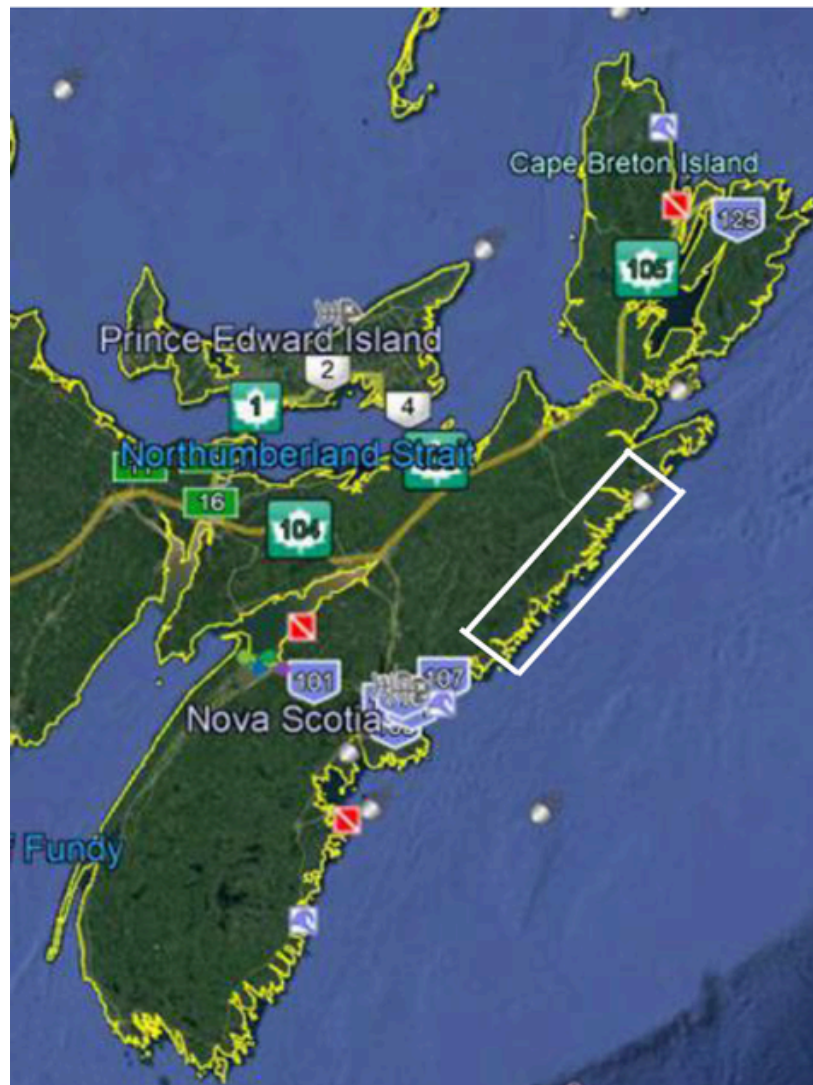


# HEALTHCARE PROFESSIONAL RECRUITMENT AND RETENTION: REPORT ON COMMUNITY ENGAGEMENT SESSIONS



**PREPARED FOR:**  
SHEET HARBOUR & AREA  
CHAMBER OF COMMERCE &  
CIVIC AFFAIRS

ELLEN T. CRUMLEY, PHD  
CONSULTANT  
[ECRUMLEY@DAL.CA](mailto:ECRUMLEY@DAL.CA)  
(902) 266-6360

# TABLE OF CONTENTS

---

- 1 BACKGROUND
  - 2 COMMUNITY ENGAGEMENT SESSIONS INFORMATION
  - 2 RECOMMENDATIONS 1-3
  - 3-4 COMMUNITY DESCRIPTION AND CULTURE
  - 4 RECOMMENDATIONS 4-5
  - 5 RESOURCES AND INFRASTRUCTURE
  - 6 BUSINESS AND WORK
  - 6 RECOMMENDATIONS 6-8
  - 7 AMENITIES AND ATTRACTIONS
  - 7 RECOMMENDATION 9
  - 8 ACTIVITIES AND EVENTS
  - 8 RECOMMENDATIONS 10-11
  - 9 OUTDOORS AND NATURE
  - 10 MENTORING AND WELCOMING HEALTHCARE NEWCOMERS
  - 10 RECOMMENDATION 12
  - 11 POTENTIAL BARRIERS FOR HEALTHCARE NEWCOMERS - HOUSING
  - 11 RECOMMENDATIONS 13-15
  - 12 POTENTIAL BARRIERS FOR HEALTHCARE NEWCOMERS - CHILDCARE
  - 12 RECOMMENDATION 16
  - 13 APPENDIX A - ACRONYMS
  - 14 APPENDIX B - RECOMMENDATIONS
  - 15 APPENDIX C - LOCAL SOCIAL MEDIA
  - 16 APPENDIX D - EXAMPLES OF LOCAL SUCCESSFUL BUSINESSES
  - 17 APPENDIX E - LOCAL INTEREST GROUPS & RESOURCES
-

# BACKGROUND

Recruiting and retaining healthcare professionals in a rural setting is a daunting task. However, the rural Nova Scotia lifestyle offers many benefits. In 2023, Sheet Harbour & Area Chamber of Commerce & Civic Affairs (the Chamber) received a grant from the Office of Healthcare Professionals Recruitment (OHPR) Community Fund to assess community readiness for recruitment and retention of healthcare professionals. They hired a consultant to complete this work.

This report fulfills the requirements for Stream 2: Community Readiness. The aim is to create and maintain a thriving recruitment and retention program by putting in place tools, materials, and strategies that will make the Eastern Shore Memorial Hospital (ESMH) and Harbourview Lodge (HVL) destinations of choice for healthcare workers.

While Nova Scotia Health (NSH) may be able to offer healthcare jobs, community members must provide a welcoming environment for healthcare professionals. We want newcomers to feel welcome and embed them in the community so they will want to stay. Thus, the Chamber hired a consultant to engage with community members and ESMH / HVL staff and make recommendations about how the community can be the “destination of choice” for healthcare professionals. The consultant held community engagement sessions to obtain an understanding of the area and what residents would like newcomers to know. The purpose was to find out how the community can help healthcare newcomers stay.

All acronyms are listed in Appendix A and all Recommendations are listed in Appendix B.

*Ellen t. Crumley*

Consultant



## COMMUNITY ENGAGEMENT SESSIONS INFORMATION

Community Engagement Sessions were held to gather data about what residents could do to help welcome and settle healthcare professionals. The following information is a summary of information obtained from all the Community Engagement Sessions with community members and healthcare professionals at ESMH / HVL.

Four 90-minute engagement sessions with community members were held in Moser River, Sheet Harbour, Mushaboom, and Tangier in July and August 2023. Forty-six people attended. The consultant talked on the phone or held video meetings with 7 additional community members. However, as the sessions were held in the summer, some key people were away, busy, or unable to attend and did not talk with the consultant. The Chamber's Community Advisory Committee (CAC) members and 1 healthcare newcomer read and provided feedback about this report.

At the Community Engagement Sessions, participants were asked the following questions:

- What do you want new healthcare professionals to know about your community?
- How can community members welcome healthcare newcomers, people from different cultures and immigrants and help them stay?

Two 150-minute community engagement sessions with ESMH and HVL healthcare professionals were held in August 2023. A total of 11 people attended. While the numbers were small, the conversations were deep and informative. No physicians attended the sessions. The consultant, after several attempts to contact physicians via primary care and community members, could not book a short discussion with physicians. It was also suggested that physicians be offered remuneration for their time. The lack of physician engagement at this time is of concern.

At the ESMH and HVL Engagement Sessions, participants were asked the following questions:

- How can the community welcome and support healthcare newcomers, people from different cultures and immigrants?
- What does or could the community do to help you stay?
- What is not available in the community that might make others hesitate to come here?

The engagement sessions were advertised on social media, printed signs, and via email. Some community members phoned and texted locals to tell them about the sessions which were then well-attended. This suggests that tapping into local informal networks could be very effective. As some of these communities do not have high speed internet, people do not have a computer and/or they may not have seen the print posters in public places, they may not have known about the meetings. The consultant attempted to get in touch with community members and health professionals who could not attend and meet with them separately on the phone or via videoconferencing, but some were not available.

---

**Recommendation 1:** Hold community engagement meetings from September-June.

**Recommendation 2:** Advertise community engagement sessions in multiple formats (e.g., in paper, social media, email, text, telephone, word of mouth) and through key community contacts.

**Recommendation 3:** Work with primary care to schedule brief meetings with physicians and offer remuneration to them.



The area has abundant natural beauty; it is peaceful and quiet with little traffic. It offers healthcare newcomers the opportunity to live a balanced rural lifestyle. Residents have a lot of community spirit and pride. Due to the small size of most centers in Eastern Shore, there are low crime rates, and the area offers a high quality, safe rural life. Properties are well-maintained and people take pride in their community. It is not unusual for residents to leave their doors unlocked and keys in the car. There is a rich local history, including folklore, historic events and famous people.

## COMMUNITY DESCRIPTION AND CULTURE

The area, which runs along the shore from Ship Harbour to Ecum Secum and from Mooseland to Lochaber Mines in the north, is undergoing change. Situated in an ideal location – about an hour’s drive from larger centres such as New Glasgow, Truro, Musquodoboit Harbour, Lake Charlotte, Porters Lake, Dartmouth and Halifax (the distance depends on how far east you live). There are few or no services between the larger centres but this also means that the community is largely untapped and undeveloped. The distance to larger centres can be an issue for locals but may not be for newcomers; the view from the road is worth it. The weather is milder with generally warmer winters, more rain, and a less extreme temperature range. Take care in the winters as there is often ice and slush.

Although the close-knit community has a sizable senior population and was previously in decline, its population has grown in the past few years. Locals do not mind if you show up at their door uninvited, but newcomers should tell them if they do not prefer this. Residents are mindful of respecting newcomers’ preferences, not making assumptions and being sensitive to people’s needs but also may be very curious and ask newcomers questions. They enjoy learning about other cultures and newcomers’ different beliefs and values.

Most locals expect that community change will be positive, but some may need time to adapt to healthcare newcomers’ preferences, accents, culture, etc. For example, some newcomers prefer to be left alone and not be involved in the community which does not fit with local expectations. However, other newcomers may appreciate having someone to assist them with questions and want to be involved. There are concerns about who will volunteer and participate in the community if newcomers do not want to be involved.

Eastern Shore has a strong sense of community which is reflected in many local events and activities. People like to help out others, know their neighbors and are caring and friendly. Friends and neighbors keep an eye on each other and their properties when people are away or commuting to work. Many people are well-connected socially and actively volunteer. Locals with cars offer people rides to appointments, events and activities. Locals may invite newcomers to get involved in the community (e.g., volunteer with local association or group).



**Saltscapes Magazine article about Sheet Harbour**

<https://www.saltscapes.com/roots-folks/3360-more-than-the-sum-of-its-parts.html>

## COMMUNITY DESCRIPTION AND CULTURE

Many residents have deep family roots and generations of their family have lived in the area for many years. Numerous former residents move back to retire here and be near family but the area is also a great place to raise a family. The community offers newcomers an opportunity to stretch their income farther than do other provinces. With the recent influx of newcomers, there is tension about how things could change and the degree of change that could occur. Some people think the community has lost its identity and there are differing opinions about how its future should look. Some newcomers have already left due to lower wages and some higher costs of living (e.g., taxes, gas, and groceries).

Although recent newcomers have been invited to go to activities/events, it can be difficult for them to walk into a room by themselves. Newcomers would appreciate if locals would take them to these events, introduce them to others, and ensure they are taken care of so they will feel more comfortable. These newcomers have needed to make considerable efforts to be social, try to make friends, and become part of the community. Newcomers also appreciate being invited to social opportunities for any age but especially by people their own age so they can make friends. The well-established informal verbal network about what's happening can be more difficult for healthcare newcomers to become a part of – inviting newcomers to join local social media groups and receive texts is key (Appendix A).

---

**Recommendation 4:** Connect healthcare newcomers with local informal and social media networks and texting so they can be informed about what's happening in the community.

**Recommendation 5:** Invite healthcare newcomers to get involved in the community through volunteering and attending events and activities.





## RESOURCES AND INFRASTRUCTURE

Eastern Shore offers many services. The Eastern Shore Memorial Hospital (ESMH) is a community hospital with urgent care service (i.e., same-day medical appointments), clinics, and many services (e.g., sexual health centre, physiotherapy, a lab, x-ray, foot care nurse, Diabetes Clinic, Adult Day Clinic), a beautiful outdoor space, and free parking. ESMH is attached to Harbourview Lodge Continuing Care (HVL), a long-term care facility. The community has a physiotherapist, foot care therapist, and pharmacy.

Federal and provincial services (e.g., Service Canada, Access Nova Scotia) are available on-site, typically on a bi-weekly basis. Canada Post and the Royal Canadian Mounted Police (RCMP) have several offices in the area. As well, HRM maintains some local infrastructure such as the YMCA Nova Scotia Works Centre which helps youth and adults find employment and employers find employees. Many community members know and regularly interact with local politicians at all levels of government. Subscribe to their social media to keep up with what's happening locally.

---

### Key phone numbers:

- 211 for community and social services.
- 311 for HRM information.
- 511 for road conditions.
- 811 for primary healthcare assistance.
- 911 for emergencies.

The well-resourced public library has access to all Halifax Regional Municipality (HRM) services and items including a dietitian, public health nurse (0-5 years old), free menstrual products, etc.; it is in the same building as the community fitness centre and the library and fitness facility will move to a new lifestyles centre expected to be completed in 2027. The Marine Drive Academy (MDA) is a relatively new K-12 school in Sheet Harbour that serves the entire area. A provincially-run bus system picks up and drops off students at the MDA. There are no remaining local schools in the outlying villages. Some communities do have local playgrounds.

Thanks to community volunteers' hard work, numerous infrastructures will be built in the next few years such as a new fire station, leisure centre (will include a kitchen, public library, fitness centre), as well as a marina & docks.



The area has a mix of local and chain businesses such as gas stations, small grocery store, credit union bank, hardware store restaurants, pubs, liquor store, hairdresser, mechanics, property maintenance, new surplus store, dog grooming and boarding, as well as tradespeople and construction. It also has a lot of artisans. Although the area is part of HRM, some HRM businesses may not come out to provide services or charge additional fees. Depending on how far east you are located, some online orders may not be eligible for next-day delivery and/or have an additional shipping fee. There is tension between wanting locals to start and run thriving businesses and the Chamber trying to recruit chains or franchises to set up.

## BUSINESS AND WORK

The Chamber is very active in supporting local businesses and entrepreneurs. Community members can join the Chamber as it manages civic affairs. NS has higher income taxes and a 15% harmonized sales tax (HST) on items (e.g., newly-built houses, real estate agent fees, small businesses). NS has more business regulations.

Several successful grassroots entrepreneurs are growing businesses (Appendix D). Beverage bottles and household items can be recycled at local depots. Locals buy fresh, in-season seafood such as lobster and mackerel from fishers at the wharf.

Many small businesses, including gas stations, are open until 5:00 or 6:00pm and/or not open certain days (e.g., closed holidays, Mondays, weekends). Church Point Variety Gas Station is usually open longer hours.

Healthcare professionals noted the lack of local well-paying, permanent local jobs and suggested entrepreneurial ideas such as child/dog daycare and restaurants (e.g., pizza, Subway, Tim Hortons).

There are several established industries and plants. More seasonal work is available in the summer as some businesses are only open a few months. Work in the yard and house (e.g., cleaning, grass cutting, snow removal, readying a property for winter/summer, etc.) can be done year-round but some of it may be volunteer. The population changes with seasonal labor.

Some LGBTQ+ and Indigenous community members do not feel welcome. Thus, the Chamber should encourage local businesses to take small actions such as posting a Pride flag and Pjila'si (welcome) in Mi'kmaw on the door.

If immigrants' spouse/partner/youth are not Canadian citizens or some permanent residents, must obtain a work permit. Immigrant Services Association of Nova Scotia (ISANS) can help with a work permit and the YMCA with finding employment. YMCA Immigrant Services and ISANS provide services for mental health, reducing stress, and finding cultural community.

**Recommendation 6:** The Chamber encourage local businesses to post a Pride flag and Pjila'si (welcome) in Mi'kmaw on the door.

**Recommendation 7:** The Chamber encourage newcomers to become members as a gateway to the community.

**Recommendation 8:** When needed, connect newcomers' families with ISANS to obtain a work permit and the YMCA to obtain employment.





Tourism Nova Scotia  
Photographer: David Anderson @daveyandsky

## AMENITIES AND ATTRACTIONS

Most communities recently received access to fibre optics high-speed internet; Starlink is also available but it is less reliable. Thus, work-from-home professionals can live rurally and be connected. However, cell phone reception and data access can be challenging outside of Sheet Harbour; a booster may help with reception but wifi calling or a landline may need to be used. The provincial government is looking into adding more towers to improve cell reception. Sheet Harbour Radio station broadcasts 16 hours a day on FM Radio and online. The area is one of the few left in rural Canada which has a local monthly newspaper, the Eastern Shore Cooperator, which covers issues of interest to residents.

The area also hosts numerous churches and religions, Legions, museums, motels, Inns, and Airbnbs. Legions and community centres are often the hub of local activities. ESMH has a full complement of physicians and a nurse practitioner – anyone moving to the area will have a primary healthcare provider.

Eastern Shore is close to amenities in HRM and several key centres such as New Glasgow, Truro and Musquodoboit Harbour/Porters Lake. Newcomers may need assistance taking the NS drivers licence test and purchasing a reliable vehicle.

For a small fee, MusGo Rider will provide public transit within NS. However, access to a vehicle is still necessary to get around and residents often travel 60-90 minutes to larger centres to buy large amounts of groceries and supplies.

Monthly produce bags can be purchased for \$10 through the Mobile Food Market and picked up at the Sheet Harbour Public Library. The Eastern Shore Memorial Hospital (ESMH) cafeteria provides \$7 lunch and supper meals for eat-in or take-out 7 days a week.

---

**Recommendation 9:** Assist newcomers with obtaining their NS driver's licence and purchasing a vehicle.



There are many interest groups to join and keep up with what’s happening (Appendix E). The Chamber’s meet & greet BBQ for newcomers is the event of the year for locals and new arrivals. A variety of regular events are hosted at local churches (e.g., suppers, joy meetings, prayer meetings), restaurants (e.g., dart nights, trivia nights), and community halls (e.g., Seaside Festival, Moser River Days, lunch groups, cards, bingo, dances, cribbage, weddings, anniversaries, birthday parties, etc.). Towns and villages also host events such as Christmas on Main Street in Sheet Harbour and activities in Ship Harbour. Throughout the year, there are weekend markets and festivals. Community halls can be rented at very reasonable rates; many also provide catering.

## ACTIVITIES AND EVENTS

Locals offer lessons for children, youth, adults and seniors, including jazz & tap dance, yoga, music and art. Activities such as baseball, softball, art groups, Weight Watchers®, and walking groups are offered. However, many people carpool to drive to activities in larger centres (e.g., horseback riding, cheerleading, swimming, hockey, choir, etc.). A community theatre group, Eastern Shore Players typically performs plays at Memory Lane Heritage Village (seasonal).

Locals are disappointed that the new school in Sheet Harbour, MDA, has not been accessible for them to hold community events and activities. To help address this, the consultant connected locals with the Eastern Shore Musquodoboit Community Health Board (ESMCHB) coordinator who is working on MDA access. The REC Centre also may be able to help. If MDA was available to rent, this could be a much-needed opportunity for the community to offer new activities and events and expand current ones.

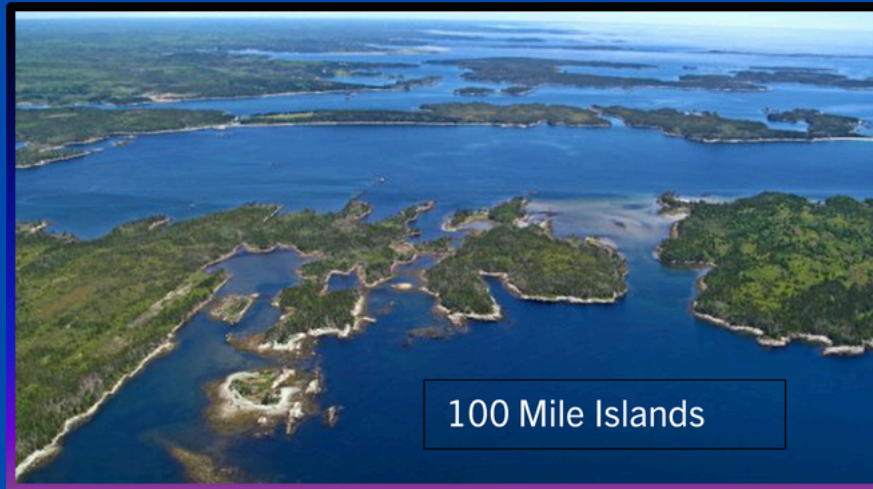
To help with barriers getting to activities and events outside the area, the HRM REC Centre occasionally buses people (e.g., swimming, skiing, maple syrup festival, HRM Exhibition Grounds, Christmas shopping, hockey games in Musquodoboit Harbour). However, locals would like the REC program’s website to be more accessible and activities to be promoted.

The Lions Club van can be rented for events and day trips. As residents have many other interests and want to do things outside of work hours, they would like to see a wider variety of local activities offered for children, youth, adults and seniors. The community could be surveyed about which activities they are interested in having locally. There is also interest in having more affordable, family-oriented activities offered.

---

**Recommendation 10:** Survey the community about which activities they are interested in having locally and find space/instructors to offer these.

**Recommendation 11:** Work with the ESMCHB, MDA and REC Centre to access MDA and offer more activities.



## OUTDOORS AND NATURE

Surrounded by natural beauty and a variety of wildlife, the area is close to nature, has high-quality fresh air and star-lit sky. Geographically, there are large areas to explore. The community is close to the Atlantic ocean, beaches and provincial park (Taylor Head, Clam Harbour), archipelago (100 Wild Islands), and freshwater lakes. There are a variety of outdoor activities such as camping, biking, motorcycling on secondary highways, hiking, running. The provincial network of All-Terrain Vehicle (ATV) trails connects with New Brunswick. A licence can be bought to hunt (e.g., deer) and fish (e.g., fly and deep sea for lobster, scallops, mackerel, trout, etc.).

Seasonal summer activities are available including kayaking, stand up paddle boarding, canoeing, beaches, ocean, guided tours and lake swimming as well as tidal pools to swim in (across from the Marmalade Motel). If winter weather permits, there is cross-country skiing and snow mobile riding – locals may also build an ice rink at Lily's Hill. Closer to home, people enjoy gardening vegetables, fruits and flowers – there is a lot of local gardening expertise.



# MENTORING AND WELCOMING HEALTHCARE NEWCOMERS

Healthcare professionals may be local, Canadian or immigrants. Immigrants may have unique needs such as mental health services for trauma, language barriers (e.g., need to write the TOEFL test), transportation barriers, religious / spiritual needs (e.g., may need a praying room or quiet place to pray), and food.

Residents would like to have a group of 4-5 well-connected key people in each community who are willing to mentor and support newcomers (e.g., a welcoming committee). They suggested identifying people who can regularly reach out to newcomers, provide information, and tell them about / take them to activities, events, etc. The Chamber's CAC is creating a welcome basket of local goods that can be given to new healthcare professionals.

## Welcoming Healthcare Newcomers

Community members suggested myriad ways they can welcome healthcare newcomers:

- Introduce yourself, give them your contact information and invite them to contact you if they have questions. Introduce them to others.
- Give them a tour of the community and area.
- Ask if they would like to know anything about the community.
- Before arrival, set up their household with basic needs.
- Form a newcomers club and invite them to join.
- Express appreciation for them moving to the area.
- Hold a social/informal gathering for them and invite community members to attend.
- Offer to help them move in and get settled.
- Visit and talk with them to get to know them as a person. Let them know you are happy to be their friend and support them.

## Transportation and Home

- Check if they need you to pick up anything when you are going to the village, town, city, or ordering online.
- Ask if they need a ride somewhere.
- Ask if they would like help with or have questions about their home.

## Information and Interests

- Ask what they are interested in and help them connect with people who share their interests.
- Provide them a list of local non-profits/interest groups that newcomers could join and encourage/invite to join.
- Tell them about things happening in the community.
- Offer babysitting / childcare or identify people who offer this.
- Offer to help with sports, activities, and school registration.
- Offer to help spouse/partner/youth find local work.

## Culture and Food

- Drop off a meal, food, flowers, etc.
- Invite them over for a meal and/or on special occasions (ask them about their dietary restrictions / requirements / allergies).
- Ask which occasions/events/holidays they celebrate and offer to bring them something on that occasion (e.g., food, baking).
- Be respectful of their culture and learn about it.
- Accept cultural differences and personal preferences.
- Develop a list of places where spices and culturally appropriate food can be purchased.
- Assist with finding cultural and social supports.

---

**Recommendation 12:** Give a welcome basket and housing / welcoming assistance to all new healthcare professionals, not just physicians.

# POTENTIAL BARRIERS FOR HEALTHCARE NEWCOMERS

## Housing

There is opportunity for newcomers (and locals) to purchase land to build a house or buy an existing older home at a reasonable price. You can live by the water, in an isolated location, or in local centres. Real estate agents could help connect newcomers to key community members and give them welcome packages. Houses in rural Nova Scotia often take more work to maintain than city houses. Houses are heated and cooled with oil, wood, and/or heat pumps. Houses with a heat pump must have a back-up heating system. There are frequent power outages since most power lines are above ground. Many homeowners purchase a generator for when the power goes out as anything operating on electricity will not work (e.g., water/septic pump, appliances, heat pumps, etc.). Ask neighbors for advice to figure out how many cords of wood to buy to last the winter as well as how to season and stack it. Tradespeople can be difficult to find and the Chamber is creating a list of local trades.

NS & HRM have specific systems for sorting compost, garbage and recycling, disposing large items and special waste (e.g., household pesticides, batteries, light bulbs, etc.). These are picked up every 2 weeks and compost is picked up every week in the summer. Animals can get into the garbage, etc. so bins should be secured and put out on collection days. Houses also have septic tanks for wastewater and sewage from toilets, showers, dishwashers, etc. which needs to be emptied every few years by a professional.

As the air is humid and the community is located very close to the ocean, there is more mold and metal rusts. It is a good idea to wash your car and house regularly to remove settled salt.

Residents may be able to assist newcomers with finding a place to rent as the market is tight. Some current healthcare professionals had to live with family for a long time before they could find a rental or purchase a house.

---

**Recommendation 13:** Assist all healthcare newcomers, not only physicians, with finding a place to rent (e.g., provide a list of available rentals).

**Recommendation 14:** Ensure real estate agents give newcomers welcome packages to help connect them to community members.

**Recommendation 15:** Locals invest in property / land and build housing for healthcare newcomers.



# POTENTIAL BARRIERS FOR HEALTHCARE NEWCOMERS

## Childcare

The lack of daycares and after-school childcare options is of grave concern for recruiting and retaining healthcare professionals. Due to this, ESMH/HVL employees have left the community and others may do so in the near future. Some parents who want to work at ESMH/HVL stay at home as there are no childcare options.

Current healthcare professionals rely on family and friends to look after their children while they are at work. These arrangements are precarious and reliant on others' generosity and time; they may fall apart if the healthcare professional works long hours or shifts. In addition, healthcare professionals are forced to take additional time off work when their caregiver is sick, busy, cannot take the child(ren) when school is closed/in summer, etc.

ESMH is working on securing daycare space but this could take years to complete. In the interim, the Chamber could assist small business owners and locals interested in providing childcare to create daycare and after school options. New daycare/after school spaces could be private (cannot access government subsidies but can be created quickly) or public (must adhere to provincial regulations and have an Early Childhood Education diploma).



<https://www.facebook.com/sheetharbourlions/>

---

**Recommendation 16:** Work with locals to create new (interim) daycares in the community immediately.

## APPENDIX A - ACRONYMS

- All-Terrain Vehicle (ATV)
- Community Advisory Committee (CAC)
- Eastern Shore Memorial Hospital (ESMH)
- Eastern Shore Musquodoboit Community Health Board (ESMCHB)
- Halifax Regional Municipality (HRM)
- Harbourview Lodge (HVL)
- Harmonized sales tax (HST)
- Immigrant Services Association of Nova Scotia (ISANS)
- Marine Drive Academy (MDA)
- Royal Canadian Mounted Police (RCMP)
- Sheet Harbour & Area Chamber of Commerce & Civic Affairs (the Chamber)

## APPENDIX B - RECOMMENDATIONS

**Recommendation 1:** Hold community engagement meetings from September-June.

**Recommendation 2:** Advertise community engagement sessions in multiple formats (e.g., in paper, social media, email, text, telephone, word of mouth) and through key community contacts.

**Recommendation 3:** Work with primary care to schedule brief meetings with physicians and offer remuneration to them.

**Recommendation 4:** Connect healthcare newcomers with local informal and social media networks and texting so they can be informed about what's happening in the community.

**Recommendation 5:** Invite healthcare newcomers to get involved in the community through volunteering and attending events and activities.

**Recommendation 6:** The Chamber encourage local businesses to post a Pride flag and Pjila'si (welcome) in Mi'kmaw on the door.

**Recommendation 7:** The Chamber encourage newcomers to become members as a gateway to the community.

**Recommendation 8:** When needed, connect newcomers' families with ISANS to obtain a work permit and the YMCA to obtain employment.

**Recommendation 9:** Assist newcomers with obtaining their NS driver's licence and purchasing a vehicle.

**Recommendation 10:** Survey the community about which activities they are interested in having locally and find space/instructors to offer these.

**Recommendation 11:** Work with the ESMCHB, MDA and REC Centre to access MDA and offer more activities.

**Recommendation 12:** Give a welcome basket and housing / welcoming assistance to all new healthcare professionals, not just physicians.

**Recommendation 13:** Assist all healthcare newcomers, not only physicians, with finding a place to rent (e.g., provide a list of available rentals).

**Recommendation 14:** Ensure real estate agents give newcomers welcome packages to help connect them to community members.

**Recommendation 15:** Locals invest in property / land and build housing for healthcare newcomers.

**Recommendation 16:** Work with locals to create new (interim) daycares in the community immediately.

## APPENDIX C - LOCAL SOCIAL MEDIA

- Highway 7 Online - Eastern Shore Nova Scotia  
<https://www.facebook.com/groups/highway7/?mibextid=aE13LE>
- Port Dufferin by the Sea <https://www.facebook.com/groups/8192718795/?mibextid=aE13LE>
- Sheet Harbour & Area Chamber of Commerce & Civic Affairs  
<https://sheetharbour.ca/working-here/chamber-commerce/>,  
<https://www.facebook.com/sheetharbourandareachamber/>
- Sheet Harbour Lion's Club & District  
<https://www.facebook.com/sheetharbourlions/>
- Sober Island Brewing Company <https://www.facebook.com/soberislandbrewing/>
- What's Happening on the Eastern Shore of Nova Scotia?  
<https://www.facebook.com/groups/236596413081653/?mibextid=aE13LE>

## APPENDIX D - EXAMPLES OF LOCAL SUCCESSFUL BUSINESS

- Fairwinds Motel & Restaurant <https://www.fairwindsmotelsheetharbour.ca/>
- HardyWares Preserves <https://www.hardywares.com/>
- Liscombe Lodge Resort and Conference Centre <https://www.liscombelodge.ca/>
- Marmalade Café & Coffee Bar <https://www.marmaladecafe.ca/>
- Marmalade Motel <https://www.themarmalademotel.com/>
- Shalebrook Handcrafted Soap <https://www.facebook.com/shalebrooksoap/>
- Sheet Harbour Motel & The Slippery Oyster Licensed Restaurant  
<https://www.facebook.com/theslipperyoyster/>
- Sober Island Brewing <https://soberislandbrewing.ca/>
- Sober Island Boat Tours <https://soberislandboattour.com/our-home/>
- Sober Island Oyster Farm <https://www.novascotiavacationhome.com/sober-island-oyster-farm-tour>



## APPENDIX E - LOCAL INTEREST GROUPS & RESOURCES

- Eastern Shore Musquodoboit Valley Literacy Network  
<https://adultriteracynetwork.ca/>
- Friends of Taylor Head Park <https://friendsoftaylorhead.com/>
- Eastern Shore Trails Association  
<https://www.facebook.com/easternshoretrailsassociation>
- Eastern Shore Wildlife Association  
<https://www.facebook.com/groups/270474456485879/>
- Lea Place Women's Resource Centre <https://www.leaplace.com/>
- Sheet Harbour & Area Ground Search & Rescue  
<https://www.sarnovascotia.com/sheet-harbour-ground-search-and-rescue>
- Sheet Harbour Snowmobile and ATV Club  
<https://www.facebook.com/groups/1730068627140661/>

