



**COMMITTEE OF THE WHOLE
Town Hall – Council Chambers
Tuesday, January 3, 2017
7:00 pm**

AGENDA

1. Call to Order
2. Approval of the Agenda
3. Presentation
 - 3.1. Annapolis Valley Chamber of Commerce – Judy Rafuse & Heather Leeman
 - 3.2. Valley Regional Enterprise Network – Kelly Ells & James Schofield
 - 3.3. Nova Scotia Business Inc. – Sean Cochrane and Rhonda McDougall
4. Approval of the Minutes
5. Information/Discussion Items
 - 5.1. Finance Variance Report – December 2016
6. Anything by Members
7. Adjournment

Presentation to Middleton Town Council

January 3, 2017

Annapolis Valley Chamber of Commerce has a deep history in the region, beginning at the Kentville Board of Trade in 1895. After many years and many expansions we now cover all of Kings County and the eastern half of Annapolis County. However, in relation to tourism we have consulted with all the chambers/boards of trade from Windsor to Digby to gain their support for a regional marketing campaign.

AVCC has 2 staff with an office in Kentville where we also manage the Visitor Information Center and a shared office space in Middleton with Grant Thornton. We are governed by a Board of Directors that are elected from our general membership each year.

The chamber has 4 areas of focus: Advocacy, Agriculture, Professional Development and Tourism. Each area has a working committee of committed business people who work together to move the agendas along.

Advocacy continues to focus on issues of importance rated by our members through a membership survey. They include, renewable energy, industrial park land and twinning of Highway 101.

In the past 4 years AVCC Agriculture committee has awarded over \$120,000 in prize packages through our Agriculture Innovation Accelerator Award and this past November held a very successful Succession Planning Event with support from corporate sponsors and the Valley REN.

Our Professional Development committee has worked to bring many educational sessions to our members through Nova Scotia Labour and Advanced Education which are no cost to businesses. We've also held 2 leadership sessions through the Workplace Innovation and Productivity grants. Last year we were able to host 13 Workplace Education program. This year we are hoping to match or exceed that.

Our Tourism committee has helped promote the Valley with a large display at the Saltscapes Expo, and our multi media campaign. In the past 3 years we have been able to garner over \$300,000 in funding for tourism marketing, which is all spent on marketing. There is no administration fee taken from this.

To further explore what has been done please welcome Heather Leeman, the Chair of AVCC's Tourism Marketing Committee. (Heather's pictorial presentation)

In 2014, AVCC's Tourism marketing committee made presentations to all municipalities from West Hants to Digby in order to obtain funding to put through a marketing plan for our region, something that had not been done before. In the first year a total of \$171,000 in funding was received from the County of Kings, the province, through the Nova Scotia Tourism Agency, the Southwest Nova Tourism Task Team and the Town of Annapolis Royal. All monies received went towards marketing and website. No admin fees were paid out. This marketing committee is 100% volunteer with administration work being done through the Annapolis valley Chamber of Commerce. A strong multi media campaign with coverage throughout the Maritime Provinces saw our visitor numbers increase for the first time in more than 10 years. Over the next two years we received financial support from the County of Kings, Town of Kentville, Town of Wolfville, Town of Middleton, Town of Annapolis Royal and Municipality of Annapolis.

Tourism Nova Scotia NO Longer provides funding for regional tourism associations NOR do they have regional staff based here.

Tourism Nova Scotia promotes the province as a whole to the world but no region is identified specifically.

Regions are on their own to promote themselves and can buy into provincial programs with 50 cent dollars. The 50 cent contributions must be borne by the region through municipal funding and private sector co-op programs where applicable.

AVCC has taken up the task as the recognized entity for the Annapolis Valley and operates through a volunteer committee. Funding a staff position would not allow any type of marketing of our region with the monies we garner through municipality funding.

Pre booking of any print and media advertising is done every fall. We urge the municipalities to consider this request as a line item for 3 years to allow us to do our work without the constraints of budget asks which do not meet media timelines.

Since AVCC began marketing the Annapolis Valley we have seen increases in numbers year over year with 2016 being a record year. Revenue this year will reach 2.5 billion when the number of visitors to our province will reach 2.2 million by the end of December. One thing that we should point here is that these numbers include only those properties that are licensed by the province. The numbers do not include those that are unlicensed cottage rentals, Vacation Rental By Owner, nor many of the Air BNB, many of which saw a higher usage as AirBNB gains momentum with the traveling public.

Tourism Nova Scotia has not updated the economic impact numbers since 2010 (e.g., GDP, taxes, employment), however, they have developed tourism revenues estimates for each of 2011, 2012, and 2013.

The Fundy Shore and Annapolis Valley region typically accounts for approximately 14% to 15% of overall tourism revenues.

Year	Overall Tourism Revenues	Fundy Shore & Annapolis Valley Tourism Revenues
2010	\$2.02 billion	\$293 million
2011	\$2.26 billion	\$313 million
2012	\$2.33 billion	\$318 million
2013	\$2.30 billion	\$333 million

This past year, we worked with Metro Publishing on the information for the Regional Guide, which featured the Annapolis valley with Bay of Fundy Experiences. We have had meetings with Destination Halifax as our attempt to use their 'audience reach' to profile the Annapolis Valley to potential and actual visitors both in the group tour and pre and post-convention market.

In order to keep the momentum, we cannot stop now, however, we need the funding to do so. Therefore, we are asking the Town of Middleton for a contribution of \$2000 towards the 2017 AVCC Tourism Marketing Plan. This funding will help us to develop a new regional map, an interactive smart phone app, as well as continue the multi media campaign to the Maritimes.

As previously mentioned, we also need to establish a sustainable funding formula so we can be prepared early in the season and have airtime booked. Not knowing if or when any funding will be received desperately hampers our plans and may allow us to fall behind other regions in the province. Therefore we are also asking that \$2000 be included as a budget line item for at least 3 years beginning 2017.

We are also taking advantage of having the Council and Economic Development Committee from the Town of Annapolis Royal and extending our ask for a continuation of \$1000 per year and to also make this a line item for the next 3 years.

Respectfully submitted,

Judy Rafuse
Executive Director
Annapolis Valley Chamber of Commerce

Valley REN



Regional
Enterprise Network

Unlocking Opportunities

A catalyst for economic growth in the Annapolis Valley



Regional Enterprise Networks

Five RENs across Nova Scotia

Valley, Western, South Shore, Eastern Strait, Cape Breton

RENs are:

Part of the Provincial Economic Strategy

→ Our job is to grow the economy outside of Halifax

Creating the Conditions for Business Growth

→ We view economic development through a business lens

Tackling Issues on the Ivany Agenda

→ We speak with a strong voice on shared priorities

Valley REN: Mission, Vision, Values

Our Mission

To guide and navigate regional economic development while providing support to businesses; operating as a connector among economic development partners; supporting business growth and retention; and providing leadership on economic priorities

Our Vision

“Communities working together to create a prosperous region”

Our Guiding Values

Community | Integrity | Respect | Excellence | Trust

Our Role in Regional Economic Development

We Deliver Region-Wide Economic Development Services to Benefit Municipal Partners and Nova Scotia

→ Help local business

- Referrals
- Connections
- Problem-solving

→ Set the direction for economic growth in Valley REN region

→ Develop growth sectors through innovation and collaboration

→ Promote regional assets and opportunities to investors

Valley REN: Strategic Goals

Our People

Develop our workforce advantage

Our Sectors

Support strong local businesses
& investment attraction

Our Assets

Make better use of regional
infrastructure



Implementing the Strategy: 2016-17 Mandate

Deliver our BusinessNow Suite of Services

- Connect businesses with people & resources for growth
- Develop insight into business climate in the Annapolis Valley
- Work with partners to help overcome barriers for business

Progress to Date*:

- 58 companies completed the full BRE visit
- 51 companies met through BusinessNow since August
- 63 referrals made

*Current as of Dec 19, 2016

BusinessNow: Referrals

Most Common Referrals (to date):

Community Business Development Corporation

- General business loans
- Consulting advisory services initiative
- Business planning

Nova Scotia Works

- Recruitment & selection support
- Accessing wage incentive programs

NSBI

- Export readiness

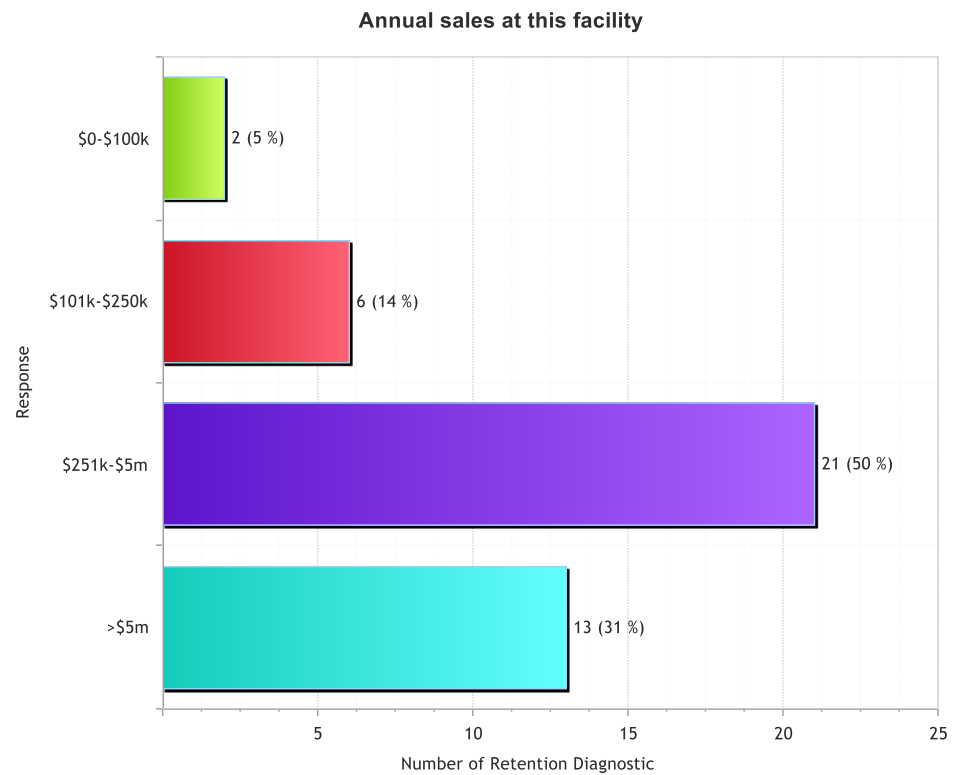
Labour and Advanced Education

- WIPSI (Workplace Innovation and Productivity Skills Incentive)

BusinessNow: What Are We Learning?

Sales Demographics

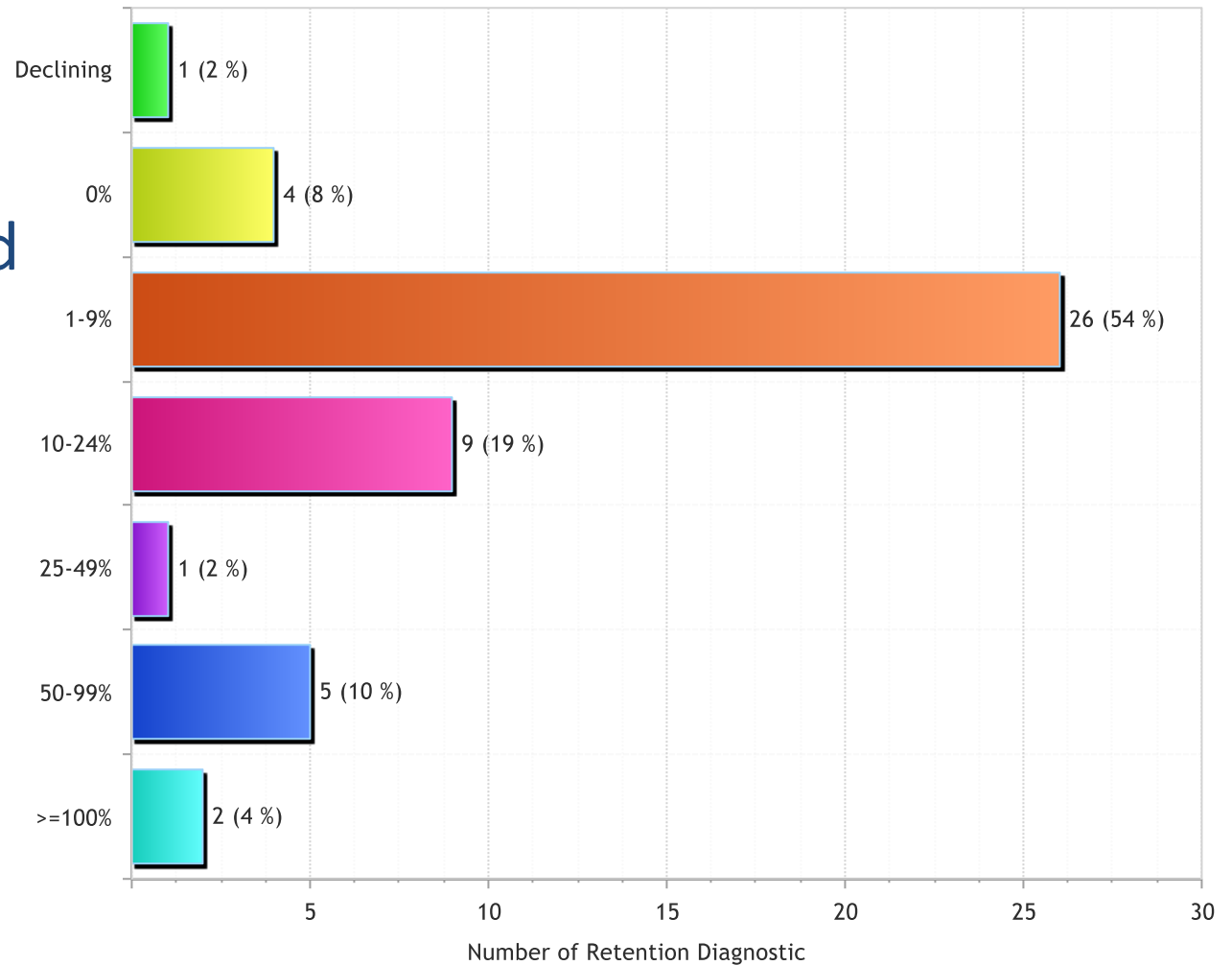
- 5% of companies \$0-100k
- 14% of companies \$101k-250k
- 50% of companies \$251k-5m
- 31% of companies >\$5m



BusinessNow: Sales Growth

Projected in the Next Year:

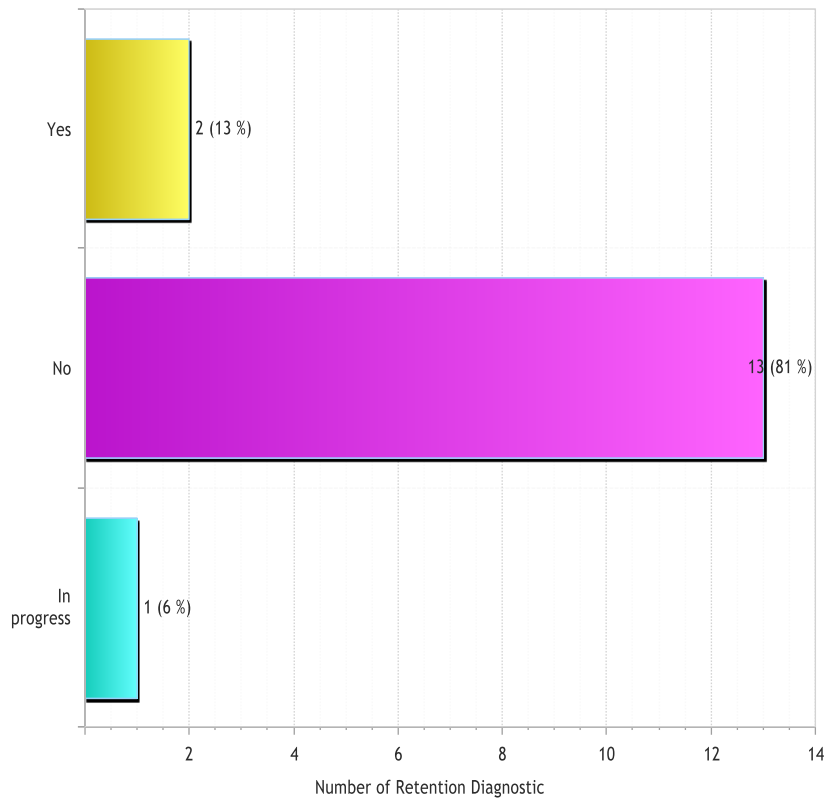
- 64% - anticipated less than 10%
- 14% - anticipate growth in excess of 50%



BusinessNow: Export Readiness

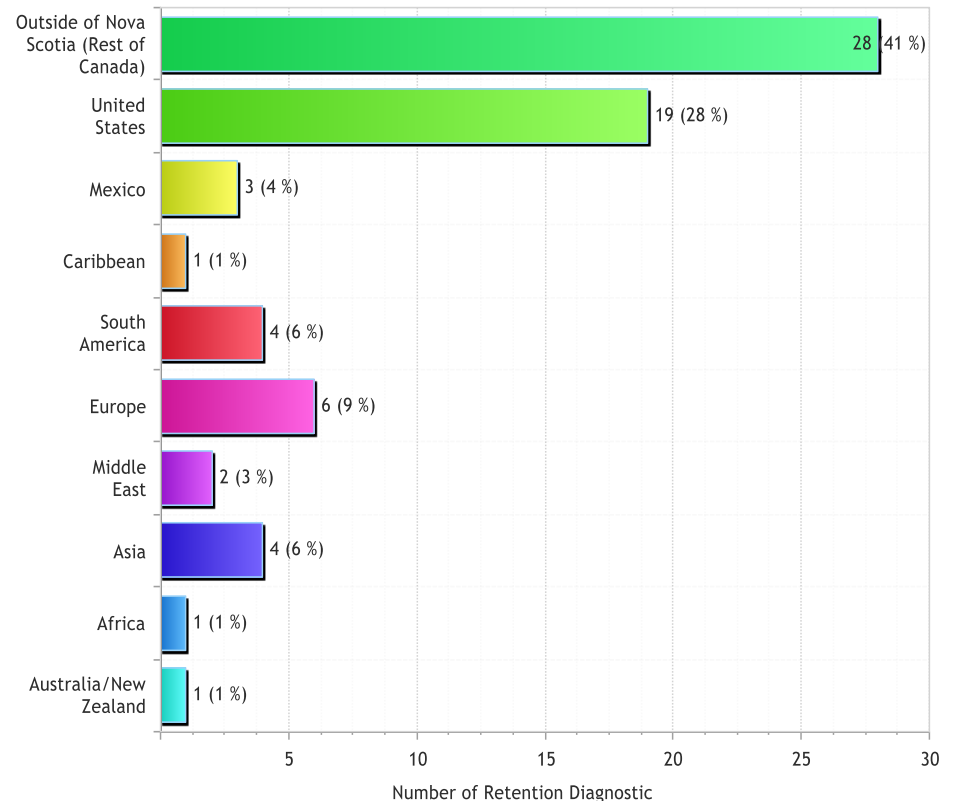
Export:

- 81% do not have a plan



Conduct Business Outside NS

- 41% - rest of Canada



BusinessNow: Biggest Challenges

Access to Capital

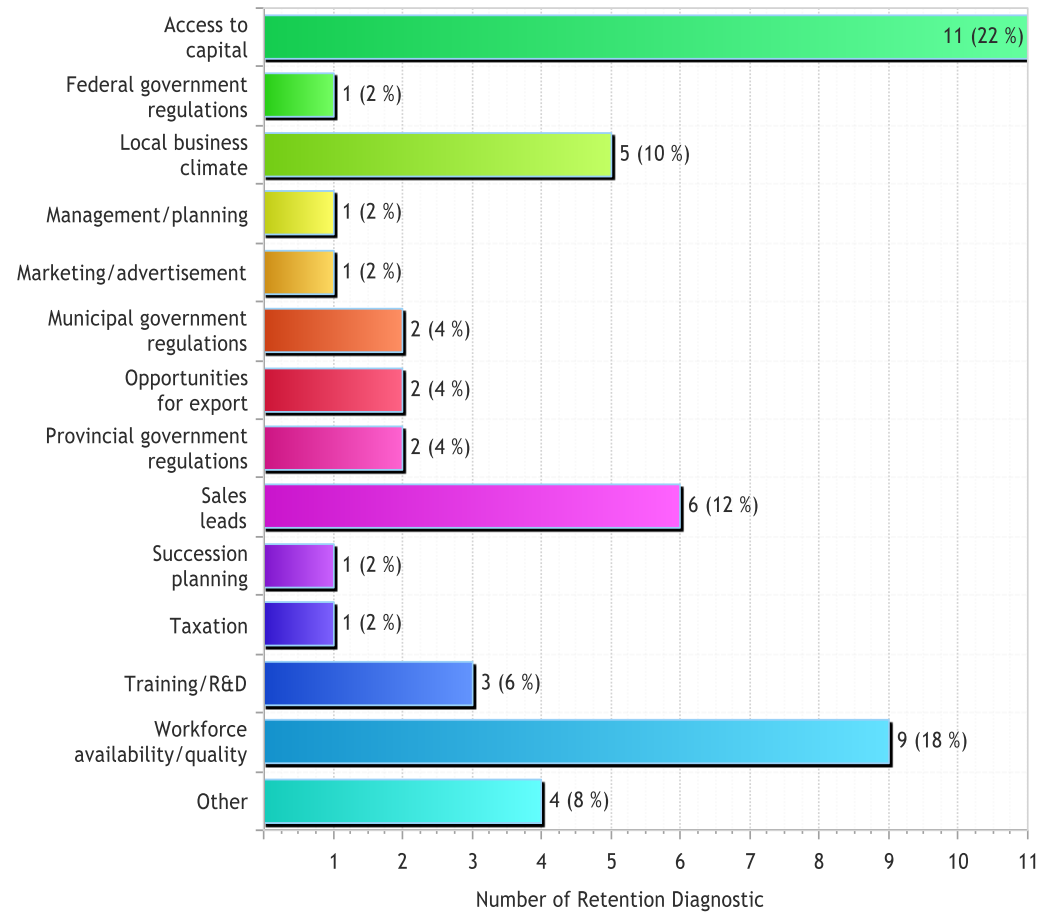
- 22% identified as primary concern

Workforce Availability / Quality

- 18% identified as primary concern

Sales Leads

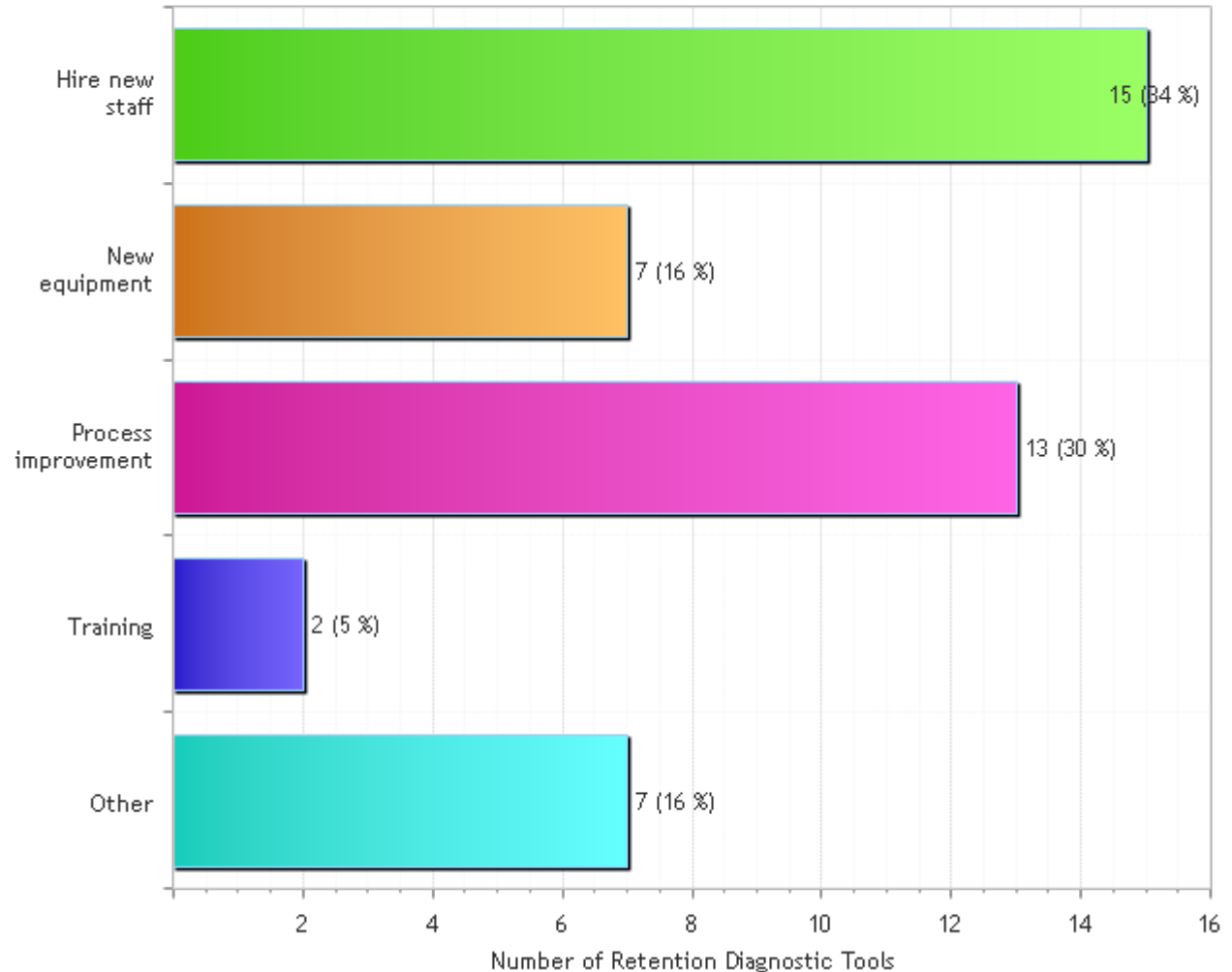
- 12% identified as primary concern



BusinessNow: Increasing Output

Companies Said They Would:

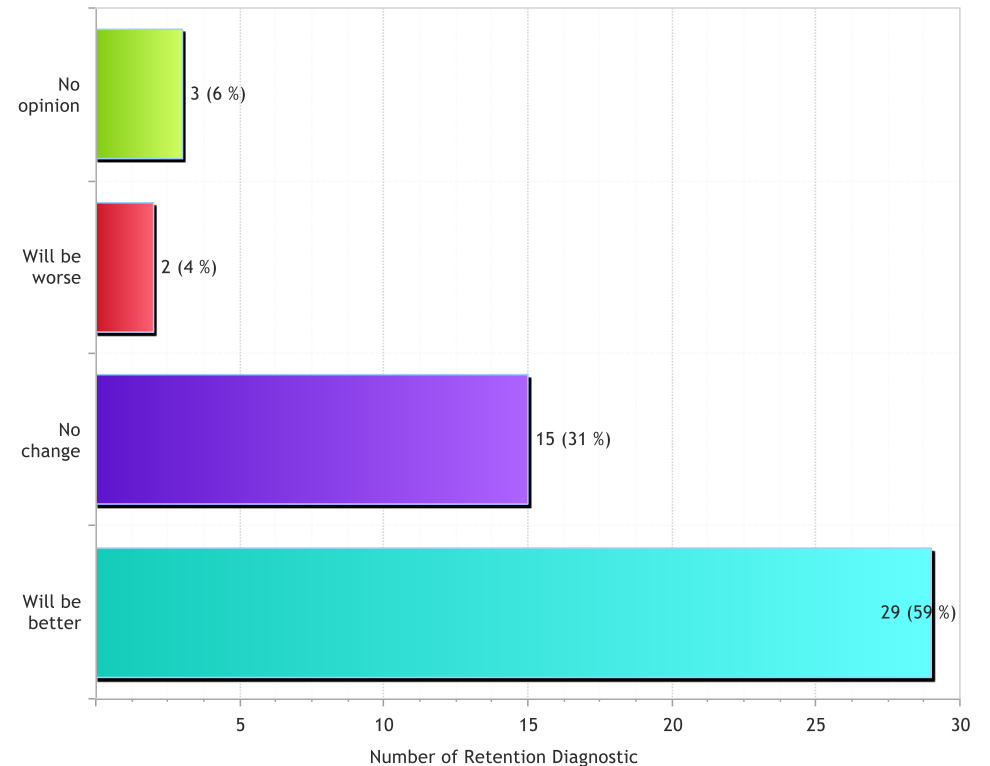
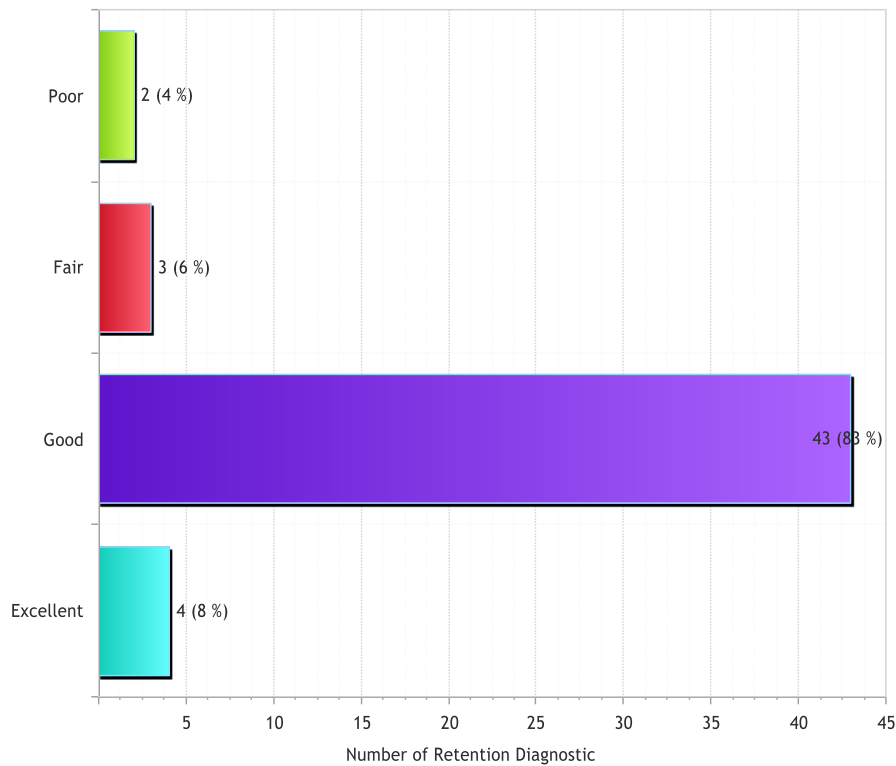
- Hire new staff (34%)
- Make process improvements (30%)



BusinessNow: Local Business Climate

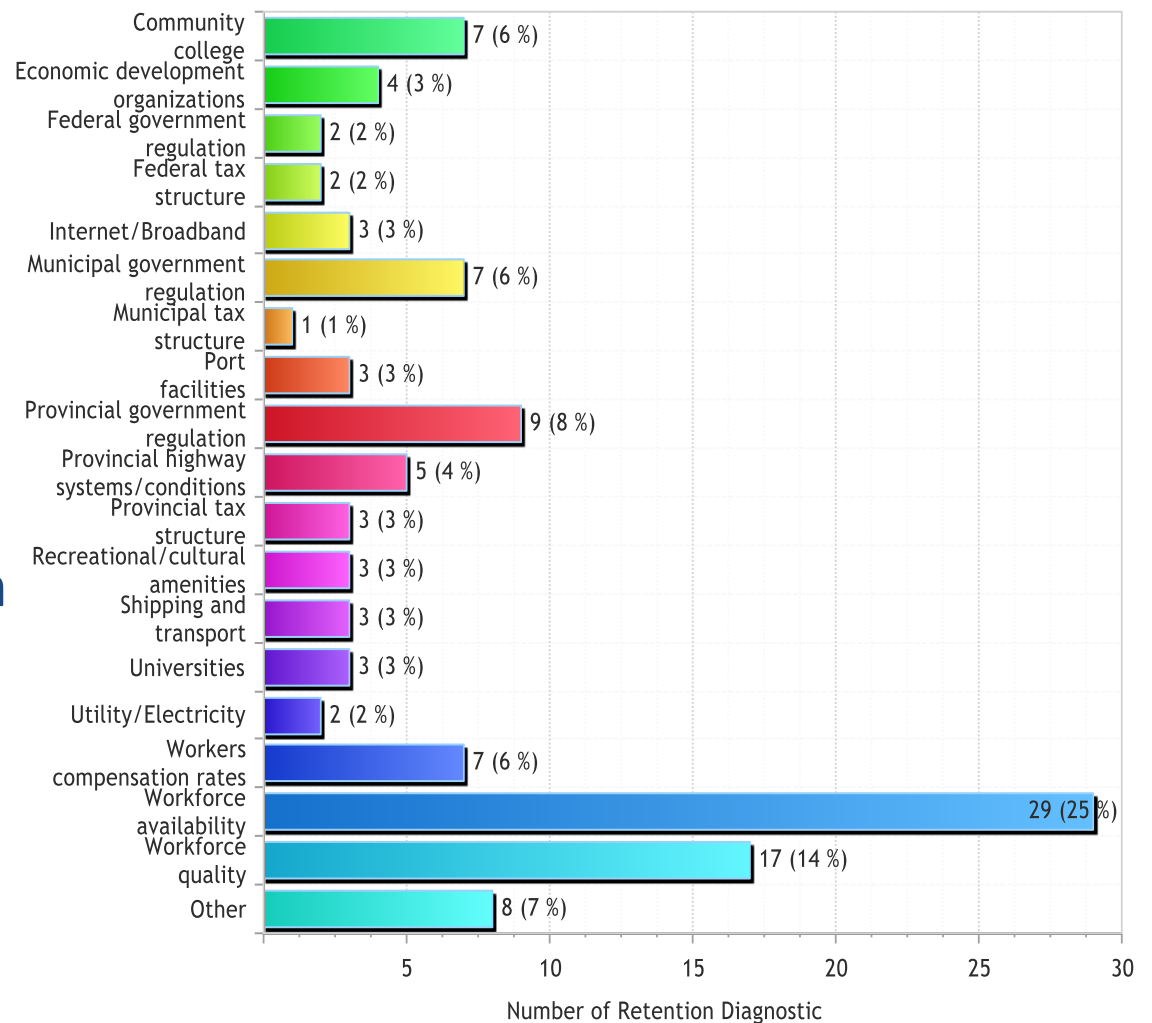
91% describe as “Good” or “Excellent”

59% expect continued improvement in the future



Most Important Business Climate Factors

- Workforce Availability (25%)
- Workforce Quality (14%)
- Provincial Government Regulations (8%)
- Municipal Government Regulations (6%)
- Workers' Compensation Rates (6%)
- Community College (6%)



BusinessNow: Municipal Questions

Municipal Regulations: Perception of negatively impacting business climate

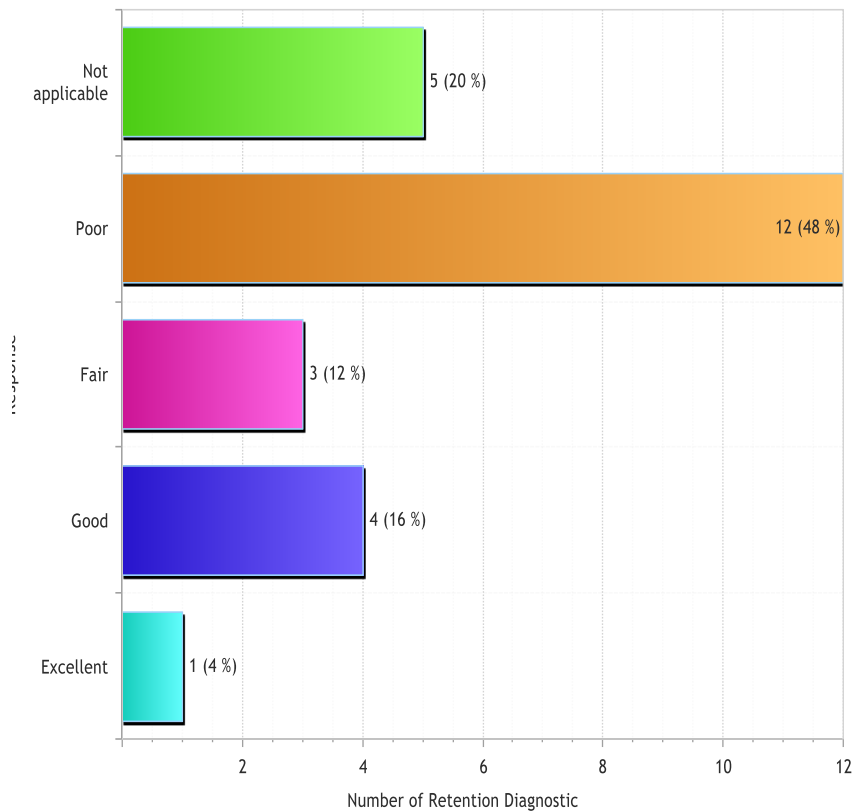
- 60% scored either poor or fair
- 20% scored good or excellent
- 20% N/A

Municipal Tax Structure: Majority of responses are not positive, common comment “it is what it is” regarding taxes at all levels of government

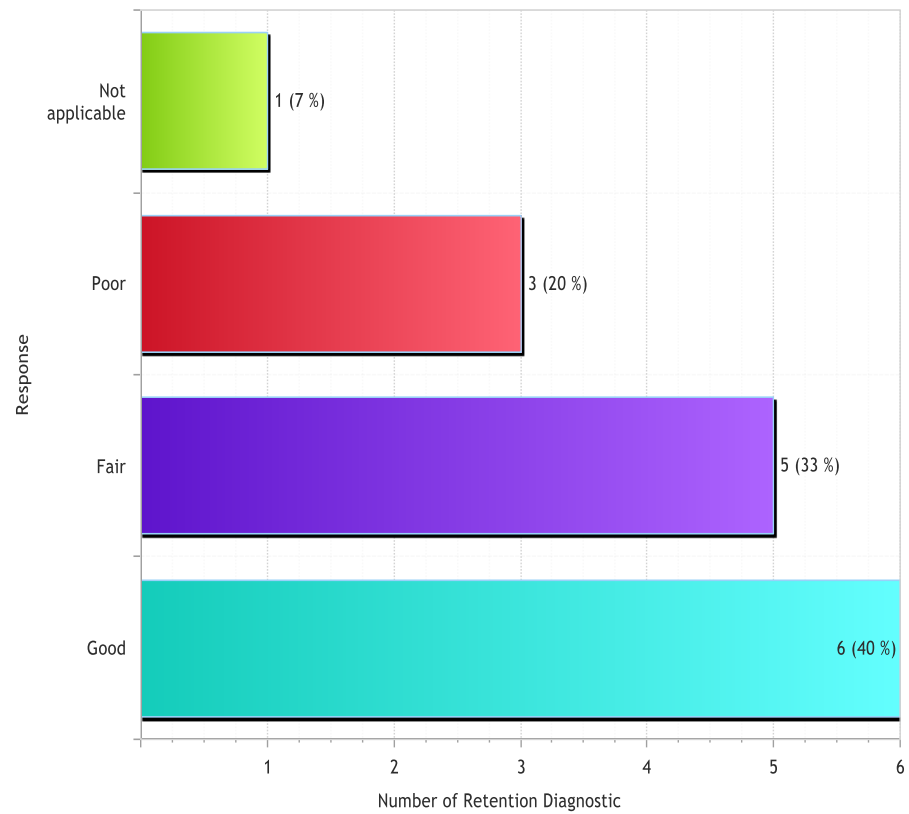
- 53% scored either poor or fair
- 40% scored good
- 0% excellent
- 7% N/A

BusinessNow: Municipal Graphs

Municipal Government Rating:



Municipal Tax Structure Rating:



BusinessNow: Example Success Story

During a round-table discussion with companies across the Valley, one company in the western part of our region mentioned they imported supplies at a significant cost.

Through our familiarity and work with another company in the eastern part of our region, we noted they could potentially supply the first company.

After working with both companies individually, we have been able to make the connection and currently the second company has developed a prototype for evaluation.

Stay tuned for results!

Implementing the Strategy: 2016-17 Mandate

Develop our Five Focus Sectors

- Create sector tables to provide insight into industry challenges and opportunities
 - Identify 2-3 actions for each to develop the sector and grow the regional economy
- * Organized and Hosted a Sector Workshop in December (>60 participants)
 - * Hosted Culinary Tourism Summit in November (> 60 participants)
 - * Hosted a Manufacturing Round Table in October (5 companies)
 - * Co-hosted Smart Valley in August (>70 participants)

Implementing the Strategy: 2016-17 Mandate

→ Launch Website (Digital Presence)

- * Basic site launched in March 2016, updated site launched August 2016

- * Q2: 1077 visits, Q3 to Dec 19: 1608 visits

- * Active social media: Facebook reach >3900/month, >500 engaged

→ Promote the Region: “Live, Work, Invest” Campaign

- * Launched July 2016 (in partnership with VBLI)

- * > 550,000 impressions, > 2400 clicks, > 175 form fills (as of December 1)

→ Prepare Regular Reports on Regional Business Climate

- * Weekly blog posts (since September)

- * Business Insights (as available)

→ Share Information through our Monthly email Newsletter

- * Monthly newsletter (since October) - 470 subscribers

Implementing the Strategy: 2016-17 Mandate

→ Advance the “Smart Valley” Initiative

- * Co-hosted event with i-Valley (Mayor Dan Mathieson) August 2016
- * Meetings with NS Dept of Business on Broadband initiative, November 2016
- * Updated ICF Western Valley Smart designation (with Western & South Shore REN)

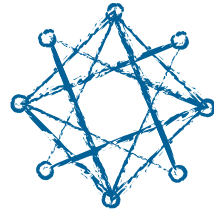
→ Identify Investment Opportunities

- * Working with sector tables – target Q4
- * Working with Cape Breton Partnership (Land Asset Database tool)

→ Support & Prepare Municipal/First Nations Partners for Investment (investment readiness)

- * Target Q4

Valley REN



Regional
Enterprise Network

Unlocking Opportunities

Questions ?

A catalyst for economic growth in the Annapolis Valley



Nova Scotia Business Inc.

January 3, 2017



About Us

Nova Scotia Business Inc. drives economic momentum in Nova Scotia through attracting and expanding investment and developing businesses in all communities to be more successful exporters.



**We sell the world on doing business in Nova Scotia.
We sell Nova Scotia businesses to the world.**

What we do

- Accelerate Nova Scotia firms to go global by:
 - Exploring new markets and engaging with regional or global value chains
 - Identifying partners, investors, suppliers and customers abroad
 - Identifying business partnership opportunities
 - Provide business advice, solutions, and financing
- Work with partners to grow and sustain businesses and key sectors within the province.
- Attract foreign investment.

Sectors of Focus

High Potential Clusters

- Information, and Communication, Technology (ICT)
- Ocean Technology, including Defence and Security
- Agrifood and Seafood, including Beverages and Aquaculture
- Financial Services

Continuing Efforts

- Clean Technologies, including Tidal Opportunities
- Life Sciences, including BioResource Opportunities
- Professional Services
- Transportation and Logistics
- Industry/Manufacturing
- Energy, including Renewable

Annual Priorities

Regional Business Development

Regional Business Development

Seven Business Development Advisors connecting with businesses across Nova Scotia (Yarmouth, Shelburne, Windsor, New Glasgow, Halifax, Truro, Port Hawkesbury)

- 1:1 support for Nova Scotia businesses
- Help businesses navigate programs and services
- Equipping businesses with what they need to start exporting, export more, and invest more

Regional Business Development Goals

The Regional Business Development team are focused on the following business unit goals in line with NSBI's 2016-17 business plan:

1. Support companies who are export curious or new to exporting in assessing their export readiness.
2. Identify potential investments opportunities from domestic companies and provide support to national and international companies seeking to expand into Nova Scotia.
3. Increase the number of businesses that NSBI reaches in all communities across Nova Scotia.

Local Contact

Sean Cochrane

Business Development Advisor

Regional Business Development Team

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