

THE LUNENBURG-QUEENS-SHELBURNE WORKFORCE ADVANTAGE

January 2014

Lunenburg-Queens-Shelburne and the importance of a high quality workforce

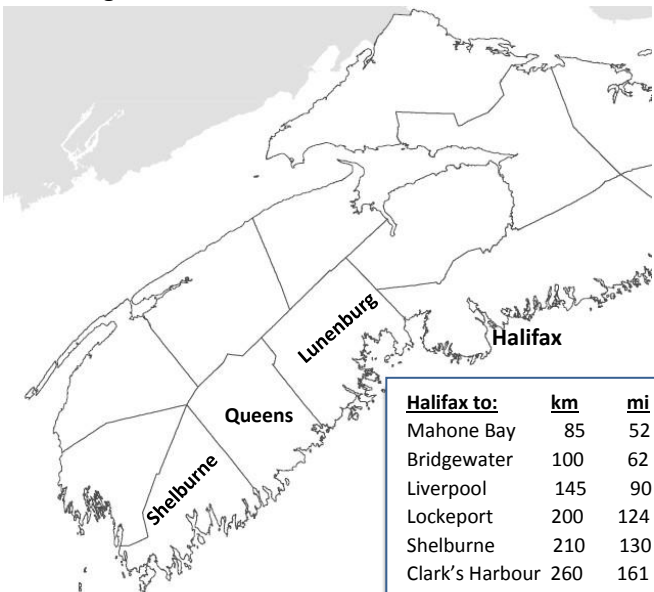
Lunenburg, Queens and Shelburne counties are located in southern Nova Scotia and are adjacent to Halifax, the largest urban centre in Atlantic Canada. The three counties cover an area nearly 7,800 square kilometers (4,846 square miles) in size and have a combined population of 73,000 people.

The economy of the area is diverse. Major industries include fishing and seafood processing on the coast, forest products inland, and value-added manufacturing throughout the region. Knowledge-based companies are also playing an increasingly prominent role in the area; information technology and video game design firms have set up shop. Also, the region’s unspoiled natural beauty makes it a popular tourist destination for visitors to Atlantic Canada.

The tri-county region’s greatest economic asset, however, is its skilled, hard-working, and dedicated workforce. While Nova Scotia’s workers in general have a long history of producing high quality products and services through hard work and brainpower, the tri-county region of Lunenburg, Queens and Shelburne has a particularly strong track record and reputation in that regard. Our area has attracted many national and international firms (such as Michelin and the European Aeronautical Defence & Space Company) on the strength of our workforce and has produced hundreds of successful entrepreneurs.

This document, the **Lunenburg-Queens-Shelburne Workforce Advantage**, will outline how our workforce can benefit your business. Whether you are a small business local to the area or a large company considering new expansion opportunities, read on to find out exactly how the Lunenburg-Queens-Shelburne workforce advantage can help your business grow and enjoy even greater success.

Figure 1: The Tri-County Region
Lunenburg-Queens-Shelburne



There are 9,000 businesses and over 35,000 people in the employed labour market across the Lunenburg-Queens-Shelburne region.

The Case for Investing in Lunenburg-Queens-Shelburne: Five Key Workforce Advantages

Companies looking to expand in the Lunenburg-Queens-Shelburne region enjoy five vital workforce advantages:

1. A loyal and productive workforce with a long history of expertise in natural resources and manufacturing, as well as a growing pool of skilled employees in the technology and service industry sectors.

2. One of the most competitive labour cost environments in North America, with low employee benefit costs compared to U.S. jurisdictions.
3. An unmatched quality of life, which acts as a magnet for employee recruitment and supports a high level of employee retention. Employee turnover rates in Nova Scotia are among the lowest in North America.
4. Access to one of the strongest provincial educational training systems in Canada. Nova Scotia has more university students per capita than any other province in Canada. The Lunenburg-Queens-Shelburne region is home to two Nova Scotia Community College campuses, both of which offer customized training solutions for companies moving into our region.
5. Government programs that help companies recruit and train their Lunenburg-Queens-Shelburne workforce. The Nova Scotia government provides comprehensive workforce development support to companies investing in the region. A provincial Industry Response Team supports businesses by matching them with appropriate workforce programs; helping them access customized training in the province's community colleges, assisting with staff recruitment from outside Nova Scotia, and in some instances, providing matchmaking services to ensure companies find the qualified workers they need.

In addition to workforce advantages, the overall business environment in the Lunenburg-Queens-Shelburne region is highly attractive, and offers firms:

- ⇒ A very competitive business tax environment. A KPMG report that looked at the full range of business taxes (income, property and payroll-based taxes) in over 200 global jurisdictions found that Nova Scotia offered one of the lowest tax environments.
- ⇒ High-quality transportation infrastructure, including strong road, port, and air transportation infrastructure in the region and the nearby economic hub of Halifax.
- ⇒ A strong fiscal environment and long-term, stable inflation.
- ⇒ Low-cost land and affordable real estate costs.
- ⇒ Local and provincial governments that are committed to long term economic development.

Workforce In Focus: Lunenburg County

Lunenburg County's employed workforce of 23,500 has a higher concentration of workers than the national average in several diverse sectors, including retail trade, manufacturing, health care, education, and the arts (Figure 2).

⇒ Lunenburg is a manufacturing hub

Nearly 2,900 people are employed in manufacturing, particularly in making rubber products, transportation equipment, and frozen seafood products. Michelin operates a large manufacturing plant in Bridgewater, the most populous town in Lunenburg County. A subsidiary of Europe's largest aerospace manufacturer, EADS, has a plant in Lunenburg County; and High Liner Foods, North America's largest supplier of prepared frozen seafood products, was founded in Lunenburg and remains one of the biggest employers in Nova Scotia.

⇒ Lunenburg has a growing service industry workforce

Because Lunenburg County is adjacent to the Halifax metropolitan area, its workforce has a relatively high concentration of service industry workers. The health care and education sectors also have a higher percentage of workers than the national average. The county has a much higher percentage of biologists and life sciences professionals than the national average.

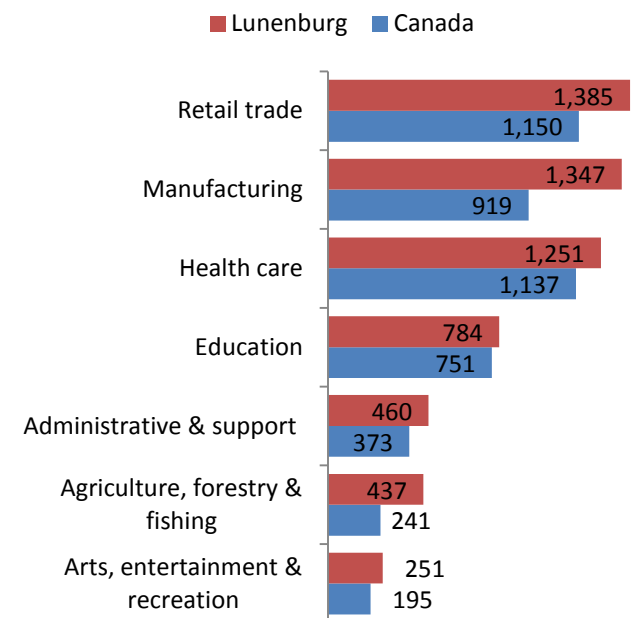
⇒ Lunenburg is leveraging its art and cultural workforce

Relative to the national labour market, Lunenburg has considerably more people working in the arts, entertainment and recreation sector. This includes a higher percentage of creative and performing artists, as well as people employed in heritage institutions. This growing base of creative workers has led to the establishment of firms such as HB Studios, an award winning video game design studio located in the Town of Lunenburg.

⇒ Lunenburg features a well-educated and available workforce

Lunenburg County has a higher percentage of people with college certificates or diplomas than the national average. The employment rate (the percentage of adult population with employment) in Lunenburg County is 53 percent – well below the national level of 61 percent. Those numbers indicate potential for considerable workforce expansion among the current adult population. In addition, there were over 5,200 people in the county who collected Employment Insurance (EI) in 2012; this pool of workers may be targets for full time, full year employment opportunities. Over 2,000 of these workers had been employed in service sectors.

Figure 2: Employment by industry in Lunenburg County – compared to the national labour market
Employment per 10,000 in the labour market



Source: Statistics Canada National Household Survey (2011).

⇒ **Lunenburg has a demonstrated ability to attract young talent from outside the region**

In 2011, nearly a third of Lunenburg County residents aged 25-34 had arrived in the last five years, demonstrating the region's ability to attract young people. People who move to the region for jobs end up staying because of the high quality of life.

✓ **Community in focus: Town of Lunenburg**

The Town of Lunenburg offers a highly educated workforce; 63 percent of its adult population has a post-secondary certificate, diploma, or degree, compared to 54 percent province-wide. Among people 25-64 years old, 37 percent have a university degree or diploma. The community has a thriving arts and cultural scene, with seven percent of its workforce employed in arts and culture-related occupations, compared to only two percent across Nova Scotia. This creative workforce has led to the establishment of firms such as HB Studios, which is a world-class video game developer. The town also has twice as many people employed in manufacturing than the province as a whole.

✓ **Community in focus: Town of Bridgewater**

The Town of Bridgewater is a retail trade hub, accounting for 18 percent of its workforce. Twenty-nine percent of the town's workforce is employed in sales and service occupations. Health care is also a major sector, accounting for 16 percent of the workforce, compared to 11 percent across Canada. Bridgewater also has a fairly significant French-speaking population; an estimated 550 people can speak both English and French.

Workforce In Focus: Queens County

Located between Lunenburg and Shelburne counties, Queens County boasts a workforce of over 4,800 people, most of who work in traditional natural resource industries and service-based sectors.

⇒ **Queens produces higher value forest products and renewable energy**

Queens County has a substantial pool of workers in natural resource industries. The closure of a large pulp and paper mill has resulted in a more innovative forestry sector, with a sharper focus on value-added forest products and renewable energy.

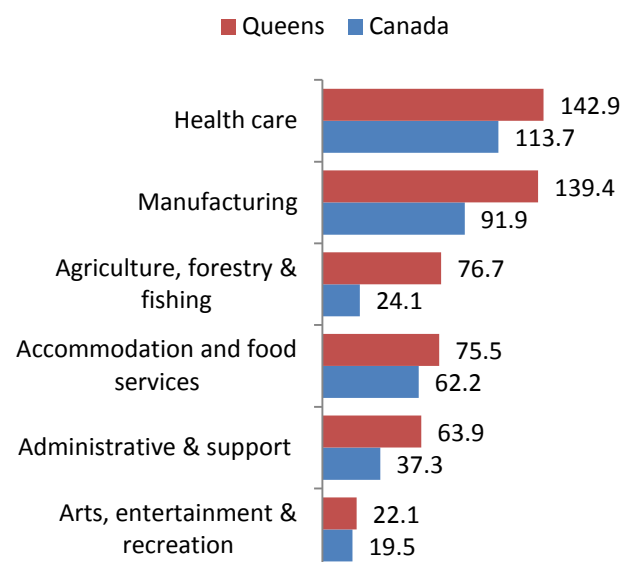
⇒ **Queens is a manufacturing hub**

There are 600 people employed in manufacturing in Queens – **over 50 percent more** than the national labour market average

⇒ **Queens has strong service sectors, most notably business/financial, administration and support, health care, and tourism**

There are over 500 people working in business-related, financial, and administrative occupations in the county. Total employment in the administrative and support sector

Figure 3: Employment by industry in Queens County – compared to the national labour market
Employment per 1,000 in the labour market



Source: Statistics Canada National Household Survey (2011).

is 67 percent higher than the national labour market average. In addition, the region has a high degree of employment in health care and tourism-related industries.

⇒ **The Queens workforce is known for its trades and technical skills**

The Queens labour market has a higher percentage of people with apprenticeships or trades certificates than the national average.

⇒ **Queens has a burgeoning creative economy**

There are considerably more people working in the arts, entertainment, and recreation sector than the national labour market average. Creative and performing artists, as well as people employed in heritage institutions, make up a sizable proportion of these workers.

⇒ **Queens features an available workforce**

The 46 percent employment rate in Queens, which is well below the national level of 61 percent, shows that there is a large pool of workers available to any company considering expansion in the area. Over 1,400 people collected Employment Insurance (EI) in 2012; they can be targeted for full time, full year employment opportunities. The bulk of these workers are in the trades, manufacturing, and related occupations.

⇒ **The high quality of life and low cost of living in Queens are attractive to newcomers**

Nearly one-third of Queens County's immigrant population has arrived in the past 10 years. People who move to the region for jobs end up staying because of the high quality of life.

⇒ **Queens offers a competitive tax environment and affordable real estate**

Commercial property taxes in the Region of Queens are among the most competitive in Nova Scotia. Rates range from 0.97 percent to 2.96 percent of the assessed value of the property, depending on the location and type of property. Overall, real estate costs in Queens are highly competitive.

⇒ **The Innovacorp Demonstration Centre**

Queens County is home to one of the most exciting economic development initiatives in Nova Scotia, the new Innovacorp Demonstration Centre (IDC). For businesses that want to demonstrate and commercially develop new and innovative bio-products and bio-resource technologies, the IDC is a large-scale "proving ground", offering access to necessary raw materials, equipment, and infrastructure. In partnership with academic, industrial, and government institutions, the IDC helps businesses develop their bio-products throughout the commercialization process—from demonstration and testing, to full commercialization.

✓ **Community in focus: Liverpool**

Liverpool has a high percentage of its workforce employed in finance and related business administrative occupations; for instance, 50 percent more people are employed in insurance agencies and brokerages than the provincial average. The community also has a strong arts and culture workforce, with 15 percent more people working in arts, entertainment, and recreation than the national average. The tourism industry is also a notable employment driver, accounting for nearly eight percent of the local workforce. The biggest employer in Liverpool is HGS Canada, which operates a large call centre in the community.

Workforce In Focus: Shelburne County

⇒ **Shelburne's oceans industries – a primary economic driver**

The county's long coastline and deep harbours have been the primary driver of economic activity in the region for generations. Over 1,300 of the county's 7,100 total workers are directly employed in fishing, and more than 500 people are employed in seafood products manufacturing. As a result, Shelburne County boasts an employment percentage in the fishing industry that is much higher than the national average for that sector. In support of this robust industry, Shelburne also features a major shipbuilding and repair facility.

⇒ **Shelburne's health care sector is the county's second-largest employer**

Shelburne has nearly 900 people employed in the health care and social assistance sector. On a percentage basis, the county's health care sector employs 26 percent more people than the national average.

⇒ **Shelburne's workforce is known for its trades and technical skills**

The Shelburne workforce features a higher percentage of people with apprenticeships or trades certificates than the national average. The workforce also has a higher percentage of people with a college certificate or diploma.

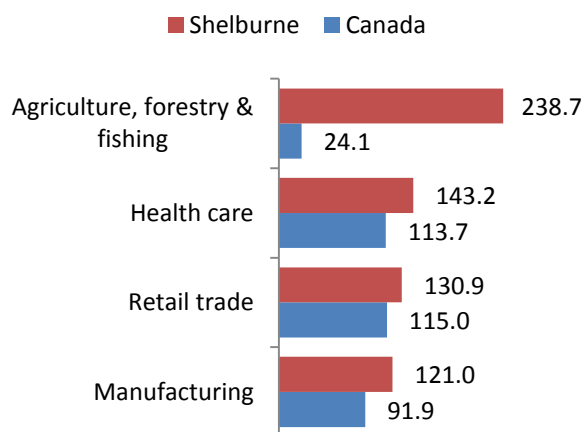
⇒ **Shelburne features an available workforce**

Shelburne also has a relatively low employment rate, at 49 percent of the adult population, compared to 61 percent across the country. There were more than 3,800 people in Shelburne County in 2012 that collected Employment Insurance (EI), collectively forming a large potential pool of workers for full time jobs. Although most of the people who collected EI were from fishing and related manufacturing sectors, over 1,000 were from services and trades-related sectors.

⇒ **The high quality of life and low cost of living in Shelburne is attractive to newcomers**

More than one-quarter of the region's immigrant population arrived in Canada between 2001 and 2011. People who move to the region for jobs end up staying because of the high quality of life.

Figure 4: Employment by industry in Shelburne County – compared to the national labour market
Employment per 1,000 in the labour market



Source: Statistics Canada National Household Survey (2011).

Over 25 percent of the workforce in Shelburne County is related to the fishery and seafood. This is a sector embracing technology.

✓ **Community in focus: Town of Shelburne**

The Town of Shelburne is a hub for service industries in southern Nova Scotia. The accommodation and food service sectors employ 16 percent of the town's workforce, and the health care sector accounts for 22 percent – both well above the national employment level. The community's natural beauty and charm has made it the site of multiple film and television productions in recent years. Shelburne's residents also have a strong entrepreneurial spirit: 19 percent of the workforce is self-employed, compared to only eight percent across the rest of the province.

Lunenburg-Queens-Shelburne: Recruiting workers

⇒ **Lunenburg-Queens-Shelburne: A comprehensive approach to recruitment support**

It can be challenging to recruit workers, particularly for businesses that are new to a community. The Nova Scotia government and its partners in the Lunenburg-Queens-Shelburne region offer a full suite of services to help employers find the staff they need.

An Industry Response Team supports businesses by:

- Helping match employers with recruitment resources in the region.
- Giving businesses access to immigration resources so that they can attract workers with skills that may be in short supply in the local area.
- Helping firms access customized staff training programs in the Nova Scotia Community College system.
- Showing employers how to access workforce programs that ensure staff have the right skills for their jobs.

⇒ **The relatively high unemployment rate has created a pool of potential workers for employers looking to expand within the Lunenburg-Queens-Shelburne region**

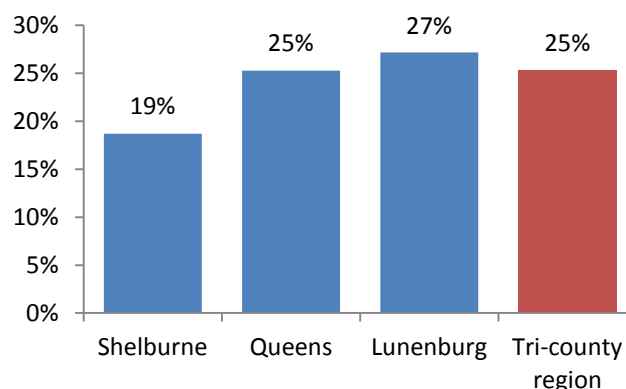
Lunenburg-Queens-Shelburne has a relatively high unemployment rate compared to the national average. In 2011, the unemployment rate was 14.3 percent in Shelburne, 11.1 percent in Queens, and 9.4 percent in Lunenburg County. This labour pool, coupled with provincial training support programs, represents an opportunity to access skilled workers who are eager to put their abilities to good use.

⇒ **The Lunenburg-Queens-Shelburne workforce will commute for work**

Because people commute fairly long distances for work within the tri-county region, businesses looking to establish a presence here have a larger pool of available labour to choose from. As shown in Figure 5, ***a quarter of the workforce in the tri-county region faces a daily commute of at least 30 minutes.*** The average daily commute in Shelburne County is 18.4 minutes, in Queens it is 21.4 minutes and in Lunenburg County it is 22.3 minutes.

Over 2,100 people face a commute of more than 60 minutes each way per day.

Figure 5: Percentage of workers with a daily commute of at least 30 minutes



Among those who work outside of the home.

Source: Statistics Canada 2011 National Household Survey.

⇒ **Commuting for work: The Bridgewater example**

An example of this expanded labour market is the Town of Bridgewater in Lunenburg County. There are approximately 7,400 people working in the Town of Bridgewater on a typical day, and less than 2,000 of them actually live in the town. The rest commute from adjacent communities, including Halifax. This phenomenon is found in communities across the tri-county area.

Town of Bridgewater workforce, by community of residence (note: Bridgewater is located in Lunenburg County)

<u>Residence Located In:</u>	<u># of People Working in Bridgewater:</u>
Lunenburg County (outside Bridgewater)	4,160
Town of Bridgewater	1,970
Queens County	450
Municipal District of Chester	405
Town of Lunenburg	140
Halifax Regional Municipality	125

Source: Statistics Canada 2011 National Household Survey.

⇒ **Employers can attract talent to the Lunenburg-Queens-Shelburne region**

In addition to hiring local residents, employers can attract workers into the region if need be, thanks to the high quality of life and competitive cost of living. As noted earlier, almost a third of Lunenburg County's young workforce in 2011 had moved into the county within the previous five years. These young workers arrived from other parts of Nova Scotia, the rest of Canada, and the rest of the world—a testament to the region's universal attractiveness to potential employees.

People will move to the region for work. Thirty-one percent of all people aged 25-34 in Lunenburg County moved into the county between 2006-2011.

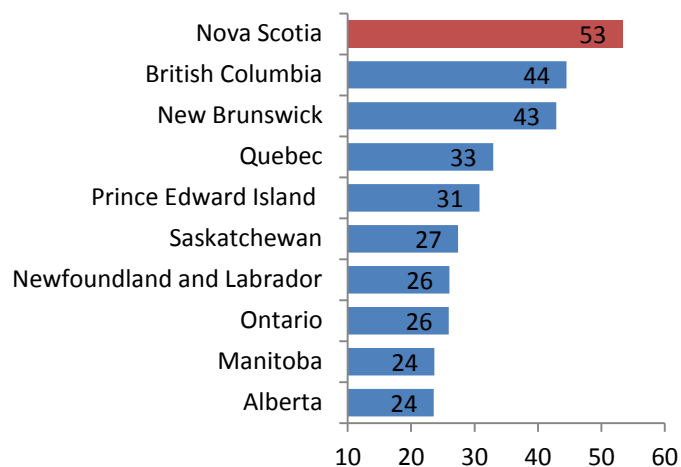
⇒ **Nova Scotia has the largest pool of international students, relative to its population size, than any province in Canada.**

Businesses in the tri-county region enjoy access to the large international student population attending Nova Scotia's universities. Nova Scotia has the highest number of international university students in Canada, per capita (Figure 6). In total, Nova Scotia boasts over 5,000 international students, most of whom attend school in the Halifax area. Many of them are looking to build their careers in Canada and can be recruited to the nearby tri-county region.

⇒ **Lunenburg-Queens-Shelburne employers can access the migrant/expatriate workforce**

In recent years, several industrial plant closures have led many of the tri-county region's skilled workers to leave the area in search of work. Alberta, Newfoundland and Labrador, and Saskatchewan have attracted the bulk of these skilled workers. Many of them, however, would prefer to work closer to home; together, they represent a readily accessible talent base for future employment opportunities.

Figure 6: International university students per 10,000 in the population (2011)

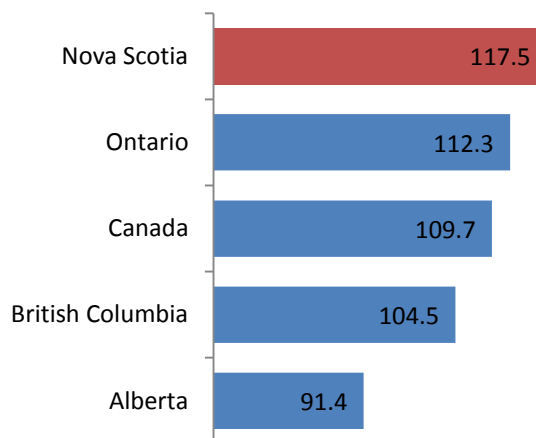


Source: Statistics Canada CANSIM Table 477-0019.

⇒ **Lunenburg-Queens-Shelburne has high employee retention levels**

Workers in the Lunenburg-Queens-Shelburne region are known for their strong work ethic, talent, commitment, and loyalty. In this respect, they mirror the entire Nova Scotia workforce. This dedication is evident when looking at average employee tenures for full time employees in various provinces. In 2012, the average full time employee in Nova Scotia had been with their employer for 117.5 months – well above the national level of 109.7 months. In the United States, by way of comparison, the average tenure of a full time employee is less than 60 months. A stable workforce can significantly reduce recruitment and training costs.

Figure 7: Average employee tenure (months) - 2012



For full time workers aged 15 and older.

Source: Statistics Canada CANSIM Table 282-0038.

Lunenburg-Queens-Shelburne: Highly competitive labour costs

Partially due to the lower cost of living, wage costs are highly competitive in the Lunenburg-Queens-Shelburne region and across Nova Scotia. The 2012 KPMG Competitive Alternatives Report, which looked at business costs in over 200 global locations, found Nova Scotia to be one of the most cost-competitive jurisdictions in North America and Europe.

⇒ Labour costs in Nova Scotia are among the lowest in North America

Labour costs, including benefits, are considerably lower in Nova Scotia than most other locations. Figure 8 shows the KPMG report's calculated annual labour costs per employee for a sample aerospace manufacturing operation. It indicates that Nova Scotia communities can provide as much as a 30 percent labour cost advantage over other North American locations.

⇒ Benefit costs can be up to 40 percent less in Nova Scotia than U.S. locations

Nova Scotia employers pay up to 40 percent less in benefits costs compared to U.S. jurisdictions because of the high cost of health care and other payroll-related taxes in the United States.

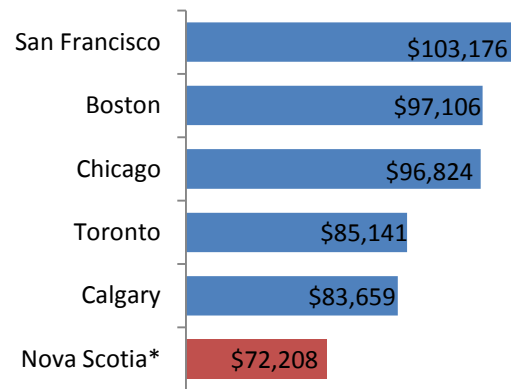
⇒ A low cost of living translates into competitive wage rates

On average, residents in the Lunenburg-Queens-Shelburne region pay 30-50 percent less for housing-related costs than the national average. These low housing costs reduce the cost of living, which in turn leads to more competitive wage costs. Average employment income in the region is 25 percent lower than the national average (Figure 9).

⇒ Lower effective business taxes provide an ongoing benefit to employers

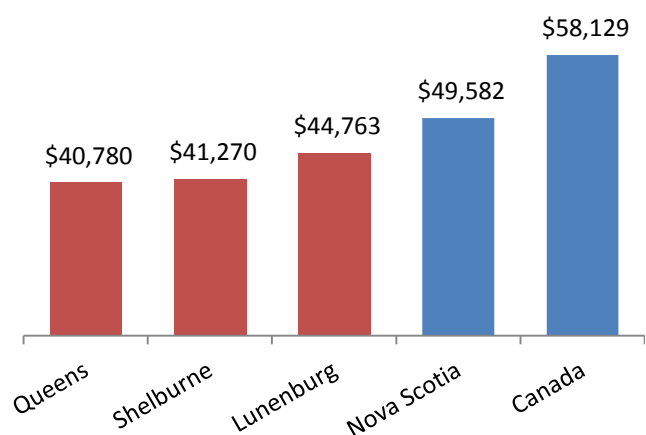
Nova Scotia's corporate taxes are very competitive with other jurisdictions in Canada, the United States, and Europe. KPMG's 2012 Competitive Alternatives report reviewed corporate tax environments in 113 cities around the world. Each city was assigned a score based on the level of corporate income tax, other corporate taxes (property tax, sales tax, and so on), and statutory labour costs (such as payroll taxes). Halifax, the only Nova Scotia city in the study, ranked 8th. Businesses in the Lunenburg-Queens-Shelburne region are able to take advantage of this competitive tax environment.

**Figure 8: Total labour costs per employee (annual)
Sample aerospace manufacturing operation
Shown in \$US dollars**



Sample facility based on 85 employees and includes technical and managerial staff. Nova Scotia figure represents the average of three urban centres: Halifax, Sydney and Truro. Source: KPMG Competitive Alternatives 2012.

Figure 9: Average employment income comparison (2011)



Source: Statistics Canada 2011 National Household Survey.

Lunenburg-Queens-Shelburne: Unmatched quality of life

⇒ Lunenburg-Queens-Shelburne is an attractive place to live.

In the battle for talented employees, companies need to locate in areas that are attractive places for workers to live and raise their families. The Lunenburg-Queens-Shelburne region is one of the most attractive areas to live in eastern Canada. It offers residents a wide range of cultural and recreational opportunities, safe and friendly communities, and a relatively low cost of living compared to urban centres across Canada.

⇒ Housing costs are up to 50 percent lower than the national average

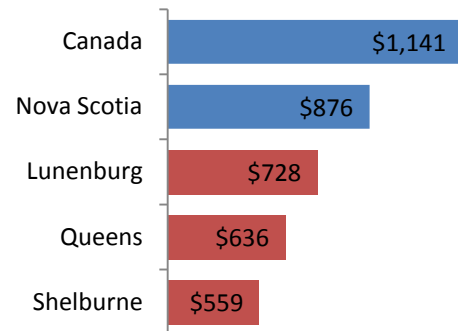
One of the biggest Lunenburg-Queens-Shelburne advantages is the relatively low cost of housing and related expenses, such as property taxes. In 2011, the average value of homes in the Lunenburg-Queens-Shelburne region ranged from a low of \$125,485 in Shelburne, to a high of \$208,784 in Lunenburg County. The housing costs for an average Shelburne County household are 50 percent less per year than the Canadian average (Figure 10). Even with the highest housing values in the tri-county region, housing costs in Lunenburg County were still 40 percent below the average value of a home across Canada.

Renters enjoy a similar advantage. The average monthly housing cost for renters in Queens County is 27 percent lower than the average across Canada (Figure 11).

⇒ The best of both worlds: rural lifestyle with urban proximity

Lunenburg-Queens-Shelburne residents mostly live in villages and towns, which offer the intimacy and serenity of small-town experiences in gorgeous natural settings. At the same time, they live in close proximity to Halifax, which features a world-class international airport and a full range of urban amenities.

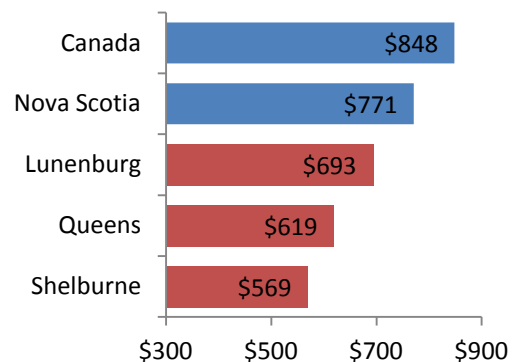
Figure 10: Average monthly shelter costs for owned dwellings (2011)*



*including mortgage and related payments.

Source: Statistics Canada 2011 National Household Survey.

Figure 11: Average monthly shelter costs for rented dwellings (2011)*



Source: Statistics Canada 2011 National Household Survey.

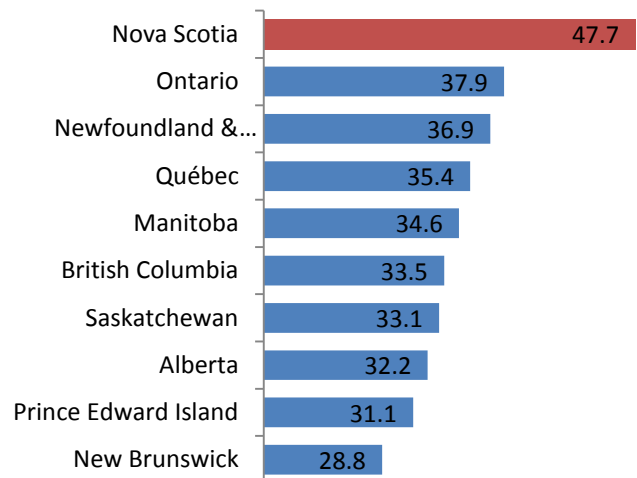
Lunenburg-Queens-Shelburne: Workforce education and training advantages

⇒ Lunenburg-Queens-Shelburne employers have access to a world-class post-secondary education system

There are 57,000 people enrolled in public colleges and universities across Nova Scotia, giving the province and its employers a deep talent pipeline. Adjusted for population size, there are more people enrolled in universities across Nova Scotia than all other provinces across Canada, by a wide margin (Figure 12). These universities offer a full range of undergraduate and graduate degrees. In addition, a large proportion of graduates earn their degrees in fields relevant to business and industry, such as business management, physical and life sciences, architecture, and engineering.

The province's universities and colleges have strong research partnerships with the private sector. As a result, Nova Scotia's academic institutions have the second-highest amount of research and development (R&D) spending, per capita, among the 10 provinces across Canada.

Figure 12: University enrolment per 1,000 population (2012)



2012 full and part time enrolments.

Source: Association of Universities and Colleges of Canada

Most of Nova Scotia's universities are located in Halifax, which is adjacent to the Lunenburg-Queens-Shelburne region. In addition, two campuses of the Université Sainte-Anne, the only French-language post-secondary institution in Nova Scotia, are located in the counties of Yarmouth and Digby, which also border the tri-county region.

⇒ Lunenburg-Queens-Shelburne features two community college campuses

There are two Nova Scotia Community College (NSCC) campuses in the region. The Shelburne and Lunenburg campuses offer a wide range of trades, technology, and business programs. Importantly, they also offer part-time and customized training options, including apprenticeships, work terms, and co-op placements, to meet the employment needs of Nova Scotia businesses. NSCC also hosts business-related programs in Queens County.

Nova Scotia has the second-highest amount of higher education-based R&D per capita among the 10 provinces across Canada.

⇒ **Nova Scotia has made education and training a priority**

One of Nova Scotia's greatest competitive advantages is the quality and depth of its education and training infrastructure. There are over 36,000 people employed in education and training industries across Nova Scotia – the second-highest number in Canada, adjusted for population size.

*Nearly **seven percent** of Nova Scotia's gross domestic product (GDP) is generated by the educational services sector – a higher percentage than all but one other province.*

This high-quality training infrastructure gives companies in the Lunenburg-Queens-Shelburne region a readily accessible pool of skilled labour. It also gives companies a competitive edge by providing specialized training services to their employees.

⇒ **Nova Scotia Community College offers firms in Lunenburg-Queens-Shelburne customized training solutions**

NSCC will customize training and develop courses based on the specific needs of an industry or individual company. In recent years, NSCC has provided customized training for a number of large organizations, including Michelin, Provincial Aerospace, Sobeys, and the Department of National Defence.

In addition to the province's universities and community colleges, there are over 300 specialized education and training centres located across the province, including 21 in the Lunenburg-Queens-Shelburne region.

NSCC Lunenburg Campus (Bridgewater)
www.nsc.ca/explorensc/campuses/lunenburg/

- ⇒ Enrolment: 500 full time students
- ⇒ Programs: 23 full time
- ⇒ Focus: Business administration and a wide variety of trades-related programs

NSCC Shelburne Campus
www.nsc.ca/explorensc/campuses/shelburne/

- ⇒ Enrolment: 200 full-time students
- ⇒ Programs: 10 full time
- ⇒ Focus: Business administration, information technology, and trades, as well as training to support the fish harvesting industry

Lunenburg-Queens-Shelburne: Workforce development support

Nova Scotia offers a wide range of financial support programs to help employers in the Lunenburg-Queens-Shelburne region hire new staff and train existing employees.

⇒ **The *Workplace Innovation and Productivity Skills Incentive* helps businesses adapt to new technologies**

The Workplace Innovation and Productivity Skills Incentive provides funding to help companies adapt to new technologies and industrial processes, and enhance their international competitiveness. The funding covers training costs, certification processes, and management skills development.

⇒ **The *Nova Scotia Payroll Rebate Program* helps companies recruit and train new employees**

The payroll rebate incentive, through Nova Scotia Business Inc., is available for companies that are locating or expanding in Nova Scotia, as well as businesses that need to hire additional workers to improve their competitiveness. Payroll rebates are provided to eligible companies that meet the program's requirements. The amount of the payroll rebate is based on meeting certain job creation and minimum salary targets, as well as the economic benefit generated to the province.

⇒ **The *Strategic Cooperative Education Incentive* facilitates cooperative training opportunities**

The Strategic Cooperative Education Incentive (SCEI) provides 50 percent of the required minimum hourly wage for co-operative education opportunities. This program helps businesses across the province to recruit and retain students for work placements.

Nova Scotia's workforce support programs ensure that workers have the skills they need to compete, and ensure that employers can easily access the workers they need.

⇒ **The *Cooperative Graduate Placement Program* limits the costs and risks of hiring new graduates with limited experience**

The Cooperative Graduate Placement Program (CGPP) provides financial incentives to businesses that provide full-time employment to graduates of Nova Scotia's co-operative education programs. The program provides reimbursement of up to \$7,500 per employee.

⇒ **The *START Program* provides support for businesses taking on new employees and apprentices**

The START program helps employers hire Nova Scotians who need work experience or apprenticeship support. Financial grants are provided to employers with a labour need that are willing to hire ready-to-work Nova Scotians.

⇒ **The *National Research Council (NRC) Industrial Research Assistance Program (IRAP)* supports the hiring of graduates in technology related fields**

This program covers a portion of the salary costs when small and medium-sized businesses in Canada hire post-secondary graduates from the fields of science, engineering, technology, business, and liberal arts.

Let the Lunenburg-Queens-Shelburne Workforce Work For You

The Lunenburg-Queens-Shelburne workforce has strengths in many different industries. With people working in economic sectors ranging from forestry to fishing, from art to aircraft parts, from tourism to telecommunications, the tri-county region is home to a talented and skill-diverse workforce. No matter what industry your business competes in, Lunenburg-Queens-Shelburne can supply a labour pool that is second to none.

In the tri-county region, employers have ready access to a broad set of tools for recruiting, training, and enhancing the skills of their employees. A loyal and well-trained workforce is the key to a company's prospects, and Lunenburg-Queens-Shelburne has workers that are ready, willing, and able to help your business succeed.

With a talented and skilled labour pool, business-friendly public institutional supports, competitive business tax rates, good transportation links, and a high quality of life, there's no better place to make your business flourish than Lunenburg-Queens-Shelburne.

Please refer to the attached appendices for a more detailed analysis of the statistical data.

For more information on the benefits of expanding your company in the area or investing in the region, please contact:

Region of Queens Municipality

Lisa Dobson, Executive Director Economic Development

Tel: 902.534.5741

Email: ldobson@regionofqueens.com

Jill Cruikshank, Director Economic Development

Tel: 902- 354.5741

Email: jcruikshank@regionofqueens.com

Municipality of the District Of Lunenburg

Viorica Sporea, Sr. Economic Development Officer

Tel. 902.530.3558

Email: vsporea@modl.ca

Dave Waters, Development Officer

Tel: 902.541.1353

Email: dwaters@modl.ca

Thank you to David Campbell of Jupia Consultants for producing the Lunenburg-Queens-Shelburne Workforce Advantage and thank you to Infinitives Professional Writing and Editing Services for editing the document. Special thanks to the Nova Scotia Department of Labour, Advance Education for funding this work.