

Guysborough
County

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EnCana Project, Goldboro 2010

**GUYSBOROUGH COUNTY
REGIONAL DEVELOPMENT AUTHORITY
2011/2012 Business Plan**



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Executive Summary

We are pleased to submit our Business Plan for fiscal year 2011 – 2012. This plan will be the last one based on our current five-year strategic plan, which ends March 31, 2012. This year we will prepare another five-year plan, consulting broadly with our citizens, businesses, organizations, municipalities and federal and provincial partners.

This business plan was developed in the same consultative manner. As we did last year, in preparing our Business Plan, we have surveyed the general public electronically, via e-mail lists and our web site. We received over 100 responses and a synopsis of the results is included in this plan. We also consulted with our municipal funding partners, assessing their priorities, Integrated Community Sustainability Plans and strategic plans. The plan also considers the strategic priorities of our federal and provincial funding partners – ACOA and Nova Scotia Economic and Rural Development & Tourism.

Managing the priorities of so many entities can prove difficult at times. As you can see from our community survey results, jobs are a high priority and this is also the case with our municipalities. We are involved with some activities that would make our region more attractive to business investment. There are a number of projects in various stages of development that should significantly increase employment in our region, but whether or not they will happen, may not be known for a number of years. In this plan we believe we have a balance of activities that, on the one hand, will lead to economic growth in the long term but also will allow us to demonstrate our impact on the region this fiscal year.

Our activities this year will be in six of the accepted Performance Based Funding Model Service Areas: Strategic Planning; Business Retention Expansion and Recruitment, Skills, Learning and People Development; Information and Research; Project and Program Development and Marketing and Communications. As you will read, our plan not only focuses on investment attraction, it also involves retaining and growing our existing businesses, helping communities and businesses with the capacity to create infrastructure to improve the area, encouraging our youth to be entrepreneurs and community leaders in the future, and attracting and retaining newcomers in our area.

Regional Vision

Regional Vision

“The Guysborough County Regional Development Authority will be the catalyst that makes Guysborough County a place where people can live, prosper and enjoy the natural environment”.

Regional Goals

Rural Needs

This is a follow up area of action to the previous Strategic Plan when Rural Living was an area of priority. There continues to be a decline in rural lifestyle, as declining population has led to a reduction in the level of services provided to rural residents. The GCRDA needs to undertake activities that communicate and demonstrate to all levels of government the scale of the issues faced by rural residents and the relative impacts these are having on the provincial economy. A coordinated approach is required to deliver these key messages to decision makers.

Access to Post-Secondary Education/Training

The existing business community is reporting difficulty in finding new employees with appropriate skill sets. The prospect of large industrial projects presents opportunities for local residents, provided they have matching job qualifications. At present, there is limited access available for county residents to post-secondary educational opportunities. The GCRDA needs to facilitate training and educational opportunities that are labour market focused, accessible to local residents and are of an appropriate scale for Guysborough County.

Employment Opportunities

To address issues related to declining population there is a need for the GCRDA to be proactive in ensuring there are viable employment opportunities in Guysborough County. Activities will address issues faced by the existing business community as well as through the promotion of new development opportunities. In particular, the focus needs to be on both the needs of current residents and on attracting new residents to the county.

Infrastructure

Attention to infrastructure requirements is essential to enhance economic development opportunities. Existing infrastructure must be maintained and enhanced. New development projects will require various infrastructure investments. The role of the GCRDA in addressing infrastructure needs can be related to planning and advocacy. The GCRDA's role as champion of the development of high-speed internet is a good example of its potential contribution to infrastructure development.

Operational Environment

Regional Analysis

The past decade has presented Guysborough County with major economic challenges, and the region faces an uncertain future. The resource sector, fisheries in particular, no longer provides the level of economic support it did in the 1980s. Offshore oil and gas has produced limited opportunity for local residents, despite adding over \$1.2 billion dollars in royalties to the Province of Nova Scotia. The county has viable industries in aggregate quarrying and in the manufacture of nutritional supplements, but these are concentrated in one area, leaving much of the County with limited economic opportunity outside the seasonal resource sector. The continuing high price for gold has spurred activity in the mining sector in two locations, Cochrane Hill and Goldboro.

Since the early 1990s, the downturn in the ground fishery and unpredictable markets for other natural resources has presented challenges to employment and population retention. The trends are characterized by high out migration of the prime working age groups, an overall aging population, limited employment growth, relatively low participation rates and household income, and continued high unemployment. These represent familiar patterns in rural Nova Scotia resulting in increasing difficulty in maintaining acceptable levels of health and education services. Extensive interviews with leaders in the business community indicate limited prospect for growth in traditional industries. Development of export-led growth in Guysborough County is crucial to slowing down or reversing the economic and population trends of the past 20 years. The Maher Melford International Terminal and Logistic Park could result in large-scale construction employment in the county in the short term, and several hundred jobs in the long term. Smaller projects with localized effects are also being investigated, along with continued improvement of the tourism product. While the fish processing sector continues to decline, the inshore fishery continues to improve due to record catches of lobster. The Guysborough County Inshore Fishermen's Association has taken a proactive approach in the management of their fisheries creating harvesting plans with conservation in mind and the sustainability of the resource. The mainstay of this fishery is lobster, shrimp and crab. While landings have continued to grow over the past five years, prices declined significantly the past two seasons, but increased catches countered the price decline for most fishers. The opening of a new secondary seafood processing facility in Canso recently, is expected to generate significant economic growth and help preserve a traditional industry for the community

New Page Port Hawkesbury (NPPH) is the largest forest business in the seven eastern counties. Guysborough County supplies almost 30% of the fiber for their plant. The plant manufactures high-bright newsprint and super-calendared paper. The market for this specialty business remains relatively stable, due to plant closures in the U.S. and the extensive crown land lease contributes to its profitability. The rising Canadian Dollar though, has a negative effect on their profitability. In November 2010, New Page completed the sale of certain assets, including a boiler and land at the mill, to Nova Scotia Power Inc. for a cash sales price of \$79 million. New Page will also construct a 60MW biomass cogeneration facility for NSPI and will operate the facility for an initial period of 25 years. The project is expected to create an estimated 150 new

jobs in Northern Nova Scotia, primarily in the forestry sector. Approximately 50 person-years of employment will also be created during the construction phase. We will be following this project closely with the proponent to identify opportunities for businesses in Guysborough.

Tourism, which was in decline the past number of years, reversed this trend last summer. The Eastern Shore had a 2% increase in room nights sold over 2009. This is a 29% occupancy rate with 22,000 rooms sold. Nova Scotia had no increase in room nights sold. Although this appears to be a significant increase, it represents 1,000 more rooms sold from 2009 to 2010. In comparison, the Northumberland Shore had a 1% increase and sold 190,000 room nights in 2010. The increased construction work (road, utility and EnCana) and the sunny, warm weather were attributing factors for the increase.

Existing local businesses continue to be the backbone of our economy. We are providing support, along with other business service providers (CBDC Guysborough, NSERD&T, XEDC, NSLWD, NSBI and ACOA), to this sector by becoming part of the provincial Business Retention and Expansion program. Along with making the connection with businesses and obtaining the survey information we are seeing a number of referrals to assist the businesses visited.

Immigration continues to be a focus for the GCRDA, not only the Community Identified Stream for immigrants but since one business in the county has already recruited foreign workers, and several more are considering it, we are prepared to work with the community on settlement issues. Our partnership with the two other Strait Area RDA's, on an immigration navigator for the area, has proven to be a very good model to attract and retain newcomers.

The Sable consortium, led by ExxonMobil has decided not to move forward with Tier III of the Sable Offshore Energy Project. Without further discoveries, Sable is expected to last only until 2015 to 2019. EnCana's Deep Panuke Project, offshore production field centre is expected to arrive in Nova Scotia in Q2 of 2011 and they are forecasting first gas in Q4 of 2011. The projected life of the project is eight to 18 years.

Operational Environment

Statistical Analysis

Population

Like many rural areas of Nova Scotia, the Guysborough County has experienced a consistent loss of population during the past two decades. As of 2006, Guysborough County had 1,859 fewer people than it had in 1996.

Figure 1: Population Decline in Guysborough County (1996-2006)

	1996	2001	2006
Total Population	10,917	9,827	9,058
Population Change	-	-10.0%	-7.8%

Source: Statistics Canada, 1996-2006 Census

Guysborough County is not unique within the provincial context. Generally speaking, the Province has been experiencing a trend toward urbanization, in which Nova Scotia's rural communities are losing population to urban areas, most noticeably those areas surrounding the Halifax Regional Municipality (HRM).

Each of the four municipal units in Guysborough County experienced continued population decline between 1991 and 2006, although MoDG declined more than any of the other four municipal units. In 1991, MoDG accounted for 54.5% of Guysborough County; by 2006 it accounted for 51.7%. If current population trends continue, it can be anticipated that MoDG will account for less than half of the County's total population.

Figure 2: Population Change in the Four Municipal Units of Guysborough County (1991-2006)

	1996	2006	% Change
Municipality of the District of Guysborough	6,389	4,681	-26.7%
Municipality of the District of St. Mary's	3,172	2,587	-18.4%
Canso	1,228	911	-25.8
Mulgrave	935	879	-6.0%
Guysborough County	11,724	9,058	-22.7%

Source: Statistics Canada, 2006 Census

Population Composition

The decline in the 25 to 44 age is significant as it represents the young workforce, new families and new household formation. The decline of this age group, along with fewer school-aged children, tends to increase the average age of a community. According to Service Nova Scotia, the proportion of those aged 50 years of age and older increased more in Guysborough County than any other county in the Province (+7.2%).

The population composition of County suggests the following:

- Guysborough County is struggling to attract and retain those in the 25-44 age group. Without a strong representation from this group, continued population decline is likely as it becomes increasingly difficult for a municipality to grow its tax base and expand its services;
- The loss of the proportion of children aged 0-19 likely represents a combination of a loss of families due to out-migration, the out-migration of young adults in search of educational opportunities elsewhere (as well as hopes of experiencing larger urban centres), jobs, declining birth rates, and an aging population;
- Like most communities, Guysborough County is becoming older. There is great potential to attract an older or retirement-aged population, as well as families, due to the strength of local health care facilities. The hospital at Guysborough has ten medical beds, 24-hour emergency and core diagnostic facilities.

Income

The income levels of Guysborough County individuals and families are much lower than the provincial average. The median family income is \$14,054 or 34% lower than the provincial average. The average family income is \$15,231 or 30% lower than the provincial average.

Guysborough County Government Transfers account for 29% of the percentage of earnings – 13.9% higher than the provincial average.

Figure 3: Median Income - 2006

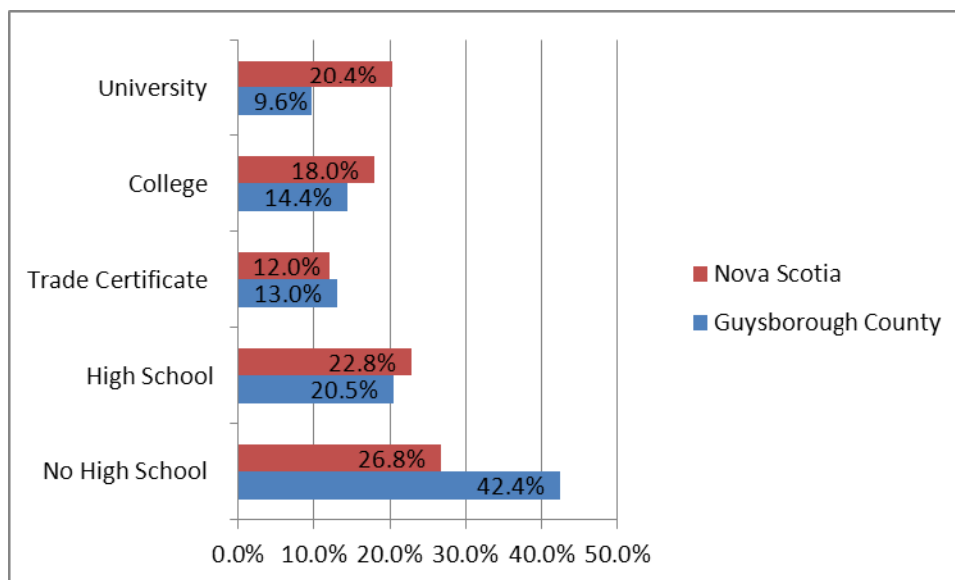
	Guysborough County	Nova Scotia
Median Family Income	\$41,358	\$55,412
Income Breakdown (2005)		
Earnings (as % of income)	61.2%	70.2%
Government Transfers (as % of income)	29.0%	15.1%
Other money (as % of income)	9.8%	14.6%
% of low income (before tax)	13.2%	13.8%
% of income (after tax)	6.7%	9.6%

Source: Statistics Canada, 2006 Census

Education

More than half of residents aged 15 and over 57.6% have completed at least a high school degree. This is significantly lower than Provincial levels, where almost three-quarters of the population (73.2%) have obtained at least a high school degree. Residents of Guysborough County are less likely to have college degrees than the provincial average (13.9% versus 18.0%), and half as likely as residents elsewhere in the Province to obtain a university degree (10.5% versus 20.4%). It is not that education and training are not available or that residents are not able to attain the levels. We suffer from one of the highest rates of out-migration in Canada, and statistics show that the people leaving are our most highly trained or educated. However, residents of Guysborough County are somewhat more likely to have earned a trade certificate (13.7% versus 12.0%). It is important to understand the linkage between out-migration and educational attainment – those individuals leaving to pursue employment are much more likely to have a higher level of education and training. We work closely with three organizations involved in adult learning . We are on the Board of Directors of both the Antigonish Guysborough Black Development Association (Ex-Officio) and the Guysborough Adult Learning Association (Treasurer) and we have an MOU with the Guysborough County Community Business Development Corporation who operates the Guysborough County Career and Job Counseling Centre. During fiscal 2010 -2011 the three groups held 13 training sessions, preparing 138 individuals for employment or vocational training programs.

Figure 4 – Educational Attainment



Source: Statistics Canada, 2006 Census

Employment

Labour force data provides insight into the types and levels of employment of residents and the overall economic base of Guysborough County. This section looks at employment and participation rates as well as levels of employment by industry.

Figure 5 - Labour Force Participation and Employment Rates 2006

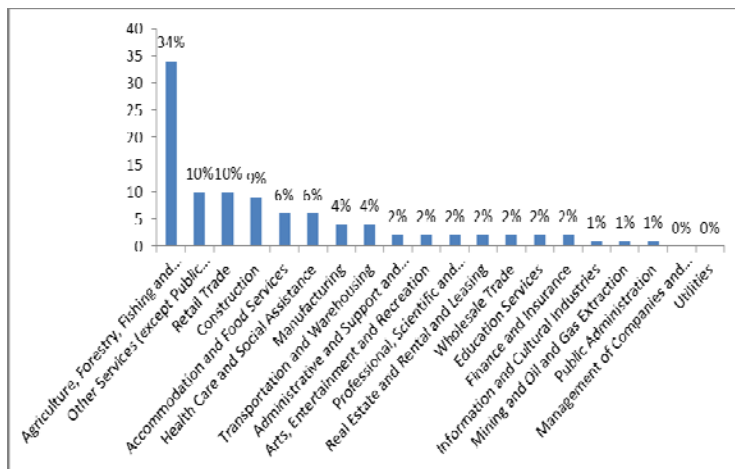
	Guysborough County	Nova Scotia
Total Labour Force	4,270	476,125
Participation Rate	54.8%	62.9%
Employment Rate	46.4%	57.2%
Unemployment Rate	15.2%	9.1%

Source: Statistics Canada, 2006 Census

The occupational profile by industry continues to highlight the importance of Guysborough County's primary resource sector - Agriculture, Forestry, Fishing and Hunting.

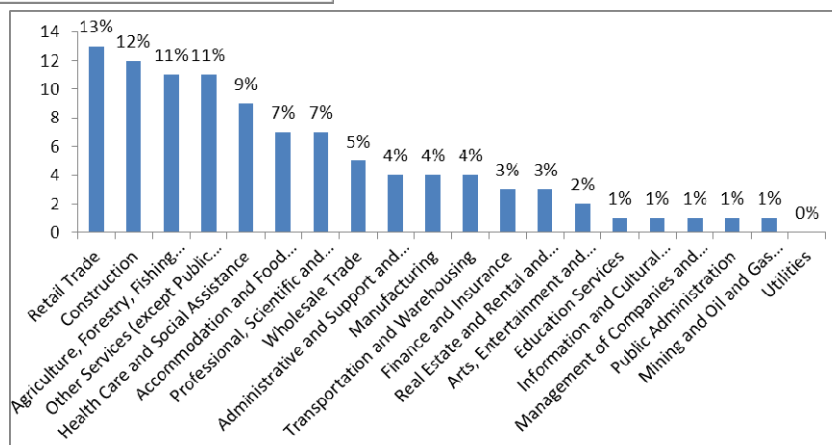
Figure 6 and 7 – Occupational Profile by Industry 2009

Guysborough County 2009



Nova Scotia 2009

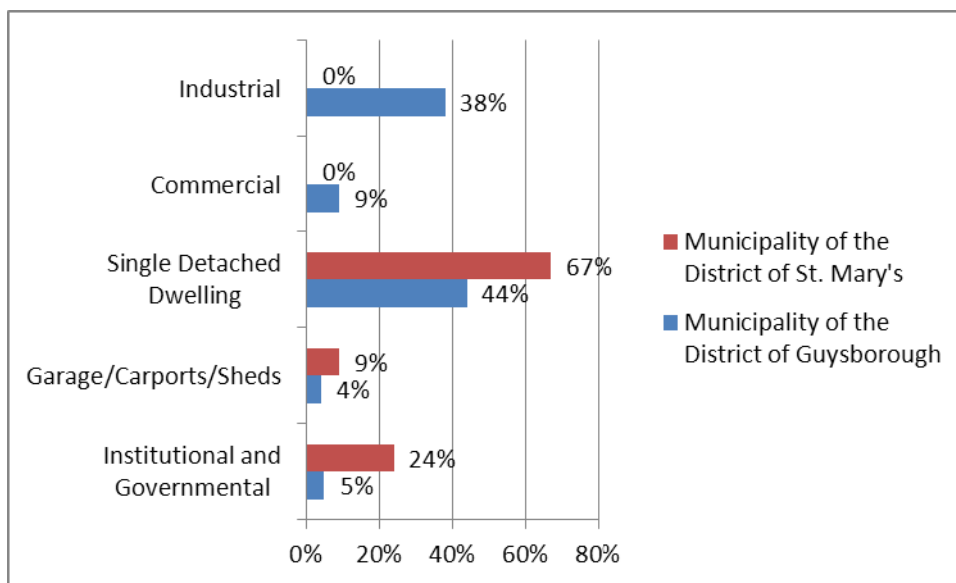
Source N.S. Business Statistics 2009



Building Permits

In the Municipality of the Districts of Guysborough (MoDG) and St. Mary's (MoDSM), the majority of the building permits were for single family dwellings in 2010. There were no industrial or commercial building permits issued for the MoDSM. The Industrial permits issued in the MoDG were a result of the construction of the EnCana project in Goldboro. The Institutional and Governmental permits were for the construction of the Telecommunication Towers to deliver high speed internet.

Figure 8 – 2010 Building Permit Values by Building Type



Source: Municipality of the District of Guysborough

Operational Environment

Opportunities for Community Economic Development/Economic Growth

Despite the many challenges facing Guysborough County we are excited by the opportunities before us. We are blessed to have bountiful natural resources during a period of heightening global demand for these resources.

The GCRDA has been actively engaged in the promotion of mineral investment. We now are the most “staked” County in Nova Scotia. There is increasing activity in gold exploration and there is a growing interest and focus on rare-earth metals. More exploration activity will occur in the current year.

With the expected completion of the land-swap between the Province of NS and the Municipality of the District of Guysborough it is anticipated that work will begin on the completion of the required environmental assessment work for the establishment of a tide-water quarry this year.

The GCRDA has also worked with local forestry companies to explore opportunities associated with Biomass electrical generation at Point Tupper and are working with a local company to create employment opportunities as a result of this investment.

We are also looking forward to the completion of construction activity related to the Deep Panuke project. The construction activity is expected to generate significant economic activity at Mulgrave and we will continue to work with the Strait of Canso Superport Corporation, and other stakeholders in the region, to maximize the economic return from this activity.

There remains significant interest in wind generation within Guysborough County and we are engaged with multiple proponents at various stages of advancement. We are confident that there will be at least 14 mw of confirmed capacity submitted to the queue for consideration this year.

Finally, we are very excited by the potential for development at Canada’s second busiest port – the Strait of Canso. With the completion of the Strait of Canso Port Master Plan and Maher Melford Terminal’s planned construction start-up on their \$350 million container terminal project this strategic asset will form a critical part of growing our regional and Provincial economy.

As always, global market forces have a direct impact on investment. The strength of the Canadian dollar negatively impacts on our ability to sell to the US market – this has particularly impacted the local Christmas tree and lobster industry. Conversely, capital budgets for equipment benefit from the relative strength of the dollar and the scarcity of large capital projects planned, result in more competitive bidding processes for construction activity.

The high price of crude oil, combined with low natural gas prices has had a drastic impact on offshore investment in Nova Scotia. This is a concern with the depleting reserves associated

with the Sable project and the relatively short life span for Deep Panuke.

Historically there is a correlation between the price of crude oil and natural gas. Recently this has not been the case. It is likely that there will be a narrowing of this gap which will result in renewed interest and hopefully ongoing utilization of the existing infrastructure.

We will continue our work in building capacity in our community groups to take on the construction and then the operation of significant community infrastructure projects like the Communities Along the Bay Community Centre and the Port Bickerton Community Centre, to maintain and attract more people to live in and visit the area, supporting community growth.

Strengthening and expanding local businesses will stimulate economic growth in an area. The Business Retention and Expansion Program will assist us and our BRE partners to identify opportunities and then pursue them.

Operational Environment

Obstacles / Barriers /Threats for CED

For the most part, the obstacles, barriers and threats for Community Economic Development in Guysborough County, have remained the same as reported previously. The continued decline of our already sparse population has a direct negative effect on local businesses and services. Our community consultations have challenged us to attract new businesses and employment opportunities; so our young people are able to find employment and stay in Guysborough County as well as attract new residents. The downsizing of government has its biggest impact on rural areas. In addition to losing the services, the jobs associated with these services provide small rural areas like Guysborough County with much needed disposable income and families to add to the fabric of our society.

Since we are a resource-based economy, with most of it exported to the United States, every increase in the value of the Canadian Dollar, negatively affects those industries that are unable to raise the price of their commodities, such as Christmas trees and lobsters. The US Dollar has decreased in value to the Canadian Dollar by more than 25% in the last two years.

Other obstacles that create a further group of challenges in the county focus on the effect of Federal and Provincial policies developed with little or no local consultation or alignment with local plans. Fraser Institute vice-president Fred McMahon, who co-ordinates the Institute's annual survey of mining companies, said Nova Scotia suffers from a lack of regulatory clarity compared to jurisdictions like Quebec. Nova Scotia's mining regulations aren't more onerous than in other jurisdictions, but there is uncertainty about their administration, interpretation and enforcement.

In our strategic planning process the community has identified that there should be more local control over community assets, such as crown lands suitable for economic development. Local control and input regarding the use of the resources in Guysborough County continues to be a source of contention in our communities.

Operational Environment

Core Competencies

To improve our organizational effectiveness we continue to concentrate on the following areas: board training, staff professional development and key partnership building. We have a Board Development Plan which provides professional development opportunities for Board Members themselves and also team building opportunities with staff. We have worked with a staff member from Dalhousie University on board governance and management evaluation. We will again work with him this year to assist with the implementation of the senior managers' 360 Performance Appraisals. We will also work with him to review our board operation and suggest improvements and best practices to follow – e.g. review by-laws, directors term limits and size and composition of board.

We will continue to participate fully in the Peer to Peer training opportunities facilitated by NSARDA and any other relevant training opportunities. We have begun to take advantage of “Webinars”, which are very cost effective, especially when we can partner with other groups, such as the Guysborough CBDC. We had two staff members participate in the St. F. X. Extension Department's six-month Leadership Program. If this is offered again we would encourage new staff to attend. When completing the annual performance appraisals in April we will include a training plan for each employee as part of the process. Each employee will be expected to participate in at least 4 professional development sessions.

Our key partnerships with government, community groups and businesses also provide staff with information and research required to make decisions (see Appendix G for list of Strategic Partnerships). Involvement on these committee's and boards not only provide staff with an opportunity to assist, it also provides valuable information and research for the GCRDA staff and board.

Operating Budget

	Budget 2010-2011	Estimated 2010-2011	Budget 2011-2012
ADMINISTRATION			
Total Wages	382,073	401,178	365,875
Employee Benefits	25,957	21,867	20,301
RRSP Contribution	9,970	9,729	9,277
Group Insurance	8,600	7,899	8,600
Total Wages & Benefits	426,600	440,674	404,053
TRAVEL			
Travel - Staff	45,000	31,239	36,000
Travel - Directors	9,000	6,606	7,000
Travel - Sub-Committee	1,000	605	1,000
Conference Costs	10,000	4,931	5,500
Training	6,000	2,279	3,500
Total Travel	71,000	45,660	53,000
OVERHEAD			
Rent	23,400	23,150	23,400
Insurance	5,550	4,398	4,950
Professional Fees	7,300	11,274	7,500
Telephone (&Fax)	15,000	11,420	12,500
Communications / Promotion	15,000	13,413	14,500
Materials & Supplies	10,000	8,780	9,500
Postage/Courier	1,600	1,775	2,000
Bank & Other Service Charges	2,200	1,673	2,000
Membership Fees	5,500	5,358	6,500
Miscellaneous	2,036	901	2,000
Equipment Expense	5,000	5,240	3,000
HST Expense	3,960	5,665	5,500
Total Overhead	96,546	93,046	93,350
Total Other Costs	167,546	138,707	146,350
TOTAL COSTS	594,146	579,380	550,403
REVENUE			
MODG	195,000	171,000	171,000
DOSM	50,350	50,350	50,350
ACOA	142,573	142,453	127,453
NSERD&T	142,573	142,453	127,453
Other	39,650	49,293	21,000
Transfer from Owners' Equity	24,000	23,831	53,147
TOTAL REVENUE	594,146	579,380	550,403

Strategic Initiatives and Evaluation

Below is the GCRDA Service Area Summary chart. Our Strategic Initiatives for our 2011/2012 Business Plan have been re-aligned with the accepted Performance Based Funding Model Service Areas. In 2011/2012, the GCRDA will focus our work in the following areas:

Service Area	Activity	GCRDA Role
Strategic Planning	<ul style="list-style-type: none"> GCRDA 2012-2017 Strategic Plan Undertake a Residential Development Strategy Undertake a Revitalization Strategy Assist community groups with the development of recreational, cultural, tourism and healthcare infrastructure 	<ul style="list-style-type: none"> Lead Role Lead Role Lead Role Lead/Support Role
Business Retention Expansion and Recruitment	<ul style="list-style-type: none"> Participate in the Business Retention and Expansion Program Use the Investment Recruitment Strategy to identify and target potential investors 	<ul style="list-style-type: none"> Lead Role Lead/Support Role
Skills, Learning and People Development	<ul style="list-style-type: none"> Nova Scotia Nominee Program/Newcomers Settlement Project Plan and Deliver GCRDA Youth Programs 	<ul style="list-style-type: none"> Lead Role Lead/Support Role
Information and Research	<ul style="list-style-type: none"> Capture Local Benefits – Construction Activity Identify and promote mineral exploration and investment opportunities within the County Legislative/Regulatory Planning Capacity Building 	<ul style="list-style-type: none"> Inform Role Support Role Inform/Lead Role Inform/Support Role
Project and Program Development	<ul style="list-style-type: none"> Get Out In Guysborough County Too 	<ul style="list-style-type: none"> Lead Role
Marketing and Communications	<ul style="list-style-type: none"> Build on the marketing initiatives for Guysborough County and effectively communicate the activities of the GCRDA 	<ul style="list-style-type: none"> Lead Role

Service Area: Strategic Planning

Project: GCRDA 2012-2017 Strategic Plan

Project Description

The GCRDA requires a new 5 year Strategic Plan for 2012 – 2017. Work will be done this fiscal year to complete this document.

Objective

- Research, prepare and distribute surveys
- Organize and house meetings to gather information on what is important to our community
- Gather reports and data from stakeholders to be considered for the planning document (i.e Municipal Strategic Plans, ICSP etc);
- Research, analyze and compile information
- Format this information into a written report and summary document on the research compiled
- Work with partners to compile the information for the document
- Continue to promote and educate the community on the importance of supporting the direction of this plan when developing projects and initiatives while embracing an accountability process

Resources

- GCRDA staff time and financial resources

Target Population

- All key stakeholders within the County and those externally – public, private, and community
- All sectors (public/private/community/media) organizations with representation within Guysborough County
- GCRDA Steering Committee along with other stakeholders and sector representatives

Outputs

- 6 community meetings held
- 60 participants
- 3 surveys prepared and distributed,
- 1,200 surveys sent with 400 completed and returned
- 8 meetings with municipal council held
- Meetings, emails and phone calls seeking input from key stakeholders/focus groups
- Completed Plan

Short Term Outcomes

- Community and sector groups providing input into the plan
- Partners understanding each other's mandates, goals, and objectives will lead to less duplication, more collaboration of efforts, and more efficient use of human and financial resources
- Improved communications between all key stakeholders
- Champions identified through respectful discussion with relationship to capacity, experience, skills, support, and available resources
- Increased capacity of community to identify priorities

Long Term Outcomes

- A community that is working toward goals and objectives that are supported and receive buy-in from federal, provincial, municipal, private, and community partners
- A systematic approach to garner the region's potential for economic growth
- Management of expectations within an environment consisting of opportunities, challenges, and limited resources
- A community that integrates the perspective of a variety of community members in a plan for change that provides a clearer focus that will produce more efficiency and effectiveness
- A community that demonstrates that it is proactive rather than haphazardly reactive
- Promoted as a region that is unified, focused, and ready to work together to address major challenges facing the area

Key Performance Indicators

- Number of business and associations assisted with identifying the priorities
- Number of points of contact providing input into the plan
- Completed plan

Service Area – Strategic Planning

Project –Undertake a Residential Development Strategy

Project Description

The GCRDA recognizes that there are challenges associated with many aspects of, the provision of adequate, attractive housing within Guysborough County. Low-income housing, mobile home parks and serviced areas for residential development and multi-unit dwellings will factor significantly in our ability to provide enhanced housing quality for current residents and grow our population as new investments attract new residents. The GCRDA will lead the undertaking of a residential development strategy that is intended to create a “road-map” that will provide recommendations aimed at addressing these local issues.

Objective

- Build necessary partnerships to confirm funding for strategy
- Engage Guysborough County Municipalities and Relevant Stakeholders
- Complete the strategy
- Communicate the results of the strategy

Resources

- GCRDA staff time and financial resources
- Municipal staff time and financial resources
- NSERD staff time and financial resources
- Rural Partnerships Canada financial resources
- Advisory Committee Members – In-kind time

Outputs

- Partners identified and included in process
- Completed strategy identifying priority actions required to increase level of local housing availability/quality

Target Population

- Municipalities
- Residential/real estate development investors
- Local real estate companies
- Antigonish – Guysborough Black Development Association
- Guysborough-Antigonish – Strait Health Authority (GASHA)
- Local Seniors Group
- Local Building Contractors
- Guysborough Options For Adaptive Living
- Local Construction Contractors
- Eastern Mainland Housing Authority
- CMHC

Short-Term Outcomes

- Greater awareness of the challenges and opportunities associated with residential development
- Increased awareness of the GCRDA
- Partners engaged in planning process
- Enhanced local planning processes
- Increased involvement with local businesses, community organizations and community members
- Supportive local policies

Long-Term Outcomes

- More robust housing market contributing to population growth and expanded county economy

Key Performance Indicators

- Number of partnerships with community groups and stakeholders
- Quality of information provided and research performed
- Usage of information by clients
- Usage of information by municipal units
- Completed Plan

Service Area – Strategic Planning

Project – Undertake a Revitalization Strategy

Project Description

The GCRDA wants to support the business sector by preparing a Revitalization Strategy. We envision hiring a Consulting Team to prepare a phased-in 1-5 year community infrastructure plan for the revitalization of the county's 2 main street commercial districts in Guysborough/Boylston and Sherbrooke. This Strategy will demonstrate a vision that leads to economic impact, sustainability and a coordination of the major assets of the community that supports and compliments these areas. The consultant will identify the infrastructure needed to proceed. Conceptual designs will be prepared and a 1-5 year phase-in plan will be prepared to reflect an attractive business community that is efficient, progressive and representative of the community's character. The conceptual plans of the finished project for both districts will include the major cost categories associated with each recommendation and Action Plan. A critical path and time lines for work and the approximate cost for the various stages of development will be provided.

Objective

- Prepare an RFP and hire a consultant to undertake the Strategy
- Organize community and business support for the Revitalization Strategy
- Create a database of businesses interested in undertaking a Façade project

Resources

- GCRDA Staff Time
- Federal, Provincial and Municipal governments financial resources and time
- Consultants
- Steering Committee time

Target Population

- Business within Guysborough/Boylston and Sherbrooke areas as well as suppliers, contractors and various stakeholders
- Business and community groups within the Guysborough/Boylston and Sherbrooke areas
- Municipal Units

Outputs

- Form 5 partnerships
- 100 people participate in the Strategy (businesses, government, community stakeholders)
- 30 of surveys completed
- 10 of meetings organized seeking input to the strategy
- 20 businesses interested in participating in the Façade Program in Guysborough/Boylston and Sherbrooke
- A Completed Strategy

Short Term Outcomes

- A framework will provide a plan to guide development in the business districts leading to more reinvestment by the business owner and increased investment
- The plan is an image of vital and valued business districts
- A vision that will attract new businesses, encourages local entrepreneurship, and bring awareness to the business districts
- Partnerships formed with various business sectors within the region

Long Term Outcomes

- Various size businesses begin to establish within the business districts increasing employment

Key Performance Indicators

- Number of collaborative partnerships formed
- Number of community groups and businesses involved in process
- BRE Measurement Tool (Executive Pulse)
- Completed Plan

Service Area – Strategic Planning

Project - Assist the community with development of recreational, cultural, tourism and healthcare infrastructure

Project Description

Continue to assist with the development of recreational, cultural, tourism and healthcare infrastructure. This includes assisting groups with strategic planning, preparing business plans and funding proposals, based on our project criteria. Improvements made to community infrastructure will help maintain and attract more people to live and visit the area, supporting community growth.

Objective

- Assist with strategic plans and help build capacity in the community
- Assist with business plan preparation
- Assist with preparing funding applications
- Assist with project promotion to funding partners and media

Resources

- GCRDA staff time

Target Population

- Community members
- Government
- Corporations and Businesses
- Visitors

Outputs

- 8 Strategic Planning Sessions held
- 5 Business plans completed
- 3 Press releases issued

Short-Term Outcomes

- Increased knowledge of funding programs
- Increased capacity
- Increased awareness of GCRDA
- Increased # of community groups utilizing programs

Long-Term Outcomes

- Improved community infrastructure contributing to economic growth of the county

Key Performance Indicators

- Number of partnerships with funders and community groups
- Number of community groups assisted
- Number of business plans completed
- Number of media articles
- Usage of information by clients
- Client feedback

Service Area - Business Retention, Expansion and Recruitment

Project - Business Retention and Expansion

Project Description

Several stakeholders play a significant role in attracting, retaining and expanding local business activity. The GCRDA will support initiatives aimed at maintaining, expanding and retaining businesses in the county.

Objective

- Plan development projects or initiatives that support business including hosting networking events, providing information to business about programs and incentives;
- Continue to implement a BRE Program and identify challenges and opportunities for local businesses
- Demonstrate the benefits of investments in Guysborough County
- Use Executive Pulse research to identify possible job opportunities and use this information to develop projects and initiatives that work at supporting the BRE objectives
- Provide information to new business startup inquiries using information from various resources
- Utilize BRE data to support opportunities associated with industrial projects

Resources

- New Businesses
- Existing Businesses

Target Population

- All businesses or business associations in Guysborough County
- BRE Program will include businesses throughout Guysborough County
- Business looking to relocate or establish in Guysborough County
- Youth within the community who are looking at future opportunities
- Representatives from various organizations, departments, and entities throughout the region that have information along with the businesses or potential residents that may be interested in our region
- New entrepreneurs and entities that may be able to provide assistance i.e., CBDCs, ACOA, Nova Scotia Office of Economic and Rural Development and Tourism, etc.
- All key stakeholders and partners (public/private/community)

Outputs

- 30 BRE visits
- 6 Local Action Team meetings
- 6 projects or events supported by the RDA that focus on business development within our region
- 20 referrals to other entities for business for expansion, relocation, or establishment

Short Term Outcomes

- Increase in better managed and more profitable businesses in our region
- Relationships are strengthened with business and the community
- Increased number of new entrepreneurs receiving information to assist them in having the confidence to invest into their own business
- Number of new and existing businesses

Long Term Outcomes

- A region with the ability to collect timely and relevant information on businesses and their opportunities and challenges
- A region exchanging information that leads to real understanding of the opportunities and challenges facing the businesses that operate locally

Key Performance Indicators

- Number of collaborative partnerships formed
- Number of inquiries from community and business
- BRE Measurement Tool (Executive Pulse)
- Feedback from event evaluations
- Overall client feedback

Service Area – Business Retention Expansion and Recruitment

Project - Use the Investment Recruitment Strategy to identify and target potential investors

Project Description

The GCRDA will utilize the Guysborough County Investment Recruitment Strategy, completed in 2009, to identify, prioritize and target new investment opportunities as part of our business expansion and recruitment efforts to attract investment to the area. The GCRDA will lead and support the identification and facilitation of investment opportunities and targeting the priority opportunities.

Objective

- Based on priority recommendations of the Strait of Canso Port Master Plan collaborate with all stakeholders to assess feasibility of proposed developments and target investors
- Assess Transportation Opportunities re: Maher Melford Terminals Construction – opportunity for local business / worker transportation
- Identify and promote Value-Added Opportunities for a Waste Based Light Industrial Park
- Assess and market Alternative Energy Opportunities, including wind generation, within Guysborough County

Resources

- GCRDA staff time
- Municipal, Provincial and Federal Government Staff Time
- Business and Sector Based Organizations Time

Target Population

- Potential investors
- Economic Development stakeholders
- Municipalities
- Regional Development Authorities
- Chambers of Commerce / Board of Trade

Outputs

- 4 economic sectors from Investment Recruitment Strategy targeted
- 8 opportunities assessed and pursued
- 4 leads generated
- 50 business inquiries responded to

Short Term Outcomes

- Enhanced awareness and knowledge of investment opportunities
- Enhanced confidence within local business community
- Realistic business opportunities identified
- Enhanced opportunity to diversify the economy

Long Term Outcomes

- Diversified economy
- Local business growth contributing to increased economic growth in Guysborough County
- Population Growth
- Employment Growth
- Enhanced infrastructure
- Increase in renewable energy production.
- Decrease in greenhouse gas emissions
- Increased tax base

Key Performance Indicators

- Number of collaborative partnerships formed
- Number of new inquiries
- Number of businesses assisted
- Number of existing and new businesses contacted
- Number of targets identified
- Usage of information by clients
- Client feedback

Service Area - Skills, Learning and People Development

Project – Attract and Retain Newcomers to Guysborough County

Project Description

The Community Identified stream of the Nova Scotia Nominee Program (NSNP) is aimed at selecting individuals who have established connections to a Nova Scotia community, wish to live here permanently, and can contribute to the labour market and economy of that specific community. The GCRDA will work with potential candidates and nominate them based on our criteria. We have partnered with our neighbouring RDAs – Antigonish and Strait Highlands to obtain funding to provide a central point of contact where both newcomers and stakeholders in the region can obtain information related to immigration and settlement needs. A Regional Immigration Navigator provides these services in the four counties, under the direction of a steering committee from the three RDAs.

Objective

- Provide information to potential nominees, assess candidates' suitability for the program, and Approve candidates for nomination
- Provide newcomer settlement services
- Work with community stakeholders and businesses to become *Newcomer Friendly*

Resources

- GCRDA staff time
- Regional Immigration Navigator staff time
- Nova Scotia Office of Immigration staff time

Target Population

- Potential immigrants
- New Immigrants
- Employers
- Community

Outputs

- Nominate 2 – 4 candidates in Guysborough county
- 40 newcomers provided with information/navigation services and 30 stakeholders engaged in the four counties
- Implementation of Newcomer Friendly Brand

Short Term Outcomes

- Increase in the number of newcomers attracted and retained in Guysborough County
- A more welcoming community to newcomers

Long Term Outcomes

- Population increase

Key Performance Indicators

- Number of candidates identified
- Number of newcomers provided with information/navigation services
- Number of stakeholders engaged in the four counties.
- Status of Newcomer Brand

Service Area – Skills, Learning and People Development

Project – Plan and deliver GCRDA Youth Programs

Project Description

The GCRDA delivers two youth programs: Business Builders and Trail Blazers. Business Builders is a unique summer program that offers youth the opportunity to start their own business, learn the value of a dollar and get involved in their community. The GCRDA's leads the recruitment, implementation, promotion, monitoring and communications of the program. Trail Blazers is an afterschool program led by the GCRDA and St. Mary's Recreation Department (Municipality of St. Mary's). The purpose of the program is to create leadership skills while exploring nature and participating in physical activity. The GCRDA's contribution includes introducing participants to the community development process and how leadership qualities can affect change; we walk youth through process from concept, to design, to getting funding, to project completion. Through these programs students gain practical skills and experience promoting confidence and laying the groundwork for youth to become leaders in their community.

Resources

- GCRDA staff time and funding
- Government and Private Sector funding
- Municipality of St. Mary's staff time and funding

Objective

- Inform students and parents about GCRDA youth programs
- Secure funding
- Conduct training workshops and mentor visits
- Design and produce yearbook for each Business Builder participant
- Organize and conduct closing ceremonies for Business Builders
- Direct the leadership component of the Trail Blazers program
- Instruct youth about the community development process through active participation in fundraising
- Help prepare presentations to council for youth identified community projects
- Assist youth with completion of community enhancement project
- Write 2 press release for programs

Outputs

- 65 students enrolled in GCRDA youth programs
- Funding secured
- Conduct 4 training workshops and one mentor visit with each Business Builder participant
- Produce 1 "Yearbook" of Business Builders participants
- Conduct 2 closing ceremonies to recognize the accomplishments of participants
- 1 youth led board presentations requesting funding for community projects

- 1 community project funded and completed
- Issue 2 press releases for programs

Target Population

- Guysborough County Youth and parents
- Potential Funders
- Community Organizations
- Guysborough Farmers Market Co-op
- Municipal Units
- General public

Short-Term Outcomes

- Students are motivated to start their own business and gain practical skills and experience to operate a small business
- Increased awareness of the GCRDA
- Enhanced decision making processes
- Increased involvement with local businesses and community members
- Increase in the number of vendors at Farmers Market
- Increased local capacity for effective community development
- Increased knowledge of local government
- Increased youth motivation towards community change
- Increased awareness of the needs of the community
- Increased youth participation in community led initiatives
- Enhanced critical thinking skills
- Better understanding of the community development process

Long-Term Outcomes

- Enhanced entrepreneurship in Guysborough County
- Increased number of Guysborough County youth leaders
- Potential youth retention

Key Performance Indicators

- Number of participants
- Number of schools visited and training workshops held
- Number of mentor visits
- Number of presentations
- Client feedback from participants and community
- Number of community projects funded
- Number of community projects completed
- Total funding dollars generated
- Number of media articles

Service Area – Information and Research

Project - Capture Local Benefits – Construction Activity

Project Description

During the upcoming year there are three significant opportunities to capture benefits from planned construction opportunities from major projects. The Deep Panuke development is moving forward in the 3rd quarter and many of the construction activities will be staged out of Guysborough County. The Maher Melford Container Terminal construction activity is scheduled to start at some point during the current year and Orex is continuing its exploration activity at Goldboro. There will also be opportunities associated with the commissioning of the Deep Panuke project. All of these projects offer significant opportunities for local employment and business capture. The GCRDA will identify and actively promote these opportunities to both the businesses and residents of the County.

Objective

- Work with developers to understand requirements
- Hold information sessions to promote opportunities to local businesses
- Utilize GCRDA website, social media, and print media to promote awareness of opportunities
- Collaborate with other stakeholders to hold information sessions to inform local businesses
- Utilize BRE to inform local businesses regarding construction benefit opportunities
- Presentations to business groups

Resources

- GCRDA staff time and financial resources
- Municipal staff time and financial resources
- Local Media
- Chambers of Commerce / Board of Trade

Target Population

- Guysborough County residents
- Guysborough County businesses

Outputs

- 3 developers contacted
- 2 information sessions
- 10 opportunities taken to promote awareness of opportunities
- 45 BRE clients contacted regarding construction opportunities
- 2 articles in newsletters
- 2 Board of Trade presentations

Short-Term Outcomes

- Enhanced awareness and participation in construction phase of projects
- Collaborative partnerships established with shared goals enhancing the attraction of investment to the Strait of Canso
- Greater awareness of the GCRDA
- Increase in short term employment and business opportunities
- Enhanced awareness of the skill requirements to fulfill the jobs
- Enhanced possibility for skill upgrades

Long-Term Outcomes

- Retention/attraction of skilled labour force
- Diversification of skill sets
- Progression from construction employment to operational employment
- Population growth
- Enhanced construction experience

Key Performance Indicators

- Number of Presentations/Information sessions
- Number of Communications – articles/newsletters
- Number of opportunities taken to promote local jobs and business opportunities.
- Number of Local businesses participating
- BRE feedback

Service Area – Information and Research

Project - Identify and promote mineral exploration and investment opportunities within the county

Project Description

Guysborough County has bountiful opportunities for development in the mineral sector. The GCRDA will proactively identify and promote these opportunities through research, exploration, collaboration, planning, and communications to maximize investment opportunities in the County. Based on market conditions and commodity pricing, the GCRDA will have a support role to identify and promote mineral exploration and investment and promote Guysborough County companies and services that could benefit from these opportunities at trade fairs, Mining Matters and direct company contact.

Objective

- Identify areas known to have mineralization of market interest
- Partner with organizations interested in the advancement of mineral development to promote the importance of the industry
- Attend relevant trade shows & conferences to promote mineral resources of the County and understand sector trends and opportunities
- Encourage local participation in public consultations regarding land-use
- Continue to sit on the Board of the Mining Society of Nova Society
- Support existing mining companies in the area in the regulatory process

Resources

- GCRDA staff time
- NS Department of Natural Resources staff time
- Mining Society of NS
- Mining Association of NS
- Municipalities staff time

Target Population

- Mineral Investors
- NS Department of Natural Resources and Environment
- Municipalities
- Industry Trade Associations
- ENGO's

Outputs

- 2 new areas of mineral development potential identified
- 2 partnerships developed with interested organizations and businesses
- 2 Presentations to community groups and organizations
- 2 Conferences and/or trade shows attended
- 2 articles provided for media coverage

- 2 opportunities to ensure that mineral interests are considered in land use planning and development
- 4 Mining Society meetings attended
- 2 Trade shows attended and 5 companies contacted
- 3 opportunities taken to support existing mining companies in region

Short Term Outcomes

- Greater awareness of the mineral opportunities within the County
- Increased awareness of the business opportunities associated with mineral exploration
- Enhanced awareness of the role that GCRDA can play in mineral exploration and development
- Enhanced awareness of the importance of the local community in the advancement of mineral opportunities
- Enhanced knowledge of issues related to mineral development / investment
- More informed and positive opinion of mineral development opportunities

Long Term Outcomes

- Increased mineral development established thereby increasing the employment base and diversifying the economy
- Population Growth
- Mineral sector jobs increased or maintained
- Increased municipal tax base

Key Performance Indicators

- Value and % change over previous year of staked mineral exploration claims in the County
- Value and % of change over previous year of exploration spending in the County
- Number of jobs created
- Number of investment leads generated
- Number of investment packages sent out
- Number of media articles and presentations
- Number of conferences and trade shows attended
- Number of partnerships with community groups and stakeholders
- Client feedback
- Value of new mine infrastructure
- Increased tax assessment from mining activities

Service Area – Information and Research

Project – Legislative/Regulatory Planning

Project Description

The proposed provincial and federal legislative and regulatory planning will have a potential economic and traditional lifestyle impact within Guysborough County. Changes in these areas may have a profound impact on rural areas ability to grow the local economy. Over the next year the GCRDA will partner with stakeholders to research and communicate the economic and quality of life impact of these regulatory or legislative changes to stakeholders and government departments.

Objective

The Province of Nova Scotia is currently involved in a number of planning and legislative changes that have the potential to have a significant socio-economic impact within Guysborough County. These areas include:

- Coastal Zone Strategy
- Nova Scotia Strategy for Natural Resources
- Renewable Electricity Act
- Candidate Protected Area's
- ESSIM Integrated Management Plan

The GCRDA will inform stakeholders of the opportunity to provide public input and feedback. We will provide information to local communities and groups impacted by proposed changes in policy and legislation so that they can provide input in advance of the introduction of new legislation.

Resources

- GCRDA staff time
- Government regulators
- Sector Organizations
- Local Stakeholders
- Municipal Staff

Target Population

- Municipal, Provincial and Federal Government
- Community members
- Current and potential investors
- Various sector organizations / associations
- Mineral Exploration and Mining Companies

Outputs

- 4 presentations to stakeholders
- 2 written submissions and 2 oral presentations
- 5 opportunities taken to communicate the impact to affected stakeholders
- 2 opportunities taken to increase the awareness of candidate protected spaces within the county and to encourage public participation in the community consultative process
- 2 community habitat restoration projects for HADD identified

Short-Term Outcomes

- Enhanced understanding of the impact of the new regulatory or legislative changes on rural economic development and way of life
- Increased awareness of the value of the local resources
- Increased number of partnerships formed to advance issues
- Enhanced regulatory and legislative environment for economic development
- Increased awareness of the GCRDA by residents and businesses

Long-Term Outcomes

- Policies, strategies and legislation that reduce the impact on and enhances the way of life and economic development in the County
- Enhanced utilization of natural resources
- Socio-economically balanced municipal, provincial and federal land use policy and legislation
- Contribution to the Provincial Network of Protected Spaces

Key Performance Indicators

- Number of contacts with community groups and stakeholders
- Number of public consultation session participants
- Number of stakeholder communication sessions attended
- Number and diversity of stakeholder communication session participants
- Number of stakeholder inquiries
- Number of changes to proposed draft regulations or regulations
- Number of and type of communication efforts undertaken

Service Area – Information and Research

Project – Capacity Building

Project Description

The GCRDA participates on several boards and committees to advance specific projects or sectors. This involvement prevents duplication of services and involves several sector partners. The role of the GCRDA on these committees is to provide and gather information and research on particular sectors and projects and share knowledge. This link provides a valuable service to the GCRDA and these organizations. This information gathered is useful when making decisions and setting direction for the GCRDA and leads to real understanding of the opportunities and challenges facing sector organizations.

Objective

- To liaise with several sector organizations
- To attend meetings and disseminate information when requested
- To provide information and support the efforts of these organizations
- Provide information on Guysborough County and the GCRDA

Resources

- GCRDA staff time

Target Population

- Sector Organizations
- Municipal/Provincial/Federal Government

Outputs

- Serve as active member of 6 sector based organizations
- Attend 20 meetings
- Follow-up on 10 inquires resulting from these meetings
- Disseminate information when requested

Short Term Outcomes

- The GCRDA will become more informed on the various sector developments in Guysborough County
- Reduce duplication of service
- Expedite projects and research time
- More awareness of the GCRDA in the community

Long-Term Outcomes

- A region with the ability to collect timely and relevant information on sector organizations and their opportunities and challenges
- A region exchanging information that leads to real understanding of the opportunities and challenges facing the businesses that operate locally

Key Performance Indicators

- Quality of information provided or research performed
- Information and research used by clients/partners
- Number of partnerships formed to achieve goals
- Number of inquiries acted upon
- Number of sector based organizations involved

Service Area – Project and Program Development

Project – Get Out In Guysborough County Too

Project Description

The *Get Out in Guysborough County* first edition in paper copy sold out and was a popular visitor guide. Following up on the success of this, the GCRDA will oversee a “Get Out in Guysborough County Too”. Due to the increased popularity of website and social media, this version will take on a different look. Project Staff will be hired to work with a steering committee to identify hiking and biking trails and paddle/kayak routes in Guysborough County. The individual will travel the routes, take pictures and rate them for difficulty, distance and time to complete. There will be a research component to this project as well; the project coordinator will compose a short story about the history of the trail area. This information will be used to promote outdoor recreation/tourism in Guysborough County, on our web site and social media. The Coordinator will also prepare a weekly blog about outdoor recreation in Guysborough County complete with photos and You Tube videos.

Objective

- Prepare Job Creation Partnership application
- Establish Steering Committee
- Hire and Oversee Coordinator
- Review draft of work and provide feedback on final material

Resources

- GCRDA staff time
- Nova Scotia Labour and Workforce Development

Target Population

- Guysborough County residents
- Visitors to the area

Outputs

- 1 Coordinator hired and work completed as per terms of employment
- 6 members on Steering committee formed
- Material for “Get Out In Guysborough Too” completed
- 24 Weekly blogs published

Short Term Outcomes

- “Viral” increase in interest in Guysborough County
- Tourism and recreational material available for further marketing of Guysborough County
- Increased opportunity for eco-tourism
- Increased awareness of the GCRDA
- Increased Awareness of Guysborough County’s outdoor recreation opportunities
- Guysborough County residents are motivated to take part in outdoor recreation

Long Term Outcomes

- Increase in Guysborough County Residents taking part in outdoor recreation
- Increase in eco-tourism
- Improved health
- Diversified economy

Key Performance Indicators

- Satisfaction of steering committee of final work created
- # of emails responding to the blog
- # of inquiries
- # of requests for material produced
- # of times material produced is used in promotional and marketing material

Service Area: Marketing and Communications

Project – Build on the marketing initiatives for Guysborough County and effectively communicate the activities of the GCRDA

Project Description

Our objectives are to provide the public with timely, accurate, and complete information about our services and initiatives and ensure that the GCRDA is visible, accessible and accountable to the public we serve. We employ a variety of ways and means to communicate, and provide information in multiple formats that accommodate diverse needs. The GCRDA encourages staff to communicate openly with the public about policies, services and initiatives they are familiar with and for which they have responsibility. Staff delivers prompt, courteous and responsive service that is sensitive to the needs and concerns of the public.

Objective

- To inform the region about Guysborough County and about the work of the GCRDA and its partners through newsletters, council meetings, press releases, website
- To continue to utilize social media to reach out to residents and former residents about opportunities in the region
- To utilize an email marketing service (Constant Contact) and our email database to promote the activities of the GCRDA

Resources

- Staff Time and financial resources

Target Population

- All residents of the Guysborough County (public/private/community/media)
- Municipal/Provincial/Federal Governments
- Visitors to Guysborough County
- Guysborough County project partners
- Media
- All people engaged in social media
- All members in the GCRDA email database
- Entire region – all sectors (public/private/community)

Outputs

- 2 newsletters prepared and distributed county wide
- 4 articles about the GCRDA activities in the municipal newsletters
- GCRDA web site updated monthly
- Deploy a new web tracking system
- 6 press releases articles, and/or radio interviews
- 22 council meetings
- Update Facebook and/or Twitter daily to promote Guysborough County
- 600 Facebook Friends
- 50 Twitter Followers
- 1 co-op page on Guysborough County in the N.S. Doer's and Dreamers Travel Guide
- 1 ad placed in the regional tourist guide

Short Term Outcomes

- An understanding by the community of the GCRDA's roles and responsibilities along with its partners
- New strategic partnerships created to develop a community of innovation
- Awareness of the GCRDA activities and their partners
- Increased attendance at various GCRDA events

Long Term Outcomes

- Increase investment, employment, population
- Increase visitation
- More partnerships will have a positive economic impact by the local business community and will increase the awareness of the GCRDA and their partners

Key Performance Indicators

- Quantity of materials developed and distributed
- Number of inquiries
- Number and type of partnerships (internal and external)
- Number of collaborative communication materials, announcements, etc.
- Number of social media followers

Appendix A

Organizational Overview

Board of Directors

Executive

Chairperson - Rennie Beaver, Member-at-Large
Vice-Chairperson - Wayne Avery, Member-at-Large
Secretary - Brian Archibald, Community Member
Treasurer - Rosalee Parker, Community Member

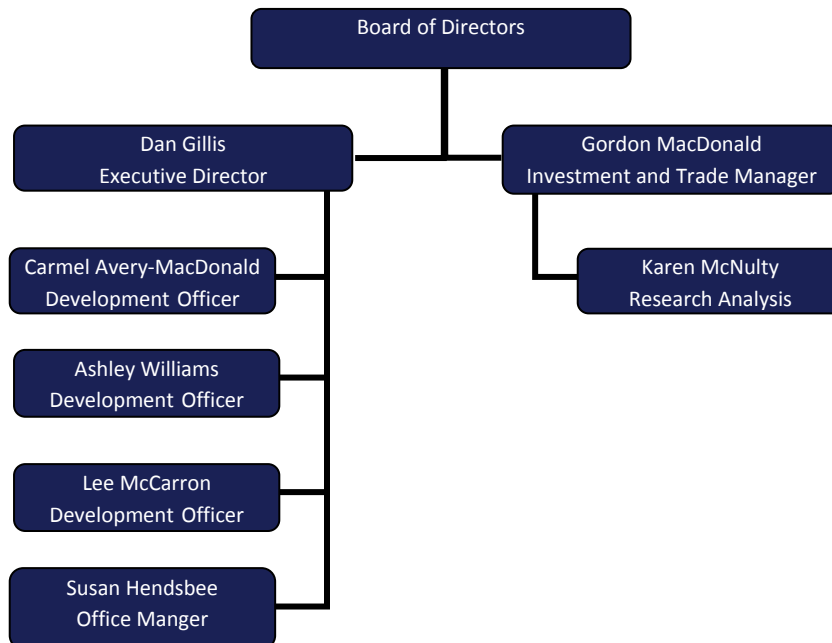
Directors

Michael Mosher, Municipality of the District of St. Mary's
Bradley MacLeod, Municipality of the District of Guysborough
Mary Williams, African Nova Scotian Community Member
Vernon Pitts, Municipality of the District of Guysborough (Alternate)
David Clark, Municipality of the District of St. Mary's (Alternate)
Bill Innis, Community Member (Alternate)

Ex-Officio Members

Mark van de Wiel, Atlantic Canada Opportunities Agency
Donnie Cameron, N.S. Economic and Rural Development and Tourism

GCRDA Staff



Appendix B

Communications Plan

The purpose of the Communications Plan is to increase communications between the GCRDA, our funding partners and the target population. The goal of this plan is to communicate information about the role of the GCRDA.

Objective

- Provide the public with timely, accurate, and complete information about our services and initiatives
- Strengthen relationships between the GCRDA, its funding partners and the general public
- Employ a variety of ways and means to communicate, and provide information in multiple formats that accommodate diverse needs including traditional media and the growing social media networks
- Consult the public, listen to and take account of people's interests and concerns when establishing priorities
- Encourage that staff communicate openly with the public about policies, services and initiatives they are familiar with and for which they have responsibility.

Target Population

- Municipal, Provincial and Federal Funding partners
- GCRDA Board of Directors
- Community Groups
- Business
- GCRDA Staff
- Other RDA's in Nova Scotia
- General Public

Outputs

- Municipal, Provincial and Federal Funding partners
 - GCRDA web site updated monthly
 - 24 council meetings
 - Update Facebook and/or Twitter daily to promote Guysborough County
 - Distribute our annual work plan to the public i.e. post it to our web site, distribute to libraries, council offices etc
 - Monthly Staff board reports to Council
 - Monthly GCRDA Board meetings
 - Supply information about the GCRDA to the Nova Scotia Regional Development Authority Association and other branches and agencies of government departments
 - Hold mid-year report presentation
 - Visibility at relevant trade shows and events

- E-Use email marketing service (Constant Contact) to send information to various target groups
- GCRDA Board of Directors
 - GCRDA web site updated monthly
 - Update Facebook and/or Twitter daily to promote Guysborough County
 - Distribute our annual work plan
 - Monthly GCRDA Board meetings
- Community Groups
 - GCRDA web site updated monthly
 - Update Facebook and/or Twitter daily to promote Guysborough County
 - Distribute our annual work plan to the public i.e. post it to our web site, distribute to libraries, council offices etc
 - Visibility at relevant trade shows and events
 - E-Use email marketing service (Constant Contact) to send information to various target groups
- Business
 - GCRDA web site updated monthly
 - Update Facebook and/or Twitter daily to promote Guysborough County
 - Annual work plan on our web site
 - Visibility at relevant trade shows and events
 - E-Use email marketing service (Constant Contact) to send information to various target groups
- GCRDA Staff
 - GCRDA web site updated monthly
 - Update Facebook and/or Twitter daily to promote Guysborough County
 - Hold bi-weekly staff meetings throughout the year
 - Attend the Nova Scotia Regional Development Authority Association AGM
- Other RDA's in Nova Scotia
 - GCRDA web site updated monthly
 - Update Facebook and/or Twitter daily to promote Guysborough County
 - Annual work plan on our web site
 - Supply information about the GCRDA to the Nova Scotia Regional Development Authority Association and other branches and agencies of government departments
- General Public
 - GCRDA web site updated monthly
 - 2 newsletters prepared and distributed county wide
 - 4 articles about the GCRDA activities in the municipal newsletters
 - 6 press releases articles, and/or radio interviews
 - Update Facebook and/or Twitter daily to promote Guysborough County
 - Annual work plan on our web site
 - Visibility at relevant trade shows and events

- Prepare and submit press releases to the local media on projects involving our office. These press releases will also be posted to our web page
- E-Use email marketing service (Constant Contact) to send information to various target groups

Short Term Outcomes

- An understanding by the community of the GCRDA's roles and responsibilities along with its partners
- New strategic partnerships created to develop a community of innovation
- Awareness of the GCRDA activities and their partners
- Funding partners are aware of the role of the GCRDA
- Increased attendance at various GCRDA events
- Increase input and awareness by all target audience

Long Term Outcomes

- More partnerships will have a positive economic impact by the local business community and will increase the awareness of the GCRDA and their partners

Key Performance Indicators

- Quality of materials developed and distributed
- Number of inquiries
- Number of Press Releases issued and published
- Increase in the number of collaborative communication materials, announcements, etc.
- Number of collaborative partnerships (business & community) formed
- Number of Facebook Friends
- Number of Twitter Followers
- Number of comments on both Facebook and Twitter

Appendix - C

Project Highlights 2010/2011

Strait of Canso Port Days

In partnership with the Strait of Canso Superport Corporation and the Municipality of the County of Richmond, the GCRDA once again hosted a very successful conference at Dundee Resort. This annual event focuses on promoting the existing and prospective investment activities within the Port. Registration has reached 138 individuals and we have reached the capacity of the host facility.

Deep Panuke Project

Construction activity has been completed at the onshore facility in Goldboro. Construction activity peaked during the summer period with 45 people employed at the site. Many local companies, tradespeople and laborers participated in the activity. The GCRDA has assisted both local companies and individuals sourcing work on the project.

Maher Melford International Terminal (MIT)

This project reached a major milestone in July, 2010. Maher Terminals has signed-on as the terminal operator and a shareholder. Maher Terminals currently operate container terminals in Prince Rupert, British Columbia and Port Elizabeth, New Jersey. The GCRDA has worked with MIT to market and promote the project, including participation in the 2010 TOC Americas Conference; Strait of Canso Port Day's and the H2O Conference. MIT plans to begin construction on this \$350 million dollar container terminal in 2011.

Black Point Aggregate

Progress on this project has been delayed somewhat by the longer than anticipated completion of the land trade with the Province of Nova Scotia. Final approvals are expected prior to the end of March, 2011. Upon completion of the land trade work will be undertaken to prepare for the environmental assessment process. The GCRDA has worked closely with the Municipality of the District of Guysborough to position the project to proceed upon completion of the land exchange. We have also worked with the Municipality to identify a developer and build a strategy to move forward with a project.

Strait of Canso Port Master Plan

The GCRDA has identified the completion of a Port Master Plan for the Strait of Canso as a priority activity since 1999. We represented the Municipality on the Steering Committee that guided the consultation process. After many years of effort to build the regional collaborative partnership necessary to undertake this process the Strait of Canso Port Master Plan has now been completed. This document will guide development within the Port for the next 25 years. The GCRDA will work with other regional partners within the Port to market and promote investment. Priority activities have been identified and have been incorporated within the GCRDA Business Plan for 2011-2012.

Anaerobic Digester

A local dairy farm completed construction of the automated milking barn (\$1 million capital investment) this year creating new employment through the addition of two full time and two part-time employees. We identified that with the changes in the Renewable Electricity Plan that Net Metering is now a viable option for sale of electricity from the digester to the grid. We have helped the proponent identify funding sources and partners to advance the project, analyzed potential options for the sale of electricity and waste heat from the anaerobic digester and identified potential organic waste sources and volumes for tipping fees. We have partnered with AgraPoint to advance this project.

Biomass

The GCRDA lead, in partnership with AgraPoint, the establishment of an Antigonish / Guysborough based biomass committee to review the case for the establishment of a biomass industry in the two counties. Through information gathering, it was determined that there was lack of forest fibre to support a wood pellet plant and the business case for a small <10Mw combined heat and power biomass based power plant was not economical. The current changes to the electricity act still will not allow the direct sale of electricity to the municipality or residential sector from a private power producer. The price that a farmer would have to secure for the establishment of a grass based pellet industry was not viable at this time without considerable subsidies which would not be forthcoming in the foreseeable future.

Protected Areas

Work in this area will be carried over to the 2011-2012 business year. During the last business year, community identified areas for potential protection was identified by some forest industry members. An area of old growth yellow birch in the Loon Lake area was submitted to The Department of Environment Protected Areas Branch for consideration for protection as part of Guysborough County's contribution to the 12% Protected Area's target.

Mineral Exploration

With the price of gold hovering around \$1500US/ounce, gold exploration and mineral rights staking has reestablished Guysborough County as the gold "capital" of Nova Scotia. In support of the mineral exploration and development industry in the province, we hold a board position on the Mining Society of Nova Scotia. We made several presentations to industry groups focused on suggestions for successful approaches to local communities and municipal units for community support. We also highlighted the role that the GCRDA may play in helping mineral companies within communities. We have provided information to local companies involved in exploration activity to support local business and employment opportunities.

Wind Development

The GCRDA continues to work with multiple interests in wind generation – primarily in Eastern Guysborough County. Challenges related to the Province's transmission and distribution system negatively impact the attractiveness of wind generation within Guysborough County and much of Nova Scotia. There will be significant upgrades required to the transmission system and these costs will need to be borne by the developer. Currently there is less than 5 mw of

capacity at any one location in Guysborough County. In the past year we have worked with local municipalities to consider zoning plans that enable large-scale wind generation development. We have also provided information to private property owners regarding the structure of land lease agreements.

Business Retention and Expansion Program

The GCRDA completed 31 BRE visits in 2010/2011 and sent 32 referrals for business support. GCRDA staff attended a Peer to Peer workshop and had 3 people attend a training session with the Dalhousie University Eco-Efficiency Center. We assisted 13 businesses with eco-efficiency programs resulting in a savings of 13,549kw/year. As a result of a BRE visit, the GCRDA engaged the Local Action Team to support 110 businesses with export markets and marketing. We also identified a need to support the retail businesses in Guysborough and Sherbrooke. A proposal for a Revitalization Strategy has been prepared and submitted to 3 levels of government.

Website Updates

The GCRDA engaged *Simply Ducky* to revamp the GCRDA website. Owner Crispin Cornet has transferred our entire website into another program that is more user friendly. Staff has been trained to update the site therefore timelier information can be shared with the public. We have also established both a Facebook and Twitter Account. We now have 309 Facebook friends and 25 Followers. We will be able to use this form of social media to quickly let people know what we're doing.

Continue to assist with the development of recreational, cultural, tourism and healthcare infrastructure

The GCRDA supported 10 community groups with the preparation of business plans in 2010/2011. Of these, 8 groups have received funding to implement projects. The other 2 business plans are being considered for 2011/2012 funding.

Farmers' Market

The Guysborough Farmers' Market Group has incorporated as a non-profit co-op. The GCRDA assisted the Farmers' Market co-op with its first annual 'Christmas Market'. The event exceeded expectations with vendors selling out of their products within the first two hours. We also assisted with the 2nd Annual 'Eat Local Community Breakfast' in partnership with Select Nova Scotia. The GCRDA helped prepare a Business Plan for funding for 2011/2012.

Bikeways Project and Active Transportation

Utilizing the Green Mobility Capital Grant and Municipal Funding, 59 Bike racks and 30 'Share the Road' signs have been purchased. This spring the signs and bike racks will be strategically placed throughout Guysborough Country.

Business Builders

The GCRDA leads this unique summer program that offers youth the opportunity to start their own business, learn the value of a dollar and get involved in their community. Last summer sixty eight students took part in this program gaining practical skills and experience as young entrepreneurs promoting confidence and laying the groundwork to become leaders in their

community. Sixty eight mentor visits were conducted, four training workshops were held and two closing ceremonies were organized.

Trail Blazers

Trail Blazers is an exclusive afterschool program led by the GCRDA, St. Mary's Recreation Department (Municipality of St. Mary's) designed for children in Grades 4-7 to create leadership skills while exploring nature and participating in physical activity. Last spring 20 weekly sessions were held with 12 participants. Two youth led board presentations were completed; 1 board presentation to SMRA where the students gained funding for fishing rods and one to the Municipality of St. Mary's where students were invited to submit a formal funding request.

African Nova Scotia Network Initiative

The GCRDA provided assistance and support to the African Nova Scotia Network Steering Committee with project development and transit assessment. We assisted in preparing a funding application to Service Nova Scotia and Municipal Relations. The GCRDA has been assisting the committee to promote the awareness of transportation needs among community residents and increased communication and collaborations among community residents and organizations.

Newcomers Settlement Project

In partnership with our neighbouring RDAs, Strait Highland RDA and Antigonish RDA, we obtained funding to hire a Regional Immigration Navigator to provide settlement services to newcomers in Guysborough, Antigonish, Inverness and Richmond Counties. In addition to assisting newcomers we have launched a Newcomer Friendly Brand that is focused on creating a more inclusive community, grounded in respect and appreciation for individual differences. The Regional Immigration Navigator model is now being considered by NSARDA for the entire province.

Appendix - D

Staff Training

In 2010/2011, GCRDA staff attended several training and research sessions, workshops and conferences to increase staff awareness and understanding of various topics. These included:

- Tourism Industry Association of Nova Scotia Conference
- Webinars (Asset Mapping, Photoshop)
- Eco-Efficiency Workshop
- BRE Peer to Peer Training
- Strategic Planning Peer to Peer Training
- N.S. RDA AGM Development Workshops
- ISO 9001:2008 Awareness & Audit Training Peer to Peer Training
- Hwy H2O Marine Transportation Conference
- Mining Society of Nova Scotia AGM
- Terminal Operators Conference of America's
- Mining Association of Nova Scotia AGM
- Offshore Technologies Conference
- Environmental Service Association of Nova Scotia Renewable Energy Conference
- Strait of Canso Port Day's
- 2 BRE Breakfasts Work and Learn Workshops
- Dept. of Agriculture Information Session
- Small Business Week Luncheon
- Website Training
- Improving Productivity Session
- ACOA and NSERD&T Program Information Session
- Productivity Improvement Program Information Session
- New Horizon's for Seniors Workshop
- Nova Scotia Product Development Day Workshop
- Employment Nova Scotia LaMPPS Webinar
- Geology Matters Conference
- Eastern Scotia Shelf Integrated Management Workshops
- Cross Cultural Integration Workshop
- St. F.X Rural Leadership Program

Appendix - E

Strategic Partners

GCRDA Staff and Board are active participants in various sector based organizations. Work on these committees helps staff get a better understanding of issues facing Guysborough County and Nova Scotia. These networks support our collective efforts to grow the economy. Below is a list of our Strategic Partners:

- St. F. X. Extension Department Rural Leadership Program Advisory Committee
- N.S. Natural Resources Forest Technical Advisory Committee
- AgraPoint
- Eco-Efficiency Centre Dalhousie University
- Clean Nova Scotia
- C@P
- Woodland Owners Conferences
- Nova Forest Alliance
- Strait of Canso Port Master Plan
- Marine Protected Areas
- Guysborough and Area Board of Trade
- Commercial Cable Rehabilitation Society
- Business Retention and Expansion Action Team
- New Page Port Hawkesbury Forest Advisory Committee
- Guysborough County Adult Learning Association (GALA)
- Antigonish Guysborough Black Development Association
- Guysborough County Community Business Development Corporation (CBDC)
- Strait of Canso Superport
- Mining Association of Nova Scotia
- Nova Scotia Mining Society
- Mainland Nova Scotia Building & Construction Trades Council (MNSBTC)
- Nova Scotia Association of Regional Development Authorities

Appendix - F

Linkages to Government Strategies

GCRDA 2011/2012 Business Plan	N.S. ERD&T Jobs Here	ACOA Program Activity Architecture	MODG Strategic Plan and ICSP	MODSM ICSP
Strategic Planning				
GCRDA 2012-2017 Strategic Plan	Growing the economy through innovation	Community Development - Mobilization	Economic Development	Sustainable Planning
Undertake a Residential Development Strategy	Helping businesses be more competitive globally	Community Development – Mobilization	Affordable Housing	Youth Attraction and Retention
Undertake a Revitalization Strategy	Helping businesses be more competitive globally	Community Development - Mobilization	Economic Development	Business Attraction and Retention
Assist with the development of recreational, cultural, tourism and healthcare infrastructure	Growing the economy through innovation	Community Development – Community Investment	Recreation/ Health Services	Sustainable Planning
Business Retention, Expansion and Recruitment				
BRE Program	Helping businesses be more competitive globally	Enterprise Development – Finance Continuum	Economic Development	Business Attraction and Retention
Identify and target potential investors	Helping businesses be more competitive globally	Enterprise Development – Trade/Investment	Economic Development	Business Attraction and Retention
Skill, Learning and People Development				
Nova Scotia Nominee/Newcomers Settlement Project	Learning the right skills for good jobs	Community Development - Mobilization	Economic Development	Business Attraction and Retention
Support GCRDA Youth Programs	Learning the right skills for good jobs	Community Development – Mobilization	Economic Development	Youth Attraction and Retention
Construction and Infrastructure				
Capture Local Benefits - Construction Activity	Helping businesses be more competitive globally	Community Development - Mobilization	Economic Development	Business Attraction and Retention
Identify and promote mineral exploration	Helping businesses be more competitive globally	Enterprise Development – Trade/Investment	Economic Development	Business Attraction and Retention
Socio-Economic Impact of Candidate Protected Areas	Helping businesses be more competitive globally	Enterprise Development – Trade/Investment	Economic Development	Business Attraction and Retention
Legislative/Regulatory Planning	Helping businesses be more competitive globally	Policy, Advocacy & Coordination	Protection of Biodiversity	Preservation of Biodiversity and Habitat
Capacity Building	Learning the right skills for good jobs	Policy, Advocacy & Coordination	Sustainable Land Use and Infrastructure Planning	Sustainable Planning
Marketing and Outreach				
Get Out in Guysborough County Too	Helping businesses be more competitive globally	Community Development – Mobilization	Economic Development	Business Attraction and Retention
Build on the marketing initiatives for Guysborough County and effectively communicate the activities of the GCRDA	Helping businesses be more competitive globally	Community Development – Mobilization	Economic Development	Business Attraction and Retention

Appendix - G

Feedback

We had 103 responses to a feedback survey was distributed in January/February 2011 asking for input into our 2011/2011 Business Plan. We asked them to rate the following questions on a scale of low, medium or high priority:

1. Legislative/Strategy/Policy
2. Support and Promotion of Mineral Exploration and Development
3. Community Infrastructure
4. Investment Attraction
5. Business Support
6. Programs for Youth
7. Immigration
8. Other - Additional comments or ideas

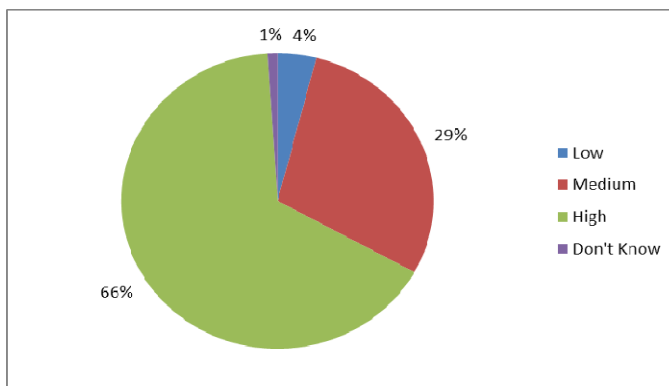
Survey Response Highlights

Legislative/Strategy/Policy

“These are sensitive pieces of legislation as they relate to economic development opportunities in Guysborough County. I am the GCRDA needs to play an integral role as a steward for sustainable development in Guysborough County.”

“If this is going to impact the people of Guysborough County directly, then it should be a priority.”

“The protected area is a big concern for me. There should be permission granted to use any existing trail, or at the very least one existing trail through these protected areas. These are large sections of land and without some motorized access our aging population will not be able to make use of these large sections of protected land.”

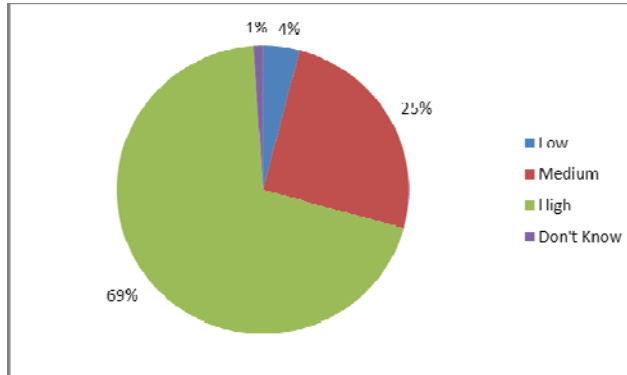


Support and Promotion of Mineral Exploration and Development

“At present the opportunities for mineral development are high. It should be remembered that a mining operator creates 4 indirect for every direct job.”

“Always good to have interested parties spending money in the county to develop our resources.”

“We should explore all avenues that will benefit Guysborough County. The more activity that takes place, the more chance for employment and growth.”

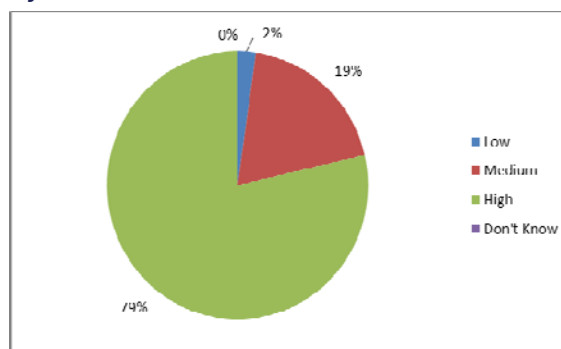


Community Infrastructure

“I am very much in favor of such involvement by the GCRDA in improving community infrastructure; but the real issue should be to get more work projects in the area so people can earn a decent wage and participate in some of these activities. Promoting our Municipality with trails; festivals etc. will be a positive way to bring new people to our area and most important; keeping our younger families here.”

“If we hope to sustain our communities and attract visitors and new business opportunities, we must upgrade our infrastructure. Should be a priority for the GCRDA and for each of our municipal units”

“Community development projects need to be in balance with economic development projects/opportunities. Built infrastructure projects are key for communities to sustain services but without employment and economic opportunities they will not come to support the built infrastructure.”

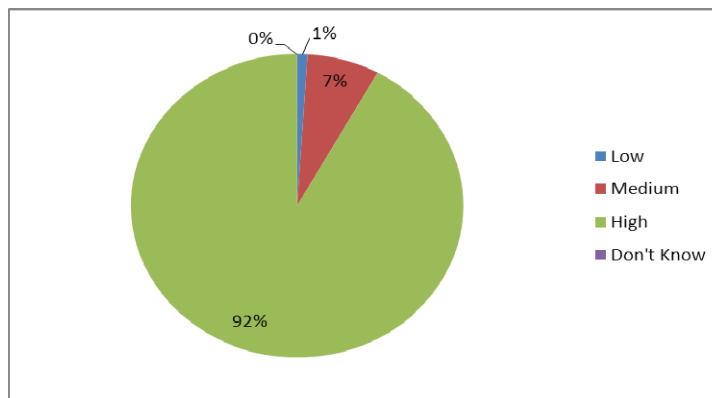


Investment Attraction

“Out migration of the educated and skilled workforce has been an ongoing problem. Without the establishment of sustainable anchor industries in the area this problem will continue.”

“Investment attraction is a competitive chess game that often they pre-determined victors and communities left wondering 'what-if'. Given limited resources and the choice between business development or investment attraction I would opt for the later. Remember the 20/80 that supports business development in existing businesses.”

“Again I will say that these projects are crucial to our Municipalities survival. Again the people have been snake bitten with projects that were suppose to come to the area and have not (i.e.-Petro Chemical Plant in Goldboro).I hope that the GCRDA continues to work in luring this work here.”

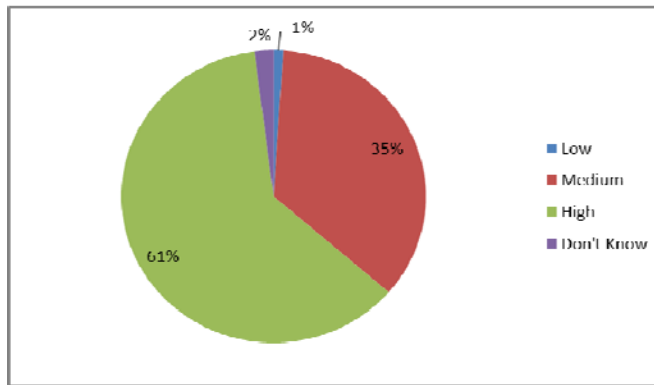


Business Support

“I feel that this is a top priority for GCRDA as well because some of these other project that we here about are BIG PROJECTS and would employ a lot of people. GCRDA has to be there with the smaller businesses; those that hire 15-20 workers; this is the cornerstone of our survival in a large rural area. So with good sound research to see if a certain business is viable and worth investing in is crucial. HELP THE SMALL BUSINESS!”

“It is very important that we continue to support existing businesses.”

“Maintaining existing employment in the County and encouraging and foster an economic climate for these business to strive should be the top priority for the GCRDA moving forward. Not only does supporting the local business environment provide new employment opportunities it also identifies new skill development, entrepreneurial, and community development programs and projects.”

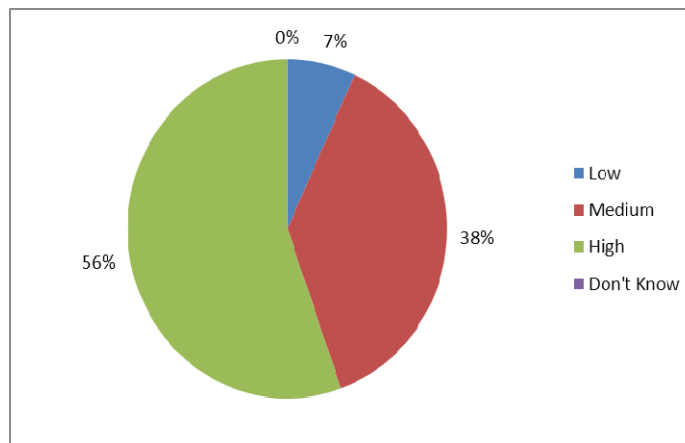


Programs for Youth

"I hope programs like this will instill a work ethic in the millennium generation that is sadly lacking from my experience."

"Supporting youth in this manner is relatively low cost and definitely important to a healthy community. GCRDA should start an education campaign to encourage and assist business to employ youth"

"It is important for Guysborough County youth to recognize the opportunities within the county and engagement in entrepreneurial and leadership programs is a great first step. With a focus on business development projects I believe there is an opportunity to empower youth to become more involved in the business environment through after school apprenticeship programs."

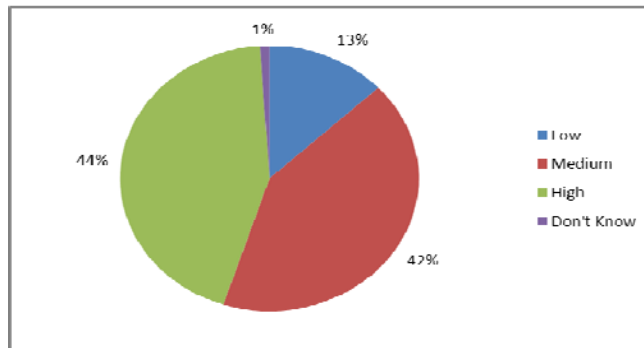


Immigration

“People moving into our county often bring with them a skill set not held here now. Very important to keep our welcome mat out for new citizens with new ideas.”

“I acknowledge the importance of immigration to sustain the rural, aging population and provide new thoughts and ideas into communities. Nonetheless, based on the limited local resources I believe immigration is best handled by the province with RDA's marketing the opportunities in their respective areas.”

“We should encourage all individuals that will have a positive impact on our community.”



Other - Additional comments or ideas

"The GCRDA has been instrumental in the support of various economic opportunities for Guysborough County. It's personnel have been zealous in their support of the county and proposals for it when other parties have tried their best to quash them. Continue the good work and evolve with the economies of the world."

"I feel that there is a lot of potential for the area for work projects as was mentioned. I do hope the GCRDA will continue to support our industries(Fishing @ Forestry)as these are still I think our main source of employment. Also I wonder in what capacity can the local private companies i.e. contractors in the housing business be also helped. I will be looking forward to read your final business plan for 2011/2012.Thank you for including me in your survey."

"Surveys like this is very important to get feedback from your community members. To see what is their priority. We need to stay on the same page and be united; specially when looking for federal funding or outside investment."

"As a former Guysborough County resident I keep a keen eye on development in the area. Rural areas, particularly Guysborough County, are not without their obstacles and your team do excellent work to sustain essential services and identify opportunities to make Guysborough County a more vibrant area. I certainly appreciate the opportunity to share my input as part of the 2011/2012 GCRDA Business Plan and wish your staff successes in the new year."