



TOWN OF SHELBURNE

# Economic Development Strategic Action Plan



Historic Dock Street, Shelburne Waterfront



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“ In a global economy, the importance of fostering relationships at local and regional levels to leverage available resources is critical to achieving economic success. ”



Cox's Warehouse on Historic Dock Street



## Executive Summary

The Town of Shelburne Economic Development Strategic Action Plan establishes a framework and guideline for economic development activities to be undertaken by the Town between 2016 and 2021. It was developed following a review of the actions outlined in the Integrated Community Sustainability Plan (2010), the Business District Redevelopment Plan (2011), the Economic Development Council South West Nova's Five-Year Strategic Economic Development Plan (2013), the Municipal Climate Change Action Plan (2014), a comparative analysis of the approach to economic development in other Nova Scotia municipal units, and a review of best practices. The strategic directions contained herein were developed over the course of two interactive workshops with the Town Council, held on November 24, 2015 and February 1, 2016, which focused on identifying economic development directions, opportunities and priorities.

When economic development environments are changing, communities need to mobilize, focus on the strategies and actions that they themselves are able to directly influence, and turn their assets and actions into opportunities for investment attraction. To ensure success, pragmatic action steps have been identified and matched to the Town's capacity for implementation. The 2016-2021 Strategic Action Plan sets out strategic directions, objectives and actions, and includes performance measures, a budget and implementation schedule.

Many of the action steps are rooted in building the Town's capacity to act as an effective agent for economic development. Analysis of key economic sectors will help prioritize information gathering sessions with town businesses. It is intended that business and other stakeholders will be engaged in developing sector-specific market plans, the first of which will be for the tourism sector. This partnership approach will prove to be essential to the Town's capacity and capability for investment attraction. Other actions in this plan pertain to land asset development, including a cataloguing of available lands, as well as façade improvements and streetscape projects for Water Street with the intention of stimulating the local retail market. The Strategic Action Plan includes recommendations for staffing and the provision of the resources necessary to implement the plan, for reviewing the plan on an annual basis, and for working alongside the South Shore Regional Enterprise Network as it becomes established.

## Background and Introduction

In 2011, the Town of Shelburne created the Community & Economic Development Department as a means to stimulate the growth of local businesses. In a global economy, the importance of fostering relationships at local and regional levels to leverage available resources is critical to achieving economic success. The Town has invested in economic collaboration by joining the Economic Development Council South West Nova in 2012 and the South Shore Regional Enterprise Network in 2014. The 5-year Economic Development Strategic Action Plan is the next step in organizing the Department by working toward the priorities established by Council to provide the capacity to act as a leader and advocate for town businesses.

# THE PROCESS FOR CREATING THE PLAN

## Process for Creating the 2016 Economic Development Strategic Action Plan



**THE PROCESS** for creating the 2016 Action Plan included the following efforts by the Town's Economic Development Department:

- 1) UNDERTAKING** a review of economic development strategies and action items included in the South Shore Regional Enterprise Network Sector Scan (2015), the Municipal Climate Change Action Plan (2014), the Economic Development Council South West Nova's Five-Year Strategic Economic Development Plan (2013), the Integrated Community Sustainability Plan (2010) and the Business District Revitalization Plan (2011) as well as a review of best practices.
- 2) FACILITATING** a one-day interactive workshop with Council (November 26, 2015, Figure 1) to review the Economic Development Strategy (led by Town economic development staff) and a follow up workshop (February 1, 2016) where Council confirmed the actions and priorities (led by Town Economic Development Staff)
- 3) FINALIZING** the updated strategies to be contained in a document entitled "Town of Shelburne Economic Development Strategic Action Plan (2016)", and
- 4) PRESENTATION** of the completed Action Plan to Council at the March 16, 2016 meeting. Council adopted the plan at the meeting.



**Figure 1. Dotmocracy Results from Council Workshop #1**

<b>STRATEGIC GOAL #1 - Become a Partner in Economic Development</b>		<b>Council Dot Score</b>
Action 1.1	Support EcD Program	4
Action 1.2	Create Annual EcD Report	2
Action 1.3	Tourism & Marketing Coordinator	3
Action 1.4	Be a Regional Partner	2
Action 1.5	Be a Local Partner	4
<b>STRATEGIC GOAL #2 - Support Local Business Innovation</b>		
Action 2.1	Establish Town Business Directory	5
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Action 2.4	Create Business Incubation Program	3
<b>STRATEGIC GOAL #3 - Achieve Investment Readiness</b>		
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Action 3.2	Incorporate EcD Objectives in Related Town Policies	5
Action 3.3	Create Investment Inquiry Template	5
Action 3.4	Implement Marketing and Communications Strategy	5.5
Action 3.5	Staff Training in Investment Readiness	3
<b>STRATEGIC GOAL #4 - Take a Whole Community Approach to Economic Development</b>		
Action 4.1	Adopt Best Practices for Land Use with Economic Development Focus	5
Action 4.2	Create Facade Enhancement Program	5.5
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Action 4.4	Downtown Revitalization Projects	6
<b>STRATEGIC GOAL #5 - Support Key Sector Development</b>		
Action 5.1	Develop Tourism and Events Strategy	8
Action 5.2	Implement Dedicated Town Wi-fi Hotspots	2
Action 5.3	Research Key Economic Sectors	5
Action 5.4	Adopt a Proactive Approach to Identifying New Opportunities	8

“ Communities need to mobilize, focus on the strategies and actions that they are able to directly influence, and turn their assets and actions into opportunities for investment attraction. ”





# A CHANGING ECONOMIC DEVELOPMENT LANDSCAPE

**A SIGNIFICANT NUMBER OF CHANGES** have occurred in the economic development environment over the last few decades which have impacted the economic climate in Shelburne. These changes have been for the most part outside the control of the Town. The changing environment is important to understand because:

- New provincial / regional economic development changes and initiatives that involve the Town's economic development staff, or other responses from the Town, may impact upon municipal economic development initiatives. When economic development environments are changing, communities need to mobilize, focus on the strategies and actions that they are able to directly influence, and turn their assets and actions into opportunities for investment attraction as set out below.
- The loss of major employers in the town over the last 20 years have contributed significantly to population decline and a subsequent reduction in the services provided locally and the Town's tax base.

## South Shore Regional Enterprise Network (REN)

In June of 2010, the South West Shore Development Agency was dissolved, followed shortly by the other Provincial RDA's, eventually being replaced by the South Shore Regional Enterprise Network. The South Shore REN has a mandate to provide regional economic leadership as well as:

- focus on partnerships and communications leading to the development a regional economic strategy,
- the development of a regional tourism strategy,
- the coordination of businesses retention and expansion programs, and
- by assisting in the promotion of investment readiness throughout the region.

The role of the South Shore REN is to bring together business communities, the province, municipalities and other groups involved in economic development. While the South Shore REN

has an overall regional mandate, its success depends on having engaged local partners which is why the Town is positioning itself to be the local partner for Shelburne.

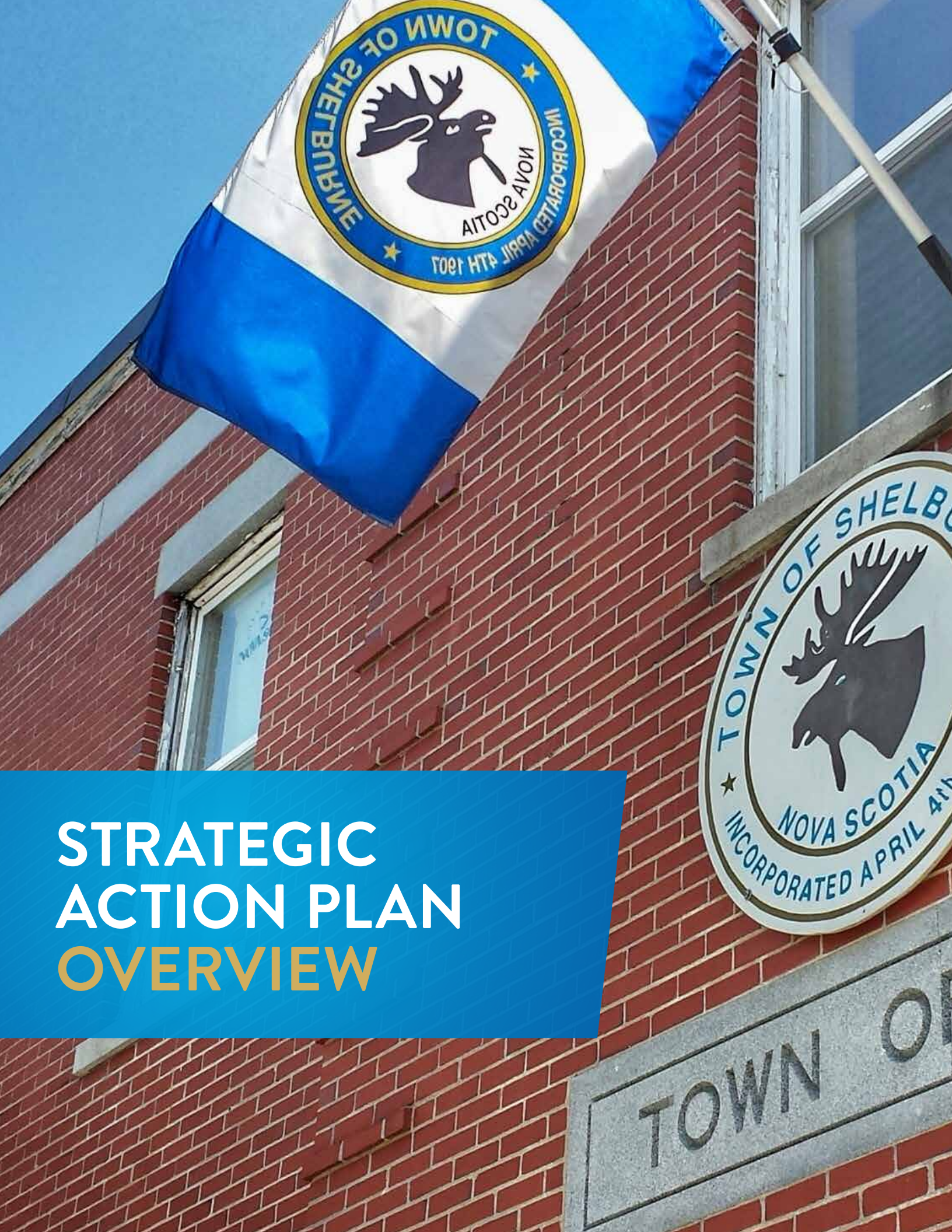
## One Nova Scotia – Shaping Our New Economy Together

Released in early 2014, the One Nova Scotia Report investigated broad structural matters such as human capital, supporting a culture of innovation and entrepreneurship, value-added resources, infrastructure, supply chain strategies, competitiveness and productivity, and sectoral approaches. The Economic Development Department has made an effort to utilize the One Nova Scotia Report as a reference document during the creation of Town of Shelburne Economic Development Strategic Action Plan. Where possible, we have tried to align this Plan with the One Nova Scotia Report's recommendations.

## Destination Southwest Nova Association

Destination Southwest Nova announced in early 2014 that it would cease operations due to an inability to service a large tourism region under its financing and organizational structure. The Province has gradually withdrawn support for South Shore tourism through the Nova Scotia Tourism Agency, focusing their efforts instead on bring visitors to the province and marketing for the 'world class' provincial destinations. Tourism is one of Town's target development sectors, thus the work in tourism promotion provided by Destination Southwest Nova is important to maintain.

In its place, a number of tourism organizations have attempted to fill the void for the South Shore and Shelburne County areas. Shelburne County Tourism Association, Shelburne County Tourism Steering Committee, South Shore Tourism Team have all been created with similar mandates to represent and promote the interests of tourism. The former Tourism and Events Coordinator for the Town played a key role in making these organizations viable; this Plan addresses the Town's continued support for these initiatives through the dedication of necessary resources.



# STRATEGIC ACTION PLAN OVERVIEW



## STRATEGIC ACTION PLAN

FOR THE NEXT 5 YEARS, Council has identified the following five economic development strategic directions :

- Become an Effective Partner in Economic Development
- Support Key Sector Development
- Support Local Business Innovation
- Take a Whole Community Approach to Economic Development
- Achieve Investment Readiness

The Strategic Action Plan includes defined goals, objectives and actions associated with these directions and sectors, as well as descriptions, staff lead, timeframes and proposed costs for implementation.

The only limitations on the number of actions that can be implemented are the resources allocated to do so. The rankings and hierarchy of strategic directions / objectives / actions – therefore provide a guide and framework for implementation. Dedicated budgetary and staff resources need to be matched to action steps in line with the work plan.

### FIGURE 2: Economic Development Budget 2016-7

1. CED Manager (at 40% of CED Department costs)	\$24,000
2. CED Office Operations (at 40% of CED Department costs)	\$3,000
3. Economic Development Projects	\$2,000
4. Tourism & Marketing Staff (Coordinator + Student)	\$48,100
5. Marketing & Promotion	\$13,000
6. Visitor Information Centre (includes staffing)	\$34,000
7. Regional Enterprise Network	\$3,000
<hr/>	
	TOTAL \$127,100

NOTE: 2015-16 Economic Development Budget included as Appendix C for reference.

# STRATEGIC GOAL # 1

## Become an Effective Partner in Economic Development

**OBJECTIVE:** The Town of Shelburne is dedicated to investing in an economic development program and will aim to foster relationships as a committed partner with local and regional stakeholders in economic development. The primary focus of the Town's economic development program is to promote and facilitate the conditions necessary to enable economic prosperity of local businesses and the overall community.

**THE MAIN OBJECTIVES** for becoming a partner in economic development, in the order prioritized by Council, are as follows:

1. Support the Economic Development Program
2. Be a Local Partner
3. Support a Tourism and Marketing Position
4. Be a Regional Partner

**SYNOPSIS:** Based on the direction provided by Council, there is support for the economic development program. Emphasis should be placed on programs that provide the greatest benefit for the town businesses and local community. Support should be provided for regional initiatives that have a direct impact for the town. The Tourism and Marketing position will help assure that the tourism sector receives sufficient support and coordination to ensure town businesses realize their market share.

### OBJECTIVE 1.1

#### Support the Economic Development Program

**Connection to Goal:** The goal will be realized by having a strategy and work-plan in place to enable the department to work effectively with the REN and other key partners and to be positioned to capitalize on external programs and funding which will directly benefit the economic climate in Shelburne.

**ACTION:** Provide dedicated long term support for a Town of Shelburne Economic Development (EcD) Program. This will include a commitment to provide the resources necessary to maintain staffing, projects, and operational support.

**Staff Lead:** Darren Shupe

**Time Frame:** Annual Budget Item

**Cost to Implement:** 40% CED Budget (Line Items 1-3, Figure 2, p.6)

#### PERFORMANCE MEASUREMENT:

The Strategic Economic Development Action Plan has been adopted by Council.

An annual report will be delivered

to Council to review the progress of the plan and provide recommendations on potential changes to the program.

### OBJECTIVE 1.2

#### Be a Local Partner

**Connection to Goal:** Success in developing effective local partnerships is an important step towards achieving the overall goal of creating key relationships and demonstrating leadership to enable economic development for the town. Active participation with local partners also provides town businesses with an additional means to collaborate with Town staff.

**ACTION:** Contribute to local EcD partnerships including the following:

- Shelburne County Chamber of Commerce
- Shelburne County Tourism Association
- Shelburne County Tourism Steering Group
- Shelburne County Housing Coalition
- Local Business Support Team (local branches of CBDC, ACOA, NSBI, NSCC, Municipalities)

**Staff Lead:** Darren Shupe

**Time Frame:** Ongoing



**Cost to Implement:** 28 hours/month  
(Line Items 1-5, Figure 2, p.6)

**PERFORMANCE MEASUREMENT:**

Results from meetings are:

- Documented
- Provided as background information to help instruct the development and refinement of the annual plan review.

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### OBJECTIVE 1.3

#### Establish a Tourism & Marketing Coordinator Position

**Connection to Goal:** A Tourism & Marketing Coordinator will deliver key skills to help forward the objectives of the Town, allied organization and business partners with an emphasis placed on the priority tourism sector. Town marketing efforts can benefit other economic sectors and help contribute to the overall success in developing effective local partnerships.

**ACTION:** Hire a Tourism & Marketing Coordinator to represent the Town's tourism sector as well as other key economic sectors. This position will play a key leadership role in developing marketing campaigns with local and regional partners as well as provincial tourism organizations. Potential partnerships with other Eastern Shelburne County municipalities (building on the lessons from the Lockport Tourism & Events partnership) will be explored as a means to help financially contribute to this position.

**Staff Lead:** Darren Shupe

**Time Frame:** Annual Budget Item

**Cost to Implement:** Staff + Marketing & Promotions Costs  
(Line Items 4-5, Figure 2, p.6)

**PERFORMANCE MEASUREMENT:** The Tourism & Marketing Coordinator position has been filled.

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### OBJECTIVE 1.4

#### Be a Regional Partner

**Connection to Goal:** While the success of town businesses will primarily benefit from the development of effective local partnerships, being present to represent local concerns at the regional level is a way that the Town can demonstrate leadership on the larger stage.

**ACTION:** Contribute to regional EcD partnerships including:

- The South Shore Regional Enterprise Network (SSREN)
- Participation in the provincial Visitors' Information Centre (VIC) program
- South Shore Tourism Team
- Atlantic Canada Cruise Association

**Staff Lead:** Darren Shupe

**Time Frame:** Ongoing

**Cost to Implement:** 14 hours/month  
(Line Items 1-7, Figure 2, p.6)

**PERFORMANCE MEASUREMENT:**

Results from meetings are:

- Documented
- Provided as background information to help instruct the development and refinement of the annual plan review.

# STRATEGIC GOAL # 2

## Support Key Sector Development

**OBJECTIVE:** The Town will work with existing businesses to assist in the promotion of select key sectors in order to grow, strengthen and expand upon Shelburne’s economic strengths. Tourism is currently and will continue to be a focus and the Town will support tourism infrastructure, product development, and marketing.

**ACTION:** Develop a tourism and events strategy that effectively satisfies the needs of local tourism businesses by working closely with local and regional tourism partners. The events strategy should effectively distinguish between events that are community celebration focused versus those which offer sector support and be marketed accordingly.

**THE TOP PRIORITIES** for becoming a partner in economic development, in the order identified by Council are as follows:

1. **Develop Tourism and Events Strategy**
2. **Research Key Economic Sectors**
3. **Adopt a Proactive Approach to Identifying New Opportunities**

**SYNOPSIS:** A Tourism and Events Strategy will provide an organized approach to establishing priorities and defining actionable items in this key economic sector. Further research into the town’s key economic sectors will help shape the Town’s ability to support economic development. Strategies for identifying emerging economic sectors will be a priority to help diversify the local economy which can best be achieved by proactively engaging potential opportunities.

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### ACTION 2.1

#### Develop Tourism and Events Strategy

**Connection to Goal:** Recognizing that tourism is a key industry sector for the economy of Shelburne, the development of a tourism strategy will provide a means of establishing and acting on priorities on a consistent basis to capture opportunities as they arise. Town events can be powerful tools for building community pride and capacity, for place making and delivering economic benefits. An events strategy will be structured to provide optimal economic and social outcomes.

**Staff Lead:** Darren Shupe

**Time Frame:** 4 Months

**Cost to Implement:** 80 hr set-up; 8hr/m on-going (Line Items 1-5, Figure 2, p.6)

#### PERFORMANCE MEASUREMENT:

The Tourism and Events Strategy has been adopted by Council.

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### ACTION 2.2

#### Research Key Economic Sectors

**Connection to Goal:** The goal of supporting key sector development will be based initially on South Shore Regional Enterprise Network Environmental Scan report (Aug 2015) which identified the largest economic sectors in the town. A more in-depth analysis will enable a more comprehensive effort being made to support the town’s principle economic drivers.

**ACTION:** Conduct economic sector analysis to determine the Town’s key economic sectors. Use results of the analysis to further shape the priorities for marketing and programs.

**Staff Lead:** Darren Shupe

**Time Frame:** 5 Months

**Cost to Implement:** 30 hr set-up; 4hr/m on-going (Line Items 1-3, Figure 2, p.6)

“ Town events can be powerful tools for building community pride and capacity, for place making and delivering economic benefits. ”



## Annual Founders' Day Celebrations

**PERFORMANCE MEASUREMENT:** An in-depth economic sector analysis has been completed with provision for periodic updates.

### ACTION 2.3

#### Adopt a Proactive Approach to Identifying New Opportunities

**Connection to Goal:** The sector analysis will be structured to report both on the status of current businesses as well as the projected economic trends which may lead to new opportunities and diversification of the town's economic base. While the importance of current industry sectors is clear, the potential of building a stronger economic base through investment in emerging economic sectors should not be overlooked.

**ACTION:** Structure the Town's marketing and communications strategy to facilitate investment in the emerging market sectors. Emerging economic sectors are different from traditional (resource-based) and primary (manufacturing) sectors and include areas such as tourism, health care, niche manufacturing.

**Staff Lead:** Darren Shupe

**Time Frame:** 2 Months

**Cost to Implement:** 20 hr set-up; 2hr/m on-going (Line Items 1-5, Figure 2, p.6)

#### PERFORMANCE MEASUREMENT:

Information on opportunities in emerging economic sectors are incorporated in the period review of Town economic development processes.

# STRATEGIC GOAL # 3

## Support Local Business Innovation

**OBJECTIVE:** The Town, in conjunction with the local business community and partners in economic development, will strive to ensure that the Town is a place where existing businesses can thrive and new businesses are welcomed and provided with the best opportunities to succeed. We are committed to dedicating our marketing capability to celebrate our strengths and promote success.

**THE TOP PRIORITIES** for supporting local business innovation, in the order as identified by Council, are as follows:

- **Facilitate Program Access for Local Business Community**
- **Establish a BR&E Program**
- **Establish Town Business Directory**
- **Create Business Incubation Program**

**SYNOPSIS:** It is a Council priority to develop a closer relationship with businesses to be able to act as the first point of contact in the coordination of training and services with other business development organizations. These program can look to start in the short term and parallel with the REN's strategic plan formation. Similarly, the creation of the town's business directory will be an important component going forward for the REN and can be realized through collaboration with other area economic development partners. Due to the level of organization required to facilitate a business incubation program, it has been tentatively scheduled midway in the 5-year planning cycle.

### ACTION 3.1

#### Facilitate Program Access for Local Business Community

**Connection to Goal:** The periodic update and acquisition of new business skills and techniques is a critical first step towards creating the capacity for local business innovation. The Town will strive to develop into the primary contact to coordinate business training opportunities.

**ACTION:** Work with the Shelburne Community Business Development Corporation (CBDC), Nova Scotia Business Inc. (NSBI), Shelburne County Tourism Association, Nova Scotia Community College (NSCC), and others to ensure that the business community has access to training and support for expansion.

**Staff Lead:** Darren Shupe

**Time Frame:** Ongoing

**Cost to Implement:** 40 hr set-up; 8hr/m on-going (Line Items 1-6, Figure 2, p.6)

#### PERFORMANCE MEASUREMENT:

The Town is able to act as point of first contact to coordinate business training opportunities with key partners for local businesses.

### ACTION 3.2

#### Establish a Business Retention & Expansion (BR&E) Program

**Connection to Goal:** The majority of investment and business development opportunities that occur in any region will come from existing businesses already operating within an area. A Town-led Business Retention and Expansion program will provide a structured means of engaging with the business community to understand their needs, issues, and opportunities that exist within their businesses and industries. Having a closer relationship with

town businesses will support Action 1.1 and contribute to the overall goal of greater innovation.

**ACTION:** Getting to know our business community better is the first step towards helping facilitate a mutually beneficial relationship. Facilitate a Business Retention and Expansion (BR&E) program for the Town by:

- 3.2.1 Completing BR&E training (\*REN may provide)
- 3.2.2 Creating a right-sized BR&E program for the Town in collaboration with the SSREN

**Staff Lead:** Darren Shupe

**Time Frame:** Ongoing

**Cost to Implement:** 80 hr set-up; 32hr/m on-going (Line Items 1-3, Figure 2, p.6)

**PERFORMANCE MEASUREMENT:**

Staff has completed BR&E training. A BR&E program has been created and implemented.

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### ACTION 3.3

#### Establish Town Business Directory

**Connection to Goal:** Innovative approaches to business operations are facilitated by having a greater appreciation for the existing business climate. A business directory for the town of Shelburne will provide a clearer picture of the current business community enabling both better relations between town businesses and facilitating research into areas of opportunity for investment.

**ACTION:** Develop and maintain Town’s business directory. Directory will be a shared-use resource for the local business community. Will also be used to advertise the Town’s competitive strengths to potential clients. Inventory will be used to inform Town and regional marketing processes.

**Staff Lead:** Darren Shupe

**Time Frame:** 4 Months

**Cost to Implement:** 40 hr set-up; 8hr/m on-going (Line Items 1-3, Figure 2, p.6)

**PERFORMANCE MEASUREMENT:**

The completion of the town’s business directory and update schedule.



Post Office Building, Water Street

### ACTION 3.4

#### Create Business Incubation Program

**Connection to Goal:** A business incubation program provides an opportunity for business start-ups to trial their business model. In conjunction with other business development organizations, the Town could look to offset the overhead costs to a prospective business while coordinating the necessary training and marketing to help them succeed.

**ACTION:** Create a business incubation program to foster the growth of local entrepreneurs. Utilize vacant Downtown location(s) to provide subsidized rent for a determined length of time with supports from other economic program providers (NSCC, CBDC, etc.).

**Staff Lead:** Darren Shupe

**Time Frame:** Ongoing

**Cost to Implement:** 80 hr set-up; 16hr/m on-going (Line Items 1-3, Figure 2, p.6)

**PERFORMANCE MEASUREMENT:**

A business incubator program has been developed and implemented.

# STRATEGIC GOAL # 4

## Take a Whole Community Approach to Economic Development

**OBJECTIVE:** Economic development can be seen as more than strictly business development. The Town recognizes that by creating an attractive community offering a broad range of amenities and services it will help attract and also retain people to live, work, and play in town. The Town will co-operate with community, housing, and economic development partners to create a unique living experience .

**THE TOP PRIORITIES** for taking a whole community approach to economic development, in the order as identified by Council, are as follows:

- **Downtown Revitalization Projects**
- **Create Façade Enhancement Program**
- **Adopt Best Practices for Land Use with Economic Development Focus**
- **Address Population Decline**

**SYNOPSIS:** Council has indicated the importance of considering both community development and economic development working in concert with one another. The development of downtown infrastructure and amenities benefit both the community as a whole as well as the businesses that are located there. A façade enhancement program is another component in the revitalization of Shelburne’s downtown. Due to the level of organization required to facilitate a façade enhancement program, it has been tentatively scheduled midway in the 5-year planning cycle. To further integrate community and economic development priorities, land-use planning policies and principles will reflect best practices for supporting economic development. Addressing population decline by promoting the quality of life and targeted marketing to specific sub-groups will be incorporated into the marketing and communications strategy in Action 5.1.

### ACTION 4.1

#### Downtown Revitalization Projects

**Connection to Goal:** The goal will be supported by creating a strategy and work-plan to guide the process of making improvements to the built environment in Shelburne’s downtown core. The plan will enable the department to establish project priorities and identify external programs and project funding where required.

**ACTION:** Create a plan to identify projects which will lead to the improvement of public infrastructure in commercial areas to support and encourage increased commercial activity. (E.g. Revitalization Plan, King Street Project, Guild Hall) The Business District Revitalization Plan (2011) will be used as a reference.

**Staff Lead:** Darren Shupe

**Time Frame:** Pending Project Schedule

**Cost to Implement:** 40 hr set-up

(Line Items 1-3, Figure 2, p.6); Capital Costs per Project

#### PERFORMANCE MEASUREMENT:

A project strategy and work-plan has been completed providing a timeline and budget for proposed improvements.

### ACTION 4.2

#### Create Façade Enhancement Program

**Connection to Goal:** Façade enhancement provides benefits to individual commercial building owners as well as the community as a whole. The motivation for the Town’s involvement is to help provide the means of individual business owners to make structural aesthetic improvements that will gradually improve the quality of the streetscape in the downtown commercial core. This program would work in conjunction with related Town streetscape improvements to the sidewalks and street trees in Action 4.1.

**ACTION:** Develop a main street façade enhancement program to increase the appeal of the Town’s traditional downtown area. Smart investment in the downtown core to reinvigorate and attract business.

**Staff Lead:** Darren Shupe

**Time Frame:** Ongoing

**Cost to Implement:** 80 hr set-up; 8hr/m on-going  
(Line Items 1-3, Figure 2, p.6)

**PERFORMANCE MEASUREMENT:**

A Façade Enhancement Program has been created for the downtown business core area.

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### ACTION 4.3

#### Adopt Best Practices for Land Use with Economic Development Focus

**Connection to Goal:** Integrating existing policies and regulations with the objectives of the economic development strategy will work towards integrating both economic and community development. Current land use planning best practices incorporate a global perspective. Recognizing that fiscal, community, and economic goals are all inter-reliant.

**ACTION:** Adopt ‘Smart Growth’ and ‘Complete Communities’ principles as a best practice framework for the Town’s land use.

**Staff Lead:** Darren Shupe

**Time Frame:** 4 Months

**Cost to Implement:** 10 hr set-up; 2hr/m on-going  
(Line Items 1-3, Figure 2, p.6)

**PERFORMANCE MEASUREMENT:**

Smart Growth and Complete Community principles have been formally adopted as part of the Town’s Municipal Planning Strategy and Land Use By-law.

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### ACTION 4.4

#### Address Population Decline

**Connection to Goal:** Realizing a stable population base is critical for the Town’s continued existence as an independent municipal entity and as a functioning community. Specifically for economic



Graham’s Park Grand Opening

development, the town requires an established population base to continue to maintain the level of government services obtainable locally and the viability of town-based businesses. Promoting the high quality of life to prospective residents and business can act as a draw for those who look to live and work in our community.

**ACTION:** Include a residential attraction component as part of the Town’s marketing and communications strategy. Target specific sub-groups (e.g. seniors, health care, immigrants). A residential attraction promotional piece will form part of the marketing and communications strategy in Action 5.1

**Staff Lead:** Darren Shupe

**Time Frame:** 4 Months

**Cost to Implement:** 40 hr set-up; 4hr/m on-going  
(Line Items 1-5, Figure 2, p.6)

**PERFORMANCE MEASUREMENT:**

A residential attraction promotion is ready for inclusion the marketing and communication strategy.

# STRATEGIC GOAL # 5

## Achieve Investment Readiness

**OBJECTIVE:** The Town will work with the local business community, local land owners, and partners in economic development to ensure that the Town has the tools and infrastructure required to stimulate local investment opportunities. To capitalize on the Town's economic potential, it is critical that we are prepared to attract investment activity in addition to developing the community assets and infrastructure required to support economic growth and sustainability.

**THE TOP PRIORITIES** for achieving investment readiness, in the order as identified by Council, are as follows:

- **Implement Marketing and Communications Strategy**
- **Create Land Inventory**
- **Incorporate EcD Objectives in Related Town Policies**
- **Create Investment Inquiry Template**
- **Staff Training in Investment Readiness**

**SYNOPSIS:** Based on the direction provided by Council, investment readiness is seen as a longer term goal for the town. The research on the town's key economic sectors would feed into the development of a tailored marketing and communications strategy which would be used to actively promote and support our business priorities. The creation of a land inventory will act as a strategic database allowing the Town to promote available properties to prospective investors. The Town's planning documents and the economic development strategy should be aligned by incorporating EcD best practices in the Municipal Planning Strategy and Land Use By-law to support development.

To facilitate investment inquiries, a template will be created to ensure that all inquiries are responded to efficiently and effectively. Staff training for investment readiness is required to inform all levels of staff on the procedures and protocols related to being the agent of first contact for prospective businesses and investors.

### ACTION 5.1

#### Implement Marketing and Communications Strategy

**Connection to Goal:** The goal will be realized by having a marketing and communications strategy in place to enable the department to coordinate effectively with the REN and other stakeholders to effectively promote the town's priority economic sectors.

**ACTION:** Implementation of strategy will include:

- Integration of REN website with Town's EcD page
- Creation of Town Community Profile (building on data gathered through REN earlier this year)
- Development of social media program
- Development of an EcD brand for Town
- Supporting Action 4.4 to include a residential attraction component

**Staff Lead:** Darren Shupe

**Time Frame:** 4 Months

**Cost to Implement:** 80 hr set-up; 28hr/m on-going (Line Items 1-5, Figure 2, p.6)

#### PERFORMANCE MEASUREMENT:

The implementation of the Marketing and Communications Strategy.

### ACTION 5.2

#### Create Land Inventory

**Connection to Goal:** A well-organized land inventory conveys the ability of the town to accommodate a prospective investor's

“ To capitalize on the Town’s economic potential, it is critical that we are prepared to attract investment activity in addition to developing the community assets and infrastructure. ”



needs. The creation of a resource highlighting the investment opportunities within the town is a key means of facilitating the due diligence process for companies looking to expand their operations.

**ACTION:** Create an available land inventory to catalogue and promote Town and privately-owned buildings and properties. Inventory will be used as a resource for private investment through land sales and leasing. Will also be used to determine saleable assets as part of the Town’s asset management strategy. Inventory will be used to inform Town and regional marketing campaigns and processes.

**Staff Lead:** Darren Shupe

**Time Frame:** 6 Months

**Cost to Implement:** 80 hr set-up; 16hr/m on-going (Line Items 1-3, Figure 2, p.6)

**PERFORMANCE MEASUREMENT:**

The creation and dissemination of the town’s land inventory.

### ACTION 5.3

#### Incorporate EcD Objectives in Related Town Policies

**Connection to Goal:** Part of achieving the goal of investment readiness includes providing coherent and unified policies and processes for both existing and prospective businesses. By reducing red-tape and clearly communicating the Town’s priorities for supporting business development, we create a better overall business climate.

**ACTION:** Complete plan review exploring options to provide ‘development friendly’ policies and regulations incorporating the following EcD components:

- Home-based businesses
- Commercial zoning

Streamline rules to increase sales of all properties and increase assessments.

**Staff Lead:** Darren Shupe

**Time Frame:** 4 Months



**Cost to Implement:** 40 hr set-up  
(Line Items 1-3, Figure 2, p.6)

**PERFORMANCE MEASUREMENT:**

Economic development principles are incorporated in the Municipal Planning Strategy, Land Use By-law and other relevant Town policies and regulations.

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## ACTION 5.4

### Create Investment Inquiry Template

**Connection to Goal:** The creation of an investment inquiry template will be a key component in achieving investment readiness. The template will establish a response protocol between all the key players involved in attracting investment to the area (e.g. REN, NSBI, CBDC, Town of Shelburne) and will include a clear understanding of the division of responsibilities.

**ACTION:** Prepare a template with local partners in EcD (e.g. CBDC, ACOA, NSBI) for responding to investment inquiries. Establish protocol between partners to coordinate inquiries. The community profile developed in 5.1 will be provided to all inquiries as part of the Town’s value proposition.

**Staff Lead:** Darren Shupe

**Time Frame:** 6 Months

**Cost to Implement:** 60 hr set-up  
(Line Items 1-3, Figure 2, p.6)

**PERFORMANCE MEASUREMENT:**

An investment inquiry template has been completed and is made available to prospective investors.

## ACTION 5.5

### Staff Training in Investment Readiness

**Connection to Goal:** Achieving investment readiness is a process of building a comprehensive knowledge-base on the business and economic climate of the town and then applying this knowledge to best effect to help town businesses. The first four action items of this goal are dedicated to producing the tools for this task. To then be able to use the tools effectively requires training for both Staff and Council. As CED staff will be the primary contact with business and EcD stakeholders, their training will be first to occur. It is however important for Council and other Town managers trained to make them aware of program scope and methodology.

**ACTION**

Undertake investment readiness training for:

- CED Department
- Council
- Other Town Managers

Investment Readiness is a REN mandated area, they may provide support.

**Staff Lead:** Darren Shupe

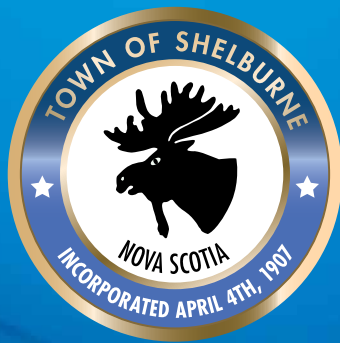
**Time Frame:** 4 Months

**Cost to Implement:** 20 hr set-up  
(Line Items 1-3, Figure 2, p.6)

**PERFORMANCE MEASUREMENT:**

Completion of Investment Readiness training by CED staff, Council and other Town Managers.





TOWN OF SHELBURNE

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