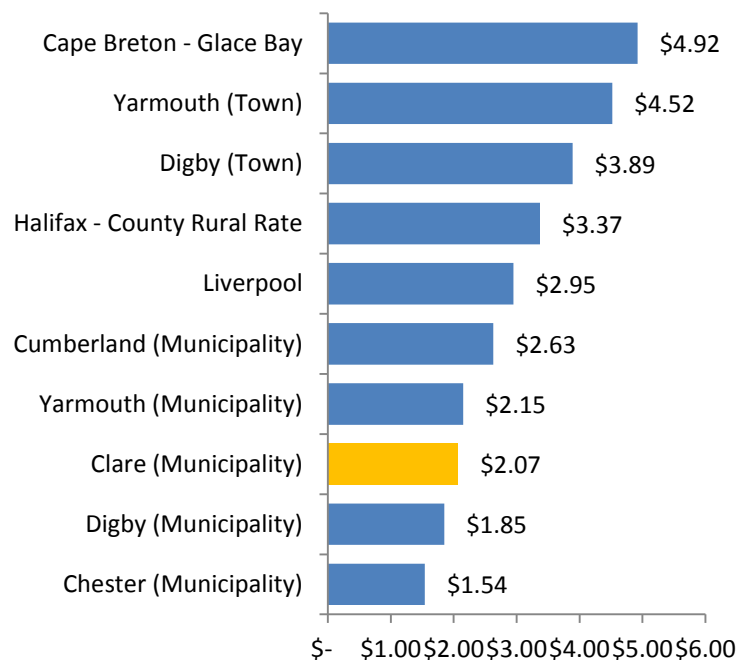
For the most part, employers interviewed for this report talked about the strong work ethic among their workforce. This is an important asset for the region.

3.3 Competitive cost environment (most factors)

The Clare region offers businesses a relatively competitive business cost environment. Wages rates, on average, are below those in larger urban centres. As shown in Table 7 below, median hourly wage levels are consistently below those found in places such as Halifax and Moncton. This is due primarily to a lower cost of living in rural areas.

Land and real estate costs tend to be lower. Municipal commercial property tax rates are also among the lowest in Nova Scotia as shown in Figure 11.

Figure 11: Commercial Property Tax Rates (2012)



Source: Nova Scotia Annual Report on Municipal Statistics.

Table 7: Median Hourly Wage Rates (2012)

| | Halifax Region, NS | Southern Region, NS | Annapolis Valley, NS | Moncton- Richibucto, NB |
|------------------------|-----------------------|------------------------|-------------------------|----------------------------|
| Accounting Clerk | 18.00 | 15.38 | 18.00 | 16.35 |
| Customer Service Clerk | 13.50 | 10.15 | n/a | 14.00 |
| Receptionist | 15.38 | 11.59 | 14.42 | 13.92 |
| Bank Teller | 16.00 | 14.97 | 14.97 | 16.30 |
| Construction Labourer | 16.00 | 15.00 | 15.00 | 14.34 |
| Electrician | 26.50 | 24.04 | 20.00 | 22.00 |
| General Farm Worker | 11.75 | 12.00 | 12.00 | 12.00 |
| Truck Driver | 16.50 | 15.00 | 15.00 | 16.10 |

Source: Labour Market Information – HRSDC.

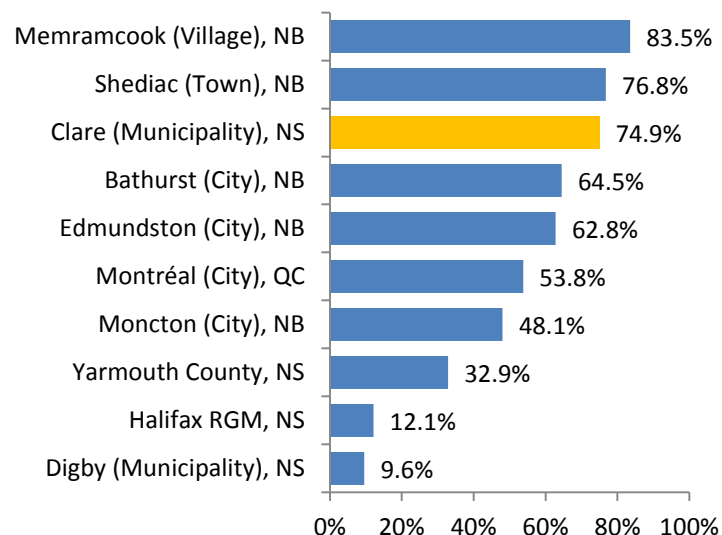
3.4 Bilingual workforce

The Municipality of Clare is one of the most bilingual communities in Canada as defined by knowledge of the country’s two official languages – English and French.

In 2006, three-fourths of the population spoke both English and French – well above other communities such as Moncton and Edmundston in New Brunswick and Montreal in Quebec.

This is an important and unique attribute that could be leveraged into greater economic development opportunities. Language based economic development is discussed in Section 7.8 below.

Figure 12: Bilingual Population (French/English) (2006)



Source: Statistics Canada.

3.5 Broadband infrastructure

As a result of public and private sector investment, virtually all businesses have access to broadband telecommunications infrastructure in Clare. We don’t have data on how many residents and businesses use broadband but they have the option. This is an important attribute as increasingly residents and businesses are using the Internet for commerce and for employment (see Section 7.8 for more details on home-based employment using the Internet).

3.6 Strong stakeholder support for economic development

During the research phase of this project, the consulting team received input from approximately 300 different residents, business, government and other community leaders. There was a broad consensus about the need for the municipality to invest more time and funds into local economic development. At the same time, there was also support for more engagement among business and community leaders. In the proposed structure for economic development outlined in Section 8 below, a template for ongoing community involvement in economic development has been proposed.

3.7 Université Sainte-Anne

Université Sainte-Anne campus at Church Point is an important economic engine for the Clare economy. It generates economic activity for the community through its direct spending in the local economy and it has been involved in a number of initiatives that expand the economic opportunities. For example, the university was recently named the greenest school in Canada for its use of biomass energy, wind energy and solar panels. The university is looking at ways to leverage the green campus both to attract more students and to develop research opportunities. It has been an important partner in helping to advance the Clare Community Energy Master Plan.

Across its campuses in Nova Scotia, the university has an annual budget of \$20 million and between 180 and 200 employees (Table 8). It has dozens of suppliers in the Clare region. The bulk of the economic activity comes from the Church Point campus. This economic profile doesn't include the impact of students who buy goods and services in Clare.

Table 8: Université Sainte-Anne Economic Profile in Nova Scotia*

| | |
|----------------------------|--------------|
| Total number of employees: | 180-200 |
| Annual budget: | \$20,000,000 |
| Salaries: | \$11,000,000 |
| Purchases: | \$6,500,000 |

Université Sainte-Anne offers an outstanding teacher-student ratio of about one to 10. It has a well-developed French Immersion program in the summer and is attracting an increasing number of international students. The leadership team at the university is eager to broaden its connections into the local community through more research partnerships, support for entrepreneurship and immigration.

3.8 Excellent health care services for size of region

The municipal government and local community leaders have made health care a key priority in recent years. For a community its size, there is a broad range of health care services in the region which will help in any effort to attract retirees (Section 7.6) and others to move into the region.

3.9 Strong affinity to the community among local residents

Because of its distinctive cultural and linguistic attributes, residents of Clare tend to have a strong affinity to the community. While many leave for economic reasons, they hold a connection to the community and a number return when they retire. This pride of community is an important attribute and should be leveraged both by involving citizens in economic and community development and in the attraction and integration of immigrants and migrants to the community.

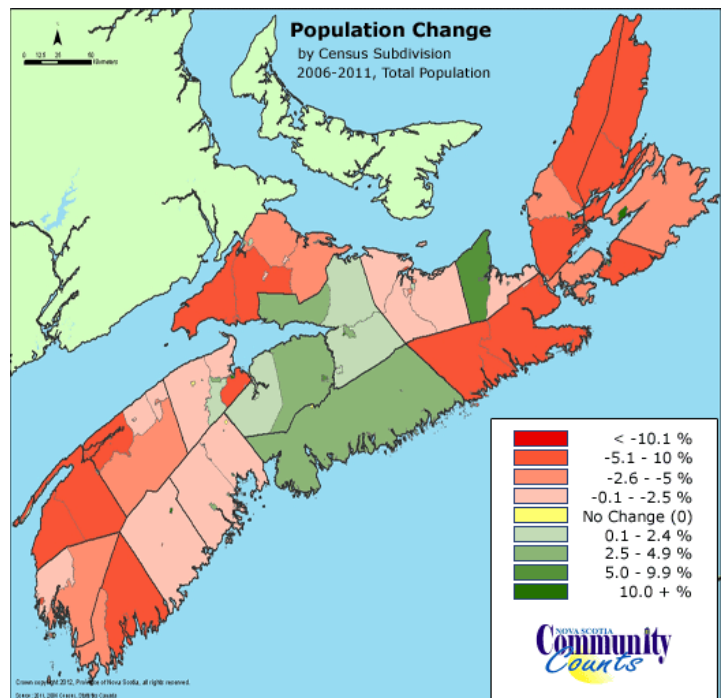
4. BARRIERS TO ECONOMIC DEVELOPMENT: CLARE REGION

4.1 Remoteness from a large urban centre

With few exceptions, the growth/decline of the population of Nova Scotia communities correlates with their proximity to the Halifax Regional Municipality.

As shown in the map, communities in the Annapolis Valley within an hours' drive of Halifax saw a population increase as did those in Hants and Colchester. Communities outside the influence of Halifax have witnessed a population decline.

As discussed in Section 2.2, population decline in rural Nova Scotia communities such as Clare is not inevitable. Across Canada while urban areas have grown much faster, the rural population has been increasing in recent years.



There are several ways to limit the negative impacts of being located outside the influence of a large urban centre. First, the highway and other transportation infrastructure must be of good quality. Second, there are smaller urban areas in both Digby and Yarmouth which Clare residents can access when they need to. Limited public transportation options are available to folks who cannot drive or who do not have a vehicle. Third, communities such as Clare should embrace online commerce and services even though they are a threat to local businesses. Residents in Clare can now access products and services from around the world via the Web and that should virtually reduce the negative impacts of being outside the influence of a large urban centre.

4.2 Limited new entrepreneurial activity

The number of business establishments in Clare has been on the decline in recent years. In 2005, there were 524 registered businesses in Clare that were submitting monthly payroll information to the Canada Revenue Agency (CRA). By 2012, the number had declined to 465 – an 11 percent drop. Across Nova Scotia, the number of business establishments increased by a modest three percent.

Clare saw declines in agriculture, forestry and manufacturing businesses and in transportation – particularly smaller trucking operations. There has also been a decline in firms involved in recreation and entertainment and personal services.

Table 8: Business Establishments (2005 and 2012) – by Major Grouping*

| | Nova Scotia | | | Clare | | |
|------------------------------|-------------|--------|----------|-------|------|----------|
| | 2005 | 2012 | % Change | 2005 | 2012 | % Change |
| All Establishments | 52,694 | 54,053 | 3% | 524 | 465 | -11% |
| Agriculture | 1,799 | 1,549 | -14% | 19 | 11 | -42% |
| Forestry | 867 | 466 | -46% | 27 | 18 | -33% |
| Fishing | 2,715 | 2,883 | 6% | 69 | 69 | 0% |
| Mining, Oil and Gas | 143 | 162 | 13% | 2 | 1 | -50% |
| Manufacturing | 2,274 | 1,563 | -31% | 54 | 33 | -39% |
| Wholesale-Distribution | 2,626 | 2,318 | -12% | 23 | 22 | -4% |
| Retail operations | 6,208 | 6,005 | -3% | 61 | 55 | -10% |
| Transportation | 2,427 | 2,229 | -8% | 27 | 15 | -44% |
| Professional services | 8,866 | 9,151 | 3% | 37 | 41 | 11% |
| Recreation and entertainment | 1,021 | 877 | -14% | 9 | 6 | -33% |
| Restaurants | 2,085 | 1,968 | -6% | 21 | 19 | -10% |
| Personal services | 2,697 | 2,395 | -11% | 21 | 16 | -24% |

**To be included in this database, firms must be submitting monthly payroll data to the Canada Revenue Agency (CRA).*

Source: Canadian Business Patterns. Statistics Canada.

Based on interviews for this project, it seems there haven't been many new high growth potential firms in the last decade or so (with the exception of expanded mink farming and aquaculture). There are a number of successful entrepreneurs in boat building, seafood, mink farming, etc. but the community needs to see a new generation of ambitious entrepreneurs emerge.

4.3 Tightening labour pool

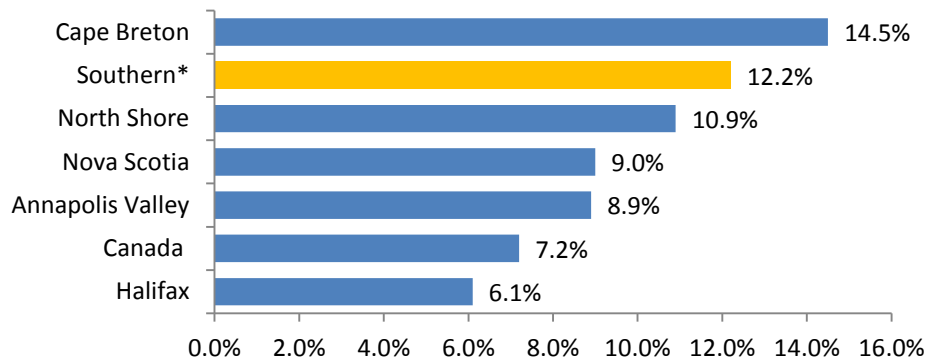
While the unemployment rate specifically in Clare is unknown, in the southern Nova Scotia region* it was over 12 percent in 2012. This was lower than Cape Breton but considerably higher than the nine percent unemployment rate across the province and the 8.9 percent rate in the Annapolis Valley.

In the interviews completed for this project, however; many employers talked about the difficulty they had recruiting skilled workers.

In addition, the lure of Alberta, Labrador, etc. for workers in oil and gas and other mining operations is putting pressure on employers in the Clare region that would normally recruit those workers.

It is very important for employers in Clare to be able to recruit workers with the right skills for the job.

Figure 13: Unemployment Rate by Region in Nova Scotia (2012)



**Includes the counties: Digby, Yarmouth, Shelburne, Queens and Lunenburg.*

Source: Statistics Canada CANSIM Table 282-0055.

4.4 Transportation infrastructure challenges

Most of the business owners interviewed for this report did not expect the provincial government to build a four-lane highway from Digby to Yarmouth. They understand there isn't enough traffic to warrant such an investment. However, most believed that the ferry infrastructure in Yarmouth and Digby is an important component of the region's transportation infrastructure. A number also suggested that lack of services from the Yarmouth Airport is a problem although most drive to Halifax when they need to travel by air.

As discussed briefly in Section 2.12, in the long term transportation infrastructure will be a substantial influence on business investment decisions. Getting products to and from markets is one challenge but the ability to attract tourists and residents also depends on the quality of transportation infrastructure.

This extends to public transportation. There has been some work done in Clare in recent years to address the weakness in public transportation. If the community is going to attract more retirees and university students, access to public transportation options will become even more important.

Transport de Clare provides safe and affordable door-to-door service to seniors, persons with disabilities, economically disadvantaged persons, and those with limited or no access to a motor vehicle. Transport de Clare serves clients with two 14-passenger buses, one 18-passenger bus and two vans. In addition, the organizations use “Volunteer Cars”.

4.5 The electricity grid in southwestern Nova Scotia

The Municipality of Clare and other communities would like to take advantage of the natural renewable energy potential in the region but there are limitations in the power grid that are a barrier to the opportunities. Clare has significant wind energy potential as well as both tidal and solar energy. In addition, the community already has biomass boilers generating energy from wood fibre and there could be potential for more. Currently, Nova Scotia Power has no plans to bolster transmission capacity in the region.

4.6 Need for greater coordination among economic development stakeholders

There are a number of organizations in the Clare region involved in economic development including the municipality, the Atlantic Canada Opportunities Agency, the provincial government, the Conseil de développement économique de la Nouvelle-Écosse (CDÉNÉ), Université Sainte-Anne and tourism groups, among others. While these organizations have collaborated on specific initiatives, there seems to be limited coordination of efforts. A more aligned economic development effort in the region would go a long way to help foster more business investment and entrepreneurship in the region.

5. OBJECTIVES: CLARE ECONOMIC DEVELOPMENT

Economic development is driven by business investment and job creation. This investment can come from new entrepreneurs, expansions within the existing business base and by attracting new investment to the region. In all cases, the decision to invest in Clare will be based on specific opportunities – accessing a specific raw material such as wood, a local market for a service such as home health care, leveraging a specific asset (such as the university), etc.

5.1 Strategic Objectives:

Objective:

⇒ **Reversing population decline**

Rationale:

Clare’s population has been declining slowly since the 1980s. Combined with the aging of the population, it will be important for the community to reverse this trend in the coming years. Clare does not need to grow its population dramatically but a moderate increase will be needed or it will be difficult to replace the existing workforce needs.

Population renewal is tightly linked; however, to economic growth. Efforts to attract new population will need to be aligned with efforts to stimulate new entrepreneurship, attract investment and grow strategic industries.

⇒ **Attracting investment into key sectors**

Clare will need to see business investment into key sectors of the economy including those covered in Section 7 below. This investment is at the primary objective of the economic development master plan.

⇒ **Fostering good paying jobs**

The emphasis increasingly will be on ‘good paying’ jobs as young people and other residents will have higher paying employment alternatives. This applies to professional and blue collar occupations. Not all jobs will pay high wages and they will need to be filled by household second income earners, students and semi-retirees.

⇒ **Fostering more entrepreneurship**

As discussed in Section 4.2, fostering more entrepreneurship needs to be a deliberate part of the economic development strategy. This will involve both identifying potential opportunities for entrepreneurship and identifying potential entrepreneurs as targets for the opportunities.

Objective:

- ⇒ **Strengthening the municipal tax base**

Rationale:

For the Municipality of Clare, economic development efforts need to result in an increasing tax base. This increasing tax base can come from both increased commercial activity or new residential tax revenue from an expansion of housing and from appreciation in home value due to economic growth.

Many municipalities are tying their investment in economic development to demonstrated increases in tax base over time. Measurement and accountability related to economic development activity is discussed further in Section 8.

- ⇒ **Building the Clare brand**

Clare has been an extended community with its own distinctive culture and linguistic attributes since its incorporation in the late 19th Century. In the increasingly global and knowledge-based economy, the Clare brand needs to evolve and a focused effort needs to be made to communicate the positive attributes of the community such as its green and ecologically responsible focus, its entrepreneurial spirit, etc.

The brand is important when attracting investment, immigrants, migrants, students and support from other levels of government.

- ⇒ **Strengthening economic development partnerships**

In Canada, the bulk of economic development funding, resources and influence occurs at the provincial level. The federal government also has substantial influence over economic development through organizations such as ACOA, CBDC, etc. and through funding partnerships with the provincial government. Municipal governments can and should allocate a portion of their annual budgets to economic development but much of the focus needs to be on partnering with the other two levels of government and with local industry to foster economic development.

A fundamental focus of *Securing the Future: The Clare Economic Development Master Plan* involves building partnerships with adjacent municipalities, provincial government organizations, federal government organizations and private industry. There are many examples of this type of partnership but the master plan envisions a more formal and coordinated approach (see Section 8).

- ⇒ **Long term focus on regional infrastructure**

The quality of regional infrastructure is directly related to economic development outcomes in the Clare region. Infrastructure is a broad term that includes such areas as transportation, telecommunications and energy but also education, health care and policing.

6. THE VISION: CLARE ECONOMIC DEVELOPMENT

The vision for *Securing the Future: The Clare Economic Development Master Plan* is meant to reflect the importance of having a strong economy that builds on the important industries, assets and cultural attributes of the region. It also reflects the importance of sustainable natural resources development. The vision is:

To support our municipality by fostering an economy built on rural strengths, Acadian culture and tradition with a focus on the conscious and efficient use of natural resources.

Building a stronger economic foundation for Clare will be achieved by:

- Supporting investment into the region's important economic sectors
- Fostering more entrepreneurial activity
- Developing a professional economic development team within municipal government and aligning its efforts with partner organizations

7. AREAS OF FOCUS: CLARE ECONOMIC DEVELOPMENT

Securing the Future: The Clare Economic Development Master Plan is focused on tangible efforts the municipality and its partners can undertake to support economic development in the region and thereby support social and community objectives.

Based on the background research and stakeholder interviews, there are at least 10 areas of focus for Clare Economic Development:

- Fishing and seafood processing
- Agriculture (mink industry, new field crops)
- Value added forestry
- Strengthening local services
- Broadening tourism infrastructure and opportunities
- Attracting retirees
- Attracting immigrants
- Fostering more home-based employment
- The green energy/eco industrial park
- Renewable energy: biomass/wind/solar/tidal

This list doesn't preclude other areas of focus in the future. However, based on current trends and community strengths these nine should be pursued in order to help the municipality achieve its vision for economic development in the region.

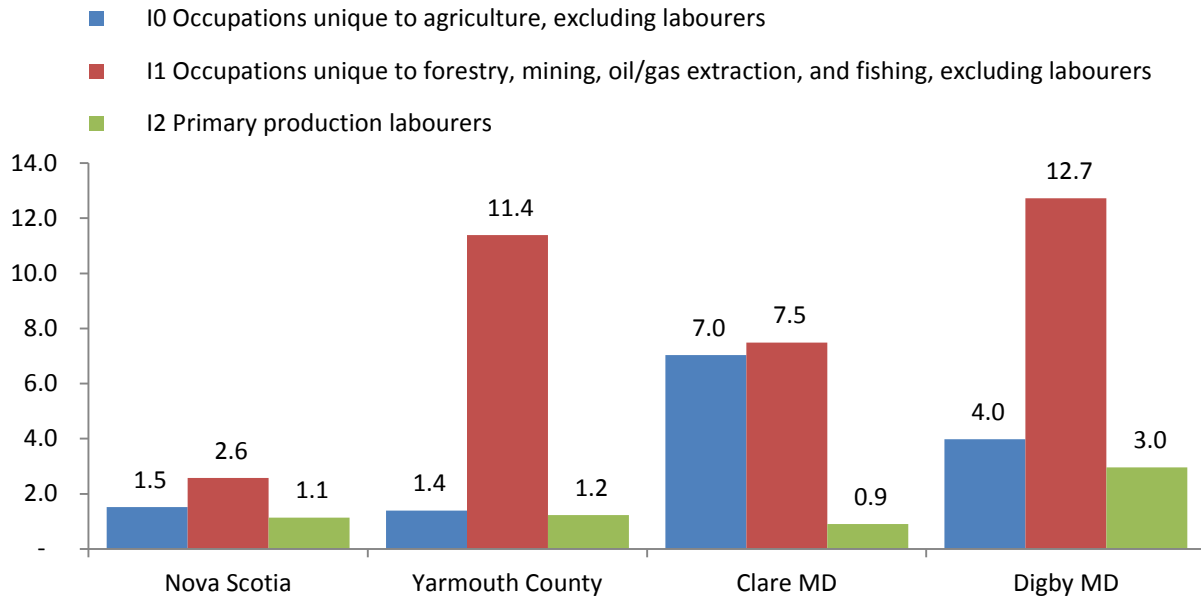
7.1 Fishing and fish processing

The history of fishing and fish process in Clare goes back to the founding of the community in the 19th Century. As discussed above, Lobster Fishing Area 34 is said to account for 40 percent of the country's catch and 23 percent of North American landings. There are 985 licensed vessels in Lobster Fishing Area 34. Specifically in the Clare region, there are 90 business establishments involved in fishing and seafood production according to Statistics Canada data (2012). At the time of the 2006 Census, there were an estimated 1,100 residents of Clare working in fishing and seafood processing.

Figure 14 below shows the importance of fishing, agriculture and forestry to the Clare economy (and its neighbours). Out of every 100 workers across Clare in 2006, 14.5 were employed in agriculture, forestry or fishing occupations – not including general labourers. Digby was even higher at 16.7 per 100 workers.

Figure 14: Employment by Occupation per 100 Persons in the Overall Labour Force

Primary Industries (includes agriculture, forestry, fishing and mining)



Source: Statistics Canada 2006 Census.

Opportunities

Based on the research done for this report, there seems to be more potential for aquaculture in the region. Currently, there are many more issued aquaculture licenses in Digby and Yarmouth than in Clare.

The 2012 Nova Scotia aquaculture strategy clearly articulates the opportunity for “substantial growth” in aquaculture across the province. This includes land-based aquaculture. Nova Scotia already has twenty land-based fish facilities and the government sees potential for many more.

The Clare Economic Development team should work with provincial stakeholders and local aquaculture firms to determine the extent of the opportunity and develop a specific strategy to develop the sector without impacting the traditional fishery or other aspects of the regional economy.

Some of the people interviewed for this project cited value added processing as an opportunity but others suggested caution indicating the business case is not particularly strong.

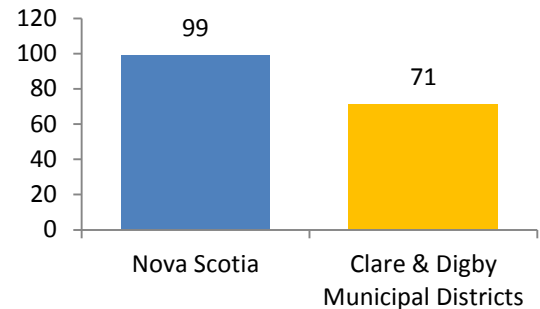
7.2 Agriculture

Mink:

As discussed above, the number of mink pelts produced in Nova Scotia – primarily in the Digby/Clare region has been growing strongly in recent years. The vast majority of the product is shipped to overseas markets such as Russia, China, Korea and Greece. According to the Nova Scotia Mink Breeders Association (NSMBA), the mink industry is the largest agricultural sector in the province with over \$140 million in farm gate sales.

There is a large scale co-op pelting plant which is the largest of its kind in North America employing 200 people and expending a payroll of nearly \$3 million/year.

Figure 15: # of Business Establishments (2012)
Fur-Bearing Animal Production - NAICS 112930



* Source: Statistics Canada 2012 Canadian Business Patterns.

According to Statistics Canada, Clare has the fifth highest concentration of agricultural employment among municipalities across Nova Scotia. Most of this is related to the mink industry.

The industry is facing environmental challenges and concerns among local residents. However, the provincial government has developed regulations to mitigate these effects. The industry is leading the way. There are two new ventures that will turn waste into salable compost and energy biomass. The industry is concerned about the increased incidence of Aleutian Disease, although the research at Dalhousie University is now beginning to show promising results.

In addition, the NSBMA believes that a cost effective source of feed remains a challenge for the industry and its growth potential.

Opportunities

The NSMBA says that there are young farmers looking to expand into the mink industry. It is unclear how much growth potential is offered by the mink industry. There are concerns with the environmental impacts and with general land use. However, most stakeholders agreed it remains a critically important part of the economy and the Clare Economic Development team needs to work with industry and government stakeholders to ensure it continues to thrive in the region and to see if there are other opportunities such as the development of a cost effective feed source.

Given the importance of mink to neighboring Digby, Clare should work with that municipality on any strategies to develop the industry and its supply chain in the region.

Other agricultural opportunities: There was considerable discussion during the interviews and stakeholder consultations about other agricultural opportunities such as blueberries. Efforts should be made to determine if there are specific opportunities and how local stakeholders could work together to develop those opportunities.

Haskap berries and other field crops

A recent seminar hosted by the provincial and federal governments in Nova Scotia entitled “*Hemp, Hops and Haskap: The Next Big Thing?*” pointed to the potential of these field crops in Nova Scotia. The micro-climate in Clare is particularly suited to Haskap berry production.

Haskap, also called blue honeysuckle or honeyberry, is a recent addition to the Canadian commercial fruit production and is growing fast. With a tolerance to cold temperatures and early fruiting, haskap is suited for growing in southwestern Nova Scotia.

To take advantage of this crop, the Haskap Association of Nova Scotia has been set up to support and promote the growers across the province. There is also a national association, the Haskap Canada Association, to promote the industry across the country.

7.3 Value added forestry

Traditionally, the forest sector was a dominant industry in the Clare region with large scale mills and forestry operations. It still remains an important industry with 22 firms involved in various aspects of forestry and wood products manufacturing in Clare. However, this is down from 35 firms in 2005. In addition, the two largest sawmills have been shuttered.

According to local stakeholders, there is still a relatively significant inventory of wood fibre and possible opportunities for value added processing in the region. Forest products manufacturing was widely seen as an important opportunity among those taking the survey and participating in the economic forum.

Table 9: # of Business Establishments in Clare (2012)

Forestry and Wood Products Manufacturing Related

| | |
|---|----------|
| 113210 - Forest Nurseries and Gathering of Forest Products | 1 |
| 113311 - Logging (except Contract) | 9 |
| 113312 - Contract Logging | 8 |
| 115310 - Support Activities for Forestry | 1 |
| 321111 - Sawmills (except Shingle and Shake Mills) | 1 |
| 321911 - Wood Window and Door Manufacturing | 1 |
| 321999 - All Other Miscellaneous Wood Product Manufacturing | <u>1</u> |
| Total | 22 |

Source: Statistics Canada 2012 Canadian Business Patterns.

Specific opportunities are harder to identify. Some mentioned include:

- Biofuels/bioenergy from wood fibre (the biomass boiler at the university and the one at the ecoparc are powered by biomass)
- Value added wood product manufacturing

Opportunities

The Clare Economic Development team should convene a committee of industry stakeholders – private woodlot owners, manufacturers, government officials, etc. and develop a path forward for the industry. The municipality is currently completing a full inventory of wood fibre in the region which will help define the opportunities.

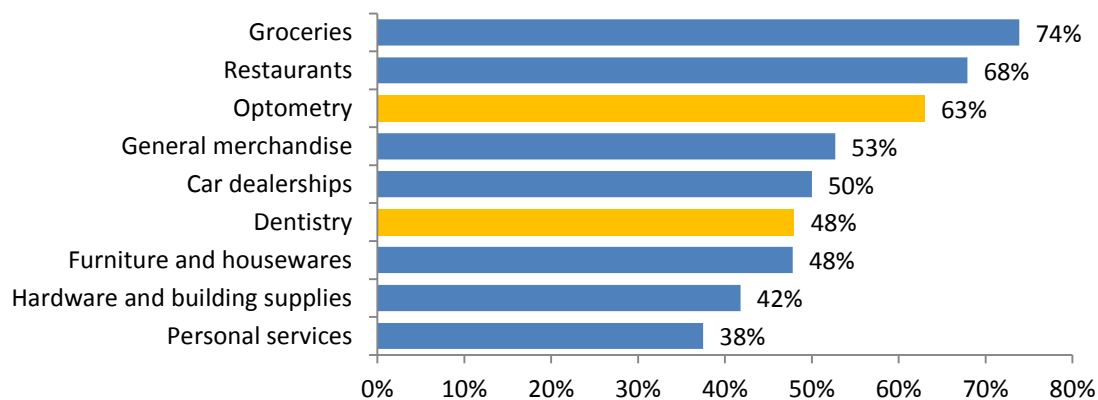
The Nova Scotia government is promoting community forests as a new way to manage and develop the economic potential of the industry. There is at least one group involving Clare woodlot that has submitted a proposal for a community forest in the area.

7.4 Buy local/go global

As discussed above, Clare residents have access to a widening base of online retail and remote services that will erode local business sales and could end up leading to fewer services in the community. However, more can be done to focus on gaps and niche opportunities in local services within the Clare region. Some products and services cannot be easily migrated to the Internet. In addition, if there is enough local demand, Clare residents should not have to drive to Digby, Yarmouth or Halifax to access these services.

Nearly 70 percent leave Clare to access restaurants and half of respondents purchase furniture, cars and general merchandise outside the region. A significant percentage use computer support services from outside the region.

Figure 16: Percentage of survey respondents who leave Clare to shop and access services by category*



*The survey did not ask respondents to indicate what percentage of their purchases occur outside Clare. As a result this chart only shows the percentage of residents that do some of their shopping in these areas outside Clare.

Source: Survey of Clare Residents (2012).

Opportunities

The Clare Economic Development team should support a buy local focus to highlight the products and services available in Clare and the economic benefits to shopping locally. The Chambre de commerce de Clare is bringing back its buy-local campaign (magasiner à la Baie) which is a weekend long buy-local initiative. Promoting local agricultural products through a Farmers' Market is another good idea to foster local economic activity.

The Clare Economic Development team should also engage with local residents to develop new opportunities for local services. Possibly by leveraging student research at the university, the business case should be developed for specific opportunities and presented to entrepreneurs inside and outside the region.

At the same time, firms that offer interesting or unique products should be encouraged to promote their products online to a global audience. There are already examples of firms in Clare that are servicing a wider market using the Internet.

7.5 Broadening tourism infrastructure and opportunities

There are over 100 businesses in Clare including tourism product operators, inns, restaurants, gas stations and retailers that benefit from Nova Scotia's tourism industry each year. Clare is part of the Yarmouth and Acadian Shores tourism region which bases its sales pitch on strong natural, cultural and recreational attributes. There is an ongoing effort to build the brand for this region.



The Municipality of Clare has made significant investments in tourism in recent years and has allocated budget dollars to ongoing support of the sector. In addition, tourism was widely cited in the survey of Clare residents, the economic forum and in stakeholder interviews as a key opportunity.

However, very little is being done to promote new tourism infrastructure and opportunities (i.e. actual entrepreneurial ventures in the tourism area). More should be done to encourage entrepreneurship into areas such eco-tourism and historically themed tourism.

Opportunities

The Clare Economic Development team should work with local and provincial stakeholders to determine specific tourism-based entrepreneurial ventures. The federal government is now putting an increased focus on attracting tourism investment rather than only focusing on tourists. If there are gaps in tourism infrastructure, these need to be filled. It should be the role of the Clare Economic Development team to determine tourism investment needs and then work with partners to promote those opportunities.

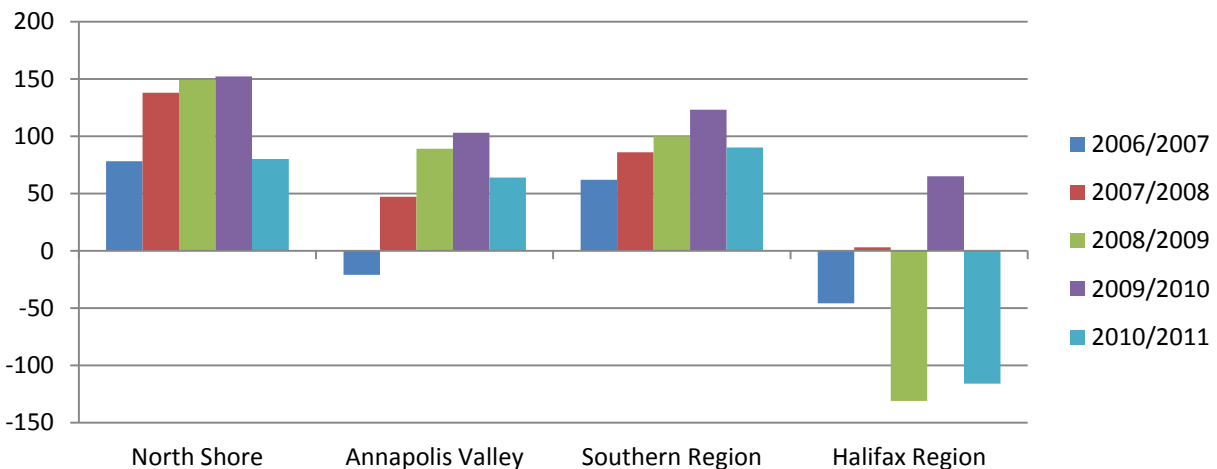
Tourism should also be viewed in the context of other economic development opportunities. Historically, tourism has been set apart from other economic development activities but this should not be the case. For example, efforts to attract French Immersion students should be packaged with local tourism opportunities. The parents of students attending Université Sainte-Anne should be targets for tourism opportunities.

Efforts to attract immigrants, semi-retirees and retirees should be aligned with tourism promotion.

7.6 Attracting retirees

Nova Scotia is starting to attract more retirees. According to Statistics Canada, the net migration (positive) of persons aged 50-69 into Nova Scotia has been consistently positive throughout most of the last decade. Interestingly, the Halifax region has witnessed a net out-migration of persons in that age group (Figure 17). The migration rate among those aged 50-69 into rural areas of Nova Scotia has been positive for the North Shore, Annapolis Valley and the Southern Region.

Figure 17: Net inter and intraprovincial migration – Population Aged 50-69 Years by Region



Source: Statistics Canada CANSIM Table 051-0050.

Clare is an attractive place for retirees for multiple reasons including: excellent health care infrastructure relative to the size of the population; low housing costs, a low cost of living, beautiful and friendly communities, very low crime rates, etc.

Clare should be particularly attractive to Francophones who have spent their careers in unilingual communities across Canada and would like to retire in a French speaking community that offers all services in the French language. According to Statistics Canada, over 930,000 persons with French as their mother tongue moved to a different province between 2001 and 2006. Most of these people are moving for work and many are moving to English language communities. Clare could be positioned nationally as a friendly, cost effective location for retirees.

It is important to note that retirees can also be attracted to buy local businesses and offer niche services in the local Clare area.

Opportunities

Other than isolated efforts by real estate agents, there hasn't been any coordinated effort to attract retirees and semi-retirees to the region. The Clare Economic Development team should look at developing a campaign to attract retirees to the community. This should be done in conjunction with provincial efforts such as the Come to Life campaign.

The economic potential of retirees opens up a variety of opportunities including:

- Local health care services (including private sector services such as home care, etc.)
- Retiree-focused entertainment and tourism services
- Housing: single unit and multi-unit buildings
- Semi-retired entrepreneurs

The Regroupement des Aînées et Aînés de la Nouvelle-Écosse (RANE) could be an important partner in this effort. The organization is mandated to promote the interests and develop opportunities for Acadian and Francophone seniors across Nova Scotia.

7.7 Attracting immigrants

As discussed above, immigration will grow in importance in the coming years as the labour market requires replacement for retiring Boomers. Immigration into Nova Scotia is already up by 31 percent over the past decade.

Efforts to attract immigrants need to be aligned with local needs. For example, immigrant entrepreneurs can and should be attracted to invest in a local entrepreneurial opportunity. Immigrant workers could be brought in to fill technical positions. Eventually, they will be used to fill a wide variety of workforce needs.

Section 4.3 mentions the relatively high unemployment rate in the region. It is important to fill labour market needs if possible with local residents in Clare.

Opportunities

The Clare Economic Development team should engage with provincial officials involved in immigration attraction and work with them on a strategy to attract immigrants to the region. The team should also develop promotional materials and supporting information for immigrants considering moving to Nova Scotia.

The Clare Economic Development team should work with the Université Sainte-Anne to evaluate ways to better engage with students as potential immigrants to the community after graduation. There are already examples of this. A new Université Sainte-Anne graduate from Burundi is setting up a retail marketing business in Clare (launching in early 2013).

7.8 Home-based employment

As discussed in Section 2.11, the number of people working from home – particularly in professional occupations - has increased across Canada in recent years. There are numerous companies that are using Work@Home programs in Nova Scotia and across Canada. Language translation, graphic design, consulting and many more professional jobs can be done at home servicing clients around the world.

Despite the fact this should be an opportunity for rural communities, working from home is more common in urban centres across Canada.

The data for Clare is not available but from the survey of local residents conducted in support of this report, only 7 out of 200 respondents to the Clare survey work at home.

Because of Clare's high level of bilingualism, there would be more language-based opportunities compared to other communities in Nova Scotia. For example, a number of firms offer Web-based interpretation services that use home agents. For companies providing customer service across Canada, having agents that are bilingual is an additional opportunity for Clare.

Opportunities

This is an opportunity that extends across Nova Scotia. The Clare Economic Development team should consider collaborating with other regional development groups on a work@home strategy for the province's rural communities. This strategy could include:

- Making residents aware of the opportunities. There are many reputable freelancer websites matching project work to freelance workers in a variety of industries. There are dozens of firms in Canada that offer home-based customer service jobs.
- Developing a database of Clare residents with an interest in work@ home and an inventory of their skillsets.
- Promoting this workforce database to companies in Nova Scotia and beyond that hire employees that work out of their homes (i.e. McKesson Canada, Medavie Blue Cross, Convergys, Assurion, etc.).
- Working with the provincial government to consider additional incentives for work@home such as a tax break for training and investing in a home office.

7.9 Expanding the Economic Potential of Université Sainte Anne

The Université Sainte-Anne is already a significant economic engine for the Clare region economy as discussed in Section 3.7. The university offers a number of degree programs and a French Immersion program in the summer. The school is expanding its research potential as well. Currently, Université Sainte-Anne is going through its own strategic planning process.

Opportunities

The Clare Economic Development team should work closely with the university to develop initiatives that are mutually beneficial such as:

- Expanding the role of the university as a support tool for local entrepreneurs (access to professors, student researchers, etc.)
- Looking at the student population as a source for local workers and entrepreneurs in the region.
- Work with the university to assess the potential of expanding the immigrant student population. A recent study published by Dalhousie University found that international students in Nova Scotia are worth \$231 million per year to the provincial economy (including multiplier effects).
- Work with the university to assess the potential of expanding the summer French Immersion program. This could include local students in Digby and other communities.
- Work with the university as it looks to expand its research activities in the Clare region.

7.10 Clare's green energy/eco industrial park

7.10.1 Background – Clare Energy Plan

As part of its economic development initiative Clare is taking a leadership role in becoming a more sustainable community. In 2006 the Municipality developed a comprehensive plan that identifies possible renewable energy projects and outlines an implementation plan. The *Plan* focuses on energy reduction for the community and project development suggestions for the innovative use of renewable and green energy solutions.

It is envisioned that the Clare Energy Concept Master Plan and the new Economic Development Master Plan will be strongly linked. To this end, the Municipality has invested in the combined heat and power plant located on the site of the former Comeau Lumber Ltd. mill in Meteghan and also acquired the remainder of the 50 acre (20 hectare) site, including the buildings.

In securing the site, the Municipality now intends to safeguard and develop its economic development potential to produce heat and power and motivate new businesses to consider Clare as a location.

7.10.2 Project Goals

The creation of a plan for the site and power plant is a priority of the Municipality, which envisions the on-site production of heat and power that could benefit tenants. The Municipality requires a plan to make ready the site to accommodate a range of industrial tenants with the flexibility to undertake negotiations as necessary with any company interested in modernizing and operating the lumber mill on site as well as with other prospective businesses looking to locate on site.

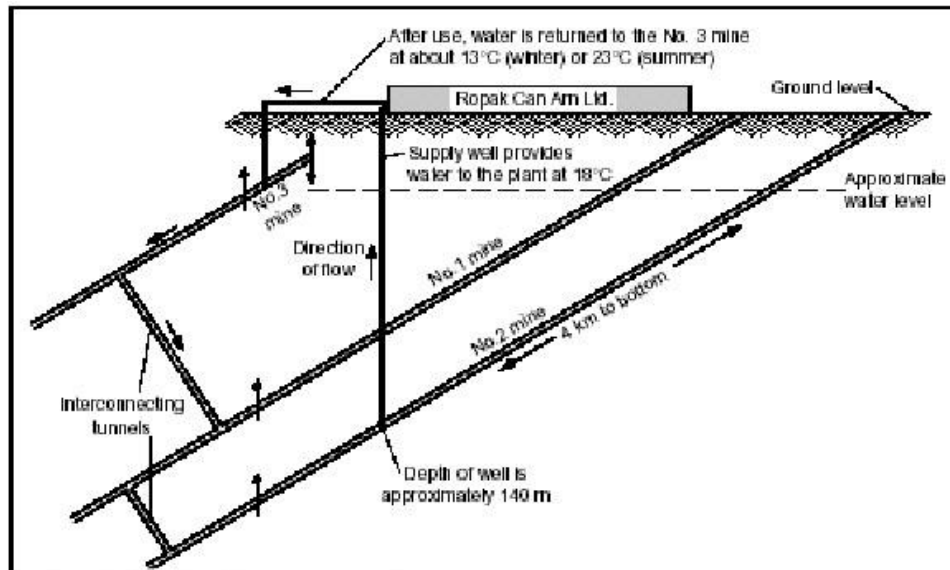
The specific practical requirements:

- Strategies to maximize the economic development potential of the Municipality's investment in Comeau Lumber Ltd. as an industrial park;
- Determine the location and type of commercial development to be encouraged within the industrial park, including recommendations on infrastructure investments.
- Identification of possible tenants that could benefit from waste heat created from a combined heat and power biomass plant located on site.
- A site plan and promotional materials.

7.10.3 Case Studies

In considering any innovation such as an energy-based industrial park, it is important to understand what challenges others have encountered, together with solutions. To this end, a literature search was conducted to identify projects of a similar nature. Three relevant projects were identified, and are presented below: two are from Nova Scotia and one is from Saskatchewan. Each offers lessons for Clare.

Springhill Geothermal Industrial Park– In the mid-1980s, the town of Springhill had several employers experiencing increasing energy costs and it was facing the threat of losing them to other jurisdictions offering cheaper energy costs. It was discovered that the water inside flooded abandoned mines under the industrial park had a constant temperature that could be exploited through the use of heat pumps, which recirculate and extract heat from the water. The opportunity was to use the heat pumps for heating in winter and cooling in summer. The following drawing illustrates the basic system.



According to Town of Springhill, in 1988 ROPAK Can-Am Ltd., a manufacturer producing plastic containers for use in the dairy, agriculture, forestry and fishing industries was planning to relocate their plant and 120 employees. It decided to stay in Springhill after becoming aware of geothermal energy savings. The company doubled the size of its operation and equipped it with 11 heat pumps, including one for hot water. Later, another large employer, Surrrette Battery (now Rolls Battery) also hooked into the system, retooling its own heating system, and was also able to demonstrate substantial heat savings.

Both companies continue to prosper, though there have been little recent activity. One suggested reason is the availability of low cost natural gas which became available in Nova Scotia the intervening years. However, the opportunity still exists in Springhill for additional investment. One factor which continues to favour geothermal, as others have noted, is that it is less subject to cost variation over time.

Prince Albert Green Energy Park

This is a proposed 11 hectare (28 acre) industrial area designed to support establishment of “Green industries” to this Saskatchewan city of 35,000 people. Such tenants could include:

- BioMass - plant and animal material, especially agricultural waste products, used as a source of fuel.
- Biofuels - liquid fuels derived from vegetation:
- Bioethanol - an alcohol from fermenting sugar components of plants - typically high in starch
- Biodiesel - made from vegetable oils, animal fats or recycled greases
- Cogeneration (also combined heat and power, CHP) use of a heat engine or a power station to simultaneously generate both electricity and useful heat. It is one of the most common forms of energy recycling.
- Clean energy - sustainable energy sources most often regarded as including all renewable sources such as biofuels, solar power, wind power, wave power, geothermal power and tidal power. It usually also includes technologies that improve efficiency.
- Recycling - of materials, goods and energy to produce consumer goods.

The Prince Albert Energy Park is an incentives-based concept. According to the City, it offers “a variety of incentives to offset land costs, and land pricing is negotiable. Negotiations will centre around, but not be exclusive to, the ability of the project to meet the guidelines for this development, job creation, and value of the project and timing of occupancy. A key development incentive is the Prince Albert Manufacturing and Processing Industry Incentive, which provides tax reductions of \$500.00 increments per person for each year of employment created, to a maximum value of the City’s property taxes. It is available for up to three years” and is subject to long term commitments by recipients.

Kaizer Meadow Environmental Management Centre

To say this is simply the Municipality of the District of Chester’s waste management facility is to understate all it is and aspires to be. The site employs a growing number of innovative techniques to manage waste, ranging from yard waste composting to waste recovery and reuse. It also treats the landfill leachate and offers septic management for septage management haulers. The municipality committed to making the site a centre of excellence – with plans to develop a research and learning centre and development of an eco-park that encourages clean industries to locate there. It has also conducted tests for the ultimate installation of a 1.5 MW windmill for electrical generation. The first tenant of the eco-park is Rainbow Net and Rigging Ltd., a manufacturer of fishing nets, drags, and traps to the commercial fishing industry and offshore construction sector, with plans to grow the business with aquaculture repairs and services.

Lessons Learned

- From the Springhill experience, we learn that energy innovation was an important tool for business retention. Other factors (specifically the introduction of low cost natural gas to the marketplace) came into play which reduced its competitiveness. However, where natural gas is subject to price fluctuations over time, the dependable nature of geothermal energy and the ability to control ones' own costs has proven beneficial in the long term. Similarly, the availability of low-cost biomass products should be a key advantage to Clare over time.
- From the Prince Albert experience, we learn that incentives can be employed as a tool to attract targeted tenants. This can be a challenge however, where there are locational challenges that cannot be overcome by incentives. It will be noted that Prince Albert does not offer any energy-related initiatives such as those contemplated in Clare and demonstrated in Springhill. It is perhaps for this reason that it remains "on the drawing board."
- The Kaizer Meadow example illustrates the value and importance of having a long term strategy and carrying through on that strategy in a systematic manner. The importance of marketing is also evident: if a project sounds like a success it will also be perceived as one.

7.10.4 Proposed Development Plan

It is proposed that the energy park be developed within the spirit of the definition of eco-industrial parks set out by the United States President's Council on Sustainable Development (1996):

- "A community of businesses that cooperate with each other and with the local community to efficiently share resources (information, materials, water, energy, infrastructure and natural habitat), leading to economic and environmental quality gains, and equitable enhancement of human resources for the business and local community."

7.10.5 Proposed Goals and Objectives

- To link the Clare Energy Concept Master Plan and the new Economic Development Master Plan by investing in the combined heat and power plant, the land and other buildings at the site of the former Comeau Lumber Ltd. mill in Meteghan.
- To safeguard and develop the economic development potential of the site to produce heat and power and motivate new businesses to consider Clare as a location.
- To be a place for the encouragement of innovation in the area of alternative energy development including but not limited to biomass, wind power, geothermal and solar energy as well as energy storage technologies.

7.10.6 Proposed Mission Statement

The following is a proposed mission statement for the Clare “ecoparc” Energy Park:

- A project of the Municipality of Clare and incorporating the former holdings of the Comeau Lumber Ltd., the Clare Eco-Industry Park offers the on-site production of heat, power and steam for the benefit and use of its tenants. Pursuant to the *Clare Energy Master Plan* the Municipality of Clare has purchased a one megawatt combined heat and power biomass plant at the centre of the park and has a focus on energy reduction for the community and project development in the innovative use of renewable and green energy solutions.

7.10.7 Site Overview

As noted above, the site has an area of approximately 50 acres or 20 hectares. Most of the site was utilized for the lumber operation, whether for buildings and processes or for storage. Parts of the site are quite attractive, notably the portion on north and east that abuts a freshwater lake (sometimes called Guillot Lake and Lac de Grau. The lake is a source of process water. Potable water is available via onsite wells. The site contained lumber mill and box plant and the mill and buildings are still extant and in reasonably good condition. There is a modern cardlock weigh scale which is an excellent asset for the park. Recently, the Municipality invested in a new recycling facility at one end of the site. It is well-removed from the main mill area and, apart from trucks, would not affect operations in the energy park.

7.10.8 Name and graphic identity

It is proposed to call the site “ecoparc”. It is a name that works in both French and English. The proposed logotype or wordmark incorporates dark blue and a green leaf replacing the letter “o”. These colours also appear in the official seal of Clare. The font uses lower case letters and offers a fresh looking, modern and progressive identity.



Proposed graphic identity for the energy park.

7.10.9 Features of the site plan

The drawing below shows a proposed layout for the site. Features include:

- Retention of most existing buildings at least as long as they are of value to tenants, based on the principle that where practical, building retention and re-use is more environmentally sustainable than demolition and rebuilding (this is consistent with the principles behind LEED¹ certification program)
- A road layout that exploits the current alignment and access to the fullest extent possible. There is a relatively minor change to the road alignment to draw traffic away from buildings and enable efficient use of the site (i.e., readily facilitates subdivision of lots)
- A proposed fitness trail/loop for employees; takes advantage of wooded portion of site, provides lake views, promotes activity, community asset
- Wooded reserve for research, possible wind and solar generation, and park expansion over time
- Electrical power generation (wood-fired boiler plant) for ComFIT:
 - Potential energy rebate to tenants
 - Demonstration and research site
 - Improvement and upgrade over time
- Use of waste heat from the power plant can be used for such purposes as:
 - Greenhouses (which also utilise CO₂)
 - Local and export produce
 - Garden plants
 - Cut flowers
 - District heat
 - Kilns
 - Use of steam, a by-product of the heat plant, can be used for such purposes as wood bending, including such products as
 - bentwood furniture
 - boatbuilding
 - musical instruments
- In addition to the existing structures, the remainder of the site can be subdivided to suit the requirements of a variety of tenants.

7.10.10 Potential uses

The Government of Canada is a partner in the North American Industry Classification system (NAICS) which defines and classifies an enormous range of industries and types. It is helpful to consider this list at its broadest range to help determine the types of uses that could and should be permitted to locate in ecoparc. The following table indicates the general categories. The final column contains a discussion and recommendations.

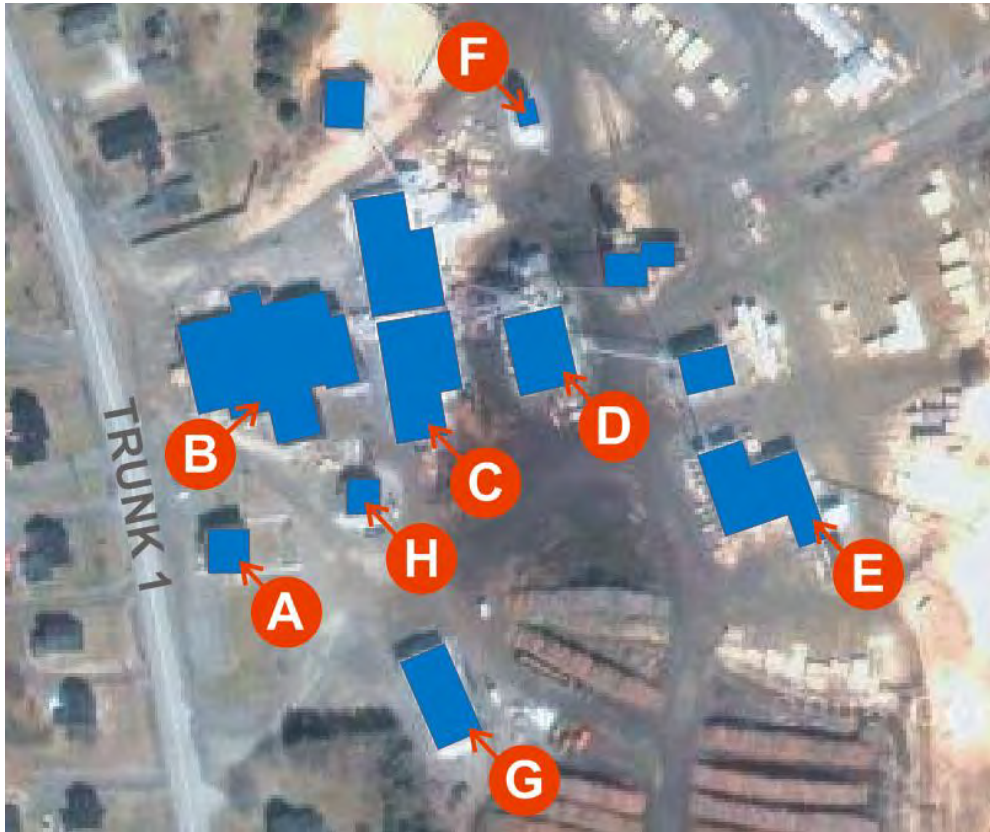
¹ LEED = Leadership in Energy and Environmental Design

| Code | Sector | Discussion and Recommendations |
|-------------|---|--|
| 11 | Agriculture, forestry, fishing and hunting | As a resource based economy, agriculture, forestry and fishing are important aspects of the local economy. None of these primary activities would be expected, although as noted above, greenhouses that take advantage of excess heat would be appropriate uses. Other industries in support of the primary industries would also be appropriate. |
| 21 | Mining, quarrying, and oil and gas extraction | These types of industries tend to be land extensive and should not be permitted. |
| 22 | Utilities | Heating plant is a utility. Other may be required. |
| 23 | Construction | Construction activities should be acceptable uses in association with manufacturing operations. |
| 31-33 | Manufacturing | Manufacturing tends to occur inside buildings except for steel fabrication and the like. In such cases, a minimum area should be provided to ensure the separation of outdoor fabrication does not adversely affect adjacent uses. |
| 41 | Wholesale trade | Often including warehousing and trucking. Such activities would be appropriate in ecoparc |
| 44-45 | Retail trade | Probably not appropriate for two reasons: site is removed from the community which would contribute unduly to excessive travel and 2, retail tends to generate traffic that could be in conflict with trucking activity. |
| 48-49 | Transportation and warehousing | Appropriate uses. |
| 51 | Information and cultural industries | Likely more appropriate elsewhere such as near the university. |
| 52 | Finance and insurance | There is often a retail function associated with finance and insurance activities, in which case they may be more appropriate in established commercial areas. |
| 53 | Real estate and rental and leasing | Same as above. |
| 54 | Professional, scientific and technical services | These may be appropriate especially with regard to establishing a centre of excellence relating to the energy park. |
| 55 | Management of companies and enterprises | Appropriate uses. |
| 56 | Administrative and support, waste management and remediation services | Appropriate uses. |
| 61 | Educational services | Appropriate in terms of staff training. |
| 62 | Health care and social assistance | The local environment would not be appropriate for such uses. |
| 71 | Arts, entertainment and recreation | Fitness-related recreation uses are appropriate as a service to employees. |
| 72 | Accommodation and food services | There should be an allowance for food service targeted mainly at or ancillary to local businesses such as caterers or cafeterias. |
| 81 | Other services (except public administration) | Case-by case. |
| 91 | Public administration | May be appropriate; municipal property. |

7.10.11 Suggestions for use of existing buildings and structures

The following map shows the buildings currently on site. Each building is numbered for ease of reference.

Existing Buildings and structures



Besides the restart of such operations as the sawmill, numerous potential alternative uses are possible for these buildings. The following table proposes a match for the various onsite structures.

| Building (number on map) | Potential use(s) | Comments |
|--------------------------------------|---|--|
| Office building (A) | <ul style="list-style-type: none"> • Offices • Labs • Conference facility | Key benefits: modern, like new building; connected to full piped municipal services; could be expanded if necessary. If used for small conferences, a kitchen may be desirable for use by caterers. Accommodations would be provided off-site. |
| Box factory (B) | <ul style="list-style-type: none"> • Manufacturing • Warehousing and storage | Requires structural improvements. |
| Saw mill (C) | <ul style="list-style-type: none"> ▪ Saw mill • Warehousing and storage • Processing facility • Manufacturing | |
| Boiler (D) | <ul style="list-style-type: none"> ▪ Power, heat and steam generation | Spend funds on modest architectural treatments and interpretive materials. This building will be the focus of the park and it should therefore be the most attractive (i.e., brightest, most modern looking) on the property. |
| Planing mill (E) | <ul style="list-style-type: none"> • Processing facility • Manufacturing ▪ Warehousing ▪ Storage | |
| Sawdust loading hopper (F) | <ul style="list-style-type: none"> • Current function if sawmill reactivates | Could be moved for decorative (i.e., sculptural) focal point if not required for saw mill. |
| Maintenance Shop (garage) (G) | <ul style="list-style-type: none"> ▪ Large vehicle repair | |
| Old office (H) | <ul style="list-style-type: none"> • Storage | Of limited long term utility, this building may be expendable if, for example, more parking is required. |

7.10.12 Site Development and Servicing

A high-level estimate of development costs was prepared. It considers the cost of road improvements and sanitary servicing. It is assumed that water would be supplied by dug wells. As there are sanitary services on Trunk 1, it is feasible to consider piped services on the site. The cost estimates therefore consider two servicing options: piped sanitary and on-site septic. Engineering costs, contract administration and a 20 percent contingency have been included in the costs. Cost estimates were prepared in 2013 construction dollars and do not include inflation, property acquisition, or development fees, if any.

| Table 12: Sanitary Sewer Servicing Option | |
|--|---------------------|
| Element | |
| Road improvements incl. lighting | \$ 825,120 |
| Sanitary sewers and pump station | \$ 1,903,800 |
| Total | \$ 2,728,920 |

| Table 4: On-site Septic Servicing Option | |
|---|---------------------|
| Element | |
| Road improvements incl. lighting | \$ 825,120 |
| On-site septic (20 lots @ \$ 65,000 each) | \$ 1,300,000 |
| Total | \$ 2,125,120 |

Based on the foregoing it may be more economical to consider on-site sanitary treatment (subject to provincial requirements). Besides the lower costs of on-site septic, the additional benefit is that investments can be made incrementally on an as-needed basis. In addition to this document, there is a schematic of the sanitary sewers required to service ecoparc and a list of servicing assumptions and quantities.

8. PROPOSED STRUCTURE FOR CLARE ECONOMIC DEVELOPMENT

Successful economic development ultimately involves the engagement of a broad set of stakeholders. The leadership should come from the Municipality but there are roles for many other groups. The Université Sainte-Anne is a particular asset and will be considered from multiple angles including its potential to attract immigrant workers to the region. The Université de Moncton is becoming an important conduit for immigrant workers and immigrants to the Moncton region.

8.1 Evaluating options

There are several options for the municipality to consider as a structure for local economic development including:

- A minimalist approach with mostly reactive support for economic development (status quo).
- Being part of a regional development agency in the broader region.
- An arms-length external development agency for Clare with a board of directors.
- A properly funded internal municipal function with external support and guidance from an advisory board.

There is significant interest among local stakeholders to make economic development a greater priority in Clare. This should be led by the municipality. At a provincial level, there are ongoing discussions about the role and scope of the new Regional Enterprise Network (REN) and what level of funding should be provided by each level of government. Most of the stakeholders interviewed for this report clearly indicated the importance of a local economic development approach for the municipality. At the same time, there are regional issues that could be addressed in the new Regional Enterprise Network.

Clare does not exist in a vacuum. It should see the REN as a venue to work closely with neighbouring communities on issues that impact the entire region such as tourism, home-based employment, transportation infrastructure, etc.

8.2 Recommended Approach: Economic development department within the Municipality of Clare

Based on input from local stakeholders and the context facing the municipality, the recommended approach for economic development is as follows:

- A Department of Economic Development within the municipality
- With a board of advisors made up of business and community leaders
- With a good level of core funding – supplemented by project-based funding

8.3 Funding economic development

The Clare Department of Economic Development will need to be funded through the municipality's budget. The core budget should include staff and support funding to allow for the development of initiatives as outlined in this plan and developed in the implementation plan below.

Project/initiative-based funding

There will be opportunities to leverage other levels of government and the private sector for specific projects. The Atlantic Canada Opportunities Agency (ACOA) has funding programs that could be used to support various initiatives outlined in this plan. The Nova Scotia Department of Economic and Rural Development and Tourism also has programs that could help fund specific initiatives.

There are other programs as well such as the Invest Canada-Community Initiatives (ICCI) program. The ICCI is a federal government program designed to help Canadian communities attract, retain and expand foreign direct investment. ICCI supports non-profit and public-private partnerships at the local community level. Non-repayable contributions range from \$3,000 to \$300,000, and agreements are made for a one-year period, from January 1 to December 31. ICCI provides matching funds of up to 50 percent of eligible expenses. In 2012, four Nova Scotia economic development organizations received funding under the program including: \$35,550 for the Cape Breton Partnership, \$30,000 for the Halifax Gateway Council, \$30,000 for the Greater Halifax Partnership and \$20,000 for the Antigonish Regional Development Authority. There are many initiatives in *Securing the Future: The Clare Economic Development Master Plan* that could be applicable to this funding program including attracting national and international firms to use home-based workers in Clare, efforts to promote the eco-industrial park or attract renewable energy investment, etc.

8.4 The Clare Economic Development board of advisors

It is recommended that the municipality establish a board of advisors to oversee the implementation of *Securing the Future: The Clare Economic Development Master Plan* and to measure progress towards the objectives. This board should be made up of stakeholders from each strategic industry group and other community leaders (i.e. from the university, provincial government, etc.).

In general, *Securing the Future: The Clare Economic Development Master Plan* assumes a more engaged local business community. For example, each of the sector development opportunities should involve key local stakeholders.

8.5 Focus of Clare Economic Development

8.5.1 Setting strategy and priorities

The main role of the Department of Economic Development will be the leading the implementation of *Securing the Future: The Clare Economic Development Master Plan*. In addition to establishing the direction for economic development in the municipality and setting goals, the Department will implement an approach to measure the success of economic development efforts (i.e. tracking job creation, investment levels, etc.).

8.5.2 Leading the Clare Economic Development Team

A fundamental attribute of *Securing the Future: The Clare Economic Development Master Plan* is its focus on building stronger relationship with allied economic development groups in the region and beyond. Successful economic development in the region will be built on the efforts of many local, provincial and even federal government organizations.

The Department of Economic Development will play a key coordinating role but the best results will be achieved when there is alignment and working together (where possible). The Centre de l'Entrepreneuriat is the starting point for a broader coordination of efforts.

Specific recommendations include:

- Working with partners to enhance the one-stop-shop for entrepreneurial support services (Centre de l'Entrepreneuriat).
- Coordination of economic development activities among the main stakeholders: the municipality, ACOA, PNS, CDÉNÉ, Chambre de commerce de Clare, Université Sainte-Anne, CBDC.
- Development and promotion of new entrepreneurial opportunities.
- Promotion of external investment attraction opportunities.
- Fostering a stronger relationship with Université Sainte-Anne.

8.5.3 Promoting of entrepreneurial opportunities

One of the most important economic development activities is the promotion of potential entrepreneurial opportunities in Clare. Right now, most of the effort is reactive – providing support to potential entrepreneurs that are looking to set up in Clare. There doesn't seem to be much effort to proactively promote specific entrepreneurial opportunities in Clare.

Examples include:

- Soon to be retiring local businesses looking for new owners
- Tourism product opportunities (eco-tourism, etc.)
- Local business and personal services
- Local health care opportunities (private sector – dentists, optometrists, home care workers, etc.)
- Others

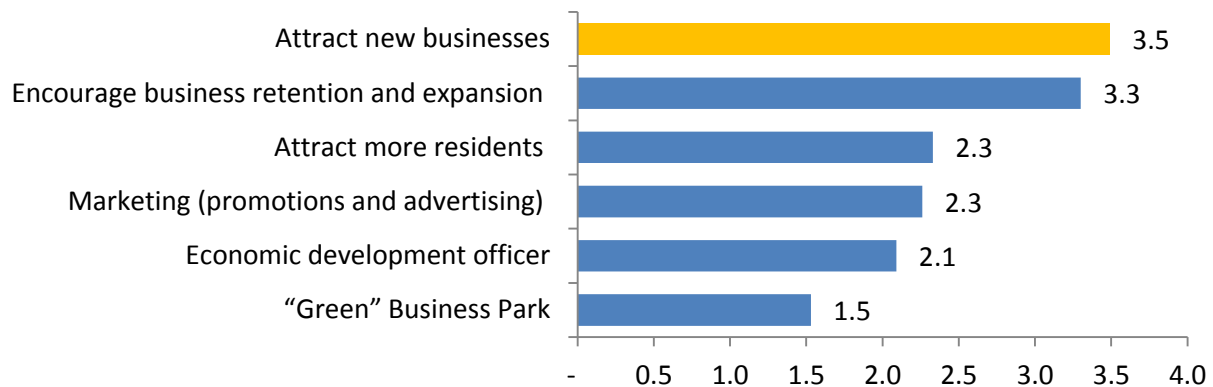
Where it makes sense, committees of local stakeholders should be established to help develop the business case for specific opportunities and then potential entrepreneurs can be identified. For example, a committee of local tourism industry representatives could be tasked with determining where the gaps are in local tourism infrastructure and the Clare Economic Development team could go out and proactively look for entrepreneurs to fill those gaps.

8.5.4 Promoting of external investment attraction opportunities

When asked what should be done to support economic development in Clare, attracting new business was the top ranked issue by survey respondents (Figure 21). This was echoed by participants in the economic forum.

Figure 21: Ranking Important Economic Development Activities – Clare Survey

(out of a maximum score of 6.0)



In Nova Scotia, government efforts to attract industry are centralized at the provincial and to a lesser extent the federal level. This is mainly because of the size of the province. It costs millions of dollars to mount an effective investment attraction team. Clare must leverage its partners if it wants to attract more investment.

Clare needs to identify specific areas of opportunity (i.e. green energy, aquaculture, tourism infrastructure, forestry, etc.) and then start a direct dialogue with NSBI to help promote these concepts.

Clare should band together with other rural areas to promote the concept of a home-based employment strategy that would be implemented by NSBI and other provincial and federal partners.

As discussed in Section 8.3 there are specific government funding programs to support community attempts to attract investment.

8.5.5 Nurturing the Université Sainte-Anne relationship

There is considerable goodwill and interest to advance this relationship on multiple levels in a mutually beneficial way. The university is a significant economic driver for the economy but a more formal understanding of this impact should be developed including: local employment (direct and indirect), suppliers/supply chain in the community, local spending and taxation.

University growth plans (currently being developed) should be supported by the community. As an example, more international students translates into more economic activity in Clare and a potential pipeline for new residents/entrepreneurs. More research dollars/collaborations with local businesses helps attract both professors and students and creates more economic value in the community.

The work done by the university through the entrepreneurship centre should be part of the Clare Economic Development team.

There should be a deliberate effort to build stronger linkages between students and the community – employment, internships, social links.

8.5.6 Fostering regional cooperation

Although there is not much local interest in being involved in a formal regional development agency (RDA) in southern Nova Scotia there is a need for collaboration in the broader region. Clare has many shared interests with both the Yarmouth and Digby areas. The Clare Economic Development Team should provide continued support for regional initiatives.

There was considerable discussion among stakeholders during the development of this report on the potential of greater collaboration within Acadie (within the Maritimes) and potentially other Francophone regions. There hasn't been much done in a formal way to foster more cooperation in areas such as investment attraction, immigration, retiree attraction, cultural development, etc. within Acadie.

8.5.7 Working on strategic infrastructure projects

As discussed above, strategic infrastructure – transportation, telecommunications, energy, etc. is key to the long term economic development of Clare and southern Nova Scotia. The Clare Economic Development Team should champion and support regional infrastructure projects.

This extends to the industrial park (Section 7.10) and other real estate. Clare needs to ensure there is enough land and real estate options for companies looking to expand in the community.

9. CLARE ECONOMIC DEVELOPMENT: IMPLEMENTATION PLAN

The implementation plan is meant to outline the approach to the structure of economic development and the execution of key initiatives in *Securing the Future: The Clare Economic Development Master Plan*.

9.1 Measurement and accountability

It is very important for the municipality to monitor and report on the health of the local economy. In addition, progress on specific initiatives should be reviewed every year to determine what is working and what needs to change. The municipality should prepare a short annual report each year that informs the community on the health of the economy as well as progress on key initiatives.

The annual report should summarize the health of the Clare economy:

- ⇒ New business start-ups
- ⇒ Employment/unemployment
- ⇒ Housing starts/building permits
- ⇒ Tax base growth
- ⇒ Business confidence (Chambre de commerce de Clare survey)
- ⇒ Other key statistics

And Clare's economic progress should be benchmarked against selected communities in Nova Scotia and across Canada.

In addition, the annual report should measure progress on *Securing the Future: The Clare Economic Development Master Plan* initiatives:

- ⇒ Number of start-ups supported through the Centre de l'Entrepreneuriat
- ⇒ New businesses and investment into high value sectors
- ⇒ Progress on immigration and retiree attraction
- ⇒ Progress on the development of the ecoparc
- ⇒ Work with the REN on regional initiatives

This should also include an annual survey of key stakeholders to assess their perspective on progress and on the outlook for the Clare economy.

9.2 Implementation: Structure of economic development

| Activity: | Approach: | Timeframe: | Organizations: |
|--|---|---|---|
| <p>Establishing the Clare economic development office</p> | <p>The municipality will set up this new office and have the board of advisors in place by mid-2013. The advisory board should meet four times a year or more to review progress on initiatives and provide guidance. It should also be used to work on specific initiatives and lobby for partner support.</p> <p>The office of economic development should be allocated funding for:</p> <ul style="list-style-type: none"> • Marketing/promotion/investment attraction • Specific initiatives • ecoparc development <p>The office should work directly with other municipal activities such as tourism and recreation on initiatives where there is a common objective.</p> | <p>Mid 2013 formal launch.</p> <p>Annual review of progress.</p> <p>Budget scaled as needed.</p> | <p>Municipality</p> |
| <p>Expanding the scope of the Centre de l'Entrepreneuriat</p> | <p>The partners in the Centre de l'Entrepreneuriat should discuss <i>Securing the Future: The Clare Economic Development Master Plan</i> initiatives and determine areas of common interest. It is important for this centre to be a catalyst for further entrepreneurship in the region including supporting immigrant entrepreneurs and attracting entrepreneurs into the region for specific business opportunities.</p> | <p>Determine by mid-2013 what initiatives can be pursued and the timeframe.</p> | <p>Municipality ACOA PNS CDÉNÉ Chambre de commerce de Clare, Université Sainte-Anne CBDC</p> |
| <p>Development and promotion of the ecoparc</p> | <p>The initial branding and marketing collateral for the ecoparc has been developed in conjunction with this <i>Economic Development Master Plan</i>. It represents the first step in a strategy to promote the ecoparc for investment.</p> | <p>Develop and implement marketing efforts in 2013.</p> <p>Pursue Invest in Canada and other funding sources for marketing in next fiscal year.</p> <p>Physical infrastructure investments will need to be made in the 2013-2014 timeframe or as potential projects emerge.</p> | <p>Municipality – lead</p> <p>Could be supported by others on a case-by-case basis: NSBI PNS Invest in Canada</p> |

| Activity: | Approach: | Timeframe: | Organizations: |
|---|--|---|--|
| Collaboration with the Regional Enterprise Network (REN) | <p>These discussions are ongoing as of February 2013. The key focus should be on initiatives of a regional nature rather than the REN taking on local development efforts in Clare. However, the REN should also be a channel into provincial government programs and services.</p> | <p>New structure to be in place by mid-2013.</p> | <p>Municipality – lead.</p> |
| Annual report on economic progress | <p>The annual report on <i>Securing the Future: The Clare Economic Development Master Plan</i> should be published early each year by the municipality and the advisory board (Section 9.1). This should not be an expensive or time consuming effort. It should update residents of Clare and other partners on the health of the economy and on progress towards specific initiatives.</p> <p>The Chambre de commerce de Clare should be engaged to survey its members as an important part of this process.</p> <p>The main goal is to assure the residents of Clare that their tax dollars are being invested wisely in economic development activities and that changes are made when required.</p> | <p>Published and distributed to the public in the first quarter of each year.</p> | <p>Municipality – lead. Chambre de commerce de Clare</p> |

9.2 Implementation: Economic development initiatives

| Activity: | Approach: | Timeframe: | Organizations: |
|--|---|--|---|
| Developing Haskap and other berry farming potential | <p>The provincial and federal governments are actively pursuing these agriculture opportunities.</p> <p>Specific role for the municipality:</p> <ul style="list-style-type: none"> ⇒ The municipality should help raise interest among farmers/ potential farmers in 2013 and beyond. ⇒ Develop an inventory of land that could be developed. | Develop an approach to raise awareness in 2013. | Municipality PNS REN |
| Buy local/go global campaign | <p>This initiative should involve partners such as the Chambre de commerce de Clare that reflect the business interests in the community.</p> <p>The goal should be to set up a committee of local business people to address this issue supported by the municipality.</p> <p>Specific role for the municipality:</p> <ul style="list-style-type: none"> ⇒ Set up the buy local/go global campaign committee ⇒ Support the committee as needed ⇒ Use municipal correspondence with residences to promote the initiative. | <p>Set up committee and establish opportunities in 2013.</p> <p>Roll out campaign in 2014 and report on success or any challenges.</p> | Municipality Chambre de commerce de Clare CDÉNÉ PNS NSBI |
| Attracting immigrants and immigrant entrepreneurs | <p>The CDÉNÉ has a mandate to attract immigrants to Francophone regions of Nova Scotia. The role of the Université Sainte-Anne and foreign students should be developed. This first step should be accomplished by mid-2013.</p> <p>Specific role for the municipality:</p> <ul style="list-style-type: none"> ⇒ Work with the CDÉNÉ to set goals and targets for immigration into Clare. ⇒ Look at ways to make Clare a more immigrant-friendly community (i.e. employment, integration, etc.) | <p>Plan developed by mid-2013.</p> <p>Immigration efforts should be viewed from a longer term perspective.</p> | Municipality CDÉNÉ PNS Université Sainte-Anne Chambre de commerce de Clare REN |

| Activity: | Approach: | Timeframe: | Organizations: |
|---|---|--|---|
| <p>Developing Université Sainte-Anne opportunities</p> | <p>Determine opportunities coming out of Université Sainte-Anne strategic plan due out mid-2013. The municipality and other local partners should see themselves as playing a support role for the university. These could include:</p> <ul style="list-style-type: none"> - Research support – lobbying and linking up opportunities within the local business community. - Student attraction – helping (with the CDÉNE) on recruitment. - Student integration into the local community. - Expanding green energy initiatives. - Setting up a research centre related to rural development particularly in minority language communities. - Etc. <p>Specific role for the municipality:</p> <ul style="list-style-type: none"> ⇒ Help raise the profile of the university among the residents of Clare. ⇒ Work with the university on specific initiatives such as those identified above. | <p>Initial opportunities developed in 2013.</p> <p>Support for the university over the life of the plan.</p> | <p>Municipality</p> <p>Université Sainte-Anne</p> <p>Others on a case-by-case basis</p> |
| <p>Fostering home-based employment</p> | <p>This is an issue that impacts all of rural NS. It has not been developed in any serious way in the province.</p> <p>Specific role for the municipality:</p> <ul style="list-style-type: none"> ⇒ Promote the idea through the REN to get interest among a broader group of stakeholders. ⇒ Look for funding sources to support the effort. ⇒ Develop an inventory of residents with an interest in this type of work and their skill sets. ⇒ The municipality can lobby the provincial government to consider ways it can promote home-based work (i.e. tax incentives to set up a home office). | <p>Initiate discussions in 2013.</p> <p>Develop a multi-year strategy starting in 2014.</p> | <p>Municipality</p> <p>NSBI</p> <p>PNS</p> <p>REN</p> |

| Activity: | Approach: | Timeframe: | Organizations: |
|---|--|---|--|
| <p>Broadening tourism infrastructure and opportunities</p> | <p>This is primarily about attracting private sector investment into the tourism sector.</p> <p>The municipality should set up a committee of tourism stakeholders to discuss gaps in local tourism infrastructure that could be filled by private sector investment. The objective is to have a list of potential tourism investment projects and an approach to identifying which firms could be targets to invest in these projects (i.e. local businesses, immigrant investors, semi-retirees, other firms).</p> <p>Specific role for the municipality:</p> <ul style="list-style-type: none"> ⇒ Set up and participate in the committee of tourism stakeholders. ⇒ Use its existing tourism staff and budget to help promote tourism investment opportunities. | <p>Plan developed in 2013.</p> | <p>Municipality PNS CDÉNÉ REN Chambre de commerce de Clare</p> |
| <p>Attracting Retirees</p> | <p>The ability of Clare to successfully attract retirees will depend on two things: 1) the strength of the case for retiring in Clare and 2) the ability of Clare to promote itself across Canada and beyond. The Regroupement des Aînées et Aînés de la Nouvelle-Écosse (RANE) should be an important partner in this effort.</p> <p>Specific role for the municipality:</p> <ul style="list-style-type: none"> ⇒ Determine the availability of housing options for retirees and prepare a plan for additional developments as needed. ⇒ Identify gaps in recreation and other services that will need to be filled. ⇒ Develop marketing materials showcasing the merits of retiring in Clare. ⇒ Develop with partners the strategy to market the community to new retirees. | <p>Initial concepts developed in 2013 and 2014.</p> <p>Marketing campaign initiated in 2014.</p> <p>Infrastructure development on an ongoing basis.</p> | <p>Municipality Local real estate agents RANE PNS CDÉNÉ</p> |

| Activity: | Approach: | Timeframe: | Organizations: |
|--|---|-------------------------------------|---|
| <p>Supporting the mink industry</p> | <p>The mink industry is very important to the regional economy. The industry doesn't want or need much direct support from local economic development groups but it does want moral support from municipality and local business leaders. The industry could require specific support on a case by case basis.</p> <p>Specific role for the municipality:</p> <ul style="list-style-type: none"> ⇒ Maintain contact with the Nova Scotia Mink Breeders Association and support their efforts as needed. ⇒ Continue to report on the economic value of the industry in the Clare annual report on economic development. | <p>Ongoing.</p> | <p>Municipality Nova Scotia Mink Breeders Association PNS REN</p> |
| <p>Supporting the fishing and seafood processing industry</p> | <p>This industry is another very important contributor to the local economy but the sector development activities are handled by federal, provincial and industry groups. However, there is an important role for local economic development to play raising the potential of emerging opportunities in the Clare region such as onshore and offshore aquaculture. If no one is making the case and pushing for these opportunities in Clare, they will likely go elsewhere.</p> <p>Specific role for the municipality:</p> <ul style="list-style-type: none"> ⇒ Work with provincial officials on the development of aquaculture opportunities and supply chain potential in the Clare region. | <p>Determine potential in 2013.</p> | <p>Municipality PNS DFO REN Local fishermen/ women</p> |

| Activity: | Approach: | Timeframe: | Organizations: |
|---------------------------------------|---|------------------|---|
| Supporting the forestry sector | <p>The forestry sector remains an important industry despite the challenges facing the sector in the last few years. The emergence of the community forest initiative could be an important opportunity.</p> <p>Specific role for the municipality:</p> <ul style="list-style-type: none"> ⇒ Promote the ecoparc and wood products-related opportunities. ⇒ Support the community forest initiative where needed | 2013 and beyond. | Municipality Woodlot owners association Community forest initiative |
| Fostering renewable energy | <p>There are short term renewable energy opportunities (i.e. biomass) and longer term (wind, solar, tidal).</p> <p>Specific role for the municipality:</p> <ul style="list-style-type: none"> ⇒ Promote the biomass energy capabilities at the ecoparc. ⇒ Work with the university on its renewable energy research and development activities. ⇒ Work through the REN and other municipalities to determine how much of a barrier is the electricity grid in the region. | 2013 and beyond. | Municipality Université Sainte-Anne PNS REN |
| Building the Clare brand | <p>The municipality needs to own this and integrate brand building into its overall communications and marketing efforts.</p> <p>Specific role for the municipality:</p> <ul style="list-style-type: none"> ⇒ Develop promotional materials highlighting the advantages to locating/expanding a business in Clare. | 2013 and beyond. | Municipality Chambre de commerce de Clare |

| Activity: | Approach: | Timeframe: | Organizations: |
|---|--|-------------------------|--|
| <p>Other natural resources development</p> | <p>As discussed in Section 2.10 and 3.1, other natural resources such as oil and gas as well as minerals such as gold, zinc, tungsten, etc. are growing in their importance to the national economy. There is not much effort right now in the Clare region related to development in these areas but there could be in the future as global demand expands.</p> <p>Specific role for the municipality: ⇒ Work with the provincial government to ensure that potential opportunities are being explored.</p> | <p>2013 and beyond.</p> | <p>Municipality REN PNS</p> |
| <p>Supporting regional infrastructure</p> | <p>As discussed in Section 4, regional infrastructure transportation, electricity grid, telecommunications, etc., have profound impacts on the economic potential of the region in the long term.</p> <p>The REN should be used to work on regional infrastructure concerns.</p> <p>Specific role for the municipality: ⇒ Ensure that Clare’s priorities around regional infrastructure are reflected in provincial strategies.</p> | <p>2013 and beyond.</p> | <p>Municipality REN Chambre de commerce de Clare CDÉNÉ</p> |