



ANTIGONISH REGIONAL
DEVELOPMENT AUTHORITY

Where ideas take root.



2009 Mid-year Review
Written Submission
October 26, 2009



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EXECUTIVE SUMMARY

Antigonish Regional Development Authority (ARDA) is excited to highlight the mid year achievements of ARDA. ARDA serves the Town of Antigonish and the Municipality of the County of Antigonish.

The report begins with the overview of ARDA's vision, mission and goals and outlines linkages to partner/stakeholder organizations. This is followed by an overview of the operational environment that ARDA works within, opportunities and barriers for CED growth are identified in this section and internal organizational capacity is outlined.

ARDA's accomplishments are categorized under the eight initiatives outlined in the 2009/10 business plan: Business Retention and Expansion, Develop Investment Process, Encourage/Assist community groups with long term planning, Strategic Planning, Highway and Gateway Planning, Community Development, Festivals & Events, Board & Staff Development, Experiential Tourism

Using the Logic model, each initiative has been allocated to a program service area and an ARDA strategic direction (from our Strategic Plan) and reported on in terms of outputs, highlights and timeline/status/ percentage complete. All initiatives that were included in the 2009/10 Business Plan are included and reported on. Any revisions to the initiatives are outlined.

This year ARDA identified the percentage of completion of each of the initiatives outlined in the business plan and we are on track to complete all the initiatives prior to year end.

Five highlights from the first six months of the year include:

1. ISO- ARDA has taken an active role to increase the benefits derived from ISO. A consultant was engaged to facilitate the issuing of a new quality manual for ARDA. Significant staff participation has resulted in a better understanding of ISO, better alignment with our planning documents, increased buy-in and ultimately a much better system and audit.
2. Partnerships- ARDA continues to work to maintain and create new partnerships. BRE has been a catalyst in creating and strengthening these partnerships. Through BRE, and a partnership with the Business Department at STFX, referrals have led to two local businesses accessing 400 hours of free consulting services from senior business students. At our last years review, we received feedback that we should work towards maximizing the benefit the community derives from the University. We

- see our partnership as a very a positive step.
3. Communications- Learning from the feedback from last years review, ARDA has worked hard to increase Board, stakeholder and community awareness of ARDA's activities. This is not limited to the re-branding and new web site, but also includes 14 press releases/ articles published in our local weekly newspaper, The Casket. ARDA has also created a newsletter that targets increasing awareness through our municipal councilors.
 4. Re-branding and website- ARDA launched a new web site in September, the branding exercise and web site was intended to give ARDA "a fresh look and to redefine the organization" it also served as an excellent exercise for the board and staff to reflect on what ARDA is and where it is going. We are very excited by our new look and our in house ability to keep the site current.
 5. BRE- ARDA conducted the first BRE visit in June 2009; we are already convinced that the creation of prioritization matrix and strategic targeting of businesses has led to many successes. Although our visits are slightly below anticipated numbers, our referrals and the quality of referrals exceeded expectations and the program is a success.

VISION

ARDA will be acknowledged as a key facilitator of business and community development. ARDA will collaborate with other community leaders to position Antigonish as a growth community with:

- unique intellectual and educational assets;
- a strong sense of family and community;
- a rich culture and history;
- a superior natural and sustainable environment; and
- a healthful quality of life.

Mission

ARDA provides supportive, inclusive leadership in strengthening the economic and social fabric of the region through sustainable Community Economic Development.

ARDA promotes the Antigonish community to the world, focuses on capacity building, developing and strengthening partnerships and encouraging innovation to stimulate economic growth and community development.

Values

ARDA will uphold the following in all its actions:

- **Inclusive:** Open to and looking for diverse points of view from all segments of the community.
- **Environmental Stewardship:** Respecting, protecting, participating, appreciating the natural environment and ensuring the sustainability of natural resources.
- **Respect:** Seeking out ways as leaders to act with integrity, credibility, support and working to be inclusive.
- **Excellence:** Always striving for excellence in our performance.
- **Community pride:** Building on our history, diverse cultures and quality of life.
- **Collaboration:** Building on our unique knowledge and skills to create cooperative activity to move forward.
- **Learning:** Promoting a sharing and learning community.

OPERATIONAL ENVIRONMENT & ORGANIZATIONAL EFFECTIVENESS

Statistical Analysis

Regional Analysis

Antigonish County is a diverse historical area with many amenities to offer. As a geographic meeting place for many rural communities, Antigonish serves a large area for medical, educational, and business support. A premier undergraduate university, a modern regional hospital and a strong innovative business community all help to define the unique and healthy economic framework. The Antigonish Regional Development Authority (ARDA) supports the Town and County of Antigonish through community economic development and through working with community based organizations to allow our area to grow and prosper. In cooperation with our municipal partners, ARDA works with a variety of other stakeholders to attract, retain, and expand the local business community.

Global and National Outlook

With the global recession and downturns in the Canadian and American economy, it is anticipated that the next year will be one of economic upheaval, both locally and nationally, providing challenges for rural and urban communities. The Atlantic Provinces Economic Council (APEC), an independent think-tank that provides analysis and advice on current and emerging trends in the region's economy, has noted that, "The deteriorating economy is now becoming more evident in Atlantic Canada and all four Atlantic Provinces are now expected to fall into negative growth territory for 2009." The APEC report states that growth in the global economy is expected to fall to just 0.5% in 2009, its lowest level in the last sixty years. In the United States the real GDP growth is expected to decline by 1.8% in 2009. Although the recession in Canada is not expected to be as severe as the U.S., output is expected to drop by 0.9%, with losses concentrated in the first half of the year.

Population

Nova Scotia Community Counts is a website created by the province of Nova Scotia to provide data on factors that directly influence our communities. This information has helped ARDA to understand the trends that affect the region. Based on this information, ARDA has developed a strategic plan to overcome the negative trends and strengthen the economy of Antigonish. ARDA encourages people to relocate to Antigonish through the provincial nominee program and through the immigration navigation programming.

The data below is based on the 2006 Census of Population in Antigonish County.

- Antigonish County has a population of 18,835, which is 3.7% lower than in 1996.
- In 2006, 26% of the population of Antigonish County was under the age of 20.
- 13.9% of the population of Antigonish County was 65 years or older.

There has been an ongoing trend of out migration in Antigonish County, affecting residents aged 19 – 44 years old. The majority of the out migration is due to employment opportunities in western Canada. Recently that trend has started to decline as the unemployment rate in central and western Canada increases and existing jobs becomes less lucrative.

In-Migration to Antigonish County is primarily due to work opportunities at StFX University and St. Martha’s Regional Hospital. Migration into Antigonish County also occurred to provide services to the Antigonish, Pictou, Guysborough and Strait catchment area which have a combined population of over 44,000. It is interesting to note that of those migrating to Antigonish County, 83% were born in Nova Scotia.

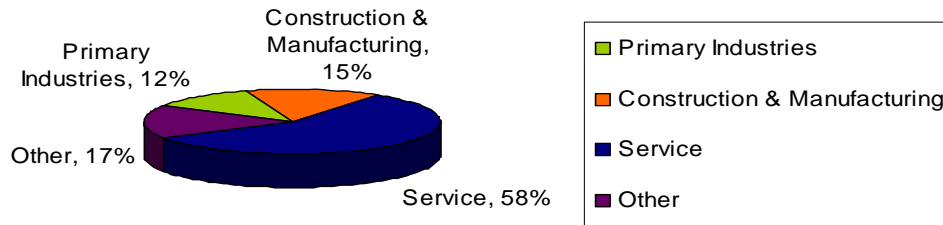
Migration 2001 – 2006 Northern Nova Scotia			
County	In-Migration	Out-Migration	Net-Migration
Antigonish	3,672	3,979	-307

Source: Statistics Canada Small Area Data

Industry

The Antigonish economy has traditionally relied on the Natural Resource Sector: agriculture, forestry and fishery. This sector has encountered a downturn due to overall declining prices for product and overall demand, but they continue to provide relatively stable employment. A number of employees from the area work at the pulp and paper plant in Port Hawkesbury, which appears to have stabilized since its purchase by New Page Corp. in 2007.

Employment by Industry



Source: 2006 Statistics Canada, Census Data

Local Development

There are several development stories taking place in the Antigonish area that will prove to stimulate the local economy. As a component of ARDA’s strategic plan, we continue to work with many local groups and organizations to create a strong economic and social base for our community. We also work in partnership with many other organizations to encourage businesses to stay (BRE program) and expand in Antigonish.

The Town and County of Antigonish have recently announced the joint purchase of a property in the downtown core which will become the home of a new public library. This project will enhance the vitality of the downtown core and will provide office space for local community organizations. The County of Antigonish is currently working on several projects such as a \$500,000 water extension project, and a \$4.3 million sewage treatment facility and collection station. ARDA is currently working with the County on the development of Keppoch Beaver Mountain Recreation Project.

The tourism sector continues to face challenges due to the global recession resulting in less American visitors. ARDA is now studying the niche market of experiential tourism to understand how it can open up a new market for tourist operators in the Antigonish area.

The twinning of the Trans-Canada Highway and the impact of this venture is a priority for the Town and County of Antigonish. The new highway realignment will include 16 km., and will bypass the town, not offering a site line into the community. This change will have a negative economic impact on the business community currently located on the Post Road as well as those in the town.

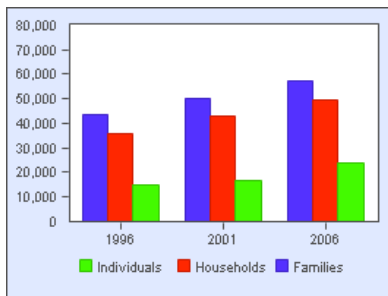
ARDA is working with both municipalities to mitigate this impact through the creation of a community gateway into Antigonish to encourage travelers en route to other destinations to drive to the downtown core.

The new highway can also offer a positive impact on our local community. A divided highway to Port Hawkesbury will enhance the development opportunities from major projects in nearby areas. The Strait of Canso development, the Melford International Terminal project, and the Keltic Petrochemicals project in Goldboro will have significant spin off. Impact will be felt on the housing, service, and retail sectors of the town and county of Antigonish and will provide many opportunities for stable employment in the region, both during construction phase and operation.

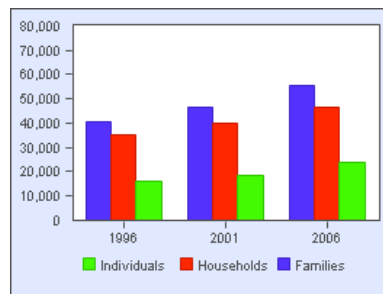
Income

In 2006, the median income for individuals in Antigonish County was \$23,721 per year, compared to the provincial median of \$24,030, and the Canadian median of \$26,917. Families in Antigonish County had a median income of \$57,234, compared with the provincial median of \$55,412 and the Canadian median of \$63,866.

Antigonish County



Nova Scotia



7% of families in Antigonish County had low income status in 2006, compared to 14.9% in 1996, a decrease of 7.9%. In Nova Scotia, a total of 10.3% of families had low income status in 2006, compared to 16% in 1996. In Canada, a total of 11.6% of families had low income status in 2006, compared to 16.3% in 1996.

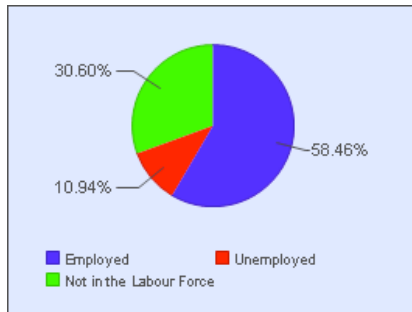
Employment

The employment rate in Antigonish is higher than average. The employment rate for Antigonish County residents aged 25 and over increased by 3.2 percentage points to 59.7% between 1996 and 2006. Nova Scotia's employment rate

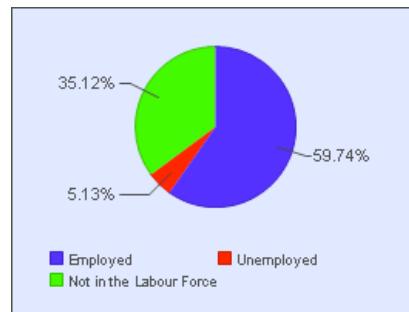
experienced an increase of 3.6 percentage points to 58% between 1996 and 2006 and there were 46,050 more employed workers during this same period.

The employment rate in Antigonish County for residents aged 15-24 years increased by 11 percentage points, to 58.5% between 1996 and 2006 and there were 170 more employed workers. Nova Scotia's employment rate experienced an increase of 7.1 percentage points to 52.9% between 1996 and 2006 and there were 5,760 more employed workers.

Antigonish County (Persons aged 15-24)



Antigonish County (Persons aged 25+)



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Major Employers in Antigonish

The region's two major employers, St. Francis Xavier University and the Saint Martha's Regional Hospital, continue to employ a large percentage of the community in jobs that are both stable and well paid. Major renovations and expansions continue at both facilities. The hospital is in the midst of a \$7 million modernization project. StFX has recently undergone a revitalization of many campus buildings, and has completed construction of new student housing. Since 1999 StFX has invested more than \$130 million into the campus and have made many upgrades which have benefitted the community as well as StFX. The Oland Stadium will soon undergo a \$2.8 million sport upgrade which will include a new artificial turf playing field. StFX will be beginning work on the Schwartz School of Business which is anticipated to open in 2011.

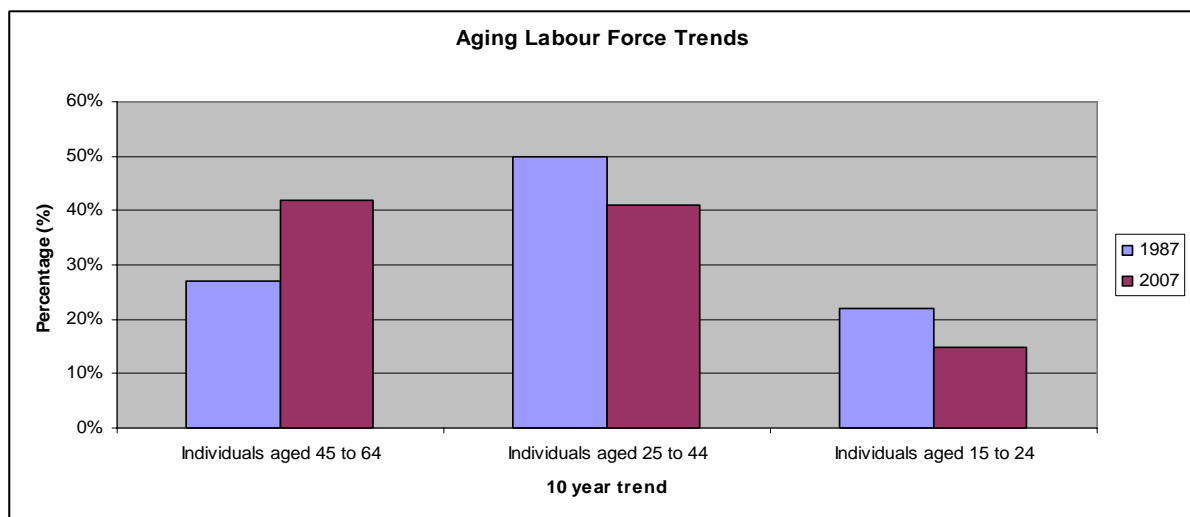
Coady International Institute will move in May to its new location in the historical lower campus of StFX. The new institute will include the Coady International Centre Interpretive Site which will provide Coady with a much larger space that will be made available to the community. The centre will offer an extensive interpretive component that will benefit the local community and will be a focal point for people travelling to the Antigonish area.

Labour Force

Northern Nova Scotia is facing two major labour issues; the first being an aging labour force and the second being out migration. The second issue of out migration is one that ARDA has been tracking with the assistance of Dr. John Hugh Gillis Regional High School and East Antigonish Education Centre.

- There has been nearly a 10% decline in those employed aged 25 to 44 over the last 20 years, down to 41% from 50%.
- There is also a trend to an aging workforce due to the net out-migration particularly among those aged 18 to 24.
- In the past twenty years in Northern Nova Scotia, individuals aged 45 to 64 in the workforce increased from 27% to 42% as you can see below.

When we talk about an aging labour force it is important to note that this is a demographic reality across Canada due to declining fertility and mortality rates and the aging of baby boomers. The statistics in some local areas are more staggering than others when we consider the out-migration of youth as well.



Opportunities and Barriers for CED Growth

Partnerships

The ARDA has a number of organizations that they partner with to build capacity and advance community priorities. Some of these organizations include:

- Municipalities of the Town and County of Antigonish
- Northern Opportunities for Business Limited (NOBL) – the local CBDC is based out of New Glasgow and has a business analyst in Antigonish.
- Antigonish Area Partnership (AAP) – a business alliance of public and private sectors. AAP focuses on community growth and prosperity.
- Antigonish Chamber of Commerce – Antigonish is home to a vibrant Chamber with a membership of approximately 200 that promotes and supports the interests of business in our area.
- ACOA and Department of Economic and Rural Development field staff- both organizations have field staff in Antigonish who are available on a daily basis.
- St. FX Enterprise Development Centre (XEDC) – has a mandate to enhance economic growth in Northern Nova Scotia by promoting enterprise development, and supporting small business.
- Neighboring RDA's – Pictou, Strait Highlands and Guysborough – ARDA sees tremendous value in working and communicating with our neighbors. We have a number of projects and initiatives with each of our neighboring RDA's.
- Antigonish Career Resource Centre (ACRC) – has a mandate to make career development information available and offers services that reflect the needs and goals of Antigonish and the surrounding region.
- Nova Scotia Department of Community Services – dedicated to the social and economic well being of all Nova Scotians.
- Local Community Development Groups

Major Projects

The Antigonish area anticipates that there will be major growth and development pending the start up of three major projects in our geographic region: The Melford International Terminal Inc. project in Melford, the Maple LNG project in Goldboro, and the potential continued development of a Strait Superport in the Strait of Canso. When these projects are realized they will have significant impact on the Antigonish area. The initiatives should increase in migration to the area with higher paying jobs, which will then increase home sales, enrollment in the local education system, resulting in a boost the local economy.

Marketing Strategy

The tourism industry in Nova Scotia's is very competitive and lucrative with many towns and areas trying to lure in not only tourists, but new employers and employees as well. Although Antigonish does not have one cohesive marketing strategy, the town and county have a steady stream of new comers to the area year round with the help of St. FX, the Highland Games, Festival Antigonish, the Riverside International Speedway, and the many conventions and sports teams that travel to the area.

St. FX Partnership Opportunities

The ARDA has a mandate that includes an inclusive approach to partnerships. We have an existing and ongoing partnership with XEDC and the Extension Department at StFX, and are working to further develop relationships with the larger StFX community that will benefit both the university and the town and county.

Community Infrastructure

Community infrastructure in the Antigonish area is a priority for ARDA. There is infrastructure in place that makes our area appealing to people. We currently have Columbus Field, and the Keating Millennium Centre. Development is proposed for a soccer field at StFX and another at the Dr. John Hugh Gillis School, of which ARDA is supporting. There is a mix of available housing, a complete education system, and a vibrant mix of amenities. With plans for the new public library in the downtown core underway, there is an opportunity to include the development of an outdoor green space. This is the kind of development which will benefit the current residents of the town and county, and help to attract new people looking for an active, family friendly place to live and work.

Recreation is another key component in today's competitive market. As previously mentioned, the Municipality of the County of Antigonish is working on a major development in the Keppoch Beaver Mountain Recreation Area. The project will provide Antigonish and neighboring counties with world class outdoor recreation activities including skiing, hiking and many other active, family oriented year round outdoor activities.

The project will include a proposed "Recreation Loop" which will include Beaver and Keppoch Mountain beginning near the entrance to the newly upgraded Riverside Speedway in James River. The speedway is a million dollar operation attracting a new level of interest among racing fans across the Maritimes. These

two initiatives could work hand in hand attracting visitors to the area throughout the summer and winter months.

Obstacles / Barriers / Threats for CED Growth:

The following are some of the obstacles to Development in this region.

- Out migration of people (specifically youth)
- The realignment of the Trans Canada Highway will create challenges for Antigonish businesses
- Availability of family health care for new and existing residents of Antigonish
- Aging population of Antigonish area
- Shortage of skilled workers
- Volunteer burn-out
- High cost / price of homes within the Town and County of Antigonish
- Lack of recreational infrastructure to attract professional people
- Population distribution over a large geographical area
- Lack of succession planning in both businesses and organizations

Core competencies

ARDA's office is located in the Antigonish Farmer's Mutual Building at 188 Main Street in the Town of Antigonish. ARDA serves the two municipalities – the Town of Antigonish and Municipality of the County of Antigonish. ARDA is co-located with Atlantic Canada Opportunities Agency and Northern Opportunities for Business Limited.

ARDA is dedicated to enhancing the capacity of our region by transferring knowledge and skills to the community through community economic development efforts. Core competencies of ADRA are:

- Being a builder of a regional economic plan
- Being a leader in willingness to explore new methods of professional development
- Being a facilitator for community cooperation and partnership through coordination of client services
- Being a facilitator for major regional, municipal, and community projects
- Being an advocate of strategic planning

ARDA staff is educated, innovative, and willing to think “inside and outside the box”. The staff has created a high level of credibility in the community through positive work ethic, knowledge of programs, skills, and teamwork. Working with a flexible approach, the staff appreciate that one approach does not fit all. ARDA is dedicated to ensuring all opportunities for staff professional and development are met.

ARDA's Board of Directors is now at full complement representing the community, businesses, the two municipal units, along with three ex-officio members. It is structured to ensure equal representation throughout the region and welcomes input from strategic partners, both private and public. The board recognizes the importance of participating in board development exercises to increase their overall capacity and to assist them in managing the organization effectively.

STRATEGIC INITIATIVES AND EVALUATION

In many communities, economic development activities are undertaken in a vacuum- as if “jobs” are somehow independent of the people who hold them. Workers need places to live, amenities, and educational opportunities. Quality housing, recreational infrastructure, restaurants, and schools are not luxuries for an educated workforce- they are necessities. This plan is about quality of life. If Antigonish cannot continue to provide and approve upon it, we will fail economically.

The following strategic directions have been selected to provide focus and a foundation around how ARDA can energize its economic efforts and contribute to local initiatives. The numbered initiatives you’ll find below in bold, are those that fall under more than one strategic direction.

Business Development

ARDA will take action to foster business development in the area.

Business Development will focus on:

- Retention and Expansion of existing businesses- existing businesses provide important salary dollars to the community and must be supported to ensure they continue to do so.
- Attraction of new business- new investment into the area will create additional employment and opportunities for our youth that will provide them with the option of staying local.
- Creation of new business- ARDA will work to improve the business climate, enabling Antigonish a more competitive place to establish a business.

Community Development

ARDA will assist proponents who are championing projects to develop community infrastructure to enhance the community. ARDA’s role will be to support the proponent with a goal of building community capacity to allow proponents to complete projects on their own.

ARDA will work towards:

- Promoting ARDA as the “go to” place for information, coordination, and facilitation of community development projects.
- Developing capacity within community proponents. This will include developing community capacity in project scoping, project definition, proposal writing and project management.
- Fostering innovative new approaches in community and not-for-profit organizations.

Market Antigonish

In today's world, businesses have many choices as to where they conduct their business. Likewise, people have numerous choices as to where they work and call home. We must compete for this business and these people. We must realize it is not our neighboring communities we are competing with but more on a national or even international stage. In order to be successful we need to make and promote Antigonish as a premier community.

ARDA will work to:

- Promote Antigonish as an attractive place to live, work and play.
- Promote the range of services that ARDA provides to the community.

Population Attraction and Retention

Our goal is to create a more welcoming community to effectively position Antigonish within the theme live, work and play. The Antigonish RDA works with partners to discuss, identify and research opportunities that may exist for re-population of our region. Antigonish RDA works in partnership with the Nova Scotia Nominee Program by delivering the Community Identified Program.

Through these types of initiatives, our region will become diverse and the population base will be built resulting in filling employer skill gaps. Our region will become known as a 'welcoming community' that is inviting newcomers to move into our region.

Initiative: Business Retention & Expansion (BRE)

RDA Service Area: Information & Research
 Innovation & Productivity
 Project & Program Management

Strategic Direction: Business Development

Antigonish RDA will undertake a BRE program to provide the Business Development Committee of ARDA with an avenue to document the issues of the broader business community. The information gathered and presented will serve as a catalyst to move forward with viable solutions.

Short Term Objectives	The short term objectives of this initiative are to hire and train an Account Executive, assemble a Local Action Team (LAT), and begin to conduct site visits with a range of businesses, to discuss their business operations, issues and opportunities.
Timeline/ Status/ % Complete	Initiated 1st Quarter The BRE account executive was hired in April 2009 and was subsequently trained and BRE certified in May 2009. The initiative was officially launched in June 2009 when the first client visit took place. The account executive researched best practices in the province prior to launching the initiative in Antigonish. 50% Complete
Budget and Resources	ARDA has secured project funding for the BRE program. The program will require the time commitment of the BRE Account Executive & occasional office support staff.
Target Groups	Business owners/operators and service providers
Outputs	
<i>Targeted</i>	<i>Actual</i>
<ul style="list-style-type: none"> - 60 Client profiles developed from data collected during site visits - 10 Referrals designated to members of the LAT - 8 LAT meetings held to monitor status of referrals and trends that may arise from the BRE visits - ARDA staff and board familiarized with BRE's best 	<ul style="list-style-type: none"> - 20 client profiles - 16 referrals - 3 LAT meetings - Lunch and Learn BRE best practices facilitated by account executive for

<ul style="list-style-type: none"> - practices for program launch - ARDA Chair/Staff BRE certified - ARDA staff trained to utilize Executive Pulse 	<ul style="list-style-type: none"> - ARDA staff (June 2009) - ARDA chair and 3 staff (January 2009) and account executive BRE certified (May 2009) - ARDA staff trained on Executive Pulse (January 2009) and group refresher facilitated by BRE account executive with staff (August 2009)
<p>Highlights: ARDA created a prioritization matrix to determine the priority list in visiting businesses. The use of the prioritization matrix tool results in a carefully targeted group of businesses that have been evaluated for a business visit via an evaluation and categorization process. The tool assesses businesses in the community, prioritizes them for a business visit, and in return creates a high level of referrals. Our approach originally was to develop 60 business profiles; however with our new prioritization approach the amount of quality referrals to community service providers (including the LAT members) has taken precedent. Our approach produces quality referrals and a higher level of return on investment of our BRE funding on economic expansion within our business community.</p>	
<p>Measurable Outcomes</p>	<p>The following outcomes will result from this initiative:</p> <ul style="list-style-type: none"> - The ability to present well documented issues and solutions to all key stakeholders and municipalities to achieve buy-in to move forward collectively on identified BRE initiatives - Provide an opportunity for ARDA staff to meet regularly with businesses of all sizes and sectors to discuss important issues and to promote ARDA more directly - Strong link to the business community developed - Opportunities, areas of growth, and issues identified and advanced through collaborated work with partners
<p>Evaluation Framework</p>	<p>Success will be measured by:</p> <ul style="list-style-type: none"> - Number of businesses that participate - LAT response time - Number of cases that are officially closed
<p>Key Performance Indicators</p>	<ul style="list-style-type: none"> - Number of interviews conducted - Cases closed within targets (budget, time, objectives) - Positive client feedback - Increased collaboration rates



Initiative: Develop Investment Process

RDA Service Area: Business Retention Expansion (BRE) & Recruitment

Strategic Direction: Business Development

In 2009/10 a Business Investment Protocol is to be developed in partnership with NSBI and local business stakeholders that will build on strengths of the existing community. The end result will be a protocol that establishes how ARDA and the community handle inquiries from potential investors.

Short Term Objectives	The short term objective of this initiative is to develop a protocol that allows ARDA and the community to handle investment inquiries and a clear and consistent manner.
Timeline/ Status/ % Complete	Ongoing ARDA website and branding complete with initiated 2nd half work to include: <ul style="list-style-type: none"> - Updating and developing upon profile - Engaging community stakeholders to assess needs for regional protocol 25% Complete
Budget and Resources	Development Officer's time
Target Groups	Potential and existing local businesses as well as foreign investors seeking opportunities
Outputs	
<i>Targeted</i>	<i>Actual</i>
<ul style="list-style-type: none"> - Successful collaboration sessions with NSBI and local stakeholders to assist in the development of the strategy - Further educational meetings with senior NSBI staff to gain insight on what information to focus on and how the site selectors would like to see it presented, enabling us to respond instantly with a greater feeling of confidence to potential investors 	<ul style="list-style-type: none"> - Assessed website with NSBI Staff and gained knowledge on site selector perspectives. Reviewed "Investment Readiness" document and underwent the "Investment Readiness Diagnostic" with NSBI staff. - Assessed current community profile with NSBI staff and suggestions were made on how to improve based on best practices and site selector preferences.

<ul style="list-style-type: none"> - Research into best practices of processes and strategies previously developed 	<ul style="list-style-type: none"> - Researched other RDA's community profiles to accumulate a province wide best practice summary in efforts of applying these to our current profile.
<p>Highlights: We have completed our re-branding and website and our research has shown which aspects of community profiles and websites site selectors are drawn to, enabling us to cater to individual demands when updating our profile and website.</p>	
<p>Measurable Outcomes</p>	<p>The following outcomes will result from this initiative:</p> <ul style="list-style-type: none"> - ARDA will have the tools necessary to develop a protocol for handling investment inquiries - ARDA will be able to better position itself as the lead local agency for business development
<p>Evaluation Framework</p>	<p>Success will be measured by:</p> <ul style="list-style-type: none"> - Completion of the Business Investment Protocol
<p>Key Performance Indicators</p>	<ul style="list-style-type: none"> - Number of inquires from potential investors - Succession of existing businesses (# of new business owners) - Number of collaborative partnerships formed among businesses - Number of new business start-ups

Initiative: Encourage/Assist community groups with long term planning

RDA Service Area: Strategic Planning

Strategic Direction: Community Development

ARDA will work with community organizations to develop strategic plans. The process will result in an increase in capacity within the group and a more focused organization.

Short Term Objectives	The short term objective is to build capacity within community groups and organizations by facilitating the development of strategic plans. ARDA will facilitate the development of strategic plans that will provide focus for the group or organization.	
Timeline/ Status/ % Complete	Initiated 1 st quarter Ongoing 50% Complete	
Budget and Resources	Account Executive's time and specialized skills and experience.	
Target Groups	Community groups and organizations within the Antigonish region.	
Outputs		
	<i>Targeted</i>	<i>Actual</i>
	<ul style="list-style-type: none"> - Facilitate the development of three strategic plans for local community groups or organizations. 	<ul style="list-style-type: none"> - Facilitated Town of Antigonish (TOA) Beautification Committee strategic plan (initiated Spring 2009). This plan will remain in draft form until the overall TOA strategic plan is completed. - Highway/ Gateway planning initiated - work plan developed, Road Map to Positive Change presentation made to Highway Liaison Committee (June 2009). Surveys - Facilitation of the TOA strategic planning process has been initiated with TOA council and management (initiated Summer 2009) - The Antigonish Highland Society has asked for a 4 year strategic planning process to be facilitated by ARDA (initiated Fall 2009)

<p>Highlights: The TOA's beautification plan is deemed a success and has resulted in two strategic planning referrals coming from TOA.</p> <p>The Highway/ Gateway Planning initiative is listed separately under the business plan, it is a strategic planning process. It is however large enough to warrant its own category due to the sheer scope of resources and extended timelines associated with the project.</p>	
<p>Measurable Outcomes</p>	<p>The following outcomes will result from this initiative:</p> <ul style="list-style-type: none"> - Capacity and focus built within community organizations that have gone through the process with ARDA's involvement of identifying and prioritizing projects/ initiatives
<p>Evaluation Framework</p>	<ul style="list-style-type: none"> - Number of strategic plans completed - Number of individuals participating
<p>Key Performance Indicators</p>	<ul style="list-style-type: none"> - Number of organizations that have commenced implementation within six months of completion

Initiative: Highway/Gateway Planning

RDA Service Area: Strategic Planning

Strategic Direction: Community Development/Strategic Planning

ARDA is working with the Town and County of Antigonish to ensure that the future highway developments in the Antigonish area have a positive impact on local businesses and the community. **Having further considered this initiative and our position on the HWY104 Community Liaison Committee (CLC) it was felt that the CLC could be approached for input into the prioritization of initiatives associated with the highway development given the widespread nature of the representatives of the group. It is also decided that BRE would be the tool used to reach out to businesses affected by the bypass and information is being gathered through BRE visits.**

Short Term Objectives	The short term objective is to develop a plan for the gateway to Antigonish.
Timeline/ Status/ % Complete	Ongoing Due to the delayed start of BRE and the change of community consultation process 15% Complete
Budget and Resources	<ul style="list-style-type: none"> - Development Officer’s time - External funding
Target Groups	<ul style="list-style-type: none"> - Antigonish business community - Town of Antigonish - County of Antigonish - Community at large
Outputs	
<i>Targeted</i>	<i>Actual</i>
Coordinate and facilitate community meetings Review “best practices” Conceptual planning document for gateway	<ul style="list-style-type: none"> - Conducted one-on-one interviews with CLC members and community stakeholders - ARDA made a presentation to the provincial ACOA field officers and received some good feedback regarding best practices.
Highlights: ARDA conducted engaging one-on-one interviews with the CLC and community stakeholders rather than a single consultation session; this resulted in a clear perspective of the priority areas.	
Measurable Outcomes	The following outcomes will result from this initiative: <ul style="list-style-type: none"> - A well planned gateway into Antigonish

	<ul style="list-style-type: none"> - Support from both municipalities
Evaluation Framework	<p>Success will be measured by:</p> <ul style="list-style-type: none"> - A completed concept for the gateway - Buy-in from the local business community - Buy-in from the community at large
Key Performance Indicators	<ul style="list-style-type: none"> - Number of collaborative partnerships formed - Positive feedback from business community - Usage of the information gathered - Number of individuals engaged in the project



Where ideas take root.

Initiative: Community Capacity Development

RDA Service Area: Infrastructure, Sites and Premises

Strategic Direction: Community Development

A core function of ARDA is to work with local community groups who look to increase the capacity and infrastructure within their communities. ARDA will continue to assist these groups to scope and plan projects and to assist in preparing funding proposals.

Short Term Objectives	The short term objective of this initiative is to provide support to community groups seeking to advance community projects or events.
Timeline/ Status/ % Complete	Ongoing 100% Complete
Budget and Resources	Development Officer's time
Target Groups	Community groups in Antigonish
Outputs	
<i>Targeted</i>	<i>Actual</i>
<ul style="list-style-type: none"> - Assist ten groups by supporting the advancement of their community project or event. 	<ul style="list-style-type: none"> - Antigonish Town & County Recreation Project-Board Development and communications strategy. - Olympic Torch Relay-Facilitated placement of JCP worker, communications strategy. - Small Business Week 2009-Event Coordination - St. Andrews – Lt. Governors Community Spirit Award- Marketing Assistance - Music on Main-Marketing Assistance - Antigonish Legion- Funding Application Assistance - Antigonish Highland Society- Funding Application Assistance, Strategic Planning, Economic Impact Study - Coast Beverages Inc. (Fuzzy Duck) - Marketing Assistance

	<ul style="list-style-type: none"> - Dark Fiber-Community Advocate - Antigonish Arena-Needs assessment and funding application assistance - Farmer’s Market-Office administration assistance - Media Co-op-Reorganization Assistance - Maryvale Community Group-Funding Application Assistance. - Northside Community Development Association-Funding Application Assistance, Strategic Planning - Local food guide-Led design and publication of brochure
<p>Highlights:</p> <p>Antigonish Highland Society- ARDA has developed a relationship with the Antigonish Highland Society which has resulted in a completed economic impact analysis, a funding application for major improvements to the site of the Highland games and the beginning of a strategic plan for the group which be completed in the coming weeks.</p> <p>Local Food Guide- ARDA has partnered with local food producers and organizations to design and publish a local food guide. This is in an effort to promote local growers and food security.</p> <p>Antigonish Town & County Recreation Project- ARDA has assisted a community organization in project planning, preparation of applications, as well as provided guidance in fundraising and communications.</p>	
<p>Measurable Outcomes</p>	<p>The following outcomes will result from this initiative:</p> <ul style="list-style-type: none"> - Enhanced capacity within community groups - Increased community infrastructure
<p>Evaluation Framework</p>	<p>Success will be measured by:</p> <ul style="list-style-type: none"> - The increased capacity and ability of community groups to source funding for future projects
<p>Key Performance Indicators</p>	<ul style="list-style-type: none"> - Capacity Building - Reduced dependence on RDA project management support by the same

Where ideas take root.

	<p>community organizations over time (knowledge transfer)</p> <ul style="list-style-type: none">- Percentage of community organizations that received planning assistance that have started the implementation process- Number of strategic plans facilitated by ARDA
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Initiative: Festivals and Events
RDA Service Area: Information and Research
Strategic Direction: Market Antigonish

ARDA will conduct Economic Impact Studies to determine most efficient use of resources to maximize the return on investment. This will assist organizers and developers in leveraging further funding and sponsorship dollars for future events and supporting infrastructure. ARDA will also develop a community volunteer model and interview local sport groups to determine current issues and community perspectives on areas/events to focus on.

Short Term Objectives	The short term objective of this initiative is to gather information on the impact of events in our area, and assist the groups responsible.	
Timeline/ Status/ % Complete	Ongoing 55% Complete	
Budget and Resources	Development Officers time	
Target Groups	<ul style="list-style-type: none"> - Event Hosts - Event Planners - Local Sport Organizations 	
Outputs		
<i>Targeted</i>	<i>Actual</i>	
The outputs of the initiative include: <ul style="list-style-type: none"> - 3-5 Economic Impact Studies - A summary report outlining barriers to hosting specific events - Community Volunteer Model and Database 	<ul style="list-style-type: none"> - Facilitated and distributed the Economic Impact Assessment (EIA) for the 2009 Antigonish Highland Games. - NS Senior Open Golf Tournament final EIA report pending receivables from organizing committee. - Allie MacDonald Summer Hockey School final EIA report in final stages. - Riverside Speedway final EIA report pending receivables from organizing committee - Regularly attending ‘network of networks’ committee meetings (NS Volunteerism). Have identified the Olympic Torch Relay and the Antigonish Highland Society as starting points in the volunteer database development process. 	
<i>Highlights:</i>		

<p>- The economic impact assessment for the Antigonish Highland Games outlines the economic importance of the event to the community and the Province. The report raises the profile and awareness at the community level and will benefit the organizers in measuring growth, and in accessing sponsorship and funding.</p>	
<p>Measurable Outcomes</p>	<p>The following outcomes will result from this initiative:</p> <ul style="list-style-type: none"> - Opportunities and barriers identified leading to increased capacity - Creation of volunteer model for an event - accurate assessments of the economic impact of events - Increased capacity to host events - Municipalities will be able to determine the return on their investments in events through sponsorship and operational funding
<p>Evaluation Framework</p>	<p>Success will be measured by:</p> <ul style="list-style-type: none"> - The increased capacity and ability of event organizing committees - Financial impact of initiatives embarked upon
<p>Key Performance Indicators</p>	<ul style="list-style-type: none"> - Usage of information and research-applicability - Quantity, quality and value of information collected and applied to Strategic Plan development



Where ideas take root.

Initiative: Board and Staff Development

RDA Service Area: Strategic Planning

Strategic Direction: Community Development

ARDA recognizes that it is important to participate in board and staff professional development exercises to increase the overall capacity of ARDA and to assist them in managing the organization effectively.

Short Term Objectives	The short term objective of this initiative is to provide the Board of Directors and Staff with the appropriate professional development training to ensure they are well equipped to serve in their positions.
Timeline/Status	Initiated 1 st Quarter The second development workshop is scheduled for November. 50% Complete
Budget and Resources	Executive Directors time and external trainers
Target Groups	Staff and Board
Outputs	
<i>Targeted</i>	<i>Actual</i>
- Two completed Board development workshops	ARDA Board and staff conducted a SWOT analysis and participated in a branding session. Staff is engaged or have completed professional development in: -Rural Leadership Development -EDAC -ISO -BRE Project Coordinator -ACSBE's Financial Analysis -NSARDA AGM
Highlights: The SWOT analysis was a great opportunity for the board and staff to reflect and learn more about the organization. The timing was excellent with many newer board members and staff joining the RDA. The branding exercise set the stage for the development of ARDA's new brand and website. A consultant was engaged to facilitate the issuing of a new Quality manual for ARDA. Significant staff participation has resulted in a better understanding of ISO, better alignment with our planning documents, increased buy-in and ultimately a much better system and audit. Two staff are participating in the Rural Leadership Development program and are	

committing in excess of 100 hours each to complete a collective regional asset map and personnel leadership portfolios prior to the end of February.	
Measurable Outcomes	<p>The following outcomes will result from this initiative:</p> <ul style="list-style-type: none"> - Increased capacity of the Board of Directors in specified training areas - An opportunity for the Board of Directors to network with their counterparts of a neighboring RDA to share best practices - An opportunity for the Board of Directors to work “hands on” with ARDA staff - Increased capacity of the staff in specified training areas - Increased staff retention
Evaluation Framework	<p>Success will be measured by:</p> <ul style="list-style-type: none"> - Number of professional development activities participated in - Number of board and staff members that participate in professional development activities
Key Performance Indicators	<ul style="list-style-type: none"> - Employer willingness to support professional development - Number of training sessions/courses available

Initiative: Experiential Tourism
RDA Service Area: Information and Research
Strategic Direction: Business Development

ARDA is researching the niche market of experiential tourism. During the initial planning the ARDA will conduct a SWOT analysis and an asset inventory of the tourism market in Antigonish County. Tourist operators will be identified who would fit within this market. The RDA will work with the Department of Tourism’s consultant to do a “critical analysis” of Antigonish from a tourism perspective. The RDA is planning to attend a best practices mission in Newfoundland in April with a number of local operators.

Short Term Objectives	The short term objectives of this initiative are to perform a SWOT analysis of local experiential tourism, attend the best practices mission in NL and to conduct an asset inventory.
Timeline/ Status/ % Complete	1st & 2nd quarter Asset inventory - ongoing 50% Complete
Budget and Resources	- Development Officer’s time - Travel to best practices trade mission
Target Groups	Existing and future tourism operators who are interested in experiential tourism
Outputs	
<i>Targeted</i>	<i>Actual</i>
- Conduct a tourism SWOT analysis - Identify potential experiential products - Plan best practices workshop to NL - Actively participating in best practices workshops - Participating in follow-up and evaluation in the fall	- Outside the Cube management consultants completed a tourism analysis with recommendations - Consultants report identifies opportunities with greatest potential - three local operators and an RDA staff person attended trade mission in NL - Attended in Roger Brooks “bootcamp” in September, written report expected in 3rd quarter - Regular meetings with Dept. of Tourism and Culture and key community businesses ongoing.
Highlights:	
- <i>The Roger Brooks “secret shopper” style assessment of the Antigonish area was a valuable resource for ARDA. The session has led to local</i>	

<p><i>merchant meetings.</i></p> <ul style="list-style-type: none"> - <i>Best practice mission to NL was excellent and highlighted some innovative ways to bring more visitors to our community and keep them here longer.</i> - <i>ARDA has established a relationship with Department of Tourism and with the local RTI</i> 	
<p>Measurable Outcomes</p>	<p>The following outcomes will result from this initiative:</p> <ul style="list-style-type: none"> - Businesses in Antigonish will be able to access further resources to enhance their operations - Enhanced ARDA involvement in the business community
<p>Evaluation Framework</p>	<p>Success will be measured by:</p> <ul style="list-style-type: none"> - Number of entrepreneurs interested in experiential tourism - Enhanced knowledge of experiential tourism
<p>Key Performance Indicators</p>	<ul style="list-style-type: none"> - Number of collaborative partnerships formed - Positive feedback by Newfoundland participants - Number of new business start-ups - Increased tourism traffic - Improved understanding of new market trends in relation to tourism



Where ideas take root.

**Antigonish Regional Development Authority
Revised Budget
Year Ending March 31, 2010**

	Revised Budget
Incoming - Receipt of Funds	
ACOA	138,000.00
NSOED	138,000.00
Town of Antigonish	69,000.00
County of Antigonish	69,000.00
Other Revenue	-
	<hr/>
Total Incoming - Receipt of Funds	414,000.00
Outgoing - Operating Expenses	
Payroll Expenses	
Staff / PT Wages / Contract Wages	277,550.00
Total EI, CPP, WCB Expense	20,000.00
Health Package	7,500.00
	<hr/>
	305,050.00
Board / Community Communications	
Board Committee Meetings	3,000.00
Board Travel	2,000.00
Committees Expenses	1,000.00
Annual Meeting and Report	1,500.00
	<hr/>
	7,500.00
General & Administrative Expenses	
Advertising / Promotion	9,000.00
Banking / Payroll Administration Charges	350.00
Insurance	3,500.00
Business Meetings	3,500.00
Office Rent	17,520.00
Office Cleaning	2,250.00
Office Furniture / Equipment Expense	2,000.00
Computer - Purchase / Upgrading	2,000.00
Computer - Repairs & Supplies	1,000.00
Postage / Courier	600.00
Phone / Fax / Internet	12,000.00
Office Stationary & Supplies	2,400.00
Office Leaseholds / Renovations	1,800.00
Professional - Accounting & Legal	6,000.00
Other Expenses	1,530.00
	<hr/>
	65,450.00
Delivery / Response Expense	
Memberships / Subscriptions / Dues	8,000.00
Staff Travel & Expenses	18,000.00
Staff Training -Seminars / Courses	9,000.00
Miscellaneous	1,000.00
	<hr/>
	36,000.00
Total Outgoing - Operating Expenses	414,000.00
Net Income	<hr/> -

Appendix

COMMUNICATIONS PLAN

The focus of the ARDA's Communication Plan is to continue to effectively build on communications between ARDA and stakeholders (public/private/community). Successful communications are integral part in the success of our communities' economic development. The goal of this plan is to communicate information about the role of ARDA.

Our objectives are to:

- Educate and strengthen relationships between staff, partners, stakeholders, and the community
- ensure ARDA is responsive to the needs and concerns of the public in supporting their projects
- implement a variety of communications activities that provide timely, accurate, and complete information about ARDA services and initiatives

Desired outcomes:

- communications are supportive of ARDA mission, vision, and values
- strong relations between targeted audiences
- increased inquiries for further community project opportunities
- community members are aware of ARDA services and initiatives

Communications Strategies

1. **Board of Directors.** Our Board consists of influential community leaders and is one of our key connections with the community and Municipal councils. It is vital that the communications effectively.

Communications used: monthly BOD meetings, Board packages containing staff monthly reports, ARDA correspondence, project reports

2. **Partners.** All correspondence with economic development officials and funding partners will aim to strengthen existing relationships. Connection will continue with our regional representatives for Atlantic Canada Opportunities Agency and Department of Economic and Rural Development on a regular basis to provide information on potential projects on which the partners may collaborate.

Communications used: regular meetings with local representatives of ACOA and NSERD, regular attendance at Municipal unit council meetings, mid-year review report and presentation, annual reports.

3. **Community.** We work closely with community organizations to ensure our communities offer a prosperous region for our people. ARDA acts as a resource and support for community and business initiatives, existing as the

entry point for information and referrals in economic development, responsible for bring stakeholders together to respond to client needs.

Communications used: print materials to promote ARDA (e.g., newspaper advertisements, business magazines, brochures, etc.), website, attendance at local and regional events, trade shows, conferences, annual business planning public consultations

4. **Internal.** ARDA works to advance a healthy internal environment among staff, building capacity as an organization.

Communications used: bi-weekly staff meetings, one-on-one sessions, team-building activities, ISO 2001:9000 compliance, professional development training



Where ideas take root.

Board of Directors

- Chair - George Lericos
- Vice Chair - Sally Van de Weil
- Secretary - Donnie F. MacDonald
- Treasurer - Liz Chisholm
- Joe Boudreau
- Vaughan Chisholm
- Willie Cormier
- Mark Gabrieau
- Greg Lukeman
- Ian MacNeil
- Ralph Mattie
- Anne Toner

Ex-Officio

- Chris Storseth Atlantic Canada Opportunities Agency
- Donnie Cameron Nova Scotia Department of Economic & Rural Development

ARDA Organization Chart

