

# STRAIT OF CANSO DEVELOPMENT UPDATE

## December 2016

The Strait Area Mayors and Wardens Committee passed a motion to pursue port development opportunities in an industry-led process – this changed the conversation from governance to business development, and was a catalyst to begin collaborative discussions

## April 2017

An initial gathering of industry stakeholders gathered to establish an ongoing forum for stakeholders to advance development in the Strait of Canso, and to identify opportunities for growth

## Summer 2017

The input provided by industry stakeholders in April, and additional research sources, was used by local development partners to create a framework to advance economic development priorities

## November 2017

On Nov 7, 2017, almost 30 industry and development leaders gathered to review the framework and a new collaborative approach to economic development along the Strait of Canso – see results below

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## November 2017 Stakeholder Session Summary

**6**

Goals Identified

**25**

Objectives to Advance  
Development Goals

**5km**

Economic Zone Around the  
Strait of Canso Identified

**70%**

Of Stakeholders Support  
the General Goals

**85%**

Of Stakeholders Support  
the Specific Objectives

**88%**

Of Stakeholders Support  
the Direction Proposed

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## February 2018

The Lead Stakeholder Group gathered for an update from the Working Group on February 21, 2018.

The progress update included a comprehensive workplan review, discussion on a draft vision/mandate/values statement for the Lead Group, Lead Stakeholder criteria, economic zone mapping, literature review and a series of other advancements in the port development process.

General consensus continued to support the goals, objectives, and advancements listed above.

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# STRAIT OF CANSO DEVELOPMENT

## Economic Development Goals and Objectives

**Draft Vision Statement:** The economic zone surrounding the Strait of Canso is a thriving destination for cargo, people and materials.

**GOAL 1.** Strait of Canso stakeholders work collectively to maximize sustainable economic opportunities and to stimulate growth of the economic zone

- 1.1. Establish a Strait of Canso Working Group
- 1.2. Consult with a Lead Stakeholder Group to maintain broad community consensus regarding the direction of economic development efforts
- 1.3. Develop a Vision, Mission, Values and Action Plan
- 1.4. Develop and execute a communications plan with stakeholders and the general public.

4 month  
timeframe

**GOAL 2.** Strait of Canso economic zone information is easily accessible by all users/stakeholders

- 2.1. Collect, maintain and make available relevant studies, data and assets (including land use planning)
- 2.2. Conduct an evaluation of all products, services and infrastructure (including site visits/meetings with existing industry stakeholders focused on value proposition)
- 2.3. Conduct a gap analysis to identify opportunities
- 2.4. Identify baseline data upon which to build metrics of success

12 month  
timeframe

**GOAL 3.** The Strait of Canso economic zone has a focused strategy for business recruitment

- 3.1. Establish a unique selling point/value proposition
- 3.2. Develop a marketing plan
- 3.3. Develop a consistent and professional brand
- 3.4. Develop a prospectus & marketing materials
- 3.5. Develop a lead sharing process (based on the principles of integrity and discretion) to respond to inquiries and potential investment
- 3.6. Establish dedicated investment attraction resources and metrics for success (in collaboration with NSBI)

**GOAL 4.** Business retention and expansion is collaboratively supported

- 4.1. Identify industry synergies to maximize supply chain opportunities
- 4.2. Review trends, opportunities, and challenges collected through BusinessNow data
- 4.3. Take action on issues and opportunities identified through BusinessNow (ongoing)

4 month  
timeframe

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### Economic Development Goals and Objectives

(CONTINUED)

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**GOAL 5.** Barriers to economic growth are reduced

- 5.1. Communicate development strategies to ensure alignment of projects and plans
  - 5.2. Facilitate information sharing between existing and new businesses/industry (government contacts, regulatory navigation, subcontracting, etc)
  - 5.3. Develop a unified assessment process related to regulations, permitting, and environmental
  - 5.4. Develop safety, health and environmental management goals, guidelines and standards
- 1-5 year  
timeframe

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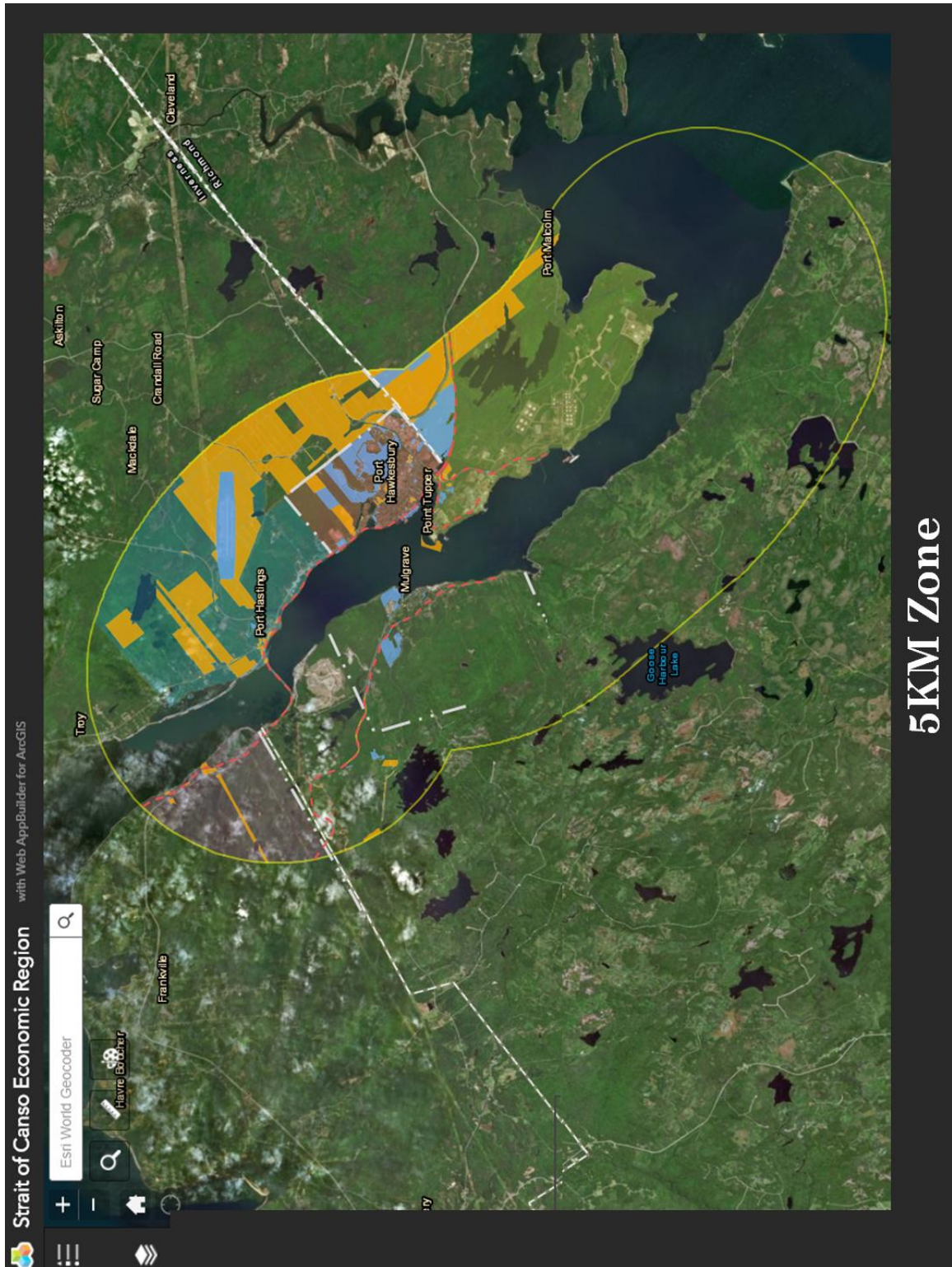
**GOAL 6.** New business investment is attracted to the Strait of Canso economic zone

- 6.1. Implement a marketing plan with full time, dedicated resources
  - 6.2. Liaise with other government departments and agencies with development mandates
  - 6.3. Share value proposition with all levels of government to improve business conditions in the province (pro-active lobbying by the Working Group and Stakeholder Leads)
  - 6.4. Facilitate public engagement and advocacy at the local level by providing the Stakeholder Lead Group with information on opportunities
- 2-7 year  
timeframe
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# STRAIT OF CANSO DEVELOPMENT

## Strait of Canso Economic Zone

In terms of geographic scope for the framework proposed, the Strait of Canso economic zone covers a 5 km radius on either side of the Strait of Canso.



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## Strait of Canso Port Stakeholder List

Antigonish County  
Atlantic Canada Opportunities Agency  
Bear Head LNG  
Cabot Gypsum  
Cape Breton Central Nova Scotia Railway  
Cape Breton Partnership  
Celtic Air Services  
DSM Nutritional Products  
Eastern District Planning Commission  
Eastern-Strait Regional Enterprise Network  
Guysborough Municipality  
Inverness Municipality  
Martin Marietta  
Melford Atlantic Gateway  
Mulgrave Machine Works  
Native Council of NS / Maritime Aboriginal Peoples Council  
Nova Scotia Business Inc.  
Nova Scotia Power  
NSCC – Strait Area Campus  
NuStar Energy  
Point Tupper Marine Services  
Port Hawkesbury Paper  
Richmond Municipality  
Strait Area Chamber of Commerce  
Strait Area Mayors & Wardens  
Strait of Canso Superport Corporation  
Strait Supplies  
Superport Marine Services  
Svitzer Canada  
Town of Mulgrave  
Town of Port Hawkesbury  
Tupper Industrial Developments