QUEENS COUNTY ATTRACTION STRATEGY

FINAL REPORT

February 2013

DAA Stratégies

TABLE OF CONTENTS

1. Introduction 1
1.1 What is an attraction strategy? 1
1.2 Definitions and acronyms 2
2. Portrait of Queens County 5
2.1 Population 5
2.2 Dwellings 5
2.3 Demographics 6
2.4 Income 7
2.5 Occupation 8
3. The pillars 10
3.1 Understanding the three pillars in the context of an attraction strategy 10
3.2 The value chain approach 11
4. The process 14
4.1 The strategic process in Queens County 14
4.2 Creating wealth and jobs 14
4.3 From goals to objectives to actions 15
4.4 The necessary infrastructure: the pre-conditions 17
5. Goals, Objectives and Action Steps 22
5.1 Goal 1: Health and Wellness 22
5.2 Goal 2: Academic Research & Development 26
5.3 Goal 3: Arts & Culture 30
5.4 Long Term Objectives, Actions and Ripple Effects 34

6. Monitoring the Process: Performance Measurement Methods 39
7. Marketing Plan 41
7.1 Determine a Unique Selling Point (USP) 41
7.2 Social Media Campaign 42
7.3 General Target Markets 42
7.4 Development and Implementation Cost 43
8. Conclusion and Recommendations 44

Appendix 1: Example of a registry form 47
Appendix 2: Goal 1, Action 2 48
Appendix 3: Goal 2, Action 5 53
Appendix 4: Goal 2, Action 6 56
Appendix 5: Goal 3, Action 7 58
Appendix 6: Goal 3, Action 8 61
Appendix 7: Investment value-chain opportunities – Halifax region vs Queens 66

1. Introduction

1.1 What is an attraction strategy?

In order to successfully change a declining economic path for a region, one must understand the dynamics of regional economic development. Regional economic development paradigms are shifting at a rapid pace particularly in Canada. Resources are still the base of our wealth but the attention has moved to northern and western Canada. Forestry and related products, which triggered the development of so many areas of this country, are no longer the economic drivers they used to be.

Population aging, increased mobility and better education are combining to create a two-tier Canadian economy. One tier is urban and thrives on value-added products often aimed at servicing the new resource-based regions. The other is rural, and while trying to "keep up", is often characterized by population decrease and overall devitalisation.

But despite all the difficulties, some rural communities are successfully "beating the odds". What is the recipe? What are the ingredients? What explains the success of some communities?

Healthy economic communities understand their role and they rely on the following principles:

1) **Mobilization**: Economic development is a long-term process. It cannot be successful unless there is a clear and common goal that is understood by a majority of stakeholders and opinion leaders. Successful mobilization generates what we call **"champions"**.
2) **Process**: Economic development is not a "quick-fix". The "*major-international-company-creating 500-well-paid-jobs-overnight-for-the-next-century"* RARELY EXISTS and when such projects do come to fruition, local input is always ignored. So, building a regional attraction strategy that is based on attracting such ventures is a waste of energy and resources.
3) **Communities do not create sustainable jobs or generate projects**: Promoters and investors do. Of course, sometimes, communities may act as promoters and even investors, but a healthy economy calls for a steady flow of entrepreneurs creating a solid network of sustainable projects. Therefore, the best strategy for a community is not to seek large investment or to work on developing markets but rather to SEEK A STEADY FLOW OF PROMOTERS AND INVESTORS.

Behind each success story where communities have steered their economy back on track, we can trace at least one, if not several local champions that have paved a road to promoters and investors who have, in turn, been convinced to invest their resources in a "pillar" or strategic sector that was proposed by the community-based champion(s).

The Queens County Attraction Strategy is built around a simple concept:

Identify CHAMPIONS in the community that will help PROMOTERS and INVESTORS create wealth.

In order to do that in an orderly fashion, we will present in the next pages, a process to identify champions, find promoters, evaluate their ideas in a logical manner and in relation to the region's overall goals, assist and help them find human and financial resources to realize their projects, and, on some occasions, help them understand their potential markets.

Therefore, within the confines of the mandate that we have, a successful and sustainable attraction strategy will rely on the quality and abundance of promoters, whether they are local, regional, national or international. To ensure the quality and abundance of promoters, the region needs dedicated and competent champions. A competent champion is someone that intimately knows the area and his or her way around the region's decision-making environment, but also the local and "big-picture" economic environment in which a given project will unfold. Finally, excellent promoters more easily attract solid investors.

Establishing the framework for the Attraction Strategy and especially maintaining the process are the biggest challenges. In a very competitive world, human and financial resources are limited and could be focused on any economic development idea concentrating them in an organized way and the search for good promoters is the key to maximizing results.

1.2 Definitions and acronyms

GOALS – "Goals" divide the Queens County Attraction Strategy into the broadly based "pillars" or strategic directions. **OBJECTIVES – "Objectives" are the ideas that break down goals into bite-sized pieces. Objectives implement goals.** **ACTIONS – "Actions" implement the objectives that have been identified and *are shown in bold italics.* Actions must answer Who, When, How and How Much? Actions are therefore measurable.**
CHAMPION - A person/organization from the Community that introduces a promoter to potential local investors, and helps navigate local government, agencies, or organizations. The champion is a non-risk taking person or organization that follows up on a given project or action put forward by the Community.

PROMOTER - The person or organization that takes a risk articulating, defining, and/or advocating for his/her/their project or initiative, bringing it from an idea to fruition or reality. ***Synonym: Entrepreneur***

INVESTOR - Risk-taking person or organization that finances a promoter, partially or totally, against a pre-negotiated participation in the profit generated by a project or an initiative, to bring said project or initiative from an idea to fruition or reality. The term "investor" thus excludes institutional financing.

AUDIENCE – A group of individuals or organizations within which promoters and, sometimes investors, are sought.
In this document, we make a clear distinction between the two terms. Audiences are NOT markets. The term "market" is clearly reserved for products or initiatives intended for the end-users (consumers).

LEADS – Throughout the document the terms "lead", "lead generation" and "lead management" refer solely to promoters and/or investors. In other words, the process is aimed at finding a steady stream of promoter leads and qualifying them.

VALUE CHAIN – Steps required to get from raw materials to final products and the value added to each step.

VALIDATION - Assessment of an action to confirm that it is achieving the intended outcome.

MARKET ***synonyms: niche(s), segments(s)***

- **LOCAL (1) = Queens County**
- **LOCAL (2) = Queens County, Metro Halifax, other N.S.**
- **REGIONAL = Atlantic Canada**
- **INTERNATIONAL = Rest of Canada, United States, Europe**

SHORT TERM – Actions that are taken within two (2) years of the adoption of the Attraction Strategy.
LONG TERM – Actions that are taken after Year 2 of the Attraction Strategy.

List of Acronyms

ACAT	Arts and Culture Action Team
CMHC	Canada Mortgage and Housing Corporation
CRI	Community Resource Investments
HWAT	Health and Wellness Action Team
NA	Not applicable
NAICS	North American Industry Classification System
NQTBSIC	North Queens Technology, Business and Social Innovation Centre
NSCC	Nova Scotia Community College
NSDA	Nova Scotia Department of Agriculture
QC	Queens County
QCAC	Queens County Arts Council
RQM	Region of Queens Municipality
SSRHB	South Shore Regional Health Board
TBD	To be determined
USP	Unique Selling Points

2. Portrait of Queens County

2.1 Population

In 2011, Queens County had a population of 10,960[1], representing a percentage change of -6.5 % from 2001. This compares to the provincial average growth of 1.5%.

Table 1: Population, 1991 to 2011

County	Population					Trends	
	1991	1996	2001	2006	2011	10 years	20 years
Queens	**12,923**	**12,417**	**11,723**	**11,212**	**10,960**	**-6.5%**	**-15.2%**
Shelburne	17,343	17,002	16,231	15,544	14,496	-10.7%	-16.4%
Nova Scotia	899,942	909,282	908,007	913,462	921,727	1.5%	2.4%

2.2 Dwellings

In 2011, Queens County had 4,815 private dwellings occupied by permanent residents. In spite of a population decline in the past 10 years, Queens County is maintaining its existing stock of dwellings. For Nova Scotia, the number of private dwellings occupied by residents increased in the last 10 years[2] while it has decreased in Shelburne County.

Table 2: Number of dwellings, 2001 to 2011

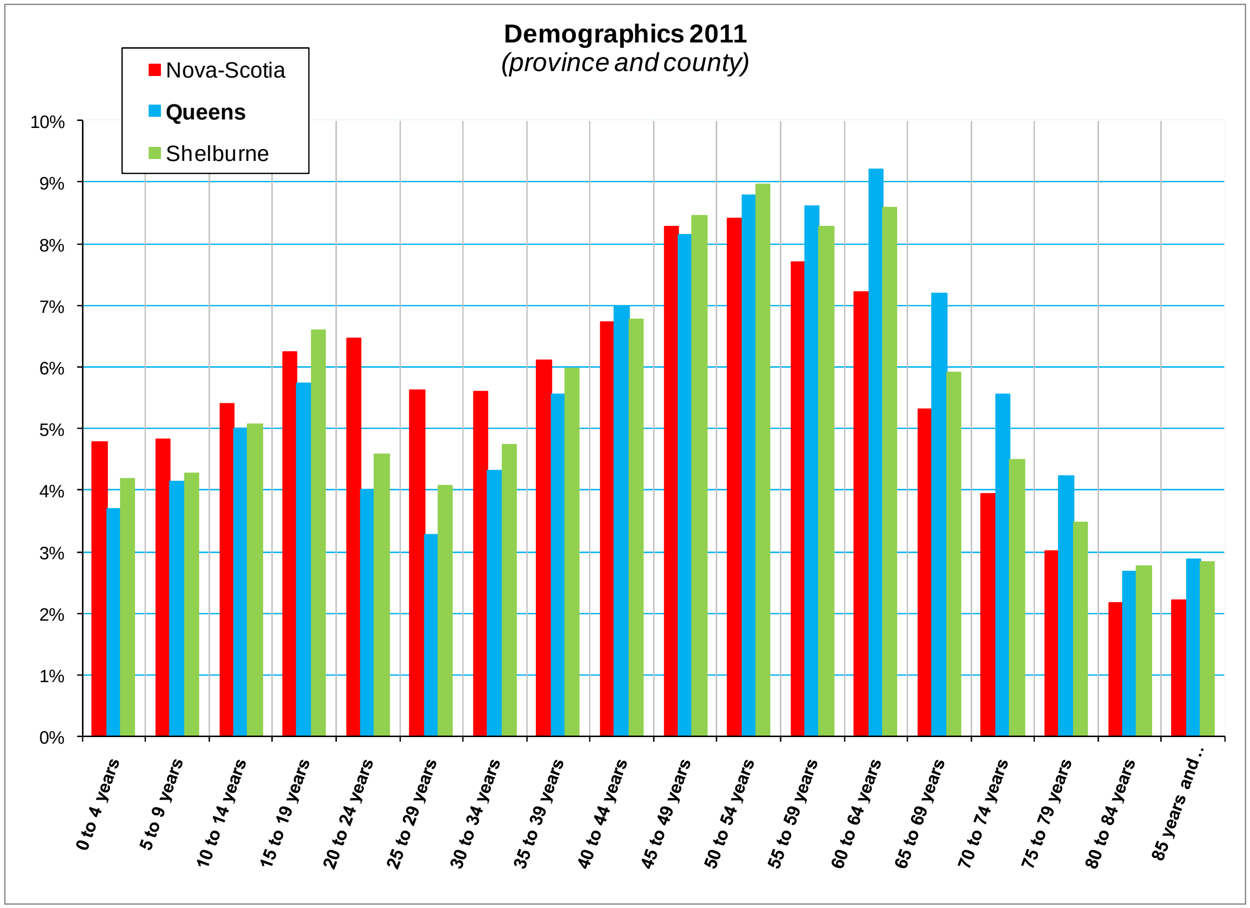
County	Dwellings			Trends	
	2001	2006	2011	5 years	10 years
Queens	**4,775**	**4,700**	**4,815**	**2.4%**	**0.8%**
Shelburne	6,515	6,480	6,375	-1.6%	-2.1%
Nova Scotia	360,020	376,845	390,280	3.6%	8.4%

[1] The Transition Team's December 2012 Report entitled "Our Community Our Future" states "The Region of Queens experienced many years of population loss. However, due to a decrease in the number of people leaving the county for other parts of Nova Scotia and an increase in the number of people moving into the region from elsewhere in Canada, there has been a small population increase in both 2010 and 2011.

[2] Likely driven by growth in the Halifax region

2.3 Demographics

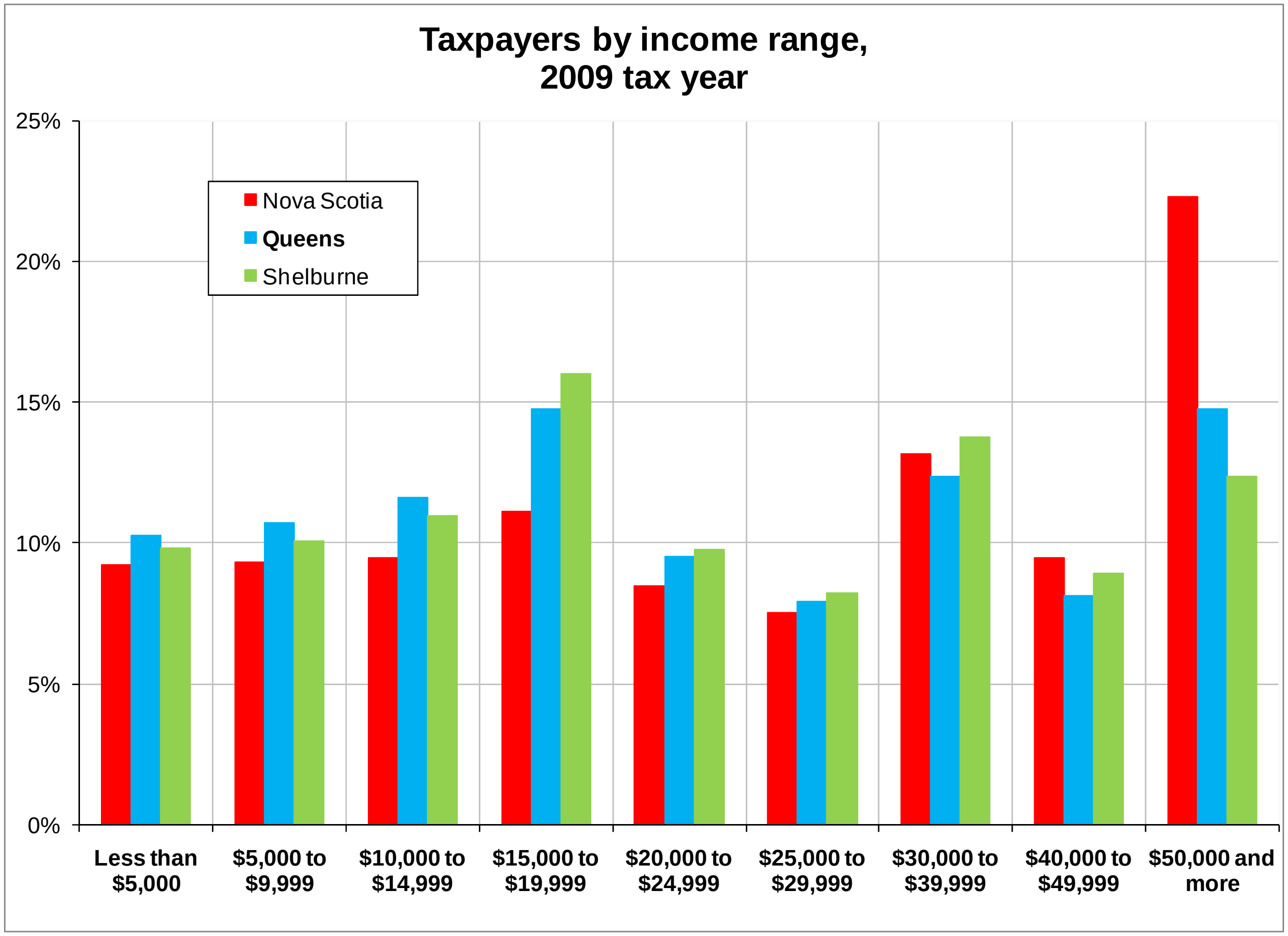
In 2011, the percentage of the population aged 65 and over in Queens County was 20%, compared to a provincial percentage of 15%. The percentage of the working age population (15 to 64) was 66% and the percentage of children aged 0 to 14 was 14%. In comparison, the provincial percentages were 69% for the population aged 15 to 64 and 16% for the population aged 0 to 14.



Source: Statistics Canada, Population Census 2011.

2.4 Income

The population of Queens County has an income profile that is closer to Shelburne County than to Nova Scotia as a whole. Excluding Shelburne County, Queens County has a higher ratio of taxpayers earning less than $25,000 annually when compared to the provincial average.



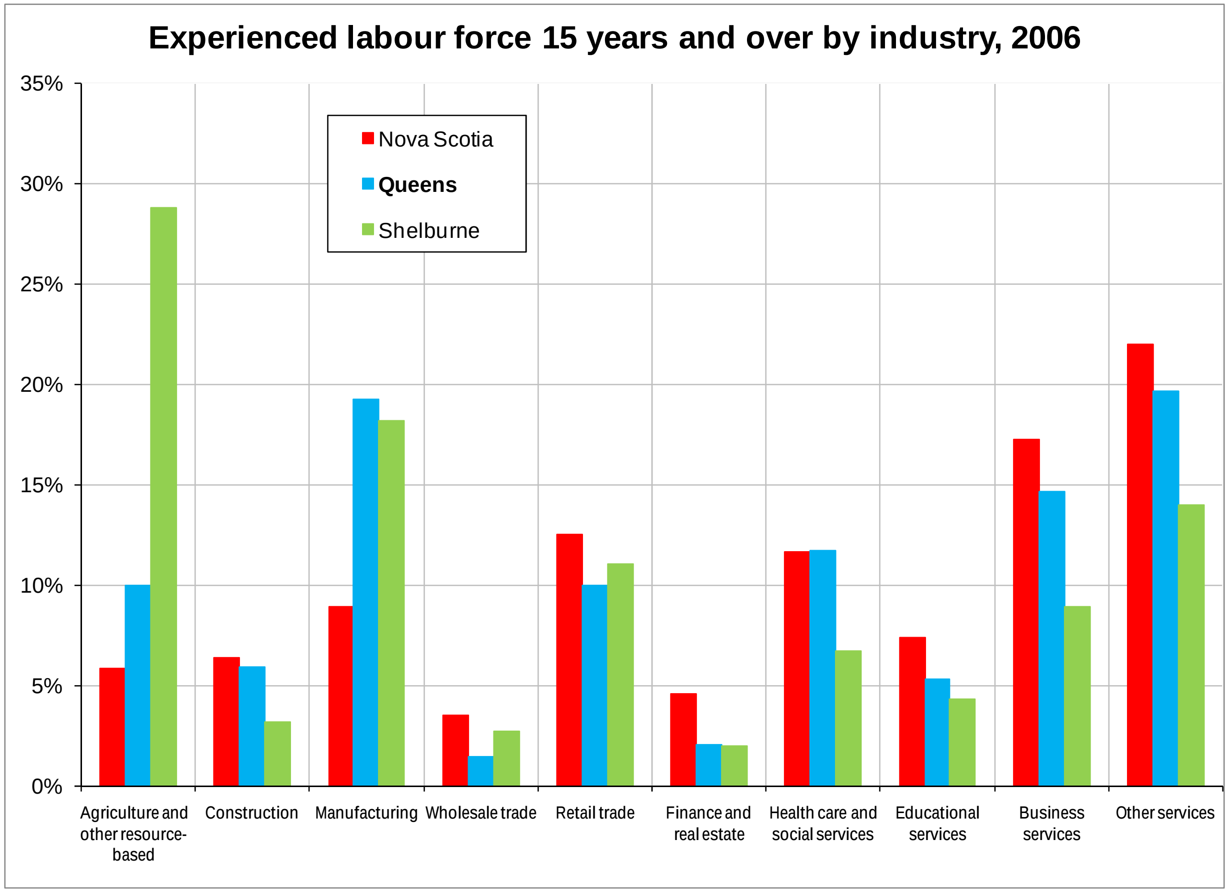
Source: Canada Revenue Agency, Locality code statistics tables 2011 Edition (2009 tax year).

2.5 Occupation

In Queens County, the largest occupation group is Sales and Service with 25% of the labour force. Overall, the experienced labour force in Queens County is quite similar to Nova Scotia as a whole.

Source : Statistics Canada, Population Census 2006.

In Queens County, the largest industry group is Other Services[3], which employs 20% of the labour force followed by manufacturing with 19%[4].



Source : Statistics Canada, Population Census 2006.

[3] Statistics Canada does not define what is included in Other Services.
[4] Note: this information is based on 2006 data. At that time, the Mill was still operating at full capacity (no shut downs). This statistic will change slightly with the 2011 Census, and dramatically with the 2016 Census with the Mill's closure.

3. The pillars

The steering committee has identified three main sectors (referred to as "pillars" hereinafter) and engaged in a consultation exercise with the community that spread over several months. As of this date[5], they have succeeded in setting **original goals** that have the capacity to **differentiate their *offer*** from the myriad of other communities across Canada. Moreover, this offer is largely based on their current **assets**. These are two essential prerequisites to a successful attraction strategy. The three pillars are:

- **Health & Wellness**
- **Academic Research & Development**
- **Arts & Culture**

Using these pillars as the source for development goals, this Attraction Strategy will focus on the mobilization of champions, leading to the identification of promoters, and ultimately to the investors who will create wealth and long-term, well-paid jobs for the community.

3.1 Understanding the three pillars in the context of an attraction strategy

In order to understand the mechanics of an attraction strategy in the context of the three pillars, it is important to understand the concept of sequencing each goal, objective and action in a comprehensive format[6].

First concept: The three pillars were identified as unique strengths to the region and do not primarily rely on manufacturing. The pillars that have been identified rely on value-added **activities** (actions) positioned to increase population and overall wealth while maintaining our valued quality of life. The value-chain approach will therefore prioritize **value-added services, distribution activities and end-user projects**[7]. Once implemented, these actions should trigger second-tier manufacturing activities as a longer-term benefit.

Second concept: For each goal, priority actions must be developed **vertically and horizontally**[8] to increase the potential impact of the community involvement and maximize the return on **community resource investments** (CRI). In other words, actions that trigger the **potential creation of subsidiary activities** across the three pillars are those that shall be prioritized.

[5] November 2012
[6] Outlined in Section 5
[7] See section 3.2 on the value chain approach
[8] See section 4.3 for a graphic view of this concept

Third concept: Actions that use the **existing infrastructure base** shall have a higher priority than those that rely on new infrastructure or new public funding. Secondly, actions that require less infrastructure investment shall be preferred to those that require a large amount of public funding, etc.

Fourth concept: Objectives and actions that tackle **local markets** are, by definition, less costly and easier to achieve than those that target national or international markets. Conversely, actions that address local markets but may be extended to national and international markets shall be prioritized. As shown in Section 4.3, champions shall seek promoters and investors in targeted **audiences**, rather than promote actions to **potential markets**[9]. Generally speaking, it is the job of promoters to go after potential markets and to advertise and promote activities and actions.

This is why this attraction strategy merely addresses getting a successful conduit of potential promoters and investors, while focusing on providing tools to the champions that will help speed up this process. Therefore, **successfully and accurately profiling promoters and investors** shall be the main purpose of this attraction strategy.

3.2 The value chain approach

To fully understand this process, the value chain approach helps us isolate where to concentrate our efforts. Historically, the region was developed on resource-based industries around which commercial and community services were provided. Today, because of the decline of resource exploitation, regions have to concentrate on value-added activities wrapped around value-chains of larger areas. In the table below, it is clearly shown that the emphasis will be given to projects that complete value chains present in adjacent larger (i.e. metropolitan) markets (namely the Halifax area) in terms of services, distribution initiatives or second-tier manufacturing (high value niche production).

The combined approach of seeking opportunities in Halifax's value-chain together with local objectives and talent pool increases the success factor for potential promoters. In other words, one may ask the following question:

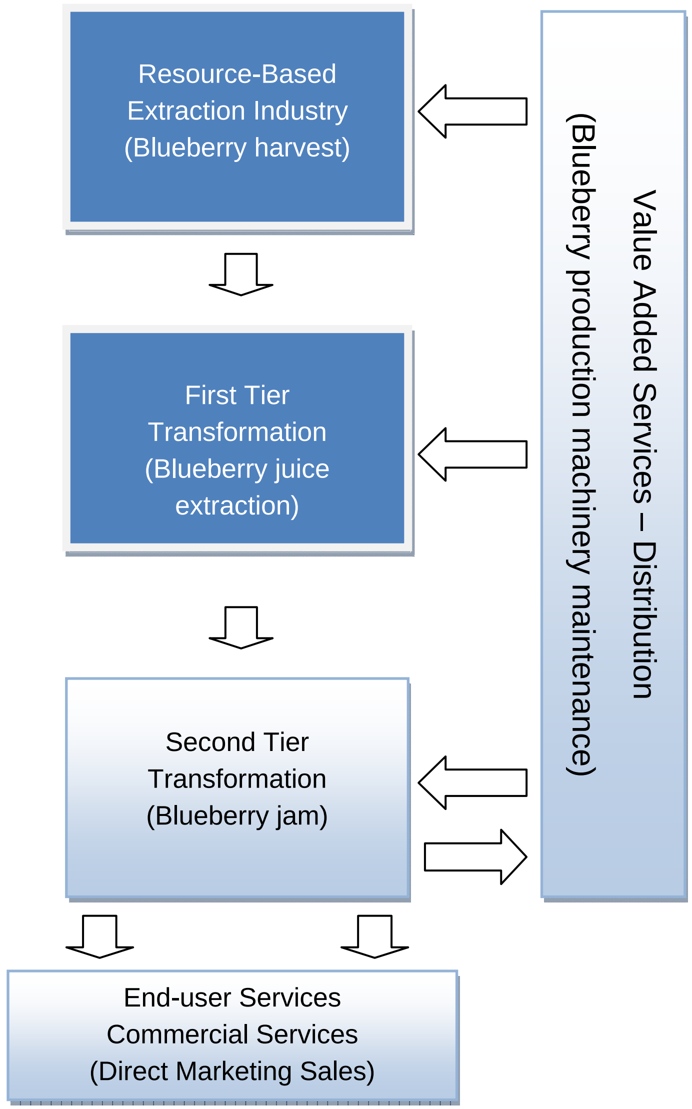
- What product or service can complete a Halifax value-chain AND can be identified as a clear advantage in the region?

You will find in Appendix 7 a recommendation on specific value chains for NAICS that are worth pursuing given the region's strengths and strategies.

[9] Please refer to "audience" and "market" definitions in section 1.2

The value-chain approach also instructs us how to sequence the Attraction Strategy over time. Priority should be given to value-added services that work their way up to second-tier manufacturing, once the process is in place.

Value Chain



Priority strategies

Our three pillars in value-added projects/products:

- Services to end-users
- Commercial infrastructures and services
- Tourism services and infrastructures

Select actions that :

- Promote horizontal and vertical integration (see section 4 for details
- Maximize the potential for second tier transformation

Non-priority objectives and actions include :

- Second tier transformation
- Resource-based industry

Legend :

Sections of Value Chain where to prioritize objectives and actions
Sections of value chain where to be reactive only

4. The process

4.1 The strategic process in Queens County

In order to start the process associated with the Attraction Strategy and maintain a high level of commitment and mobilization from all stakeholders, that process must be clear, and targets must be “bite sized”. But how can we keep the focus on the big picture while pursuing an action that seems to be such a small part of the larger goal?

The answer is to choose an action that is more likely to trigger other initiatives from a different set of champions/promoters/investors in another pillar, or that will inspire similar actions by other champions/promoters/investors in the same pillar. These concurrent actions are referred to as **horizontal spread** (towards other pillars) and **vertical spread** (within the same pillar).

The actions listed in Section 5 were chosen with this idea in mind:

1) What is the potential of this action to spread vertically and horizontally with a maximum pay-off?
2) What is the validation supporting this action?

Careful attention has been paid to the wording of each goal, objective and action so that the steering committee does not lose the focus on the main goal triggering the action. Also, it allows for:

1) Immediate reaction if there is no promoter behind a chosen action, after a predetermined timeframe;
2) Immediate attention to another action that has similar spreading potential presented by a champion and/or a promoter;
3) Replacement of an action by another when needed.

4.2 Creating wealth and jobs

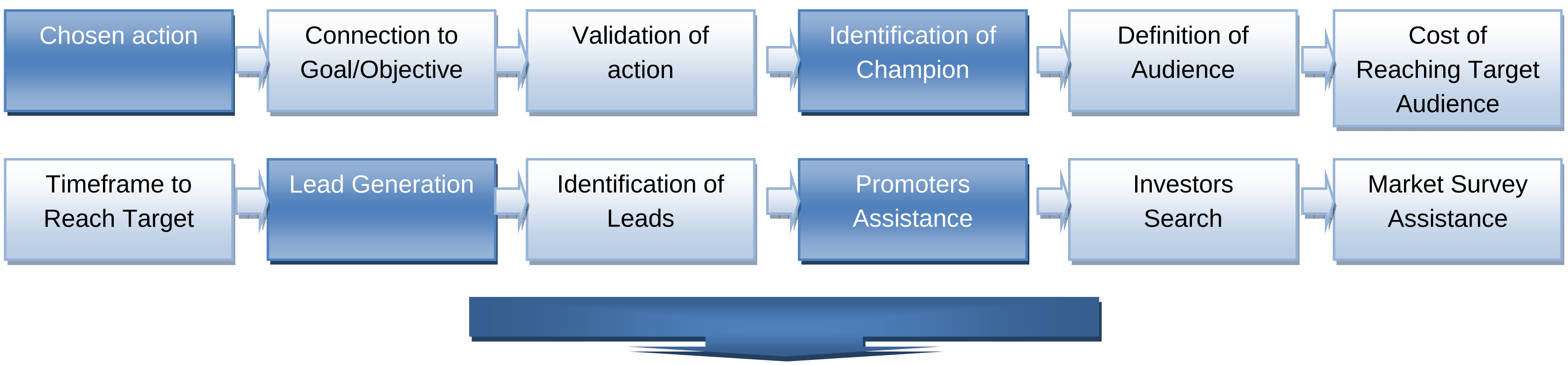
Another criterion is the potential of a chosen action to create wealth and quality jobs. “Quality jobs” are those that require skills and that promise good potential for personal growth and promotion to the job holder. The three pillars are promising in that sense because they are sectors of activity that have potential of growing and demand high level of skills in a variety of domains.

4.3 From goals to objectives to actions

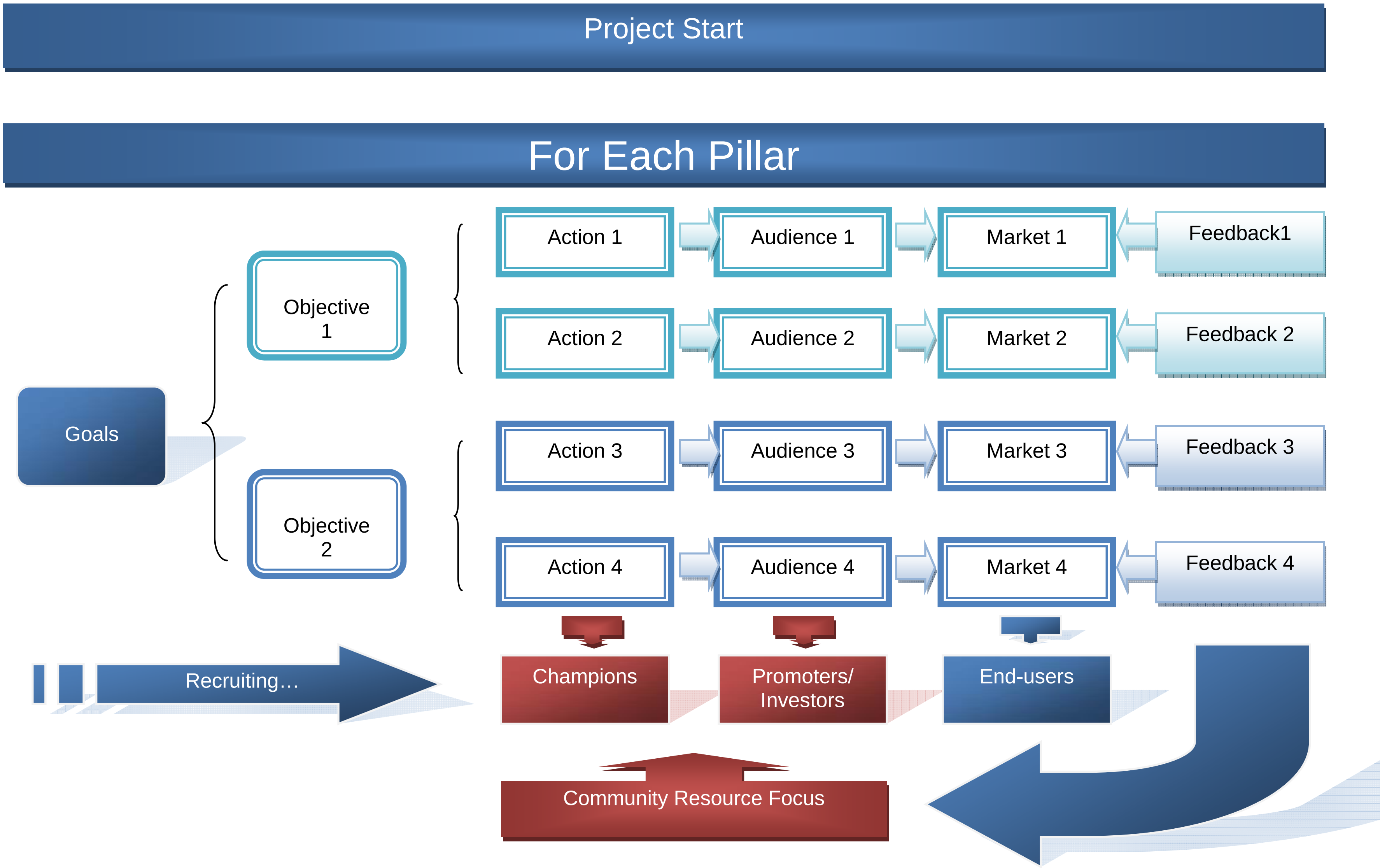
Finally, the potential to spread the creation of wealth and jobs is an important objective pursued by champions, promoters and investors alike. But creating a market for a product, or an idea, is a costly and time-consuming activity. Promoting and advertising such an activity, especially if it triggers vertical and horizontal spread may prove to be too onerous for just one champion or even by the steering committee.

Therefore, champions will, from time to time, require assistance from the steering committee - or any “support team” that mighto be created, if need may be – in generating and managing leads of promoters. Champions, typically being benevolent, are recruited because of their knowledge of a given industry or the extent of their network in anthis industry. They are acting as interface between the region and the potential promoters that can establish a viable business in the area. Such a process may be long and audiences (clusters of potential promoters) may prove to be difficult to reach and seduce. Hence, support must be defined and help lines must be well documented.

For the purpose of this strategy, we will define chosen **audiences** for each recommended action, adding proposed **champions and costs** each step of the way to lead generation. The process will have to be repeated as actions become obsolete or as opportunities arise. Each time the process will have to be applied. For an example on how the process works with chosen actions, please refer to Section 5.1, 5.2 or 5.3.



For each pillar, the steering committee must therefore concentrate its efforts on targeting champions and promoters:



4.4 The necessary infrastructure: the pre-conditions

We established that the steering committee or the structure that is needed to manage the process will be concentrating its efforts on generating and managing a steady flow of qualified champions and promoters. In order to achieve this goal, a certain number of pre-conditions have to be met:

4.4.1 Officially identify the organization responsible for the implementation and management of the process

In order to meet the objectives, it must be clear to all stakeholders and to the population in general that the Attraction Strategy calls for the implementation of a process. For that to work it is imperative that a "one-stop-shop" exist where potential projects, actions, promoters and even champions can identify themselves.

4.4.2 Implement a "project/champion/promoter" registry

This registry is pivotal in the way the stakeholders will regard the whole process. Forms need to be designed to formally register champions that may come forward from time to time with specific ideas and projects. Too often, people are under the impression that a "good idea" expressed and tabled is "enough" and that by expressing it, they have done their duty. Of course, there is usually an important time gap between expressing an idea for a project – as good as it may be – to the realization of it.

The registry will therefore formalize the recruitment of both champions and promoters as they go. It will also allow for follow-up and project prioritizing. The registry must not be public but regular feedback or reporting back to the community is recommended. The registry must be "project-based" i.e. ranking should be done by type of project and its importance in regard to the pillars, rather than by availability of champion or promoter.

Conversely, it is the availability of champion or promoter that will determine the emphasis or the help provided to a given project. Finally, the form must be simple in order to provide maximum information without generating too much red tape. The proposed registry form can be found in Appendix 1.

In one pillar in particular (Academic Research & Development) we recommend that a special registry of research chairs, exclusively in pillar-related markets (health, arts, agricultural products, etc.) be developed from universities in the Maritimes, Québec and Ontario (with names of research chairs, date of creation, relation to local champions, etc). This registry will help in two ways; it will:

- Help identify real potential academic research initiatives that can be conducted locally; and

- Help to understand the complex relationships that exist for each project in this particular sector of activity. Research chairs are the tip of the iceberg of marketing/academic relations. Therefore, there is a "learning curve" in this pillar that needs to be undertaken prior to any aggressive action-based initiative.

4.4.3 Implement a lead generation and management system

Leads are the potential promoters or investors that can be attracted either by champions or by communication strategies initiated by the steering committee to realize a project. Of course, most ideas concerning actions and projects are generated from the community. The sequence in which one regards the process typically starts with a validated action, because it answers a need or because it is connected to an overall objective. It then moves to the active research for champions, promoters and investors (usually in this order).

But the implementation of a comprehensive lead management system, combined with an active communication strategy, will generally trigger a higher recognition of the region. If the communication strategy targets audiences rather than markets[11]and if the organization in charge is clearly identified, a solid lead management system should start to nourish itself.

An efficient lead management system must be internet-based with access restricted to chosen stakeholders. It must include a follow-up chart where pre-identified stakeholders have the right to make follow-up entries.

The system has to be simple and should include projects, promoters and investors leads.

In order to recommend in which direction the community must steer, one must consider the following criteria:

Locally:

1) The actual positioning of the sector in the local and regional economy (relation to pillar);
2) The strength of a given sector;
3) The expected growth;
4) The contribution of the sector to the diversification of the economic base;
5) The potential links of the sector to the actual economic structure;
6) The availability of training facilities to adequately support the future growth.

[11] Please refer to these respective definitions in Section 1.2

Outside the area:

1) The investment patterns of the major regional, national or international players in the sector;
2) The geographical movement of the specific industry.

We recommend a budget, coming from the municipality, solely dedicated to the lead generation system for the implementation of the internet-based system and the deployment of the shared information system. The cost of such a system may greatly vary depending on how sophisticated it needs to be. But most needed information related to this initiative does exist in different databanks. Therefore, a simple ACCESS or EXCEL based follow-up system would suffice. Building such a platform should not be very costly and can be developed locally.

4.4.4 Develop an internet-based, social media communication strategy

An additional consideration for the preparation stage is the branding of the region overall. In many respects, promotion or attraction for a regional economy is not fundamentally different than promoting a product. The region must understand its differentiators, its **unique selling points** (USPs), its general targeted audience, and the most effective message and media available to reach the audience for each project. These basic marketing principles apply equally to a product or a region's economic development promotional efforts.

Within the context of a regional economy, differentiation speaks to the fact that investors have many choices on where to allocate scarce investment capital. Effectively, different regions compete with each other for this capital. As such, it is important to provide the investor with comparative advantages for their region relative to others. Some examples of comparative advantages that are relevant to investors are access to skilled labour, the availability of low cost raw materials, quality infrastructure, and taxation levels or other financial incentives. Effective differentiation of a region provides the investor with a clear understanding of the compelling reasons why a given region should be favoured over others (USPs).

Moreover, the USPs will vary depending on the target audiences for the promotional efforts. It is not our purpose nor should it be the prerogative of the steering committee to define each project USP. This task belongs to each promoter. But it would be important to define a general USP, applicable across the three pillars that would quickly and easily inform each audience that a given communication comes from the region.

Lastly, recent advances in technology now provide site selectors as well as promoters and investors with several media by which to gauge their investments. More traditional media such as newsprint, brochures or trade shows participations are now augmented by digital media (mainly social media). Thus, careful consideration is required to choose the most effective medium or combination of media, as well as ensuring the consistency of the messaging across all chosen media.

In summary, it is critical to ensure that the region is adequately prepared for promoting the Attraction Strategy prior to its execution. This preparation includes ensuring that the regional infrastructure is actually conducive to new business investment, and also preparation of the correct image and positioning of the region so that potential investors will be attracted to the opportunities.

Attraction and promotion efforts constitute largely outbound marketing efforts by the region to potential promoters or investors. More specifically, these activities may include participation in relevant trade shows, visits to head offices of selected members of value-added chains, direct mail or e-mail campaigns targeting audiences, tweets, Facebook advertising, and of equal importance, networking.

As a lead generation vehicle, mass advertising is a misleading tactic. Given the rise in competition, and the correspondingly higher "noise levels", it requires increasingly large advertising budgets in order to be heard above the noise and clutter that dominates today's advertising media. This tactic is effective for generating leads and awareness when used over prolonged periods of sustained spending levels, and it is very expensive. For smaller firms or regions, it may consume the entire marketing budget. Unfortunately for many, advertising with a small budget is a less effective tactic relative to others that are available in the marketing mix.

Another effective tactic for consideration in the Attraction Strategy is networking. More specifically, this prospecting activity is not the exclusive domain of the steering committee. In fact, all key economic stakeholders in the community have critical contacts. These contacts must be leveraged collectively in order to maximize the value to the community as a whole. For example, local business leaders and politicians traveling outside the region are, in fact, ambassadors for the area to the outside world. These individuals should be armed with the same selling tools that the steering committee would have.

Testimonials are one of the best ways to attract foreigners (especially if you can use people testifying in their language). Success stories used in the same context are also very efficient. For Queens, English and French should prove to be sufficient considering the target audiences that we have.

Our recommendations are as follows:

- Develop a brand for Queens County; this will require a budget for a communication firm;
- Officially launch the initiative (giving it a personality, a start) always using social media;
- Develop a regular "status report" – tweet or blog – (i.e. once every week).
- Use internet (especially e-mails) to rapidly communicate with audiences (general and specific); Use the project/champion/promoter/investor data bank for recipient list; refine the reporters (specific for Academic Research, Health, or Arts & Culture) list on an as-you-go process;

- Engage each facility, research centre, significant business (especially hotels and resorts) in the communications strategy by asking them to reserve a small portion of their advertising effort to the “Signature” (for example, a reference in their website or a quarter-page advertising on their printed material);
- Develop a “Reasons to live, play and work in Queens” general one-pager to be distributed to significant stakeholders;
- Research for the “Queens Diaspora”, people that were born or pass a significant amount of time and are now spread across Canada (as a start). Mobilize them by asking them to identify potential promoters for chosen actions; this may require the production of material to explain, train and enroll these individuals.

5. Goals, Objectives and Action Steps

Sections 5.1 through 5.3 are short term goals. Please note that champions listed are recommendations only and have not been contacted in relation to the actions.

5.1 Goal 1: Health and Wellness

Develop and promote **HEALTH AND WELLNESS** opportunities as an integral part of the Queens County Attraction Strategy.

By creating a hub of health services and a centre of excellence, we will attract new residents, create new jobs, lay the foundation for attracting new ventures and realize the benefits of becoming a healthier community.

Objective: **Establish Queens County as a Centre of Healthcare Excellence.**	
Action #1	***Extend the collaborative care model that has been used to attract physicians***
Connection to goal/objective	Stakeholders in the Health and Wellness pillar, and others, have identified a desire to extend the physician attraction model to attract other health professionals.
Validation of action	This action will require a collaborative effort by a wide range of healthcare institutions and professionals since it broadens the reach of the physician attraction method for other healthcare professionals, including nurses, physiotherapists, senior care professionals, mental health professionals, and others. The proposed steps include (a) Document the collaborative model that has been used for physician attraction in QC (b) Assess this model (by way of student research project or other means); compare it to best practices elsewhere (c) Confirm it as a best practice (d) Form an ad hoc committee of health stakeholders to refine the model if need be, replicate it, and extend it to attract nurses, physiotherapists, continuing care assistants, and mental health professionals.
Recommended Champion	SSRHB and HWAT

Definition of audience	Interns, healthcare students and health professionals.
Cost of reaching target	A budget for marketing Queens County to interns and other healthcare students will need to be developed. ($2,000)
Time frame to reach target	8 months
Lead generation	HWAT to identify and generate leads
Identification of leads	HWAT to identify and generate leads
Promoter assistance	There is potential for a promoter within each discipline.
Investor search	This is a community-based human resources strategy and it is not anticipated that there are available "investors", however, the expanded hospital and proposed assisted living facility represent investment that builds the Centre of Healthcare Excellence in a physical sense.
Market survey assistance	To be determined once the ad hoc committee is formed.

Objective: **Develop an assisted living facility and strategy for a campus approach that supports aging in place.**	
Action #2	**Conduct a feasibility study, which will include a needs assessment, identification of a champion, preliminary costing and site recommendations for an assisted living project to be developed as part of an aging-in-place campus.**
Connection to goal/objective	Many stakeholders have identified a need for an assisted living facility. This is directly linked with the Health and Wellness Goal and the efforts in Action #3 to qualify the local market. The facility will help support attraction efforts for healthcare specialists, including physiotherapists and continuing care assistants.
Validation of action	Seniors are leaving Queens County to obtain assisted living accommodations elsewhere. Addressing gaps in the housing/service continuum can help seniors age in place. Opportunities exist for a private / non-profit partnership approach for establishing independent and enhanced living together with assisted living options. (See Appendix 2)
Recommended Champion	TBD
Definition of audience	This Action Step is to conduct a feasibility study, which will be conducted BEFORE an audience is

	defined.
Cost of reaching target	If approved, the feasibility study would be funded by CMHC.
Time frame to reach target	Complete feasibility study by August 31, 2013.
Lead generation	The feasibility study will serve as a lead generation tool; it will assess all available financing and investment options.
Identification of leads	TBD
Promoter assistance	Financing and investment options may determine one or more promoters.
Investor search	Private investment options or partnerships will be explored as part of the feasibility study.
Market survey assistance	Data to be identified, developed, assessed as part of the feasibility study and in concert with any demand statistics available through Action Step #3.

Objective: **Establish Queens County as a Centre of Healthcare Excellence.**	
Action #3	***Build Queens County's capacity to promote Health and Wellness.***
Connection to goal/objective	This is a potentially wide-ranging action that starts with a survey of Queens County residents. The primary goal is to qualify the demand for housing within RQM itself, and quantify demand changes anticipated within the next 5 years; not only by surveying the need for seniors' housing, but also to identify champions and other volunteers who might be interested in helping the Steering Committee with other aspects of the Attraction Strategy. Select aspects of the Community Health Plan might be surveyed at the same time. If the data is supportive, then an investor attraction strategy for new housing could be developed.
Validation of action	Housing needs for seniors, health professionals and researchers have been identified by stakeholders. If confirmed, housing needs within the community itself could be linked to vacant properties, a seniors housing strategy, and housing for health professionals and researchers. Communities across North America are emphasizing healthy communities and 'Smart Growth.' Defining Queens County as a healthy community, and focusing on Smart Growth principles, can then be tied directly with Action #1.

Objective: **Establish Queens County as a Centre of Healthcare Excellence.**	
Recommended Champion	The Region of Queens Municipality.
Definition of audience	The primary audience is QC residents themselves.
Cost of reaching target	If designed and administered by the Region of Queens staff, the only costs would be Survey Monkey registration ($250) plus hard copy materials and travel to reach residents who do not have computers / on-line access.
Time frame to reach target	6 months for the on-line survey and quantify local demand.
Lead generation	If local data is supportive, lead generation and identification would be identified as part of an investor attraction strategy.
Identification of leads	
Promoter assistance	TBD
Investor search	Implement once lead strategy is developed.
Market survey assistance	On-line survey of residents needed to qualify and quantify local demand. Use survey to probe interest in other aspects of the Attraction Strategy - volunteering for events, or selected long term actions such as the home stay program, etc.

5.2 Goal 2: Academic Research & Development

Promote **Academic Research & Development** as a tool to trigger new ventures in the industrial and commercial value chain that will increase value added jobs in the region.

Objective: **Develop academic research and related opportunities through cooperative efforts.**	
Action #4	***Define and document the scope, sites, locations, natural assets, facilities and research projects associated with the Biosphere.***
Connection to goal/objective	This action is a capacity building step that starts the process of actualizing the academic research action team and many of the ideas generated by the academic and research stakeholders.
Validation of action	A database defining all academic research assets is required, including contact info, scope, details, unique attributes, facilities, locations, and previous research projects hosted in Queens, to lay the foundation for academic research and strategic development of related opportunities. The database will also help other Attraction Strategy champions identify opportunities to link their actions to the academic research pillar.
Recommended Champion	Academic Research and Development Action Team. An individual must be named.
Definition of audience	Academic research development stakeholders and the other action teams are the primary audience. An inventory through university on-line directories and research chairs is the first step and would identify possible profile matches with proposed research projects involving the Biosphere or other research opportunities.
Cost of reaching target	This database should be achievable with a volunteer effort.
Time frame to reach target	8 months
Lead generation	This is a capacity building effort to help support future actions.
Identification of leads	Each lead would come from a thorough investigation starting with research chairs.
Promoter assistance	Promoters in this particular field must be teamed up with investors at an earlier stage of the process;

Objective: **Develop academic research and related opportunities through cooperative efforts.**	
	therefore, academic promoter assistance must be parallel with investor search. A budget may be required for this.
Investor search	Most likely, investors will be recruited through organizations that are already involved in research chair financing.
Market survey assistance	The database will be developed by way of survey of academic research stakeholders, sites, facilities, etc.

Objective: **Develop and Commercialize New Resource Based Products**.	
Action #5	***Undertake research into commercialization opportunities for haskap berries (as an example for any local food/agricultural product).***
Connection to goal/objective	This action could be scoped for any local food / agricultural product, but haskap berries were chosen as an example because **a potential promoter exists** (but no champion). Several opportunities exist to commercialize local products or products that can be grown locally. The choice of a particular product is largely based on the availability of easily identified promoters/investors or even champions. In this case, haskap berries have been grown in the Québec Lac-St-Jean region for almost half a decade now and the market is rapidly growing. Some producers have reached a certain maturity where: - They are looking for other growing areas; - They are looking for recipes/transformation/new products, etc. (i.e. value-add) This matches our objective.
Validation of action	The province of Saskatchewan seems to have a certain expertise in the matter, but it is in Quebec (in French, haskap berries are called *camérises)* that the culture seems to have reached marketable potential. **(See Appendix 3)**
Recommended Champion	A local grower interested in the product (or any related berry) should be the champion. Nova Scotia

Objective: **Develop and Commercialize New Resource Based Products**.	
	Agricultural College should be engaged in discussions with the steering committee and to identify a champion.
Definition of audience	Any producer of one or several of these berries. We already have identified Vegetolab (Mrs. Guylaine Lemieux) as our pivotal expertise in the Lac-St-Jean area. A contact with her shall be the first step to identify a potential promoter ready to expand their business in the Queens area. See www.craaq.qc.ca for more information on the readiness of some of the potential promoters in the area. (*Portrait des cultures fruitières indigènes et en émergence au Québec* – **in French only** – Indigenous Fruit Crops Emerging in Quebec)
Cost of reaching target	Champions will need to travel – A budget $2,000/year is needed.
Time frame to reach target	12 months
Lead generation	Two sources of lead generation: - The University of Saskatchewan (http://www.fruitfuladventure.ca/haskap.html); - Vegetolab (http://vegetolab.com/index_en.html).
Identification of leads	Meetings with the lead generators may trigger discussions with potential promoters, especially if we have previously identified two or three local growers that may have land/interest in growing the products.
Promoter assistance	Assistance shall be required from the Nova Scotia Department of Agriculture (http://www.gov.ns.ca/agri/). See their "Programs and Services" tab.
Investor search	Regional and provincial investors may include agrifood actual producers (leads may come from NSDA); National investors may come from agrifood producers as identified by the promoters that we will approach.
Market survey assistance	TBD

Objective: **Continue to promote the North Queens Technology, Business and Social Innovation Centre (NQTBSIC).**	
Action #6	***Promote the North Queens Innovation Centre to potential tenants and partners.***
Connection to goal/objective	Continue to develop capacity for local / rural technology and social innovation, including training. A wide range of partners has been identified and this project holds potential to expand the scope and reach of academic research stakeholder base. Moreover, this project holds several possibilities of ripple effect with Actions #4 and #5.
Validation of action	The NQTBSIC Feasibility Study identifies the value proposition and a wide range of interested partners. **(see Appendix 4)**
Recommendation of Champion	North Queens Board of Trade
Definition of audience	Audiences will be identified through the academic network, Board of Trade contacts and local community. Therefore, the same tools will be used as those displayed in Action #4.
Cost of reaching target	Implementation of the NQTBSIC feasibility study is assumed to be a volunteer effort**.**
Time frame to reach target	8 months
Lead generation	The creation of an innovation centre is usually largely conditional to a deep involvement by the surrounding community AND by a clear message sent by the scientific community from a larger area (in this case, at a provincial level at least). It means that the North Queens Board of Trade must also identify a champion from the Academic world – not necessarily from Queens to co-manage the potential audience reach.
Identification of leads	A predetermination of best ideas, originating from the champions will be requested.
Promoter assistance	It might require assistance to more than one promoter at the same time, since several possibilities exist. A budget to help promoters in this case would be required **Budget: $5,000.**
Investor search	Investment is mainly coming from public sources. We therefore have to "build a case" for best ideas as identified in *Identification of leads* step. This will be done when a serious promoter is identified.
Market survey assistance	TBD

5.3 Goal 3: Arts & Culture

Develop and promote **Arts & Culture** as a strong destination / attraction / investment tool.

Objective: **Establish a cooperative promotional / marketing centre for the arts.**	
Action #7	***Consider all options to expand and promote Queens County's niche arts festivals.***
Connection to goal/objective	Queens County's unique arts festivals have appeal with local, national and international market segments. The four identified arts festivals have positive economic impacts while providing support for artists and the creative economy.
Validation of action	Queens County operates in a competitive marketplace as an events destination. It can enhance and target the events marketplace by focusing on its niche, value-added arts events, ensuring they are well marketed on an annual basis. The Port Medway Readers Festival continues to expand. The International Theatre Festival has difficulty reaching wider market segments. Two niche music festivals (Hank Snow, Ukulele Ceilidh) are being held. A focus on building the volunteer base for these festivals, extending the shoulder season for tourism, collaborative marketing, and links with other pillars will help enhance Queens County's position as an events destination. (**see Appendix 5)**
Recommendation of Champion	Arts and Culture Action Team in coordination with Events Liverpool and QCAC.
Definition of audience	We have two major audiences: 1) The first one is composed of local promoters, already identified or not, who are actually looking at either expanding or working to tag along with an existing festival. In order to reach this audience, the Action #3 survey, or local advertising to the population in general or promotion to targeted local promoters already identified, are the best routes. 2) The second audience includes potential promoters from outside the area that might be looking for a suitable programming niche for their event. These potential promoters may be found regionally, provincially, nationally or even internationally. The search must be concentrated at the provincial level at first, expanding to larger levels as potential promoters are met. 3) A list is available at http://www.novascotia.worldweb.com/Events/

Objective: **Establish a cooperative promotional / marketing centre for the arts.**	
Cost of reaching target	This could be done by the members of ACAT without a large budget. **Budget $1,000**
Time frame to reach target	8 months
Lead generation	Among the members of the ACAT, a person should be identified to record names of potential promoters and/or events that could be judged as either complementary or pivotal for the niche we want to reinforce.
Identification of leads	A profile of best potential promoters should be established.
Promoter assistance	Might be requested at early stage.
Investor search	Some of the funding will come from public sources; therefore the strength of the connection between the promoter and such funding must be evaluated and constitutes one of the main criteria for sorting. Private advertising is more efficient when a series of events are connected together. It is the task of the champion to develop a common proposition and connect all events together to maximize private funding.
Market survey assistance	Market research on local, regional and international markets for the four niche arts festivals is needed, but should be addressed by the champion only if funding either from the promoter or from a public body is available.

Objective: **Build an Arts and Culture Virtual Branding for Queens County.**	
Action #8	***Build, promote and animate a joint virtual presence.***
Connection to goal/objective	In Arts & Culture, it is our belief that regrouping events and initiatives that will advertise, promote and animate a comprehensive regional "package" is the best way to increase the overall number of patrons.
Validation of action	The marketing battlefield is shifting to the virtual world. Strong presence in social media assures a stronger traffic to all events, increases the likelihood of finding promoters and target advertisers more rapidly. **(See Appendix 6)**
Recommendation of Champion	QCAC
Definition of audience	A small local private communication firm or an individual that can animate and promote an array of use in social media on a part-time basis.
Cost of reaching target	**Budget $2 500/year**
Time frame to reach target	2 years
Lead generation	Support tool but might also generate leads directly for promoters, or private advertisers.
Identification of leads	TBD
Promoter assistance	NA
Investor search	TBD
Market survey assistance	NA

Objective: **Waterfront Development– make use of existing waterfront parks to hold more events.**	
Action #9	***Promote the use of the Liverpool waterfront for festivals and events***
Connection to goal/objective	This action / objective responds to that identified by the arts and cultural stakeholders. If the 'event' includes tai chi, yoga classes or physical activity programming then this action is also connected to the Health and Wellness Goal. Otherwise the waterfront is an excellent outdoor venue for a wide range of arts and cultural activities.
Validation of action	The waterfront as its own destination could be enhanced if it were the location of more events and festivals. Opportunities in association with the niche festivals should be explored, together with Events Liverpool activities.
Recommendation of Champion	ACAT
Definition of audience	Local and regional artist community and members of the broader community.
Cost of reaching target	None
Time frame to reach target	12 months
Lead generation	Leads, and support for festivals and events, can be mobilized by finding new volunteers (Action #3), liaise with groups promoting arts and culture (QCAC) and HWAT for promoting physical activities on the waterfront.
Identification of leads	NA
Promoter assistance	A lot of promoters will be, by definition, artists and artisans that typically work alone. In some cases, they already have access to public funding. One of the tasks of the champion will therefore be to assist them in marketing their products.
Investor search	NA
Market survey assistance	NA

5.4 Long Term Objectives, Actions and Ripple Effects

Health & Wellness			
Objective	Chosen Action	Other Possible Actions	Ripple Effect
Establish Queens County as a Centre of Healthcare Excellence	*Extend the collaborative care model that has been used to attract physicians.* *Conduct a feasibility study for an assisted living facility.* *Build Queens County's capacity to promote health and wellness.*	Identify infill, vacant facilities (public, private, churches) and development sites in or near downtown Liverpool and in Caledonia.	Horizontal – short term but strictly organizational.
		Consult with and involve owners of vacant / under-utilized sites.	Vertical (three pillars) – mid-term few ripple effects.
		Test the marketing approach at a networking meeting with property owners and local realtors.	Vertical (three pillars) – mid-term few ripple effects.
		Target property developers with on-line tools, invitational tours, RQM road trips, one-on-one meetings and traditional marketing materials.	Vertical (three pillars)- strictly organizational.
		Link the Health and Wellness Goal with the QC Municipal Planning Strategy. Include Complete Streets policy, active transportation, and other Healthy Community policies, that help integrate the Health & Wellness Goal with the municipal planning strategy.	Horizontal – long term – organizational.
		Any initiative on retreats (there exists a large array of audiences from local to international markets).	Horizontal – Spas and related retreats – connection to existing hotels or resorts. Vertical – Retreats specialized for academic research & development – long term – could lead to Academic research tourism or significant investment in other hotels or

Health & Wellness			
Objective	Chosen Action	Other Possible Actions	Ripple Effect
			restaurants.
		Develop a facility to house young health care specialists.	Horizontal – mid-term Vertical (academic research) – long term.
		Develop a tourism promotion strategy linking Health and Wellness and Biosphere to those with disabilities and other healthcare tourism. Engage the private sector and ensure accessibility of all public spaces.	Vertical (Academic research & development) - long term – definition of audiences. Potential ripple effect with Arts and Culture.
		Develop a campus approach to health care for the elderly.	Horizontal – long term Vertical (three pillars) – increase job pool - long term.

Academic Research & Development			
Objective	Chosen Action	Other Possible Actions	Ripple Effect
Develop Academic Research and related opportunities through cooperative efforts.	*Define and document the scope, sites, locations, natural assets, facilities and research projects.*	Various specific initiatives that will derive from the assessment – determination of audiences and markets (mid and long term).	Horizontal – large ripple effect but long term. Vertical (creating a demand for rooms and food services and therefore jobs).
		Connect with other researchers and institutions, target those who are, want to be and should be involved or connected.	Horizontal – mid to long term – requires studies of possible research & development facilities to be created and/or expanded; requires the establishment of a Queens scientific network as an antenna – demands large resources – should be broken down in smaller pieces.
		Develop homestay program for North Queens Rural High School, while continuing to maintain international student capacity at Liverpool High School.	Scientific mentoring, voluntourism, involvement in Biosphere research projects should be of interest and value to international students interested in science. Knock-on effect of family visitations can be tied to Arts and Culture and certain longer term Health and Wellness objectives and actions.
		Promote and advocate for the Dark Sky Preserve.	Horizontal – may trigger research centres or facilities – long term. See comment for niche markets Vertical – see comments for niche markets.
Develop and Commercialize New Resource-Based Products	*Undertake research into commercialization opportunities associated with haskap berries.*	Explore ideas to enhance Community Forest.	Niche market
		Establish Food Forest link with NSCC.	
		Explore commercialization of	Horizontal – Any initiative in the

Academic Research & Development			
Objective	Chosen Action	Other Possible Actions	Ripple Effect
		green crabs, blueberries, mushrooms, organic food and other local products.	development of food products requires the identification of a champion and/or a promoter. Although we do not have a champion for haskap berries, we have identified a potential promoter in Québec. Therefore, we have chosen this action to illustrate the process with a real potential promoter/investor who is actually interested in expanding his business in other provinces. Since this promoter already has a distribution network (for haskap berries and blueberries), knows the value chain of haskap berries, we believe that this is a good start for expansion (short term) of the product locally. The same reasoning applies for other potential products (green crabs in particular). Vertical – 2nd tier transformation is possible (creation of jobs – long term).
North Queens Technology, Business and Social Innovation Centre	*Promote the NQTBSIC to potential tenants and partners.*	Promote a culinary tour of local specialties.	Horizontal – attracts customers – mid-term. Vertical – creates a demand – invites potential promoters – could be link to festivals and arts & culture tours.
		Identify, explain and structure the knowledge about local products.	Vertical – commercialization of different products – identification of audiences.

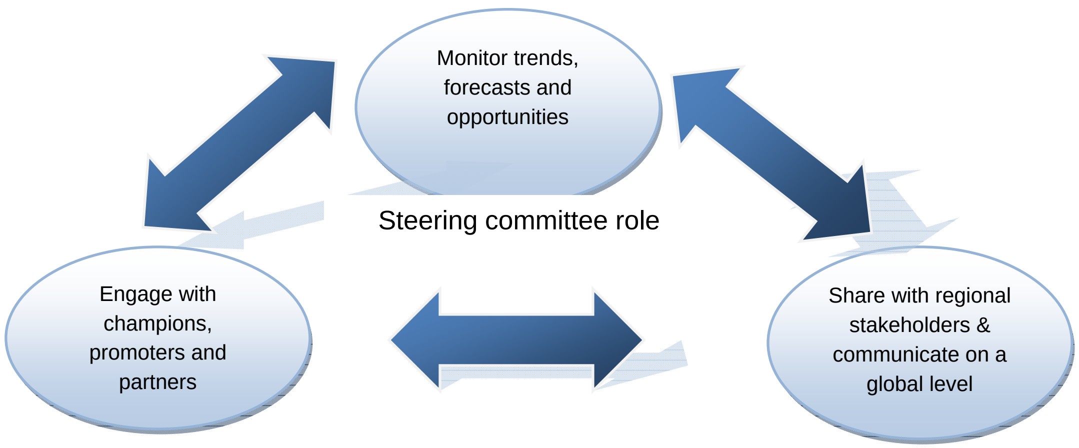
Arts and Culture			
Objective	Chosen Action	Other Possible Actions	Ripple Effect
Establish a Cooperative Centre for the Arts	*Consider all options to expand QC's niche festivals.*	Every initiative to create a festival or expand an existing one is a possible related action (depends largely on rapid enrolment of champions/promoters).	Horizontal – increase the number of visitors and cross-utilization between events. Vertical (creating a demand for rooms and restaurants).
		Develop cooperative marketing, promotions, mentoring, product development, and showcases; export development and sales of arts products and services. Host these programs at existing locations.	Horizontal – increase the number of visitors – demands a long-term organization and commitment.
		Develop the strategic capacity of RQM and QCAC in creative economy development through knowledge exchange.	Vertical – expand to Research & Development – long term.
Waterfront Utilization – make use of existing space(s) for more events and activities	*Promote the use of Liverpool waterfront for festivals and events.*	Encourage bike lanes and multi-use recreational trails connecting urban and rural locations.	Horizontal – long term. Vertical (Health and Wellness)-organizational.
		Conduct a preliminary design study to determine a 5-year capital and operating plan – walkability, inter-connectivity of downtown, waterfront, and rural trail networks.	Horizontal – long term – public funding required.
		Enhance connectivity (urban-rural and downtown Liverpool-waterfront).	Horizontal – organizational – public funding requirements.
Build and Arts & Culture Virtual Branding for Queens County	*Build, promote and animate a joint virtual presence.*		

6. Monitoring the Process: Performance Measurement Methods

How do we ensure that the actions and objectives are all moving in the right direction while making sure that external factors, upon which the region has no control, are not interfering with the chosen measurement method?

There is no ideal method to ensure a perfect result and the proposed tools are recommended as an effort towards isolating and measuring the impacts made by the community. Regular economic indicators such as unemployment rates, job creation, housing or commercial development figures are considered imperfect because such indicators are dependent upon too many variables, most of which often originate from a larger scale than the region.

Another factor relates to the role of the team that spearheads the initiative. Measuring their performance is not about "killing the messenger" but rather to adjust and proactively react to the ever-changing economic environment.



To monitor the output by the steering committee (or the responsible organization), we recommend the following measures (per year):

- Number of entries in the registry;
- Number of files positively or negatively closed (ratio on total number of files).

Also we recommend a yearly report stating the following statistics:

- Investment dollars to successful files;
- Job creation directly related to the initiative;
- Population increase.

7. Marketing Plan

Most of our recommendations (Section 8 in particular) are actions steps towards the implementation of the marketing plan dedicated to the attraction strategy. In this section, we are adding suggestions that tie an overall marketing strategy together with the attraction strategy. In other words, the attraction strategy, although important, must be viewed as a portion of a "bigger picture". Initiatives within it must be coherent with the development of a new image that the region is trying to convey to both internal and external markets.

7.1 Determine a Unique Selling Point (USP)

The USP defines what the image building will be for Queens over the next several years. It also leads to a "branding" of the region that must be applicable to the attraction strategy itself as well as for other purposes and users.

- Firstly, industrial, commercial, residential and tourism markets will need to use the same USP with different angles, but it needs to be coherent;
- Secondly, the USP must come from the consensus generated by the pillars, so it must use a strong image of the region as accepted by stakeholders during the consultations conducted overtime. The words and expressions **Health & Wellness, Academic Research & Development and Arts & Culture** must be present in the definition of the USP;
- Thirdly, it needs to be a short number of words to be grasped by any user, reader, viewer that will see it;
- Fourthly, it should be controlled by a single entity. This is the difficult part, as each organization has its own way of promoting itself and generally prefers to have sole control of its image.

<u>We suggest:</u>

- To identify the three major "image generators" of the area (who is advertising the most – i.e. tourism, arts, etc.);
- To propose a "tag-along" marketing strategy. The developed USP should be integrated with private initiatives;
- To brainstorm on a "Queens signature line" that pleases all the stakeholders.

<u>Some branding suggestions to discuss:</u>

- Queens: Thriving Health
- Queens: Body, Soul and Health

7.2 Social Media Campaign

Most of the actions in Section 8 are built on the assumption that the main marketing driver of any sustainable marketing, advertising or publicity campaign for Queens will be social media. Beyond the fact that social media channels are becoming increasingly important in the communication world, they are an effective and less costly way of reaching specific markets.

In economic development, the rise of social media makes attraction strategies such as this one affordable and efficient. As we target specific audiences, sometimes composed of less than 100 individuals, the only efficient way of reaching them is via social media.

<u>We suggest:</u>

- That the social media strategy described in Recommendation #3 (Section 8) be proposed to other stakeholders to enrich and diversify it; in particular, blogs should be coordinated and tag-alongs advertising should be systematically suggested to private businesses in the area – web sites and printing material;
- The three major "image generators" will contribute to this coordination effort.

7.3 General Target Markets

We discussed earlier that for the purpose of the attraction strategy, efficiently reaching audiences[13] of small magnitude is one of the main performance measurements of the success of the efforts deployed. We suspect that for the purpose of a more extensive general marketing strategy, target markets would also be relatively small.

In other words, even for specific events or tourism packages, an upstream effort to better target specific markets would help target the real potential customers. The use of social media would then be a more efficient means to attract more patrons to such events or activities.

<u>We suggest:</u>

- To seek profiles of previous patrons to existing events or activities;
- To match such profiles with markets where they live (Statistics Canada or Compusearch research);
- To reach them through social media channels (e-mails, flickr, blogs, Twitter, etc.).

[13] See definition in section 1.2

7.4 Development and Implementation Cost

In the suggestions proposed in this section, development is the most expensive. A successful branding exercise may cost $15,000 to $25,000 to come to a professionally developed and agreed upon brand. Other than that, the implementation of social media is costless but requires good organization.

- Knowledgeable and capable bloggers have to be identified;
- A tag-along campaign must be spearheaded by an individual or organization;
- Facebook pages and websites must be regularly updated;
- Target market profiles have to be defined and researched;
- Major “image generators” must be entertained and mobilized over time.

Successful branding takes time and persistence to be positioned properly and implemented.

We suggest:

- The same organization responsible for the implementation of the attraction strategy be appointed as the responsible entity for the overall marketing effort.

8. Conclusion and Recommendations

The following table captures the main recommendations, their budget impact and time frame:

Overall recommendations	Recommended Budget[14]	Timeline ideally completed by...
#1: Implement a "projects/champions/promoters/investors" registry	No impact	2013-03-31
#2: Implement a lead generation and management system	$5,000	2013-03-30
#3: Implement an internet-based, social media communication strategy ▪ **Name an organization responsible for the initiative;** ▪ **Develop a brand (a USP); this will require a budget to hire a communication firm;** ▪ **Officially launch the initiative (giving it a personality, a start) using social media;** ▪ **Develop a regular "status report" – tweet and/or blog – (once every week). Refine the reporters (specific for Academia, Health, or Arts & Culture) list on an "as-you-go process";** ▪ **Use internet (especially e-mails) to rapidly communicate with audiences (general and specific); Use the project/champion/promoter/investor data bank for recipient list;** ▪ **Encourage facilities, research centres, significant businesses (especially hotels and resorts) to support the "signature" by asking them to incorporate the brand in a small way in their advertising effort (for example, a reference in their website or a quarter-page advertisement on their printed material);** ▪ **Develop a "Reasons to live, play and work in Queens" general one-pager to be distributed to significant stakeholders;**	$5,000 for signature development. Existing communication related budget re-routed	Implementation and signature 2013-03-31 All others: on-going

[14] This is the calculated impact to promote, find and entice promoters and/or investors on budget NOT the cost of doing an actual project. This cost is expected to be undertaken by the responsible organization.

▪ **Research the "Queens Diaspora", people that were born or spent a significant amount of time in Queens and are now spread across Canada (as a start). Mobilize them by asking them to identify potential promoters for chosen actions; this may require the production of material to explain, train and enroll these individuals.**		
SUB-TOTAL	***$10,000***	
Chosen actions		
Action 1: Extend the collaborative care model that has been used to attract physicians.	$2,000	2013-08-31
Action 2: Conduct a facility feasibility study, which will include a needs assessment, identification of a champion, preliminary costing and site recommendations for an assisted living project to be developed as part of an aging-in-place campus.	No impact	2013-08-31
Action 3: Build Queens County's capacity to promote Health and Wellness.	$250	2013-06-30
Action 4: Define and document the scope, sites, locations, natural assets, facilities and research projects associated with the Biosphere.	No impact	2013-06-30
Action 5: Undertake research into commercialization opportunities associated, for example, with haskap berries. Budget allocation is for one year only.	$2,000	2013-06-30
Action 6: Promote the North Queens Innovation Centre to potential tenants and partners.	$5,000	2013-08-31
Action 7: Consider all options to expand and promote Queens County's niche arts festivals.	$1,000	2013-06-30
Action 8: Build, promote and animate a joint virtual presence.	$5,000 ($2,500/year)	2014-12-31
Action 9: Promote the use of the Liverpool waterfront for festivals and events.	No impact	2013-12-31
SUB-TOTAL	**$15,250**	

Performance measurement recommendations		
Action 1: To monitor the day-to-day output by the steering committee or the responsible organization, we recommend the following measures (per year): ▪ **Number of entries in the registry;** ▪ **Number of files positively or negatively closed (ratio on total number of files).** **Also we recommend a yearly report stating the following statistics:** ▪ **Investment dollars to successful files;** ▪ **Job creation directly related to the initiative.**	No impact	2013-12-31
TOTAL PROJECTED BUDGET	**$25,250**	**2 Years: 2013-2014**

Ideally, one full-time resource person should be dedicated to oversee the Attraction Strategy. It is important that the Municipality, Steering Committee, and ultimately the champions consider the implementation of the Attraction Strategy from the human resource perspective of the Department of Economic Development itself. From this perspective and assuming that departmental human resources are already fully maximized then:

- What current staff activities might be dropped or considered redundant in light of the scope, urgency and potential associated with the Attraction Strategy?
- The core stakeholders need to be aware of the demands being placed on both staff and volunteers.
- The number of actions being promoted in the Attraction Strategy at any given time, their priorities overall, and phasing options or opportunities.
- Opportunities to strategically augment staff functions (i.e. summer students).
- Participation by key groups who might be able to assist champions, especially if those groups have a “pillar-specific” mandate.
- Training of “champions” in terms of their role and ability to effectively mobilize.

Appendix 1: Example of a registry form

Date: (date of registration)	BY: contact info (connection to project, i.e. potential champion, promoter, investor, other)	
Project title		
Project description		
	Comments and discussion	Notation
Connection to pillar	Criteria: Very much connected – strong possibility of manufacturing, strong possibility of horizontal or vertical spread	/25
Job creation	Criteria: Quality and quantity	/25
Other pertaining elements	List	/10
Champion	Contact info	/10 (level of involvement – 10 being highest)
Promoter	Contact info	/10 (level of involvement – 10 being highest)
Investor	Contact info	/20 (level of involvement – 20 being highest)
TOTAL		/100
Follow-up by:	Name of person responsible within the organization	

Appendix 2: Goal 1, Action 2

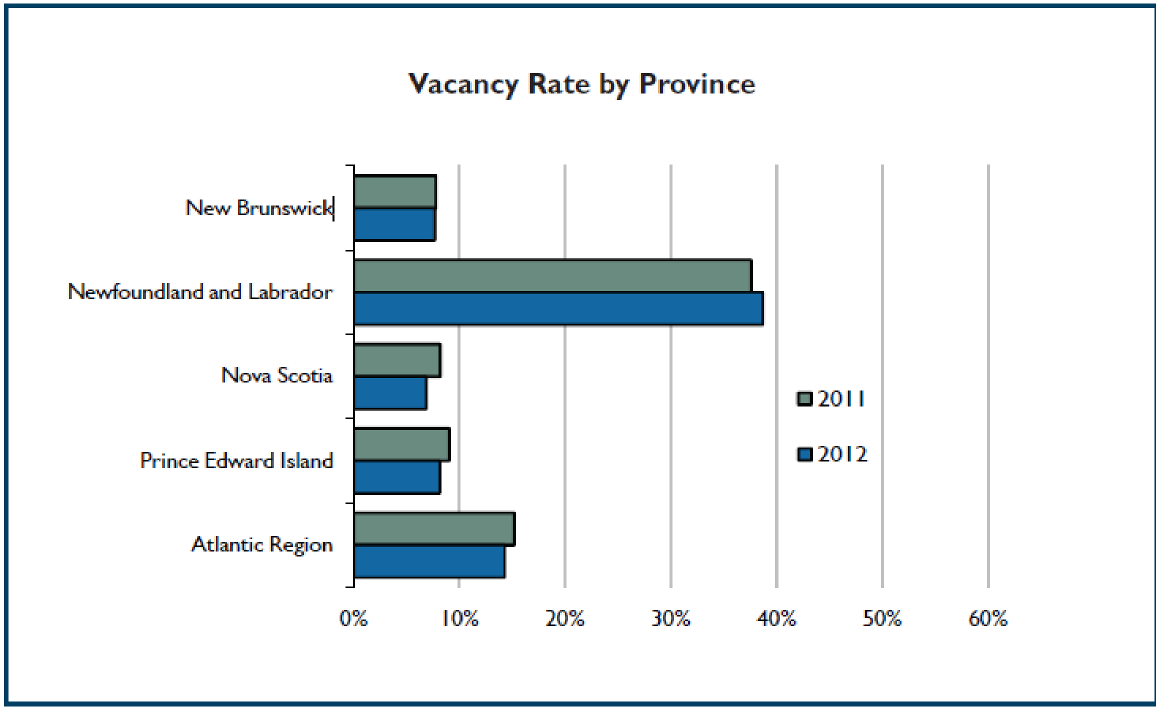
From Senior's Housing report – Atlantic – CMHC – 2012.

The National Senior's Housing Survey is an annual survey conducted by Canada Mortgage and Housing Corporation. In Atlantic Canada, the 2012 survey included 144 structures that fit the established criteria and where management was willing to participate in the survey. These 144 structures contained 6,815 spaces (1,189 places in NS).

There are three criteria for the survey:

1. majority of residents in the facility must be 65 years of age or older.
2. residence must offer an on-site meal plan.
3. residences must contain at least five units.

The survey, however, excluded facilities in which heavy care (heavy care is 1.5 hours of care or more per day) was mandatory. For this reason, nursing homes and long-term care facilities were not included in the survey. A standard space is a space that is occupied by a resident who receives a standard level of care (as opposed to heavy care) of less than 1.5 hours per day. A non-standard space includes spaces that provide heavy care; spaces offering respite (temporary/short-term) accommodation, or offer below market rents or subsidized rents.
In Nova Scotia, rates declined from 8.2 per cent in 2011 to 6.9 per cent in 2012.



Nova Scotia:

- ☐ 1,189 spaces
- ☐ vacancy rates of 7.2 %
- ☐ 34 residences and 1,207 residents
- ☐ Estimated population aged 75 +: 70,800
- ☐ Capture rate: 1.7 (The capture rate is the proportion of the population aged 75 and over living in the survey universe).

Southern Nova Scotia and Annapolis Valley:

- ☐ 502 spaces
- ☐ vacancy rates of 10.2%
- ☐ 19 residences and 517 residents

1.4 Universe, Number of Residents Living in Universe and Capture Rate (%)
Atlantic Region

Province	Total Number of Spaces	Overall Vacancy Rate		Number of Residences	Number of Residents	Estimated Population Aged 75+[1]	Capture Rate[2] (%)
		2011	2012				
Newfoundland and Labrador	2,411	18.5 a	17.0 a	50	2,002 a	34,000	5.9
Avalon Region	964	15.5 a	16.3 a	20	807 a		
Central & Eastern Region	845	19.2 a	17.1 a	18	701 b		
Labrador & Western Region	602	22.7 a	17.9 a	12	494 a		
Prince Edward Island	1,163	6.9 b	7.4 a	27	1,081 a	10,700	10.1
Kings & Prince County	498	11.4 c	8.8 a	12	458 a		
Queens	665	4.0 c	6.3 a	15	623 a		
Nova Scotia	1,189	8.7 a	7.2 a	34	1,207 a	70,800	1.7
Halifax	501	5.6 a	3.2 a	8	514 a		
Northern NS & Cape Breton	186	12.3 c	9.6 b	7	176 a		
Southern NS & Annapolis Valley	502	9.8 a	10.4 a	19	517 a		
New Brunswick	2,052	6.8 a	7.3 a	33	++	56,000	++
Northwest, Northeast & Central Region	555	8.7 a	12.6 a	13	501 a		
Southwest & Southeast Region	1,497	6.3 a	5.3 b	20	++		
Atlantic Region	**6,815**	**11.5** a	**10.7** a	**144**	**6,282** b	**171,500**	**3.7**

[1] Source: Statistics Canada, Population Projections for Canada, Provinces and Territories, 2009-2036, Scenario 3.
[2] The capture rate is the proportion of the population aged 75 and over living in the survey universe.

3.1 Average Rent ($) of Standard Spaces by Unit Type
Atlantic Region

Province	Ward/Semi-Private		Bachelor		One Bedroom		Two Bedroom		Total	
	2011	2012	2011	2012	2011	2012	2011	2012	2011	2012
Newfoundland and Labrador	1,708 a	1,786 a	**	--	2,134 a	2,154 a	--	**	1,967 a	2,005 a
Prince Edward Island	2,047 a	2,033 a	2,154 a	2,608 a	2,437 b	2,810 a	--	**	2,142 a	2,500 a
Nova Scotia	**	**	2,263 a	2,368 a	2,436 a	2,579 a	1,728 a	1,749 a	2,251 a	2,355 a
New Brunswick	**	**	1,918 a	2,061 a	1,491 a	1,727 a	1,639 a	2,089 b	1,593 a	1,810 a
Atlantic Region	**1,841** a	**1,893** a	**2,108** a	**2,411** a	**1,918** a	**2,079** a	**1,694** a	**2,039** a	**1,921** a	**2,120** a

The following units are excluded from the table above: non-market/subsidy units; respite units; and, units where an extra charge is paid for Heavy-care (1½ hours or more of care).

Queens population profile

The county-wide share of seniors, and growth rates of Queens seniors exceeds the provincial percentage.

	2001	2006	2011	% increase 2001-2011	% increase 2006-2011	NOVA SCOTIA 2011
55-64	**1480**	**1810**	**1945**	**+31.4%**	**+7.5%**	**137385**
% of pop	*12.65%*	*16.2%*	*17.8%*			*14.9%*
65-74	**1095**	**1155**	**1400**	**+27.85%**	**+21.2%**	**85315**
% of pop	*9.4%*	*10.3%*	*12.8%*			*9.3%*
75+	**1035**	**1030**	**1065**	**+2.9%**	**+3.4%**	**68055**
% of pop	*8.85%*	*9.2%*	*9.8%*			*7.4%*

From Jules Hurtubise, Residential expert in Quebec

One of the most popular indicators used by housing specialists is the capture rate. It gives information on the proportion of the population aged 65 and over or 75 and over with regards to the available spaces in senior homes.

Considering the existing residences and residences under construction, we can usually qualify the market as being well-balanced if the capture rate is at about 10 % for the population aged 65+ or 20 % for the population aged 75+. If the rate is inferior, we can interpret this as a good sign to implement new residences. Therefore, either construction or extension must be anticipated. When the ratio is superior, it doesn't mean that the market is saturated but, the market favors existing residences and specializations.

In 2011, Queens County should count between 213 and 247 spaces to accommodate seniors. We consider a capture rate of 10 % (for the 65+) (i.e. 2,465 people ages 65+ in 2011 x 10% = 246.5 units) or 213 units if we use the 20 % capture rate for the population aged 75+ (i.e. 1,065 x 20 % = 213 units). By looking at projections in 2016 and 2021, what should the number of units be?

Queens Continuing Care facilities include:
- ☐ **Queens Manor**, located in Liverpool, is a 60-bed long term care home with active outreach service and one respite bed.
- ☐ **North Queens Nursing Home** in Caledonia is a 42 bed facility with two respite beds.
- ☐ **Hillsview Acres Home for Special Care** is situated on a large parcel of land with a picturesque country setting in Middlefield, halfway between Liverpool and Caledonia on Highway 8. It is a Residential Care Facility offering Level 1 care, with 29 beds.

- ☐ In addition, there are a number of privately-owned seniors' homes as well as some planned development for new rental units for those able to enjoy more independent living.

From The Economic Impact of Assisted Living, Professional caregiver, March 2008.

The study notes that "assisted living comes in many shapes and sizes," as we all know. But as you read the number below, it is important to note that for the purposes of the study, Moore Diversified Services focused on larger assisted living facilities. The researchers defined a "typical" assisted living facility as one with a capacity of 80 residents. As a result, numbers like average occupancy, total number of facilities, and annual revenue are not applicable to small residential care facilities, such as the common 6-bed facility.

With that said, the study found that "the economic impact of assisted living on both the local and national economy is clearly substantial"; a finding supported by some impressive financial numbers:

- ☐ Estimated number of assisted living communities (that fit the study's "typical" profile): 10,500 – this is a very conservative estimate
- ☐ Number of resident units at an average of 80 units per community: 840,000
- ☐ Average occupancy rate: 93%
- ☐ Average monthly services fee: $3,550
- ☐ Typical annual revenue: $3.2 million
- ☐ Total annual gross revenue for the industry: $33.1 billion
- ☐ Total employment: 420,000 jobs (Full-Time Employee equivalents)
- ☐ Total annual wages and salaries: $10.6 billion

Impacts for Queens

Will help support attraction efforts for healthcare specialists, including physiotherapists and continuing care assistants, also, with Queens Manor's current international efforts.

- ☐ Estimated number of Continuing Care facilities in Queens: 3
- ☐ Number of resident units : 130
- ☐ Average occupancy rate (Southern NS): 90%
- ☐ Average monthly services fee: $2,355
- ☐ Typical annual revenue: $275,535

If we consider that Queens County should have between 213 and 247 units (we can use 230 units):

- ☐ Number of resident units : 230
- ☐ Average occupancy rate (Southern NS): 90%
- ☐ Average monthly services fee: $2,355
- ☐ Typical annual revenue: $487,485
- ☐ Difference of : + $211,950

Employment, wages and salaries are also significant economic benefits when using assisted living to extend the continuum of care for seniors and support aging-in-place.

Appendix 3: Goal 2, Action 5

Budget for Haskap Berries (selling price 3$/kg)

Year	Revenue ($)	Total costs ($)	Margin ($)
Preparation	0	2,680	-2,680
Plantation	0	16,707	-16,707
Implantation	0	1,406	-1,406
1st harvest (25%)	6,000	8,628	-2,628
2nd harvest (55%)	13,200	10,084	+3,116
3rd harvest (85%)	20,400	16,636	+3,764
4th harvest (100%)	24,000	16,636	+7,364

Source: MAPAQ

Budget for Haskap Berries (selling price 5$/kg)

Year	Revenue ($)	Total costs ($)	Margin ($)
Preparation	0	2,680	-2,680
Plantation	0	16,707	-16,707
Implantation	0	1,406	-1,406
1st harvest (25%)	10,000	8,628	+1,372
2nd harvest (55%)	22,000	10,084	+11,916
3rd harvest (85%)	34,000	16,636	+17,364
4th harvest (100%)	40,000	16,636	+23,364

Source: MAPAQ

Yield anticipated

Year	Area (acres)	Yield (kg/acre)	Percentage (%)
Preparation	1.00	None	0
Plantation	1.00	None	0
Implantation	1.00	None	0
1st year of production	1.00	2,000	25
2nd year of production	1.00	4,400	55
3rd year of production	1.00	6,800	85
4th year of production	1.00	8,000	100

Source: MAPAQ

Comparison with other berries or small fruits

$/acre	Preparation and implantation	Revenue ($)	Total costs ($)	Margin ($)
Strawberry	6,950	40,400	15,800	24,600
Raspberry	7,330	33,400	12,500	20,900
Blueberry	16,300	33,600	3,200	30,400
Saskatoon berry	17,486	24,000	9,772	14,228
Dwarf berry	18,032	53,333	21,489	31,844
Haskap berry	20,793	40,000	16,636	23,364

Haskap Nova Scotia

General information:
http://www.lahaveforests.com/lahave-natural-farms/haskap-berry.html
Haskap Leaflet: http://www.lahaveforests.com/assets/files/Haskap_Brochure.pdf

Soil information:
Soil test: http://www.lahaveforests.com/soil-health/test-your-soil.html
Interactive soil analysis (excel spreadsheet): http://www.lahaveforests.com/haskap/docs/soil_analysis.xls

Growing environment and conditions: http://www.haskapnovascotia.com/growing.htm
Interactive Haskap Orchard financial model (excel spreadsheet): http://www.lahaveforests.com/haskap/docs/acre_haskap_model.xls

Appendix 4: Goal 2, Action 6

Feasibility Study - North Queens Technology, Business and Social Innovation Centre, Richard Lane, February 2012

1. Investigation of Best Practices

- Many research papers and articles on the role of Innovation Centers in rural development;
- Other literature searches found an increasing trend in the use of the term "Social Innovation" with regards to the establishment of "Innovation Centres" (i.e. Centre for Social Innovation in Toronto, Hub in Halifax);
- The Bright Side Studio in Lunenberg is a private venture that provides shared space with access to the internet and some office facilities;
- Telecenter concept (from UK, Ireland and elsewhere);
- The Nova Scotia Community Access Program was designated to assist communities to establish public Internet access sites to train local citizens to make use of information technologies for social and economic benefit to the individual and to the community.

2. Needs Assessment

- Community consultation
  - Face to face group meetings
  - Paper-based and online questionnaire
  - Web-based information
  - Social networking

- Analysis of questionnaire results
- Business consultation
- Organizations consultation

3. Recommendations

- There is a need for a training and meeting facility and many important organizations would be supportive of the Innovation Centre project;
- Caledonia would make for an excellent pilot project of a small, rurally-oriented Innovation Centre;
- Not clear how the Center could be funded initially or if it could be sustainable;
- Innovation Centre might best concentrate its efforts working with organizations such as South Shore Opportunities;
- The study recommends the adoption of the optimistic outcome for the digital citizenship concept.

What are the benefits of the Innovation Centre in particular the Business Incubator?, Innovation Centre Sunshine Coast

Business Incubators offer start up businesses a far higher chance of survival. In research conducted by the National Business Incubation Association, it was found that 87 per cent of businesses who complete the Business Incubation Program succeeded compared with the large numbers who fail in the outside business world.

Other benefits include the vast network of contacts that you will meet, network and often conduct business with. Many of these relationships are developed through regular networking events put on by the Innovation Centre which are a chance for the businesses based here to network with students and staff of the University and also the wider business community from the Sunshine Coast and Brisbane.

Due to all the benefits received in one combined package, tenants also receive a lower total cost of operating, than what would be outlaid to have an office elsewhere. This helps with cash flow and lowers outputs to create more revenue for the business.

The efficiency and effectiveness of the running of businesses is often assisted by the high speed fibre connection resulting in high speed internet and large downloading capacity.

Small businesses are able to look more professional and established due to the first class meeting room facilities available to book and use whenever needed. These, along with the shared reception facilities, allow companies to put forward a very professional and seamless delivery of their products or service to clients.

Appendix 5: Goal 3, Action 7

Here are some of the impacts of expanding and promoting arts festivals:

- Generating wealth and employment;
- Enhancing local image and identity;
- Generating and sustaining audiences;
- Create return visits, i.e. percentage of the audience would be more likely to attend other events in the future;
- Impact on local business.

There are several studies that prove the economic impacts of holding arts festivals in a community and establishing an arts centre:

- ☐ Economic Impacts of 97 Festivals and Events Funded by the Ontario Trillium Foundation, the Ontario Arts Council and the Ontario Cultural Attractions Fund;
- ☐ Economic Impact and Need Analysis Study for a Performing Arts Centre in Ajax/Pickering Area;
- ☐ An analysis of the economic impacts of Ithaca's Light in Winter Festival, Jessica Clare Daniels, August 2007.

Nova Soctia Music Week - Economic impact assessment, January 2011

The following indicators summarize the economic impact of the Nova Scotia Music Week in 2010:

- In 2010, 98% of attendees to Music Week were from outside of Yarmouth County.
- People from out of the County were mostly from Nova Scotia (92%), with the remainder coming from other parts of Nova Scotia (5%), other parts of Canada (1%) or international (2%). It is estimated that 734 registered delegates came from outside of Yarmouth County in addition to the 3,500 local participants.
- The typical visitor to Yarmouth County spent an average of 3.5 nights on their trip, with an average trip expenditure estimated to be $443.77 per person. Most money was spent on accommodation, food and beverage, and on car rentals and vehicle expenses. The total spending in Yarmouth County from out of county visitors was $325,700.
- The organizers of the festival were responsible for producing and marketing the event as well as the cost of obtaining the entertainment. These expenditures totaled $212,700.
- The combined operations and visitors expenditures were $539,000.

- These expenditures supported $469,000 in wages in salaries in the Province with 18.6 full year jobs. 15.5 jobs were supported by the music week events in the Yarmouth County, with wages and salaries of $330,000.
- Prior to the event, the net economic activity increased by $661,000 (GDP) in the Province.
- The event produced revenues of $273,300 in Nova Scotia coming from federal, territorial and municipal taxes.
- The event had a total economic impact of almost $1.3 million through Nova Scotia in industry output.

Economic impact Celtic Colours International Festival, 2011

- The Celtic Colours Festival is recognized as a major contributor to the Cape Breton Economy. The festival strengthens the tourism season and heightens the national and international awareness of the arts and culture sector of Cape Breton Island. The estimated economic impact is approximately $15 million annually.
- The economy of the island has been in decline since the early 90's and it experienced an out-migration of the population. The Celtic Colours Festival contributes to increase the economy of the island by enhancing tourism and arts and cultural industries.
- A new marketing strategy coming from the Enterprise Cape Breton Corporation (ECBC) based on new technology and social media helped to attract more international visitors to the festival. The Entreprise Cape Breton Corporation (ECBC) will assist in the operation with $900,000 for the next three years, in recognition to the major role of the festival in the tourism industry.
- Also, the festival extends tourism season through the fall which has become the busiest period of the year for the past several years.
- Thousands of visitors from around the world traveled to Cape Breton each year to discover Celtic music and the creativity and diversity of the island. A survey tells that more than 66% of the off-island visitors came primarily for the festival and then enjoy the fall colours and other attractions on the island.
- In 2009, the festival attracted 6,500 off-island visitors from the rest of Nova Scotia and Canada, United States, and 20 more countries. These visitors brought around $5.5 million new dollars to the island. The average stay of visitors was more than six days (compared to two or three days in summer time).
- Audience expenditures totaled $6.2 million in 2010, an increase from $5.5 million in 2009. Study results said that cultural tourists spend more than standard tourists.
- According to festival organizers, even during a global economic downturn, more off-island visitors chose to spend their leisure dollars at Celtic Colours International Festival than ever before. This increased our economic impact on the island by over a million dollars as compared to 2008.
- The Festival's annual budget is about $1.4 million.

- It has three year-round staff and 13 part-time or seasonal paid positions. Each year, more than 1,700 volunteers helped the organization during the week of the festival, mostly during their holiday time. Volunteers gained valuable skills as well as career experience.
- The festival takes place in October in about 45 communities. More than 280 community events use to run over the years including visual arts and craft exhibitions, educational workshops, participative music sessions, etc. In 2009, the Celtic Colours Festival putmore than $100,000 back into the communities.
- The organization works with community to develop their own program of activities by offering training and coaching where needed to assure the quality of the event. In 2009, 13,000 people attended these activities.
- Communities compete to be venues for the festival, with successful communities receiving up to 20% of the net profit from the concerts. The chosen communities are bound by the contract to keep the concert annually. All proceeds resulting from complementary activities (i.e. concessions) stay in the community, helping to maintain local infrastructure.
- Cape Breton musicians gain recognition in the national and international music industry. Each year, buyers from US and Europe come to the festival and book Cape Breton artists. The island has now three professional sound studios attracting artists globally. Cape Breton is home to a music industry cluster.
- The volunteer drivers created an association and sell CDs at concerts. They take a 10% cut to enable their association to establish an annual scholarship for young musicians.
- Cultural and heritage tourism offers potential as new forms of community-based business in developing economies. Therefore, a share value of authenticity with business objectives (as maximizing foreign spending for example) will lead the festival to success.

Appendix 6: Goal 3, Action 8

Has Social Media Impacted Economic Development for Communities?, Golden Shovel Agency, December 2011.

For economic developers, the real power of social media will come as networks are established and online brands are built.

The role of social media in community building and development, The Guardian, March 2012.

Despite the increasing importance of social networks, community development needs to take place both on and offline.
Social networks are beginning to have a bigger role in building community and catalysing neighbourhood co-operation and social action.

Impact of Social Media on Local Communities, Cygnis media.

Social Media not only supports the businesses to promote their product, it also enables local communities to interact faster and spread the news as quickly as possible. Gwinnett's (Georgia, USA) business community understands the power of social media and effectively harnesses it to communicate through social media. Gwinnett Village Community Improvement's (CID) director Joel Wascher explains the advantage of using social media as "It allows us to provide context for our message by pointing to examples of similar initiatives around the country and showing the results of those efforts. By disseminating our message through social platforms [Facebook, Twitter and YouTube] we are able to connect with community members on a more conversational level".

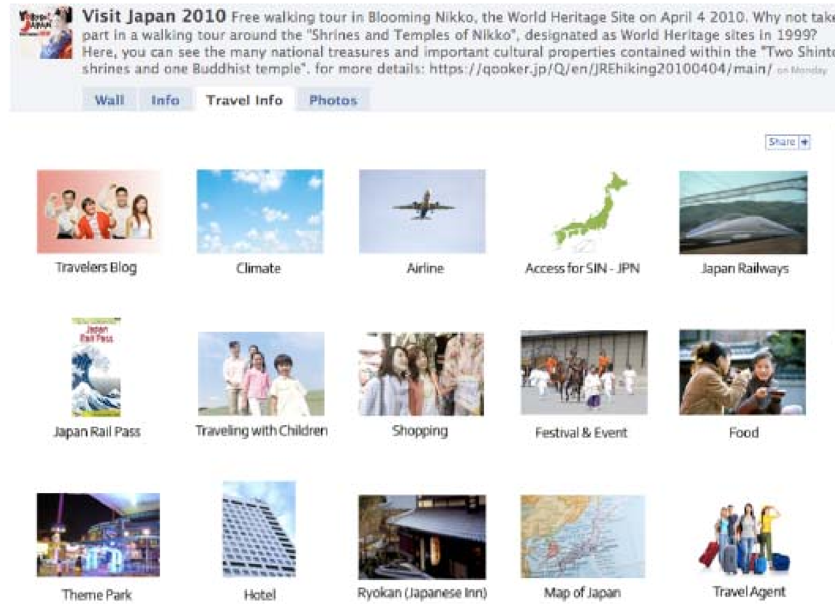
Here are details of some ideas used by different people:

- The community of Houston created a Facebook page for an event held in September 2012 the "Houston Hot Sauce Festival". It highlight as a number of award winning hot and fiery products from around the world. They share the news for this festival with local community members and created excitement for others to attend the festival.
- Lost items in a small community are found within few hours. A girl's dog was lost, she posted it on Facebook, and believe it or not, after an hour a complete stranger (who is not even on her Facebook friends list) showed up at her home with the dog.
- Remember the Milwaukee flood? Well I do. A man tweeted a link for a blog about his house. In just a couple of hours, a number of people stepped in and started a fundraiser for Milwaukee flood victims. The results for the fundraiser were outstanding.
- One of my friends was having a garage sale. He planned the sale to end within a week, but in the first 3 days hardly 10 items were sold. He posted about the garage sale on Facebook to inform the local community about it. On the 5th day he was forced to end the sale as all the items were sold out.

How To: Promote Tourism Through Social Media, Sarah Chong, April 2010

1. Creating Valuable Information Platform

Visit Japan 2010 has a Facebook page that aggregates all the travel info and links you'll ever need! The layout is clean and information is organized. It's the first place (not Google!) I would go to when planning for a Japan trip. Get updates through the page, ask questions and share your experiences with others. Who would you trust more, the tips and views of a fellow tourist or the tourism board?



2. Promoting Social Media Presence

Las Vegas tourism board has dedicated a significant amount of space on its official site to direct traffic to its social media accounts. It is crucial to engage potential tourists outside of a website. People are spending hours on Facebook everyday, but maybe 15 minutes on websites, and only when they need them. Social sites are a great opportunity to let organizations become a part of consumers' daily life.

3. Checking Tourists In (Foursquare)

Chicago users of the Explore Chicago section on Foursquare can earn three badges, themed around the city, by visiting locations such as historic sites, film locations, restaurants and clubs. This is to help boost awareness of both the popular and less well known tourist attractions.

4. Mobile Apps

With more Smartphone users wanting travel-related apps, it is a good opportunity for tourism boards to start thinking of how they can value add people on the go. Well, Tourism Vancouver is already doing it! It has launched an interactive tourist guide with integrated street navigation of Vancouver and Whistler.

2012 Social media and tourism industry statistics, Stikky media, 2012
The World Travel Market (WTM) Industry Report and Global Trends Report
Nielsen: Global Consumers' Trust in 'Earned' Advertising Grows in Importance
Lab42: Techie Traveler
Facebook Key Facts
TripAdvisor Fact Sheet

1. Mobile

By 2015, 9 out of 10 consumers will have a mobile subscription.

- 29% of travelers have used mobile apps to find flight deals
- 30% have used mobile apps to find hotel deals
- 15% have downloaded mobile apps specific to upcoming vacations
- 85% of leisure travelers use their smartphone while abroad
- 72% post vacation photos on a social network while still on vacation
- 46% check in to a location (i.e. Facebook and FourSquare) while on vacation
- 70% update their Facebook status while on vacation

Top five uses of smartphones while traveling:

- Take photos
- Use map features
- Search restaurants
- Search activities and attractions
- Check in prior to flight

2. Consumer Trust

- 92% of consumers around the world say they trust earned media, such as word-of-mouth and recommendations from friends and family, above all other forms of advertising
- 70% of global consumers say online consumer reviews are the second most trusted form of advertising
- Only 47% of consumers around the world say they trust paid television, magazine and newspaper ads

Despite these numbers, the majority of ad dollars are still spent on traditional or paid media.

3. Reviews

Post-vacation, 46% of travelers post hotel reviews.

- 40% post activity/attraction reviews
- 40% post restaurant reviews
- 76% post vacation photos to a social network
- 55% “liked” Facebook pages specific to a vacation

4. Influence

Social media has a huge influence on travel bookings. Of those who used social media to research travel plans, only 48% stuck with their original travel plans.

- 33% changed their hotel
- 10% switched resorts
- 10% changed agent/operator/website
- 7% holidayed in a different country
- 5% switched airlines

5. TripAdvisor

- 69 million monthly visitors
- More than 60 million travel reviews and opinions from travelers around the world
- More than 90 percent of topics posted in the TripAdvisor forums are replied to within 24 hours

6. Facebook

- 900 million monthly users at the end of March 2012
- 488 million monthly active mobile users
- Approximately 80% of monthly active users are outside the US and Canada
- More than 300 million photos uploaded to Facebook per day
- An average of 3.2 billion Likes and Comments generated by Facebook users per day
- More than 42 million Pages with ten or more Likes
- Facebook is available in more than 70 languages

7. Twitter

- Twitter search is one of the most heavily-trafficed search engines in the world, serving over one billion queries per day
- 500 million registered users
- 175 million tweets per day

Appendix 7: Investment value-chain opportunities – Halifax region vs Queens

There are more than 674 manufacturers listed in the province of Nova Scotia with more than half located in the greater Halifax area. Actually, the main non-government related employers are in the sector of logistics (Eastlink with 900 employees), the financial sector with (Manulife – 800 employees and Symcor with 770), in Communications (Bell Aliant with 710 employees) and in the Health sector (GEM Healthcare Group) with 700 employees.

The first manufacturer listed is Blackberry (who just downsized to 350 employees) and Farmers Co-operative Dairy Limited (350 employees).

But what is most important is that the Halifax area successfully turns its economy towards new technologies and is now counting on its new drivers such as logistics, innovation, finance and health.

63% of private companies in the area sell to government, 42.5% have no sales outside the province and 64.7% buys their supply from the province alone[15].

Two of the value chains actually thriving in the area of Halifax that are of interest to Queens (numbers refer to NAICS codes[16]):

- Health related industries:
  - 3254 Pharmaceutical and Medicine Manufacturing;
  - 3391 Medical Equipment and Supplies Manufacturing;
  - 541 Professional, Scientific and Technical Services;
  - 623 Nursing and Residential Care Facilities
- Arts and Culture:
- 51 Information and Cultural Industries;
- 71 Arts, Entertainment and Recreation;
- In particular, 711 Performing Arts, Spectator Sports and related Industries.

[15] Greater Halifax Partnership reports – Halifax index or Smart Business Report
[16] See http://www23.statcan.gc.ca/imdb/p3VD.pl?Function=getVDDetail&db=imdb&dis=2&adm=8&TVD=118464&CHVD=118466&CVD=118465&CPV=62&CST=01012012&MLV=5&CLV=1

Research accounts for only 1.4% of private companies' investments but government and local authorities are aiming at 2%. This creates opportunities in this field of Research (actions 4 and 6 in particular).

The Nova Scotia manufacturers' list has been provided on a confidential basis by Nova Scotia Business Inc. The Greater Halifax Partnership web site also has more information.[17]

[17] http://www.greaterhalifax.com/site-ghp2/media/greaterhalifax/AGREATERHalifax_Halifax_Economic_Strategy_2011-16.pdf