



Lunenburg Queens
Regional Development Agency

Mid-Year Report

October 2009



Lunenburg Queens
Regional Development Agency

TABLE OF CONTENTS

Executive Summary	Page 3
Regional Vision / Organization's Mission / Goals	Page 4
Ambitions / Evidence	Page 4
Operational Environment	Page 5
Regional Analysis	Page 5
Statistical Analysis	Page 6
Opportunities for CED/Economic Growth	Page 8
Obstacles/Barriers/Threats to CED/Economic Growth	Page 9
Organizational Effectiveness	Page 11
Core Competencies	Page 11
Quantifying Outcomes	Page 11
Prioritization / Evidence	Page 11
Strategic Initiatives and Evaluation	Page 13
Components:	
Business Development	Page 13
Partnerships	Page 15
Sector Initiatives	Page 16
Infrastructure	Page 18
Community Development	Page 19
Marketing & Communications	Page 21
Special Initiatives: Immigration	Page 22
Achievement / Evidence	Page 25
Appendices	
Appendix A: Organizational Overview	Page 26
Appendix B: Communications Plan 2009-2010	Page 28

Contact:

Lunenburg Queens Regional Development Agency

220 North Street
Bridgewater Nova Scotia
B4V 2V6
T: 902-543-0491
F: 902-543-1156

www.lqrda.ca

Since 2007 a performance-based funding model has been used as a standard to measure progress of the 13 provincial RDA annual work plans. This valuable tool provides continuity and context across organizations that differ in philosophy, geography, staffing compliments and regional priorities. This mid-year report from the Lunenburg Queens Regional Development Agency reflects our interpretation, application and adaptation of the three main evaluation areas: ambitions, prioritization and achievement.

While only a snapshot of the agency's overall work, successes are identified as well as areas that have proven more problematic than was evident at the beginning of fiscal 2009-10. Many of our targets have already been exceeded while others, such as increased online activity will begin in November – later than originally estimated. The mid-year review template produces far more than a scorecard – it is an opportunity to re-focus, re-assess and more effectively map-out the next six months.

Realizing that often the best defence is a strong offense, we are building on strengths and successes in areas with the best potential for growth. Emerging “green” industries and those demanding innovation offer new directions for existing businesses and help to attract new investments. Kaiser Meadow will serve these sectors well and provide a catalyst for greater research, investment and development.

New federal funding for infrastructure has been welcomed news for our region. Major projects and development should help build confidence that will bring more private-sector ideas off drawing boards and back-burners.

The Business Retention and Expansion program has provided valuable data with which to gather opinion and identify trends. Discovering and communicating priorities and ambitions of individual businesses and sectors also helps our various partner organizations to better develop and align programs and policies.

We are empowering our communities. Providing tools and resources like business and marketing plan templates for volunteer and non-profit organizations is the best way to expend our limited resources while striving to achieve organizational sustainability at the same time. A new community retention and expansion program has begun – a process that aims to gather pertinent data, trends and success stories that will benefit all groups in the region. The Lunenburg Queens Volunteer Partnership has increased its effectiveness through a new newsletter, a series of workshops and increased partner membership around the table.

Immigration is a core area of focus for LQRDA and is one in which we are a leader in the province. It offers benefits to many of the groups we communicate with; illustrating entrepreneurship and investment as viable options in Lunenburg Queens. We are building valuable relationships with international recruitment agencies and immigration consultants; and the media is noticing. We are increasingly providing services to equally prepare employers and prospective employees; a critical component of ensuring that immigration settlement drives economic development activity in our region.

The LQRDA has begun to implement many of the items contained in the annual marketing and communications plan. We are taking the conversation to where our customers are – and increasingly they are accessing information online. Our new website, due for launch in mid-November, will meet with the expectations of all of our audiences. We will realize engagement like never before. Every facet of the organization will benefit from our increased ability to deliver, receive and share information. In so much that the Economic Centre is the front door for economic development in Lunenburg Queens; we believe the robust new suite of communication tools will serve as an online gateway for businesses and communities.

REGIONAL VISION / ORGANIZATION'S MISSION / GOALS

Our Mission

“To provide the forum and support to facilitate community economic development in the communities of Queens and Lunenburg Counties.”

Goals

- To provide the information, advice, planning and advocacy necessary to bring the highest levels of success to our community businesses
- To develop sector initiatives that lead to increased economic development in LQ
- To encourage and support CED by educating & supporting community groups & projects
- To communicate effectively with target segments and individual audiences or stakeholders
- To support the development of infrastructure projects
- To undertake special medium to long-term development activities to enhance LQ
- To take part in strategic planning that develops medium to long-term strategies for LQ and LQ businesses and community groups
- To leverage partnerships to clients' advantage and leverage partnership affiliations to gain knowledge about regional activities and issues

To date, there have been no issues or events that would require a change to the regional vision. As indicated in the 2009-2010, our regional work plan focuses on core areas of business development, community development, immigration and marketing / communications.

AMBITIONS	EVIDENCE
<p>Ambitions address the underlying needs of the Region relative to social and economic realities (as articulated in the Region's Strategic and Business Plan)</p>	<p>We fight the tight job market, the lack of skilled workers, the difficulty in achieving necessary funding for business and community initiatives, the collapsing economy and the value of the dollar force by:</p> <ul style="list-style-type: none"> • Creating a strong business climate through guidance and access to appropriate information, tools, and resources to assist business grow and succeed • Encouraging and nurturing innovative behaviour • Promoting the region as a good place to work, conduct business and live • Providing development support to individuals and groups in various sectors • Promoting self-sustainability and eco-efficiency. • Building community capacity and creating a knowledgeable and proficient volunteer sector • Continuing to work to create/bring appropriate settlement and integration practices to the region • Working with industries to encourage/build marketing consortiums • Maintaining a high rate of client satisfaction (4.6 out of 5) confirms that our work and methods are relative and relevant to the region's social and economic realities and needs
<p>The RDA has a vision of what it wants to achieve for the region (as articulated in our Business Plan)</p>	<p>By developing a list of potential opportunities for our particular region based on regional expert resources. LQRDA researches, supports and fosters growth by working directly with businesses, volunteers, development professionals and the community</p>

The RDA communicated its ambitions to	The LQRDA communicates its ambitions and ongoing work
---------------------------------------	---

stakeholders	<p>through a variety of communication channels.</p> <ul style="list-style-type: none"> • The format of the Executive Director’s Report was re-vamped to update status of goals & objectives Our business plan is posted on the home page of our website. • In addition to meetings and presentations, we regularly email partners and post information on our website. • Facilitated municipal and MLA informational sessions
Ambitions were shared amongst partners (aligned), and understood by management staff and regional stakeholders	<ul style="list-style-type: none"> • Local Action Team meetings to examine and discuss BRE informational data • Continual contact with partners with regards to business and community challenges and opportunities • Discussions with partners concerning their priorities within their business plans and adjusting/aligning our goals to coincide and complement them • Participating in conferences and in information-sharing with economic developers • Partnering with other RDAs / partners to ensure regional opportunities and challenges are recognized and acted upon • Executive Director’s Report is included in a monthly report sent to all municipal units
The RDA can demonstrate that ambitions are challenging but realistic	<ul style="list-style-type: none"> • Our annual business plan challenges us to apply available resources productively. While setting the bar high for results, we rely on meeting and measuring the success of those targets to ensure our ambitions are also realistic. • An example could include the creation and implementation of the community group retention and expansion program

OPERATIONAL ENVIRONMENT: REGIONAL ANALYSIS

The Lunenburg Queens region remains relatively stable in regards to economic growth. There is an overall optimism amongst the population that, yes, there is a downturn, however it will be short lived and expectations for a reasonably quick recovery is being voiced. We are getting many inquiries from immigrants wishing to come to our region and there are still significant projects that are underway or preparing to get underway that will improve the region’s profile and attractiveness for business and growth.

Many new developments in Lunenburg Queens have supported the view of optimism for the area. In Queens County a new hotel has been constructed in Liverpool; there is a new gas station in Caledonia, a Bargain Shop has replaced the Saan Department Store in downtown Liverpool and funding has been announced for Queens Place. In Bridgewater, Shoppers Drug Mart has expanded their store in the Bridgewater Mall, Premiere Self Storage opened two large car wash operations; one in Bridgewater and one in Chester; a new post office in Bridgewater is under construction and the Bridgewater Riverfront Renaissance and Lunenburg County Lifestyle Centre have received federal funding. The Municipality of the District of Lunenburg has seen tremendous expansion of its Osprey Village and SmartCenters, including a new French school, Staples and Canadian Tire gas bar. In Chester, a new skate park has been built and the Kaiser Meadow Solid Waste Facility continues to be a leader in environmental innovation.

Statistical Analysis

As Canada slid into “recession” no region was immune to its effects. However, Nova Scotia’s economic growth is forecast to remain positive during this period, albeit by a small margin. GDP growth is expected to be in the area of 0.3% in 2009 and 1.8% in 2010.

Population

The latest 2007 population estimates from Nova Scotia Department of Finance (based upon 2006 census) show that there has been a modest increase in Lunenburg County and a slight decrease of in Queens. The LQRDA continues to work on immigration initiatives that help make the region attractive to professionals and their families.

	Lunenburg County	Queens County
Pop. 2007	48,237	11,555
Pop. 2001	47,591	11,723
% change	1.35%	-1.41%

Housing Starts

This year our municipalities are seeing a recovery in building permits requested for residential and commercial construction. The towns of Bridgewater and Lunenburg totals for just over half of 2009 (January to September) have already surpassed last year's total (see table below). The remaining municipalities are well on their way to overtake last year's numbers. For example, up to September the Municipality of the District of Lunenburg is only around \$500,000 below last years total building permits and the District of Chester is also very close to matching or surpassing last year's amounts.

<u>Municipality</u>	<u>Permits 2008 (all year)</u>	<u>Permits 2009 (up to September)</u>
Bridgewater	\$13,684,556	\$13,750,667
Lunenburg	\$4,828,164	\$5,140,211
Municipality of the District of Lunenburg	\$28,897,892	\$28,266,639
Mahone Bay	1,344,400	N/A
Region of Queens Municipality	\$9,316,431	\$7,078,373
Municipality of the District of Chester	\$12,567,100	\$10,673,600

Retail Sector

The beginning of the year was troubled by the economic downturn happening around the world, with Canada being no exception. The retail sector did show an overall increase in sales of approximately 0.6 % from June 08 to June 09, and a 1.8% increase from May to June 2009. As the economic situation improves in late 2009 and early 2010, the retail sector is expected to follow that same trend.

Business Climate

Local Business Climate		
Comparisons from April to September for 08 & 09		
	2008	2009
Excellent	14%	10%
Good	60%	66%
Fair	23%	24%
Poor	3%	0%
Expected Local Business Climate 5 yrs from now		
	2008	2009
Will be better	76%	83%
No Change	21%	14%
Will be worse	3%	3%

Top 3 Business Factors' Comparisons (Data from April to September)

In 2008 the top 3 business factors impacting business operations in Lunenburg Queens were:

- Workforce Availability (63%)
- Workforce quality (31%)
- Provincial Regulations (31%)

In 2009 the top 3 were:

- Workforce Availability (41%)
- Provincial Highways (31%)
- Recreational/Cultural Amenities (28%)

Referrals generated by BRE

The BRE program (Business Retention and Expansion) identifies 'red flag' issues through the interviews that indicate that a business may require some assistance on solving a business problem. These issues are identified in BRE as "Referrals" and they become one measurement that illustrates the success of the BRE program.

So far in 2009, there were 19 referrals generated from 31 business retention and expansion visits; with 14 of them being satisfied. The remaining 5 are still in progress.

These referrals consisted of the following types of needs:

- Financial assistance
- Recruitment and retention
- Product development
- Provincial government regulations
- Marketing and networking opportunities

BRE visits to manufacturers and service providers also allowed the Account Executive to raise the issue of possible opportunities in Saint John, NB, which is seeing a huge growth in the area of construction. In a partnership with Annapolis Digby EDA, Kings RDA and SWSDA, contact and discussions have taken place with the construction association in Saint John to see what possibilities exist that part of the necessary workload in Saint John could be provided by businesses in South West Nova Scotia. Some partnerships have been formed by local business with Saint John businesses and some project bidding has taken place. The LQRDA is not aware of any successful bid, but it must be stated that the business bidding on projects are under no obligation to inform us of their success.

Tourism

The province welcomed 1,447,000 visitors from January to August, on par with visits compared with this time last year. In the South Shore, tourism generated 1,800 direct and 700 indirect jobs. Over \$15 million in taxes were generated for municipal coffers. The accommodation occupancy rate for the South Shore from January to August 2009 averaged 38%, a 4% decrease from last year. Room nights sold decreased 7% from the previous year.

Labour Market

Employment fell from August to September as is the normal seasonal pattern at this time of the year, but was almost the same level as in September 2008. September was the first month in 2009 which had comparable employment levels to 2008. The level of unemployment fell for the fifth consecutive month in September. In March 2009, the unemployment level was the highest for that month in the past ten years. By September 2009, the unemployment rate was among the lowest in the past ten years. The unemployment rate fell in September as the decline in unemployment was relatively larger than the decline in employment. The unemployment rate is at the lowest September level since 2004.

The labour force declined in September as both employment and unemployment declined. While the labour force usually fluctuates over the year, this was the first monthly labour force decline in 2009. Goods-Producing Employment remained stable in September but is well below 2008 levels. Though Service-Producing employment fell slightly in September, it is still above September 2008 levels and grew consistently for the first eight months of 2009.

Forestry

The current economic situation has profoundly affected the forestry industry. Due to weakening demand for newsprint, AbitibiBowater was forced to cut production by 50 per cent. In September the province provided \$2.5 million to support the addition of book-grade paper-making machine to its manufacturing process. Recent talks with managers indicate cautious optimism. Two saw mills have closed in the area and small woodlot owners are concerned about long-term ability to sell their product. The 2009 Woodland Owners Conference was well-attended and the event received plenty of positive and constructive feedback; including support for the event to be held annually. The LQRDA continues to work with stakeholders on the challenges facing the forestry industry.

OPPORTUNITIES FOR CED/ECONOMIC GROWTH

Through consultations with our community, business owners and supporting partners, the LQRDA attempts to realize what the opportunities are out there for our entrepreneurs, developers, newly settled immigrants and our community groups. To help us reach successful, sustainable and growth-oriented results we have identified environmental / green practices, innovation, infrastructure, value-added production, immigration, community involvement, tourism, CEDIF and forestry as growth opportunities for 2009/2010.

All of these opportunities mentioned above remain valid. Specific activities include:

Environmentally, the LQRDA has been present at meetings for the Kaiser Meadow Solid Waste Facility as an observer/resource and continues to be available to offer any assistance that they may require from the RDA. We have also been active participants and a resource for the Bridgewater Sustainability Project which is expected to have a final report submitted by the end of the calendar year.

In the world of innovation we have been actively involved in attracting an innovative start-up company from Ontario; one that is environmentally friendly and ready to settle in our region. There is real potential for this global product being produced in Lunenburg Queens. We have engaged the cooperation and assistance of partner organizations to assist in the development (and some funding) for this project. We have also assisted two entrepreneurial inventors with their submissions to the I-3 competition sponsored by InNOVAcorp.

Value-added production in the forestry industry continues with support to the new Christmas Tree Co-op. The RDA is providing assistance to help locate a marketing specialist that would begin to identify markets for their products.

The RDA has been working with the Bridgewater Development Association and their partners on the Riverfront Renaissance Project. Additional collaboration seeks to create a request for proposals to research the viability and practicality of constructing a Centre of Excellence with the Bridgewater Industrial Park. Significant infrastructure development is currently underway in the region.

OBSTACLES/BARRIERS/THREATS FOR CED/ECONOMIC GROWTH

The world is continually in a state of societal and economical flux that invariably creates barriers and obstacles that are out of our control. However it does affect how we approach and deliver economic development in the region. LQRDA is attempting to take steps that will influence the positive trends, mitigate the negative ones and exert all efforts to help business and community organizations overcome these challenges.

Obstacles, identified as high energy costs, recession, labour shortages, immigration, transportation and telecommunications, infrastructure, access to capital and health care have not changed and have remained concerns since the beginning of the year.

Although seemingly re-escalating, energy costs have been relatively stable and the recession may be starting to give way to some prosperity. The government of Nova Scotia is placing the finishing touches to province-wide broadband access and there are some encouraging signs that banks and other lending institutions may be loosening their belts in the granting of credit. This is important as it will allow the RDA to better direct our clients to appropriate lenders at the right time.

Health care remains an area of concern. The LQRDA was instrumental in the organization of a collaborative round-table meeting between health care representatives, government health department officials and an international medical recruiting firm. The focus was on finding solutions -- streamlining processes and ensuring information is readily available to potential health care professionals looking to re-locate in our region.

The LQRDA will continue to monitor progress and assist where necessary.

High Energy Costs – Although fuel costs have dropped over the past year it is not known how long the lower prices will last. These costs hurt energy-intensive plant operations as they attempt to remain globally competitive. Temporary plant closures to recoup some of these costs and to reduce inventory hurt the economy.

Energy Source	2003 Price	2008* Price	% Increase 2003-2008	2009* Price
Gasoline (litre – regular)	\$.07750	\$1.1780	53.73%	\$0.85900
Furnace Fuel (litre)	\$0.6060	\$1.1260	85.80%	\$0.71500
Electricity (KWH - residential)	\$0.0970	\$0.1175	21.13%	\$0.11796

Nova Scotia Consumer Price Increases for Energy: Prices are annual average and include taxes
(Source: NS Department of Energy 2009-10 Business Plan)

The “R” word – Recession

Every business and community has had to look deep within to see how and what they needed to do to work and grow in the midst of much negativity. Government stimulus investment packages have provided a needed boost to projects that may have otherwise been delayed due to uncertainties and a tough credit market.

Labour Shortages

A “perfect storm” has developed – youth out-migration, low birth rates, limited immigration in rural areas and a significant number of retiring baby boomers – and this adds up to a smaller labour pool. Shortages in health care, certain skilled trades, construction, retail and hospitality implores us to encourage youth to pursue occupations in these areas. We must continue to work with all partners to draw suitable labour force additions to the region.

Immigration

Despite a recognized labour shortage in the region, many employers are not actively seeking or considering immigrant workers for their organizations. This lack of awareness is a missed opportunity, and is becoming the biggest obstacle encountered by skilled immigrants wishing to locate in Lunenburg Queens. LQRDA’s immigration navigator builds smart partnerships to educate businesses and communities on the enormous benefits of recruiting and hiring skilled immigrants. Diversity and cross-cultural competency material and workshops have helped to integrate new workers and their families into their new neighbourhoods.

Transportation and Telecommunications Infrastructure

Sparse populations and long distances in rural areas pose special challenges for transportation and telecommunication infrastructures. With the rising costs of purchasing gas and the operation of a motor vehicle, public transportation is becoming a major requirement. The need for improvement in technology ranges from telecommuting for education and training, distance learning, business transactions and post-secondary programs, to Internet access and cell phone usage. Although the NS government has promised full coverage by end of 2009 and is well on their way to completing this process, there still exists many problem areas that will suffer until all of the towers are up and systems operational. Businesses and community both need improved services and until they are up and running there is a shortfall that affects a lot of individuals.

Access to Capital

Readily-available sources of capital and credit are essential to investing in equipment, infrastructure and inventories. Fluctuations occur in seasonal or even the most predictable markets. All businesses need to be armed with the best-available information on various funding sources and timelines. The BRE program, administered by LQRDA, refers clients quickly and directly to the appropriate partners and agencies that can help.

Health Care

The sustained delivery of health care in rural communities faces many challenges, not the least of which is the recruitment and retention of professionals. The LQRDA held a round-table with senior provincial and regional health care professionals and an international medical recruiting and placement firm. This working group is now well-positioned to coordinate efforts designed to better inform and streamline the process of attracting qualified health professionals and their families to work and live in Lunenburg Queens. The quality of our schools, work places, amenities and lifestyle are promoted continually through our various communication channels.

“Organizational effectiveness is the concept of how effective an organization is in achieving the outcomes the organization intends to produce.” Wikipedia

Core Competencies

Leadership, strategy, culture, structure and execution are just some of the factors that drive business success. The effectiveness of our organization lies within the staff and board and our ability to work towards achieving our mission and goals at any given time or with any project or direction taken.

Location

The Economic Centre is home to the LQRDA and several core funding and partner organizations, including ACOA and Nova Scotia Economic and Rural Development. Nurturing partnerships throughout the sectors is integral in the success of our organization and this close working proximity allows for a high level of efficiency.

Staff

Knowledgeable and qualified staff drives the success of the goals at every step and ensure the direction of the agency fits within the needs of the community. In early 2009 we experienced some shifts in personnel – a new term position was filled in reception / administration and an intern development officer was hired. The IT / Special Projects position was eliminated, with those tasks being absorbed by existing staff.

Staff is engaged in various and on-going professional development activities, from our own discipline of economic development to the sectors of our clients.

Quantifying Outcomes

The LQRDA continuously strives to increase the level of capturing data to ensure measurable outcomes are quantified. Detailed monthly activity reports are required by all staff and entered into a database. Queries on the data are generated and monitored so that exact numbers are able to be reported on. Staff, through regular and ISO quarterly meetings, discusses methods of recording this information to ensure no area is ‘missed’. New or revised activities are often presenting themselves and data capturing for these activities is immediately provided a ‘key code’ to ensure the data is captured from the onset.

PRIORITIZATION	EVIDENCE
<p>Priorities were set, and where appropriate support core funding partner initiatives/policies</p>	<ul style="list-style-type: none"> • Our annual business plan and subsequent initiatives align very closely with federal, provincial and municipal partners. Because our work is based upon the CED model, our actions and activities ultimately help to bring value to the community. • Board members offer input and feedback to our annual business planning process
<p>The RDAs actions shows clear linkages to the priorities and objectives of other partners</p>	<ul style="list-style-type: none"> • We focus on business and community development, immigration, youth, labour initiatives and marketing / communication – activity areas well-aligned to priorities of our partners • Examples could include recruitment efforts for health care professionals or the new community group retention and expansion initiative • Participating in coordination and information-sharing for mutually beneficial projects, • Attending multi-partner meetings, reducing duplication of effort and efficient use of resources • Utilizing the expanse and expertise of the larger economic “team” • Local Action Team (BRE) helps to identify specific targets

<p>The RDA set out a clear framework for delivery</p>	<ul style="list-style-type: none"> • Time-frames for our 2009-10 work plan were assigned in the annual business plan. Most targets have been met or exceeded. As some of the new projects relied on the capabilities of our new website platform, they are being rolled-out later in the year than initially planned. • Specific requirements for completion are laid out in core areas such as: Business Development, Sector Initiatives, Community Development, Communications and Marketing, Infrastructure, Partnerships and Special Initiatives. Each section has a qualitative and quantitative outcome attached to it.
<p>Plans and targets were understood by RDA Board, management and staff, funding partners, other stakeholders</p>	<ul style="list-style-type: none"> • The monthly Executive Director's Report and 2009-10 Business Plan are posted on our website and available to citizens in print form at our office. • Due to the layout of our physical location, dialogue to and with our partners is frequent and consistent. • Our ISO certification places standards on how information is to be handled, disseminated and shared. • Our new website, launching in mid-November will allow us to share more information across multiple mediums. • The 2009/10 annual business plan was hand-delivered to our municipal councils, and where appropriate, municipal staff. • A meeting was held with six municipal units in May 2009 for the purpose of reviewing and discussing the priorities; ensuring the municipal councils understood the plans and targets for the region. • A meeting was held with the MLAs in September 2009 to provide clear direction on the roles and responsibilities of each RDA staff member.
<p>All stakeholders were encouraged to contribute to planning</p>	<ul style="list-style-type: none"> • Municipalities in Lunenburg Queens expressed an interest to be more actively involved in the RDA's strategic planning. We facilitated a municipal unit presentation in May to help mayors, councillors and staff better understand how we prioritize and develop our annual plans. This session was appreciated and very useful.
<p>Difficult decisions were taken where necessary and focus was sustained or adjusted where required</p>	<ul style="list-style-type: none"> • Conditions change – we cancelled a recession-based workshop that was delayed by funding and scheduling problems. We decided to focus on other, more topical workshops – providing a better and more relative product. • We made two significant staffing decisions early in 2009; a shifting of some resources was necessary to ensure seamless continuation of our work plan.
<p>Resources allocated within and between partner organizations were managed, reviewed and revised in-line with priorities</p>	<ul style="list-style-type: none"> • Resources allocated for funding applications, special projects and initiatives are in-line with collective priorities • We have shifted our newsletter from print to electronic

STRATEGIC INITIATIVES & EVALUATION - Mid-Year Review 2009

Component: Business Development

Short Term Objectives	Actions	New/ On-going	\$/ Resources	Target Groups	Outputs	Measurable Outcomes	Status / KPI
Increase businesses knowledge base, by assisting with the education, retention and growth of the business community in Lunenburg Queens	<ul style="list-style-type: none"> Conduct all aspects of business counselling Hold one workshop per quarter on areas related to current needs of the business community as identified through BRE visits and partner consultations Hold a seminar: Recession Proofing Your Business – spearheaded by LQRDA Re-design, promote and maintain community profiles for easy instant/immediate release (hardcopy & electronic), when requested, along with Web-Site availability 	O O N N/O	Salary \$ 200 \$7,000 \$100	<ul style="list-style-type: none"> New entrepreneurs Existing businesses local CED partners (NSBI, SSO, NSED, BACC, BDA) Municipal development officers LQ business community Newcomers to the LQ area 	<ul style="list-style-type: none"> Business counselling Workshops Seminar – Recession Proofing Your Business Updated community profiles Updated website links 	<ul style="list-style-type: none"> # & type of business client meetings – <i>target is 60</i> # of workshops held – <i>target is 3 per year</i> # of participants attending workshops & seminars – <i>target is 6 per workshop and 50 for the seminar</i> Level of satisfaction indicated on client, workshop and seminar surveys – <i>target is 4</i> Community profiles redesigned – <i>target of completion is August 2009</i> # of community profile packages released - <i>target is 20</i> 	<ul style="list-style-type: none"> To date, 53 new clients generating 101 client meetings: -31 start-ups -15 Information -14 business visits -12 marketing -14 financing -8 expansion, -7 business group meetings Potential workshops to be scheduled Attendance/client satisfaction will be determined when workshops completed June seminar cancelled Community Profiles Completed – ready for distribution end Oct. 2009
Continuance and promotion of the Business Retention and Expansion Program (BRE)	<ul style="list-style-type: none"> Identify businesses to visit, set up monthly schedule, complete visits, enter data into database, analyze data for reporting to stakeholders as required set up BRE visits to correspond with specific sectors situations as identified Schedule & hold Local Action Team (LAT) meetings to discuss referral distribution & actions Schedule and hold Municipal Units' visits to keep them updated on local business concerns and results of BRE visits Prepare media releases/reports to maintain and/or increase public/business interest in BRE program – post results on website and in quarterly newsletters 	O O O N N	Salary Salary \$250 Travel Salary	<ul style="list-style-type: none"> LQ Business Community Local Action Team Municipal Development officers Municipal units' councils Media LQ Public 	<ul style="list-style-type: none"> BRE visits Database inputs Analysis from database data Analytical reports LAT meetings BRE reports Media releases LQRDA Newsletter articles LQRDA website articles 	<ul style="list-style-type: none"> # of BRE visits – <i>target is 60</i> Type of data captured during BRE visits – <i>target is 35 referrals and 30 referrals closed</i> # of LAT meetings – <i>target is 1 every 6-8 weeks</i> # of Municipal Units visits to update BRE results – <i>target is 6</i> # of media releases showing results/progress of program – <i>target is 1 per quarter</i> # of times BRE results posted on website and in newsletter – <i>target is 4</i> 	<ul style="list-style-type: none"> To date 31 BRE Visits 19 referrals with 14 closed 3 LAT meetings held – approx every 8-9 weeks depending on availability of members Municipal visits, news releases and reports are not relevant until reasonable data has been collected. Now that 30+ visits have been completed, relevant data is available and reports will be generated and released – all quantitative goals will be achieved by year-end.

Component: Business Development (Continued)

Short Term Objectives	Actions	New/ On-going	\$/ Resources	Target Groups	Outputs	Measurable Outcomes	Status / KPI
Promote innovation to LQ businesses	<ul style="list-style-type: none"> Develop, distribute and maintain an innovation resource package in hardcopy, electronic copy and on web site for ease of access Through BRE program and other visitations, identify potential candidates for further contact on the issue of innovation In partnership with BDA, take the lead in hiring a consultant to study the feasibility of a Centre for Business Excellence in the Bridgewater Business Park 	N O N	Salary Salary Salary	<ul style="list-style-type: none"> Business Community Inventors Local CED partners (NSBI, SSO, NSED, BACC, BDA) Municipal development officers InNOVAcorp Bridgewater Development Association 	<ul style="list-style-type: none"> Innovation information package Innovation visits Workshop Funding applications Feasibility Study 	<ul style="list-style-type: none"> Innovation resource package completed – <i>target is July 2009</i> # of innovation packages distributed – <i>target is 5</i> # of innovative related visits – <i>target is 1 per quarter</i> Feasibility Study of Centre for Business Excellence commissioned – <i>target is August 2009</i> 	<ul style="list-style-type: none"> Resource package deadline revised to Nov 2009. Researching for updated information Distribution to start Dec 2009 5 innovation meetings with Ontario company setting up in NS and directly involved with 2 applications to I-3 competition – 4 visits RFP for feasibility study partially completed – revised completion target Dec 2009
To increase awareness of the vacant industrial spaces in Lunenburg Queens	<ul style="list-style-type: none"> To work with municipal units to develop a marketing strategy for vacant industrial space in LQ Identify and maintain a current inventory of available space Promote our region through Central Growth Region (CGR) initiatives 	N O N	Salary Travel Salary \$5000	<ul style="list-style-type: none"> Municipal Units Potential developers Potential businesses CGR Team 	<ul style="list-style-type: none"> Marketing strategy Inventory of vacant industrial space Promotional material 	<ul style="list-style-type: none"> Marketing Strategy(ies) being developed and/or completed - <i>target is Aug 2009</i> Inventory of available space developed and updated monthly – <i>target for completion is June 2009</i> # and type of promotions directly related to CGR initiatives – <i>target is 4</i> 	<ul style="list-style-type: none"> Target date for marketing strategy development now set as Jan/Feb 2010 Input/receiving of inventory spaces inconsistent – new target for better input – early 2010 CGR initiative meetings have been held, Branding issues discussed; funding denied – no directly related promotions done as of yet

Component: Partnerships

Short Term Objectives	Actions	New/ On-going	\$/ Resources	Target Groups	Outputs	Measurable Outcomes	Status / KPI
To strengthen existing partnerships and create new mutually beneficial partnerships	<ul style="list-style-type: none"> • To proactively meet with local offices of tourism associations: Destination Southwest Nova and Destination Bluenose Coast • Play an active role in bringing together representatives of all six Chambers of Commerce/Boards of Trade – ie: South Shore Affiliated Boards of Trade • Identify and foster new partnerships through the CGRE & BRE Programs 	<p>O</p> <p>O</p> <p>N</p>	<p>Salary Travel</p> <p>Salary Travel Meeting \$</p> <p>Salary Travel</p>	<ul style="list-style-type: none"> • Local Tourism Associations • LQ CED Partners Group • South Shore Affiliated Boards of Trade 	<ul style="list-style-type: none"> • Meetings with local tourism associations • Semi-annual CED partner meetings • Meetings with South Shore Affiliated Boards of Trade • CGRE & BRE Programs 	<ul style="list-style-type: none"> • # of meetings held with tourism associations – <i>target is 4</i> • # of meetings with South Shore Affiliated Boards of Trade – <i>target is 2</i> • # of new partnerships – <i>target is 2</i> • # and type of partnered activities/projects – <i>target is 2</i> 	<ul style="list-style-type: none"> • 5 to date • Scheduled for Fall 2009 • Data on new partnerships to be updated at year-end report • 3 Local Action Team meetings held (BRE); Community Group Retention and Expansion (CGRE) program underway – results to be communicated at year-end.

Component: Sector Initiatives

Short Term Objectives	Actions	New/ On-going	\$/ Resources	Target Groups	Outputs	Measurable Outcomes	Status / KPI
<p>Tourism: To work more closely with the tourism industry in LQ to identify areas with growth potential</p>	<ul style="list-style-type: none"> Meet with tourism associations, municipal tourism officials and stakeholders Identify 'success stories' to communicate local examples of best practices Attend tourism-industry sessions within the region 	<p>O</p> <p>N</p> <p>O</p>	<p>Salary</p> <p>Salary</p> <p>Salary Travel</p>	<ul style="list-style-type: none"> Tourism operators Regional tourism industry associations Regional destination marketing orgs. TIANS Municipalities Museums & Attractions Festival & Event organizers 	<ul style="list-style-type: none"> Opportunities identification Success stories Attendance at meetings Meetings with tourism officials Informational pieces Research 	<ul style="list-style-type: none"> # of success stories identified – <i>target is 5</i> # of success stories forwarded to the community – <i>target is 5</i> # of meetings held – <i>target is 2</i> # of requests to LQRDA for next steps' toward new or expanded investment – <i>target is 2</i> # informational pieces produced – <i>target is 2 information pieces</i> 	<ul style="list-style-type: none"> Building story archive – part of website launch – mid-Nov. Stories will be shared with industry and media – start mid-Nov. 5 total to date with Destination Southwest Nova and Destination Bluenose Coast 1 – Worked with DBNC on way- finding and signage plan – planning next steps and proposal submission to NSTCH and ACOA Marketing and PR efforts beginning in Nov. to include online and printed resources and guides for industry – part of new website launch
<p>Forestry: To ensure & promote awareness of industry available programs and value-added possibilities</p>	<ul style="list-style-type: none"> Participate in the planning and organizing of the annual Western Woodland Owners' Conference (WWOC) Website maintenance and updating of available programs to forestry sector Research value-added opportunities and forward to market ready businesses Continue to provide leadership/guidance to the newly formed Forestry Co-op 	<p>O</p> <p>O</p> <p>O</p> <p>O</p>	<p>Salary Travel & \$500 Salary</p> <p>Salary</p> <p>Salary Travel</p>	<ul style="list-style-type: none"> Forestry Assoc. Forestry & Lumber Operators Private Woodlot Owners Wood product manufacturers Local CED partners (NSBI, NSED, SSO, ACOA, BACC, BDA) Municipal Dev. Officers 	<ul style="list-style-type: none"> WWOC Conference Industry program listing Value-added opportunities Forestry Co-op 	<ul style="list-style-type: none"> Conference held – <i>target is Mar 2010</i> # of participants at conference – <i>target is 75</i> program listing completed, posted and maintained – <i>target is Sept 2009</i> # of meetings scheduled, held on value-added discussions – <i>target is 3</i> Continued success of co-op – target will be shown by the continued operation of the Co-op 	<ul style="list-style-type: none"> Planning continues for Woodlot Owners Conference – March 2010. Ongoing. Final participant numbers to be tabulated following events; to be compiled along with official event evaluations. Final program for the event to be drafted in November '09. Speakers organized, final topics decided; full Committee consensus December / January timeline. New LQRDA website to include tools and resources to support growing the value-added forestry sector - mid-November Co-op continues to operate

<p>Eco-Economy: To educate region on benefits of "going green"</p>	<ul style="list-style-type: none"> • Coordinate with the Eco-Efficiency Centre to deliver a green themed seminar • Hold "Waste-less Breakfast" workshop during Small Business Week in partnership with RRFB Region 6. • Promote successful "green" businesses to provide motivation to others – media releases • Create informational package to promote eco-efficiency to region 	<p>N</p> <p>O</p> <p>N</p> <p>N</p>	<p>Salary \$500</p> <p>\$250</p> <p>Salary</p> <p>Salary</p>	<ul style="list-style-type: none"> • LQ Businesses • LQ Community Organizations • LQ citizens • RRFB Region 6 • Media 	<ul style="list-style-type: none"> • Seminar • "Waste-less breakfast" workshop • Promotional material • Success stories • Eco-efficiency information package 	<ul style="list-style-type: none"> • Seminar held – <i>target is Nov 2009</i> • # of participants at seminar – <i>target is 25</i> • Waste-less breakfast workshop held – <i>target is Oct 2009; satisfaction ratings of 4</i> • # of participants at workshop – <i>target is 15</i> • # of success stories promoted – <i>target is 2</i> • Informational packages developed – <i>target is Sept 2009</i> • # of information packages forwarded – <i>target is 10</i> 	<ul style="list-style-type: none"> • Discussions continue with Eco-Efficiency Centre at Dalhousie for workshop in Nov – • # of participants to be available once seminar held • Waste-less breakfast to be held Oct 22nd - speakers arranged ,participation will be noted once held • Construction of LEEDS building in progress - once completed it will be promoted as a local success story and a model "green" building. • Development of informational package underway and will be ready for final proof reading late Oct/ Early Nov 09 • Distribution of packages will begin upon approval
<p>Youth: To show support to local youth in innovation, employment, and entrepreneurship</p>	<ul style="list-style-type: none"> • Promote youth innovation through sponsorship of Expressions New Media Youth Festival • Work with existing youth navigators/officers (ACSBE, SSO and ESS) to provide assistance when required 	<p>O</p> <p>O</p>	<p>\$500</p> <p>Salary</p> <p>Travel</p>	<ul style="list-style-type: none"> • Film & IT orientated youth • ACSBE/SSO/ESS • Youth 	<ul style="list-style-type: none"> • Sponsorship • Promotion of Youth Media event • Partnered Assistance • Meetings 	<ul style="list-style-type: none"> • Sponsorship of a innovative category at Youth Media Expression event – <i>target is Feb 2010 – sponsorship of \$500.00</i> • # of collaborative meetings with youth navigator / officers – <i>target is 3</i> 	<ul style="list-style-type: none"> • Planning for the Youth Media Expression competition for 2010 soon to commence • To be scheduled
<p>Agriculture: To promote local agriculture and continue to endorse research into new agri-products & methods</p>	<ul style="list-style-type: none"> • Promote 'Food Directory' agriculture brochure • Continue partnership with other RDA's on promotion of grape growing and wine making • Promote berry production (non-wine) • Endorse South Shore Opportunities initiative of climate sampling 	<p>N</p> <p>O</p> <p>O</p> <p>O</p>	<p>\$500</p> <p>Salary</p> <p>Salary</p> <p>\$500</p> <p>Salary</p>	<ul style="list-style-type: none"> • Local agricultural businesses • General LQ businesses • SSO • NS RDA's • Local media 	<ul style="list-style-type: none"> • Brochure promotion • Industry opportunity identification • Partnerships • Climate sampling report 	<ul style="list-style-type: none"> • # of brochures distributed – <i>target is 25,000</i> • # of new growers of grapes and/or fruits destined for making of wines – <i>target is 1</i> • # of new growers of berries (non-grape) – <i>target is 1</i> 	<ul style="list-style-type: none"> • Food Directory - 25,000 copies distributed to homes and businesses in LQ; many requests for inclusion in next printed guide and online version • 3 meetings with potential regional grape growers; one organic, two non-organic • No non-grape grower meetings to date

Component: Infrastructure

Short Term Objectives	Actions	New/ On-going	\$/ Resources	Target Groups	Outputs	Measurable Outcomes	Status / KPI
To ensure information on LQ's existing and future infrastructure needs is current and readily available for quick response	<ul style="list-style-type: none"> Set up and hold an LQ real estate broker/agents meeting to ascertain ways to centralize commercial space availability and seller contact information 	N	Salary \$100	<ul style="list-style-type: none"> Developers Businesses (new and existing) Real estate brokers/agents 	<ul style="list-style-type: none"> Meetings Updated and maintainable commercial vacancy list 	<ul style="list-style-type: none"> Vacant Space Directory developed – <i>target is August 2009</i> # of inquiries for vacant space – <i>target is 15</i> Meeting with real estate brokers held – <i>target is June 2009</i> # of updates received – <i>target is 7</i> 	<ul style="list-style-type: none"> A Vacant space directory will be available on the revamped website to be launched mid Nov. along with municipal industrial parks listings. 3 vacant space inquiries received Brokers' meeting now set for early 2010 – problems with getting all together Only updates are through individual brokers' sites – to be discussed when brokers meeting is scheduled
To provide support for on-going and new infrastructure developments	<ul style="list-style-type: none"> Maintain current information on Provincial, Municipal & private infrastructure projects and funding program Participate on project committees to assist with planning, research, marketing, funding applications and project management requests as required 	<p>O</p> <p>O</p>	<p>Salary</p> <p>Salary Travel</p>	<ul style="list-style-type: none"> Transit Committees Waterfront projects Developers Future infrastructure projects Municipal units 	<ul style="list-style-type: none"> Funding applications Research information Marketing plans 	<ul style="list-style-type: none"> # of meetings attended – <i>target is 15</i> Type of assistance provided – <i>will track type of assistance through monthly activity reports</i> Projects 'on-track' – <i>target success by regular meetings and updates by project committees</i> 	<ul style="list-style-type: none"> Attended 3 meetings of Kaiser Meadow project, 4 meetings of Bridgewater Sustainability project Assistance to date has been as a resource to projects –mostly informational Bridgewater Sustainability status due to come out by Dec 09 from project managers

Component: Community Development

Short Term Objectives	Actions	New/ On-going	\$/ Resources	Target Groups	Outputs	Measurable Outcomes	Status / KPI
Provide leadership resources, education and networking opportunities in community group and event retention and expansion (CGRE) (1)	<ul style="list-style-type: none"> Design the CGRE program for not-for-profit and event organizations in LQ – including surveys, coordinating a Local Action Team, visitation schedule, etc Promote the CGRE program throughout Lunenburg Queens Identify and schedule CGRE visits Develop CGRE database for survey data input and analysis for 'red-flag' areas and common themes Evaluation of CGRE survey and program following first month of implementation and redesign if necessary 	N N N N	Salary 1,000 Salary/ Travel Salary Salary	<ul style="list-style-type: none"> LQ Community Groups LQ Event organizers LQ Volunteer Partnership Municipal Units 	<ul style="list-style-type: none"> CGRE Program Promotion and communication pieces Surveys Visitations Database & analysis 	<ul style="list-style-type: none"> CGRE Program designed and implemented – <i>target is Sept 2009</i> CGRE Local Action Team (LAT) in place – <i>target is Sept 2009</i> # of CGRE promotional and communication pieces designed and released – <i>target is 3</i> # of CGRE visits following implementation of program – <i>target is 4 per month (Nov. to March)</i> # of Local Action Team meetings – <i>target is 3 following implementation</i> # of Community Groups and area events assisted through identification of 'red-flag' areas – <i>target is 8</i> 	<ul style="list-style-type: none"> Final survey designed (Sept.) Initial interviews late Oct / Nov Discussion and introduction to LAT representatives First meeting projected to take place end Nov. or early Dec. LAT will meet following the program roll-out. Communications to follow program roll-out. On schedule. Average 4 / month following program roll-out. On schedule. Tentatively: end Nov / early Dec; Jan / Feb; end March. No "Red-flag" areas identified as first client visit tentatively scheduled for Oct /Nov.
Increase knowledge and skill set development of NFP Community	<ul style="list-style-type: none"> Conduct all aspects of community group counseling Organize workshops as identified through direct feedback – LQRDA taking the lead Develop stand-alone templates for community use: marketing/communications, strategic planning Promote the templates to community group/event leaders 	O O N N	Salary \$250 per Salary Salary Travel	<ul style="list-style-type: none"> Established community groups Newly formed community groups Project leaders 	<ul style="list-style-type: none"> Community Counselling Facility/site visits Workshops Templates 	<ul style="list-style-type: none"> # & type of clients counselled – <i>target is 30; type will be identified through monthly activity reports</i> # of workshops identified and delivered – <i>target is 2</i> # of participants at workshops – <i>target is 10</i> Level of satisfaction indicated on client, workshop and seminar surveys - <i>level of satisfaction 4</i> Templates designed – <i>target is Nov 2009; # of templates 2</i> # of templates distributed – <i>target is 5</i> Level of satisfaction by community groups on template usage – <i>target is 4</i> 	<ul style="list-style-type: none"> Community Groups / Organizations – 37; Community Group Resource – 79; Community Group / Association – 7 NFP workshop series coordinated with LQ Volunteer Partnership. 2 topics scheduled. RDA led workshop currently exploring the idea of Recycling / Waste Reduction. To be compiled Event evaluations to be collected at sessions. Online and printed templates - December On schedule Feedback to be gathered from Community groups following delivery & use.

Component: Community Development (continued)

Short Term Objectives	Actions	New/ On-going	\$/ Resources	Target Groups	Outputs	Measurable Outcomes	Status / KPI
To provide support and leadership for on-going projects and events	<ul style="list-style-type: none"> Participate directly on project or event initiatives, such as: Skate park committees & 250th Celebration committees Coordinate project and event meetings, acting as a conduit to required resources Direct assistance to completing project and event applications Continue coordination, collaboration, and communication between community development partners ensuring up-to-date project and event status Link community best-practices with other community organizations 	<p>O</p> <p>O</p> <p>O</p> <p>O</p> <p>O</p>	<p>Salary</p> <p>Salary/ Travel</p> <p>Salary/ Travel Salary</p> <p>Salary</p>	<ul style="list-style-type: none"> NFP Community LQ Volunteer Partnership Skate Park Committees 250th Celebrations Committees Event Committees Project Committees 	<ul style="list-style-type: none"> Project participation Event participation Project and event meetings Communication Collaboration Coordination 	<ul style="list-style-type: none"> # of project and/or event applications ready for submission or submitted – <i>target is 5</i> # of project updates forwarded – <i>target is 4</i> # of community best practices linked – <i>target is 5</i> # of project and or event initiative meetings – <i>target is 20</i> Projects developed/developing – <i>target is 5</i> 	<ul style="list-style-type: none"> Direct participation on 4 project submissions No # of project updates forwarded – not available 2 linking community best practices achieved Coordinated 2 project and event meetings Meetings held for direct assistance to complete project and event applications – 6 clients # of projects developed – not available # of projects pending – not available
Strengthen the capacity of volunteers throughout Lunenburg Queens	<p>Collaboratively working with the LQ Volunteer Partnership (2) :</p> <ul style="list-style-type: none"> Oversee the appointment of a Volunteer Navigator for Lunenburg Queens Research idea of holding a “volunteer extravaganza” Promote/communicate the Navigator position to not-for-profit (NFP) organizations Deliver professional development workshops to NFP as identified through event evaluations and community group meetings Attend meetings with the municipal units to deliver ‘success’ of the volunteer navigator position for the purpose of future year funding. 	<p>O</p> <p>N</p> <p>O</p> <p>O</p> <p>N</p>	<p>Salary/ Travel Costs for all activities</p>	<ul style="list-style-type: none"> LQ Volunteer Partnership LQ Volunteer Navigator Not-for-profit organizations Municipal Units 	<ul style="list-style-type: none"> Collaborative meetings Volunteer Navigator Volunteer Extravaganza Event News articles, news releases, newsletter Workshops Municipal Units meetings 	<ul style="list-style-type: none"> # of Volunteer Partnership meetings – target is 5 Appointment of a Volunteer Navigator – <i>target is June 2009</i> Funding in place for future year(s) position of a Volunteer Navigator – <i>target is March 2010</i> Volunteer Extravaganza held – <i>target is March 2010</i> # of attendees at Volunteer Extravaganza – target is 50 Feedback and level of satisfaction of participants at the Volunteer Extravaganza and workshops – <i>target is a satisfaction level of 4</i> 	<ul style="list-style-type: none"> 4 Partnership regular monthly meetings. Anne Fownes hired and begins work with the Volunteer Partnership. Fall / Winter presentations to 6 municipal units (pre-budget 2010) Committee is tentatively looking at February 2010 for a one-day Volunteer Extravaganza Final participant numbers to be tabulated following event. Event evaluations to be carried out at each session and 1-day event.

Component: Marketing/Communications

Short Term Objectives	Actions	New/ On-going	\$/ Resources	Target Groups	Outputs	Measurable Outcomes	Status / KPI
Increase the foreign interest of LQ area	<ul style="list-style-type: none"> Communicate regularly with provincial, national and international organizations involved with foreign investment attraction Research most promising existing and emerging markets & sectors Develop media list for international publications, websites and newsletters Produce an e-newsletter for overseas markets In partnership, develop key welcoming messages around immigration 	O N N N N N	Salary Salary Salary Salary Travel \$200 Salary	<ul style="list-style-type: none"> Potential business/investment clients worldwide Sector specific publications, websites and forums International corporations SME's Atlantic World Trade Centre LQ Partners 	<ul style="list-style-type: none"> Foreign promotional material e-newsletter Database of international directories, websites, etc. Consistent messaging Potential entrepreneurs Permanent residents Immigrants 	<ul style="list-style-type: none"> # of advertisements in foreign publications, websites, etc – <i>target is 5</i> # of inquiries from foreign advertising – <i>target is 10</i> e-newsletter designed – <i>target is August 2009</i> # of e-newsletters released – <i>target is 8</i> Research of emerging markets documented – (on-going) Key welcoming message for immigration – <i>target is June 2009</i> 	<ul style="list-style-type: none"> Print ads in foreign publications not renewed; online to be increased following launch of new website (mid-Nov) Measurement and tracking available following launch of foreign online advertisements – Dec. First new e-newsletter December 2009; Monthly Executive Director's Report has been distributed in print and electronic form Nova Scotia <i>Come to Life</i> will assist with research and gaining exposure in new and emerging markets Key immigration messages will accompany online advertisements for new regional marketing urls. LunenburgQueens.com / LunenburgQueens.ca created for foreign audiences (December)
To increase the awareness and understanding of LQRDA's role, programs projects and activities	<ul style="list-style-type: none"> Implement the activities/outputs as outlined in the annual communications/marketing plan (see Appendix B). Re-design and increase promotion of the LQRDA website Design a new HTML-format e-newsletter Establish reciprocal website linking programs with partners Market online/search engine optimization Participate in Central Nova Scotia Growth Region process Compile photos and videos of LQRDA's activities, projects and people in action Internet pay-per-click campaigns 	O/N N N N N N O N	Salary & see App. B Salary \$500 Salary Salary \$5000 Salary Travel Printing \$200	<ul style="list-style-type: none"> LQ Business Community Potential business investors Sector specific and economic development publications, websites, blogs, forums and (e) newsletters Potential clients Municipal units NS RDA's LQ Community organizations LQ citizens 	<ul style="list-style-type: none"> Press Releases Newsletters Promotional flyers, brochures, etc. Paid advertising E-newsletter Joint news releases Website promotion Website Image & Video library 	<ul style="list-style-type: none"> # of press releases written – <i>target is 10</i> # of press releases 'picked up' by media – <i>target is 5</i> newsletter re-designed – <i>target is August 2009</i> # of newsletters distributed – <i>target is 450</i> Website re-designed – <i>target is Aug 2009</i> # of hits – 2008 monthly average – 9982, 2009 target monthly average – 12,000 	<ul style="list-style-type: none"> 5 news releases and one media advisory written (one-joint) 4 releases picked-up Printed newsletter discontinued – Executive Director's Report reformatted to bridge gap Promotion to drive sign-ups to new e-newsletter (target is realistic) New website is approved; ready for content migration 2009 website hits monthly average – 13,312 (to date)

						<ul style="list-style-type: none"> Promotional material developed – <i>ongoing</i> # of promotional packages forwarded – <i>target is 100</i> e-newsletter designed – <i>target is August 2009</i> # of new photos/video obtained – <i>target is 50</i> # of website updates – <i>target is 8 per month</i> # of promotions of new website – <i>target is 5</i> 	<ul style="list-style-type: none"> New promotional literature January 2010 Over 50 agency packages have been distributed at events E-newsletter designed; first issue – Dec. 09 E-newsletter designed; first issue – Dec. 09 New image, video and document libraries in new website Website updates have increased – new website allows staff to update their own sections – expect multiple updates weekly – start mid-Nov. Start of new website promotion – starting late November; on-going
To increase communication between the RDA and municipal units	<ul style="list-style-type: none"> Set up regular meetings with municipal leaders to discuss updates on activities, areas of importance, etc. Ensure pertinent business/community/LQRDA is communicated Facilitate a one-day planning session with municipalities 	N O N	Salary Travel Salary \$2000	<ul style="list-style-type: none"> Municipal Units Board of Directors 	<ul style="list-style-type: none"> Meetings Emails Newsletters Executive Director reports Communication Planning Session 	<ul style="list-style-type: none"> # of pro-active meetings held – <i>target is 2 per municipal unit</i> # of times information sent to municipal units – <i>target is 15</i> Planning session held – <i>target is June 2009</i> 	<ul style="list-style-type: none"> 14 municipal partner Meetings Information sent 9 times to municipal units Printed and electronic Executive Director's Report available on the LQRDA website 1st session held May 26 Planning session scheduled for November 25th

Component: Special Initiatives – Immigration

Short Term Objectives	Actions	New/ On-going	\$/ Resources	Target Groups	Outputs	Measurable Outcomes	Status / KPI
To develop a welcoming community for Immigrants by building supportive social networks	<ul style="list-style-type: none"> • Development of a effective Newcomer Network • Enlist a cache of committed volunteers and supportive individuals • Explore creative partnerships and programming opportunities within our region • Educate communities through presentations, promotional materials and relevant immigration information 	<p>○</p> <p>○</p> <p>○</p> <p>○</p>	<p>Salary</p> <p>Salary</p> <p>Salary</p> <p>Salary Travel \$250</p>	<ul style="list-style-type: none"> • Potential Immigrants • Recent Immigrants • Settled Immigrants • General Population • Gov. Partners • Municipal Units 	<ul style="list-style-type: none"> • Newcomer Network • Immigration Information Sessions/ presentations • Innovative & positive partnerships with Gov. & Immigration service providers • Newcomers' Welcome Tool kit materials 	<ul style="list-style-type: none"> • # of Newcomer network members – <i>target is 25</i> • # of volunteers involved and recruited – <i>target is 10</i> • # of Immigration information Presentations – <i>target is 3</i> • # of shared event presentations & client referrals – <i>target is 8</i> • Promotional material (Internet/ print) published – <i>target is July 2009</i> 	<ul style="list-style-type: none"> • NN members: 20 • New Volunteers recruited: 6 • Immigration information presentations: 4 • Shared Event presentations: 2 • Promotion of new website will focus heavily on driving traffic to the immigration section (starting late Nov. – ongoing through to March 2010)
Integrating Immigrants through inclusive coordinated settlement services	<ul style="list-style-type: none"> • Organize activities and initiatives that enhance welcoming communities • Provide access to immigration information and cultural diversity • Coordinate of settlement services and sponsors (Local, regional and HRM) • Create innovative partnerships with community organizations and the private sector • Continue to explore barriers, challenges and obstacles facing newcomers to our region 	<p>○</p> <p>○</p> <p>○</p> <p>○</p> <p>○</p>	<p>Salary Travel</p> <p>Salary</p> <p>Salary Travel</p> <p>Salary</p> <p>Salary</p> <p>Salary</p>	<ul style="list-style-type: none"> • Recent immigrants • General population • Immigration service providers • Business organizations • Community service providers 	<ul style="list-style-type: none"> • Special events - cultural, seasonal, recreational • Workshops designed • Website upgrades to communicate available settlement services or information • Integrating/ initiating diversity HR strategies 	<ul style="list-style-type: none"> • # of social events organized – <i>target is 5</i> • # of cultural events – <i>target is 4</i> • # of presentations to community groups within LQ region – <i>target is 8</i> • Production of published immigration information related material – <i>target is July 2009</i> • # of newcomer workshops presented – <i>target is 3</i> • # of participants at workshops – <i>target is 6</i> • # of Diversity presentations/ workshops delivered – <i>target is 2</i> 	<ul style="list-style-type: none"> • Social Events: 4 • Cultural events: 2 • Community group presentations: 4 • Immigration Newsletter published July 09 • Newcomer workshop(s): 1 • Average # of Participants: 6 • Diversity presentations planned for Jan/ Feb 2010

Retaining Immigrants by creating a climate of acceptance and permanence	<ul style="list-style-type: none"> Formalize a recognized regional entity dedicated to Immigration support Source funding for sustainable Immigration navigator position Mobilizing community stakeholders and building consensus toward creating greater community diversity Plan and implement cross-cultural experiences for the community 	N N O O O	Salary Salary Travel Salary Salary Travel	<ul style="list-style-type: none"> Recent Immigrants Settled Immigrants General population Gov. partners Municipal Units Community Service Providers Media Organizations 	<ul style="list-style-type: none"> Immigrant support network Information seminars promoting building a welcoming community Regular presence and reports to our funding partners and municipal units Media coverage that informs our communities about the advantages of a diverse culture 	<ul style="list-style-type: none"> Sustained Navigator Position – <i>secured funding by August 2009</i> # of Positive feedback reports from immigrant clients – <i>target is 12</i> Participation in events/projects with regional service providers promoting cross-cultural experiences – <i>target is 3</i> Positive media pieces that inform LQ of the benefits of immigration and newcomer needs – <i>target is 5</i> 	<ul style="list-style-type: none"> 3rd Term for Immigration Nav. Positive feedback reports: 6 Cross cultural events: 1 Media items: 3
Attract immigrants through active promotion and positive referrals	<ul style="list-style-type: none"> Continue to support and promote aspects of the Provincial Nominee Program Creating an effective marketing strategy that promotes regional immigration Connect with regional employers regarding recruitment strategies Produce communication initiatives utilizing proven and innovative media (Website development, innovative media product, and relevant print materials) 	O N O N	Salary Salary \$500 Salary Travel Salary \$1000	<ul style="list-style-type: none"> Potential Immigrants Settled Immigrants Regional Employers Media Organizations 	<ul style="list-style-type: none"> Website upgrades with Nominee Program (PNP) Information packs with Immigration promotional material Employer meetings Host employer immigration information sessions (<i>Hiring Immigrants, etc.</i>) 	<ul style="list-style-type: none"> # of Immigration Inquiries – <i>target is 50</i> # of Nominee applicants – <i>target is 15</i> # of employer meetings and presentations on immigration related issues – <i>target is 15</i> # of info package requests – <i>target is 30</i> Creative LQ Marketing material produced and distributed – <i>target is August 2009</i> 	<ul style="list-style-type: none"> NSNP inquires: 70 NSNP Applicants: 16 Employer meetings: 5 to date Info pack requests: 19 to date Creative Marketing material – Newcomer settlement pamphlet/ Newsletter <i>July 09</i>; upgrades and enhancements to new website: launch Nov 09

ACHIEVEMENT	EVIDENCE
Performance reporting shows achievement or progress against the established priorities – Output and Outcome targets were or are being delivered (as per the RDA Logic Model)	In most cases we have achieved or are on target for priorities and outcomes as per our annual plan.
The RDA worked with partners to enhance capacity to achieve objectives and priorities	Almost without exception we coordinate efforts with one or more partners through the delivery of our services.
The RDA took steps to use performance information to influence future business planning	Year-end reviews and discussions by staff attempt to identify areas where ambitions were met or exceeded but also determine and understand where improvements are necessary. By contrasting these findings with data from previous years and secondary research from partner organizations, we build the capacity and momentum to advance our goals and objectives in future years.
The RDA addressed actual or anticipated project or program short-comings and worked with partners to resolve issues at an early stage	Although our immigration navigator position is in its third year, there was a gap in the funding. We worked with our partners to secure the necessary funding to continue work in this important area. It is critical that we achieve a long-term funding solution.

APPENDIX A: ORGANIZATIONAL OVERVIEW

LQRDA MISSION STATEMENT

"To provide the forum and support to facilitate community economic development in the communities of Queens and Lunenburg County"

LQRDA BOARD STRUCTURE

The Board of Directors is made up of two representatives from each of the six municipal units in Lunenburg Queens. Of the two representatives from each unit, one is an elected official and the other a citizen representative appointed by the respective councils. Federal and Provincial Government local area staff form the ex-officio representation of our board.

Committees have been formed within the board including: Executive, Finance, and Personnel. Additional committees may be formed as issues arise however are disbanded following the completion of the specific task. Examples of previous committees formed are: Hiring Committee and Strategic Planning Committee.

LQRDA BOARD OF DIRECTORS

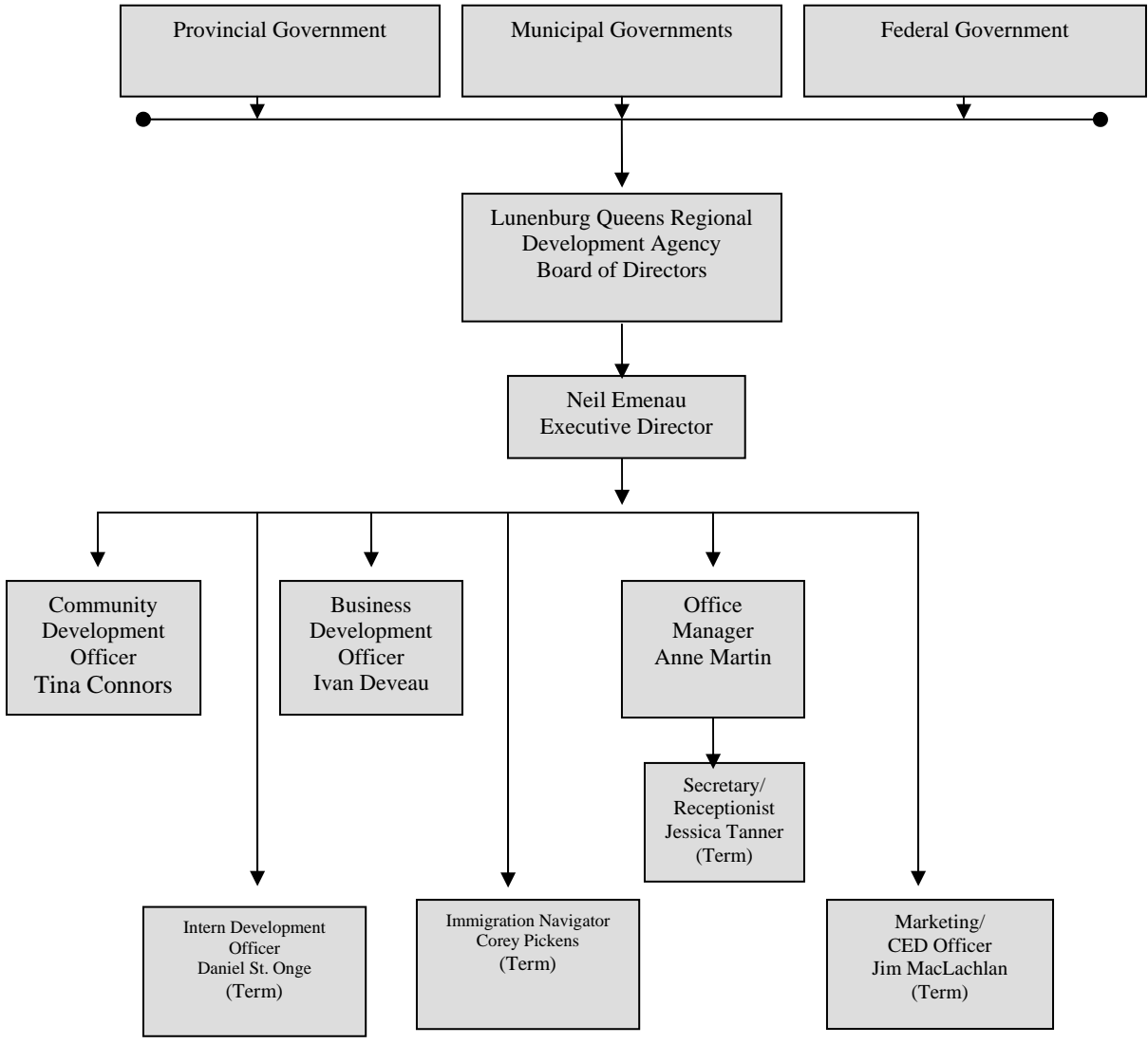
Municipality of the District of Chester	Warden Allen Webber, Chairman John Jones, Director
Region of Queens Municipality	Councillor Owen Hamlin, Director Janice Reynolds, Vice-Chair
Municipality of the District of Lunenburg	Councillor Lee Nauss, Director Lloyd Bonang, Director
Town of Bridgewater	Deputy Mayor David Walker, Director Bruce Lipsett, Director
Town of Lunenburg	Councillor Rachel Bailey, Director Cheryl Stenstrom, Director
Town of Mahone Bay	Councillor Virginia Uhlman, Secretary/Treasurer Annette St. Onge, Director
Ex-officio Representation	Everett Backman, NS Economic & Rural Dev. Mark Townsend and/or Colleen Power, ACOA Randy Acker, NS Department of Community Services

LQRDA STAFF

The LQRDA currently employs four permanent full-time staff and four term staff.

Neil Emenau, Executive Director; **Ivan Deveau**, Business Development Officer; **Tina Connors**, Community Development Officer; **Anne Martin**, Office Manager; **Corey Pickens**, Immigration Navigator (term); **Jim MacLachlan**, Marketing/CED Officer (term); **Daniel St. Onge**, Intern Development Officer (term); **Jessica Tanner**, Reception / Administration (term).

ORGANIZATIONAL STRUCTURE
Lunenburg Queens Regional Development Agency



Ex-officio's

NS Economic & Rural Development
Everett Backman

Atlantic Canada Opportunities Agency
Mark Townsend / Colleen Power

NS Department of Community Services
Randy Acker

Introduction

The LQRDA is responsible for identifying opportunities and for setting strategic priorities based upon the community's overall vision. The board and staff are committed to fulfilling our mandate, serving the community and advancing our economy in a manner desired by our citizens.

As a regional agency accountable to many individuals and interests, the LQRDA relies upon open, consistent and regular communications to achieve success in all of our projects and activities. Stakeholders deserve timely and relevant information if we expect them to be fully informed and engaged. This commitment is a responsibility shared by all LQRDA staff.

This integrated communications and marketing plan retains channels and activities that have had measurable success in reaching the intended audiences and achieving desired outcomes. For 2009-2010, efforts will be increased in the areas of media relations and LQRDA's online strategies.

The content and context of our communications will reflect a practical level of organizational expectations — undoubtedly there will be some things that we cannot manage due to budgetary or staffing limitations. More importantly, citizens within the region should understand the role of an RDA in the community and recognize their individual roles as contributors to sustainable community economic development — improving economic activity in the region is a responsibility and reward that should be shared by all.

The primary audiences we communicate with represent various industries, interests and viewpoints — and are often unrelated to one another. Key messaging, therefore, takes on the dual roles of advancing organizational goals as well as those goals and objectives identifies within sector-specific initiatives, projects and partnerships.

Communications Goal:

Develop and implement communications & marketing objectives and strategies that support the mandate and mission of the Lunenburg Queens Regional Development Agency.

Communications Objectives:

- To increase awareness and understanding of the role of LQRDA, its activities and projects among all audiences and stakeholders
- To identify new approaches with the potential and capacity to leverage existing marketing resources
- To effectively and increasingly engage traditional media and growing online social media networks
- To identify groups and individuals who we should be communicating to and with

Target Groups

1. CED partners
2. Board members
3. Citizens of Lunenburg and Queens Counties
4. Youth
5. Businesspersons
6. Community groups
7. Immigration
8. Media
9. Internal

1. CED partners

Federal Government and Associations	Provincial Government and Associations
Atlantic Canada Opportunities Agency Canada Revenue Agency Canadian embassies and consulates Canadian Manufacturers and Exporters Association Citizenship and Immigration Canada Department of Agriculture and Agri-Food Department of Canadian Heritage Department of Fisheries and Oceans Canada Export Development Canada Industry Canada Service Canada Acadia First Nations	Atlantic Canada World Trade Centre Department of Community Services Department of Education Department of Tourism, Culture and Heritage Department of Economic and Rural Development Department of Health Promotion and Protection - (Physical Activity, Sport and Recreation) Nova Scotia Office of Immigration Nova Scotia Association of RDAs Other 12 RDAs across the province Nova Scotia Business Inc. Nova Scotia Community College

Municipal Government	Regional Organizations
Municipality of the District of Chester Municipality of the District of Lunenburg Region of Queens Municipality Town of Bridgewater Town of Lunenburg Town of Mahone Bay	Acadia Centre for Social and Business Entrepreneurship Chambers of Commerce and Boards of Trade Destination Southwest Nova Employment Solutions Society LQ Volunteer Partnership South Shore Child and Youth Action Committee South Shore Opportunities Inc. South Shore Regional Library South Shore Regional School Board

Key messages:

- The community economic development (CED) model employed by LQRDA provides efficient and effective vehicles for the attraction, retention and expansion of businesses and industries.
- Cooperation and pooling scarce resources are critical to leveraging the entire region to the global marketplace.
- The individual values of each partner organization are valued and reflected in communications initiatives.
- LQRDA is an entry-point for information, programs and resources available in the region
- LQRDA is a portal connecting multiple local, provincial and federal departments and agencies
- Consistent messaging and regular two-way communication with funding partners and development officials strengthens our relationships and, in turn, the effectiveness we have in our communities

Objective	Strategy
To provide information to partners in a regular and timely manner	<ul style="list-style-type: none"> • Regular communication with regional partners through newsletter, website updates • NSARDA resources (website, releases)
To communicate partner policies and missions as part of the LQRDA mandate	<ul style="list-style-type: none"> • Ensure all out-going correspondence is considerate of partner organizations
To provide channels for effective two-way communication	<ul style="list-style-type: none"> • Coordinate and hold a municipal leaders Planning Session • Set up regular meetings with municipal leaders to discuss updates on activities, areas of importance, etc • Monitor and respond quickly to issues affecting partnership

2. Board members

Key Messages:

- LQRDA acts on behalf of all communities to raise economic activity and investment across the region — *A rising tide lifts all boats*
- The values and diversities of individual communities are respected and considered by LQRDA when acting on behalf of the region
- Communication is open and consistent
- Board members provide a vital two-way communications link to business and community groups
- Board members offer specific feedback and access to spheres of influence that may be beyond direct contact by LQRDA channels

Objective	Strategy
To keep board members and their respective constituents informed on a timely basis	<ul style="list-style-type: none"> • Board of Director meetings • Quarterly newsletters • Up-to-date website • Outbound telephone contact by Executive Director • Email / Fax updates & announcements

3. Citizens of Lunenburg and Queens Counties

Key Messages:

- LQRDA is a one-stop source for information and assistance on business and community development initiatives
- LQRDA is a grass-roots community-based organization that relies on input, ideas and feedback from individuals across the entire region
- LQRDA is a non-profit organization

Objective	Strategy
To educate citizens on the role and value of community economic development	<ul style="list-style-type: none"> • Support local activities and business-improvement initiatives • Visibility at local trade shows and events • Provide regular news-worthy content to local media outlets • Quarterly newsletter / e-newsletter • Public consultation / clearly-visible opportunities for feedback • Advertising in local media, where appropriate • Use plain language when communicating complex or technical issues

4. Youth

Key Messages:

- Entrepreneurship is a viable career option with many support systems in place
- We work with educational partners and employers to ensure in-demand skill sets are developed in the region
- The region offers prosperity and quality of life second to none
- There are world-class companies operating in Lunenburg Queens
- Many industries require workers now

Objective	Strategy
To promote the region as an attractive location to live, work and play	<ul style="list-style-type: none"> • Support specific activities aimed at youth • Post testimonials from successful youth entrepreneurs on LQRDA website and Internet • Gather youth story ideas to include in media kit / pitch to media • Engage specific media channels for film and IT industries • Co-promote youth initiatives through media and marketing channels

5. Businesspersons

Key Messages:

- Innovation of our core industries will attract investment and companion industries
- A stable and sustainable workforce is a priority of LQRDA
- Immigration is already helping and continues to grow as a source of skilled workers and investors
- We are here to help — we share the same goals

Objective	Strategy
To keep LQRDA top-of-mind with business owners, business organizations and media	<ul style="list-style-type: none"> • Re-design website / develop additional tools and resources relevant to business community • Drive traffic to website / encourage e-newsletter sign-up • Encourage news items / announcements from businesses • Media kit / brochure distribution at places of business and to support out-of-region trade events / displays • Use display booth at as many events as possible to support the LQRDA brand • Regular contact by phone, email and site visits • Letters of support, congratulations

6. Community groups

Key Messages:

- LQRDA can help leverage scarce resources for community groups
- Collectively we can achieve great things
- We have the strength, resources, influence and access to multiple organizations
- Volunteers are valued and absolutely essential to the sustainability of community activities

Objective	Strategy
To establish accessible channels for community groups to access resources and provide feedback to LQRDA	<ul style="list-style-type: none"> • Assist with preparation of media and promotional materials • Help groups extend their reach through media • Communicate with community leaders and event organizers • Promote the Volunteer Partnership through all LQRDA channels • Liaison / correspond with CED partners on behalf of community groups • Provide community news in all outbound communication to media

7. Immigration

Key Messages:

- LQRDA has not been as impacted as other economies across Canada
- There are investment, entrepreneurial and employment opportunities in Lunenburg Queens
- There are lots of success stories from people just like you
- Lunenburg Queens is made up of many wonderful and diverse communities
- Immigration inquiries are one of the top three referrals to LQRDA

Objective	Strategy
<p>To increase reach to prospective immigrants through marketing and PR / media efforts</p>	<ul style="list-style-type: none"> • Create database / distribution list • Bolster website content and linked resources • Create and maintain media list of international publications, websites, blogs & newsletters • Produce and distribute positive media stories and releases • Share success stories – printed and online video testimonials • Research promising sectors & geographic regions • Ensure key messages for immigration are consistent among partners • Communicate with HR departments to ensure positive elements of total compensation packages (quality of life, favourable housing costs, clean and safe environment) • Increase activity in online media and networks (YouTube, Facebook, Twitter)

8. Media

Key Messages:

- The majority of people access national and international news from the Internet — we need to produce, monitor and control messages online
- We recognize and value the role of media as a stakeholder in regional economic development
- We will respond to media inquiries in a timely and accurate manner
- We will help media by building an online media room, image and video library and other resources
- The Executive Director is the spokesperson for LQRDA

Objective	Strategy
<p>To build more proactive and trusting relationships with local media</p>	<ul style="list-style-type: none"> • Meet with print, broadcast and online media representatives • Prepare and distribute printed and online media kit <ul style="list-style-type: none"> ◦ Backgrounders ◦ Facts Sheets ◦ Contacts • Develop Media Room as part of website enhancements • Build an inventory of images and videos • Respond to interview requests • Assist with research • Notify media of announcements in a timely manner • We will respect each media outlet's deadlines and content criteria • Encourage story ideas from Business Development Officer, Community Development Officer and Immigration Navigator

9. Internal

Key Messages:

- It is the responsibility of all LQRDA staff understand the organization's mandate, mission, priorities and expectations
- Open communication is vital to a healthy work environment

Objective	Strategy
To maintain internal communication channels that inform staff and encourage feedback	<ul style="list-style-type: none"> • Bi-weekly staff meetings (minutes recorded) • One-on-one consultations upon request • Occasional "Lunch n Learn sessions on various topics • Quarterly and annual management reviews • Employee information / orientation kits • Quarterly client surveys • Event evaluations • Recognize outstanding staff and board efforts • Conduct team-building exercises with staff and others in the Economic Centre • Encourage training / professional-development opportunities for staff • Encourage, value and act upon input from staff and board

Paid Advertising Activities 2008-09

Item	Supporting Strategy	2008-09 (\$)
Transcontinental (Nova Scotia Weeklies)	Employment ads / awareness	\$ 541.79
Lighthouse Publishing	Special features sections / special events	\$ 1013.51
Eastlink Advertising	30-second spots; staff and LQRDA awareness	\$ 527.52
CKBW	Holiday announcement	\$ 236.86
Total:		\$ 2319.68

Proposed Paid Advertising Activities 2009-10

Item	Supporting Strategy	2009-10 (\$) est.
Transcontinental (Nova Scotia Weeklies)	Employment ads / awareness	\$ 600.00
Lighthouse Publishing	Special features sections / special events	\$ 1200.00
Eastlink Advertising	30-second spots; staff and LQRDA awareness	\$ 600.00
CKBW	Holiday announcement	\$ 250.00
Total (est.):		\$ 2650.00

Paid Marketing Activities 2008 - 09

Item	Supporting Strategy	2008-09 (\$)
SUMAC Marketing Services	Quarterly Newsletter	\$ 435.00
Tallships Online	Website monitoring	\$ 502.05
Airfire Telephone & Data	Website hosting	\$ 36.20
Atlantic Progress	Nova Scotia Open to the World publication	\$ 2475.23
Destination Southwest Nova Scotia	Golf publication	\$ 349.17
German Canadian publication	Annual ad in directory - Immigration / investment	\$ 1466.73
CKBW	Seasonal announcements / awareness	\$ 695.06
Eastlink Advertising	30-second spots; staff and LQRDA awareness	\$ 263.75
Total:		\$ 6223.19

Proposed Marketing Activities 2009-10

Item	Supporting Strategy	2009-10 (\$) est.
SUMAC Marketing Services	Quarterly Newsletter	\$ 450.00
Tallships Online	Website monitoring	\$ 550.00
Airfire Telephone & Data	Website hosting	\$ 40.00
Atlantic Progress	Nova Scotia Open to the World	\$ 2500.00
Destination Southwest Nova Scotia	Special promotions	\$ 400.00
German Canadian publication	Annual ad in directory – immigration / investment	\$ 1500.00
CKBW	Seasonal announcements / awareness	\$ 750.00
Internet – Google AdWord program	Pay-per-click campaign using key terms for regional economic development (investment / immigration)	\$ 500.00
Search Engine Optimization	Improve online organic search results for key economic development terms	(Staff)
Website upgrading	Allow more dynamic content	\$ 1500.00
HTML-based newsletter	Allow world-wide distribution of news and announcements to all audiences	\$ 1500.00
Total (est.):		\$ 9690.00