

**Lunenburg Queens Regional Development Agency  
Business Plan 2007 / 2008**

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## Executive Summary

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As the Lunenburg Queens Regional Development Agency (LQRDA) enters its eleventh year of operations, it does so with a great deal of pride in the work completed previously, and with optimism for the years ahead.

This optimism is not ours alone. Across the region our citizens and partners in economic development are witness to an ever changing landscape – one that is seeing new community projects, new buildings, new houses, new businesses, new high-tech infrastructure, and dozens of great ideas being talked about that will add to this new growth.

Businesspersons interviewed for the LQRDA Business Retention and Expansion Program (BRE) are optimistic too; 65% of those interviewed rated the business climate as “good to excellent”, 43% went further to say it will get even better in the next five years. Through our BRE work we are taking proactive steps to create an enhanced business environment – by identifying and acting upon opportunities and challenges we are making a more stable environment for businesses to succeed.

Consumer spending, a persuasive indicator of consumer confidence, is strong as well. Housing starts have been robust across the province, and with that comes increased spending on items to fill the homes.

People understand how long-term thinking and the outcomes of our collective efforts relate to Community Economic Development and our region’s ability to initiate, sustain and expand growth. Our community leaders have recognized that we are a tiny speck on the global map, and we must work together as a region to create the advantages that allow us to take part and compete in the global economy.

LQRDA’s annual analysis of the region shows that Lunenburg Queens is growing. Together, as a community, we are positioning ourselves to compete effectively with other regions in the global economy. We are doing this by working toward suitable infrastructure, by targeting businesses and individuals who have potential to prosper in our environment, by addressing the labour market dynamics that affect our success, and by working with community groups that are strengthening the social, cultural and historical fabric of the region.

We are continuously monitoring our environment, looking for economic opportunities that can be enhanced, and for challenges that must be addressed in a proactive manner. The opportunities noted within this plan are largely regional in nature and require long-term planning. The challenges – energy, labour, dollar value – are common to both urban and rural areas trying to compete on a global stage.

The 2007-2008 program is designed to fit our core mission,

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

The LQRDA has a busy year ahead, but is heartened to know we are not doing it alone. Community Economic Development is alive and well in Lunenburg Queens. Active participation from citizens and their representatives means that we are working together in valuable partnerships to get the job done.

**Business Development.** Along with our core consulting services, the Business Retention and Expansion Program and business attraction strategy will continue throughout this fiscal year; we will support existing business while looking into diversification or expansion opportunities in value-added manufacturing, supply chains and in export markets; LQRDA will also put together a comprehensive business database.

**Sector Initiatives.** Sectors of focus are: youth, forestry, niche agriculture, and manufacturing. Engaging youth in various aspects of Community Economic Development remains a priority for LQRDA so that youth feel valued and more connected to their home town area; the forestry industry remains a concern – as our most important natural resource we must remain devoted to exploring forestry research, value-added opportunities and sustainability practices; in niche agriculture, we are seeing successful berry and grape producers in the area and feel there is opportunity to grow these enterprises or initiate new ones; in manufacturing we are learning about lean operating practices and watching for supply chain opportunities that suit our local operators.

**Community Development.** LQRDA, in partnership with the Province, will endeavour to introduce templates and systems to bolster community group strength and sustainability of their good work; we will support volunteer training; provide information, expertise, guidance, facilitation, and other resources as appropriate.

**Communications/Marketing.** LQRDA will continue to educate and inform various target audiences using a variety of communications tools. We will also focus on stakeholder management. Key messages revolve around the LQRDA mandate, and messages within our region focus on having a common vision for the region and a “business perspective” or economic focus as well as long-term thinking.

**Infrastructure.** LQRDA will endeavour to be informed about current and future infrastructure needs that affect the economic well-being of LQ. The goal is to make the area more attractive for business investment – infrastructure to do business on a global scale – and to ensure the economic and social well-being of LQ citizens.

**Partnerships.** We can better serve our region and our clients by working together with our colleagues. Shared expertise, shared experiences and collaborative planning will provide efficiencies that move us toward our goals more quickly.

**Special Initiatives.** Aspects of the new Regional Marketing Strategy will progress, raising the LQ profile on the global stage. We are striving for stronger community pride, which will tie into other steps to position LQ within NS and tie into the Province’s “Come to Life” efforts as well as supporting the Province’s repatriation efforts, ensuring that a succinct regional message is defined and used consistently by economic partners, businesspersons and others. As the Immigration Strategy unfolds, the first steps will be taken to create a more welcoming community through education and better defined settlement and integration practices. Finally, a project to list and classify the area’s major assets will help us identify gaps for future development planning.

**Human Resources.** LQRDA’s Employment Strategist will work with employers, various Community Economic Development partners, and representatives within the education system to develop a comprehensive Lunenburg Queens Employment Strategy. The focus will be on youth (as the

workforce of the future), but also on the needs and challenges facing the entire labour force population.

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## Operational Environment: Regional Analysis

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Lunenburg Queens is the region immediately southwest of Halifax Regional Municipality and is home to approximately 60,000 people. We are a proud region that knows what it has to offer and recognizes what needs to be done to move forward, knowing that we have yet to realize our full potential as the region that sits directly adjacent to the largest metropolitan hub east of Montreal.

The economy of Lunenburg Queens continues to experience moderate expansion, as evidenced by various financial and human commitments toward upcoming projects, projects that are underway, and the efforts to bring a number of successful initiatives to completion. Together, we are reaching significant milestones – mostly by small steps, and occasionally there are bigger leaps taken, but fortunately the movement is in a forward direction. Over the last year the communities in Lunenburg Queens developed or executed plans for a variety of initiatives that will advance the region.

### Economic Snapshot

**Unemployment rate:** Nova Scotia 7.3%; Southern Region/Lunenburg Queens 11.1 %

**Residential construction – housing starts:** Nova Scotia 4.2 thousand units (Dec 2006)

**Residential construction – building permits:** Nova Scotia \$110.6 million (Nov 2006)

**New residential and commercial/industrial building permits, Lunenburg Queens region (2006):**  
(as quoted to LQRDA from Municipal sources)

Aggregate total of all six Municipal units: \$69,853,906

**Manufacturing shipments:** Nova Scotia \$771 million (Oct 2006) down from \$833.4 (Oct 2005); not available on a region-wide basis

### Labour Market

There is no doubt that Lunenburg Queens is experiencing a tightening of the labour market. Similar to other communities across Nova Scotia and across Canada, shifting populations, aging baby boomers and low birth rates mean that there are less skilled workers available to do the work, making it essential that productivity and operational refinements be made, and that repopulation efforts persist. A repopulation effort through immigration, retention and repatriation continues in Lunenburg Queens.

Provincial immigration objectives are that newcomers bring further economic developments to advance the region. Qualified immigrants are encouraged to settle in our communities to help the province satisfy industrial, economic and labour-market needs. Nova Scotia employers can fill critical skill shortages in their permanent workforce, while business owners who set up shop here provide economic benefit for the local and provincial economy. When there are more job opportunities available, we expect to see retention rates increase, and to be able to draw ex-patriots back home.

### Manufacturing Sector

Confidence in our economy and our region has been shown through a number of investments in manufacturing. Several major employers are undergoing business expansions. Facilities are growing and new jobs are being added. Lean manufacturing practices are being used to increase operational

efficiency and innovative new products have been introduced to new markets. The manufacturing sector remains strong in Lunenburg Queens.

### **Retail Sector**

Several retailers expanded operations. Some examples include: Lunenburg Pro Hardware moved into larger premises, two Bridgewater retailers relocated to the Exit 12 development in the Municipality of the District of Lunenburg, and Liverpool Home Hardware expanded its facilities to house a large furniture showroom. In Bridgewater Bucks Home Building Centre opened new facilities, O'Regan's Toyota and Hyundai built new car sales facilities, and Bridgewater Honda Powerhouse opened.

Sunday Shopping came to Nova Scotia this year and retailers responded with some hesitance but the activity is quickly becoming part of our society.

### **Tourism Sector**

Tourism in Nova Scotia and here in Lunenburg Queens remains challenged by a strong Canadian dollar, high gasoline prices, tighter US security requirements, and general changing tourist travel patterns and behaviours. Today's tourists are looking for specific experiences and adventures, with 60-80 per cent of all visitors self-planning their itineraries and making arrangements online before the trip takes place.

Traditionally the communities of Chester, Mahone Bay and Lunenburg have shown some of the strongest numbers in the province, however, Visitor Information Centre statistics indicate a decline in the number of visitors. Businesses that rely on tourism revenues have been hard hit by these trends. Accommodation and food establishments are relying more and more on attracting business from the local region.

### **Infrastructure Developments**

Infrastructure deals with residential and commercial developments, communications systems, transportation and roadways, necessary amenities, energy systems, and here in Lunenburg Queens, waterways. As our global economies grow and become more interconnected, we will make plans to enhance current linkages to handle increased flow of people, goods and services.

Our largest communities have access to high speed Internet service but many of our rural communities do not, leaving portions of the region without the critical ability to conduct business at the same speed as urban centres. The issue of Broadband has taken centre stage across the Province and efforts are continuing to ensure coverage is brought to the entire region.

Waterfront developments include proposed plans in Bridgewater and plans already underway in Lunenburg and Liverpool. In Bridgewater the Riverfront Renaissance Committee is designing a phased development approach to beautifying the LaHave where it passes through the Town, as well as creating some ideas of planned use. In Lunenburg the Working Waterfront business plan is being implemented and several businesses and organizations have leased space. In Liverpool, the waterfront has been beautified and a second phase begun that focuses on residential development.

Our roads have received a number of physical improvements this past year. Stretches of our well-used secondary highways have been resurfaced and new guardrails are in place. Highway 10 in Cookville was widened to receive increased traffic flow. Highway 103, our main transportation

corridor and connection to the railway system, International Airport and Port of Halifax also received upgrades to worn areas, but there is more to be done.

This year Trius Tours began operating a regular bus run between Yarmouth and Halifax. People on the South Shore can access the transit system at specified depots during the week.

In recreation, a vital component in developing an area, there are a number of large projects proposed. Two multi-purpose complexes are proposed for the region, one in Lunenburg County and one in Queens County. Talks between the Town of Bridgewater and the Municipality of the District of Lunenburg to partner to construct a new multi-purpose recreational complex are ongoing. It is hoped that this project moves ahead in the near future as the business community has identified this project as a catalyst for economic growth for the region.

The Region of Queens Municipality has taken the lead in pursuing a multi-purpose complex for the area. A committee is in place and community support for the proposed concept is growing. The committee has encouraged community members to look to the future and the economic impacts from recreational, social, and entertainment benefits.

Another large scale recreational project is the newly announced indoor soccer facility. The South Shore Fieldhouse Society has proposed a similar facility to those already established in Halifax and Kentville for such sports as soccer, rugby, field hockey, lacrosse, and a golf driving range, and fundraising efforts are underway.

In Chester, the new \$500,000 skateboarding park will soon be underway, as soon as fundraising efforts bring in the remaining sum needed. To date approximately \$320,000 has been raised, and it is hoped that major sponsorships can be obtained to help make up a significant portion of the remaining sum. The Municipality hopes to break ground on the project in the spring or summer of 2007.

Miscellaneous construction projects include Bridgewater's new \$2.1 million police station, scheduled to open in the spring of 2007. Across town the South Shore Regional School Board head office expanded their facilities this year. The new Justice Centre in Bridgewater is slated to begin construction this year. There are plans to build a new French language school in the Blockhouse area. Construction is scheduled to begin in 2007. In Lunenburg, the tender has just been called to begin construction of the new \$4.12 million Provincial Building this year.

The Region of Queens spent a significant amount improving water and sewer services this past year, and will build a water treatment plant in 2007. The Municipality of the District of Lunenburg also spent a great deal on sewer projects. Over \$2 million went to improvements in the Cookville area. Mahone Bay and Lunenburg both have plans to build water treatment facilities in the near future.

There are ongoing talks about the status of the South Shore Regional Airport in Greenfield. Owned by the Region of Queens Municipality, the facility functions as both an airport for small sized airplanes, and as a drag racing stadium when the runways are not in use.

In November 2006 Gem Health Care announced a new seniors housing project for Bridgewater, construction to begin in the spring of 2007. When complete, the \$8.9 million facility will have 60 independent-living villas and a 60 unit assisted-living facility. Another assisted-living facility is planned for Bridgewater; the developer recently applied for permits to build a one-story, 52-unit complex.

Developers have had a busy year planning housing developments in Lunenburg Queens. In the Town of Lunenburg two new residential subdivisions are planned. The developments will be single-

family homes, targeting young professional families. The Region of Queens Municipality has an agreement in place for a 24-unit apartment complex for Liverpool, as well as two condo developments proposed for the waterfront. In Mahone Bay, construction on a luxury condo development has begun. In Bridgewater, there are a number of housing developments underway which cater to a full spectrum of target consumers, including apartment, mini home, semi-detached, condominium, townhouse, and single-detached homes.

### **Community Group/Not-for-Profit Sector**

Volunteers are at the heart of community development and in Lunenburg Queens the volunteer commitment to bring new projects to life and to enhance existing facilities, festivals and events, is strong. A volunteer milestone: in North Queens, the Board of Trade celebrated its 100<sup>th</sup> Anniversary.

Community members and vendors were the driving force behind the New Ross Country Market which took place on Saturdays throughout the summer and fall at the Ross Farm Museum. As well, the New Ross Development Society carried out a number of initiatives, including a social and silent auction and a two-day craft fair.

There are renovation and expansion plans for a number of facilities. Renovation plans for the Lunenburg Opera House are shaping up. Community support is ramping up and fundraising efforts are being organized. Also in Lunenburg, the Fisheries Museum is conducting an operations review to assist with marketing plans for the future and to ensure the attraction is operating in a manner that best fits the overall development goals for the heritage town. The Rossignol Cultural Centre in Liverpool is entering a second phase for its overall expansion plans and will begin making additions to the Centre in spring 2007. The South Shore Regional Library has identified a need for a new Bridgewater Library and hopes to build or purchase a new facility and relocate its head office there as well.

Festivals and events are a popular and productive economic generator for the area. The Queens County Fair Association has new and improved fairgrounds. There is a new outdoor riding ring, a new concessions stand and a new horse barn to support its annual agricultural fair and for year round use. Liverpool hosted this year's "Nova Scotia Music Week" celebrations. In November 2006 singers, song writers and various musicians converged in Liverpool to perform and take part in educational seminars.

In August 2006 Mahone Bay welcomed crowds of people to its 17<sup>th</sup> Annual Classic Boat Festival. With hundreds of boats designed and built along the South Shore, Mahone Bay's well-known festival provides a showcase for traditional sailing vessels as well as the newer power-driven boats, and there are contests, workshops, and various entertainments. Retailers in the area benefit from the increased economic activity surrounding the four-day event. Mahone Bay also stages the annual Scarecrow Festival around Halloween and the Father Christmas Festival, both of which boost the local economy.

The Oak Island Tourism Society celebrated its second annual "Explore Oak Island Days" event in August 2006. Visitors from around the world, intrigued by the Oak Island treasure mystery, came to hear stories about the treasure hunts staged over the years and had the opportunity to tour the site.

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## **Opportunities**

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### ***Long-term Infrastructure Plans in Cooperation with Atlantic Canadian Regions***

As global economies grow and become more interconnected, we need to make plans to enhance current linkages to handle increased flow of people, goods and services. Experts at the 2006 Atlantica Conference in Saint John stated that the current “system of systems” is inadequate because it was largely unplanned as it was built segment by segment as needed. Our present air, rail, truck, short-sea shipping and distribution systems were not built to deal with nations and trading blocks.

Lunenburg Queens may have opportunities for individual private businesses in the transportation sector as well as an opportunity to contribute substantially to the future success of the region by participating in infrastructure planning. Well paying jobs can be created from businesses that are part of a larger supply chain system that if properly planned and funded, will allow smooth flow of goods and services cross-border into the northern US and down the coast into New York and area. More reliable access to these markets with reduced transportation delays and production schedule interruptions will give us a competitive advantage when dealing with the extremely lucrative market in eastern US.

### ***Long-term Infrastructure Plans within the Region***

In addition to provincial large-scale projects, we must pay close attention to smaller infrastructure advancements that will allow the Lunenburg Queens region to grow. Long-term planning is necessary because many of these projects are capital intensive and require a substantial amount of resources to be in place for them to happen. For example, if our aim is to repopulate the region through retention of youth, immigration, and attracting businesses/jobs we will require adequate and affordable housing options. These developments must be determined years in advance to ensure proper land use and planning at the Municipal level.

Increasing energy costs, climate change/global warming, and vulnerability due to infrastructure failure from weather systems necessitate that we look to alternative supply solutions. Energy plans and pre-determined power grids not only help determine what kind of energy is supplied, but also who gets the energy and how the energy is transported to specified geographic areas. There is an opportunity for several areas to come together to plan for the desired outcomes and to share expenses.

### ***Green-themed Industrial Parks and Housing Developments***

As communities look for ways to lower energy costs while protecting the environment, there is an opportunity to create entire “communities within the larger community” that use unique energy sources. For example, in communities where state-of-the-art waste diversion techniques are being used, “gasification processes” can be put in place that create energy for the industrial areas in the immediate surroundings. With regard to new housing developments, there are other places across Canada that are now putting in entire solar-powered subdivisions or are using geothermal (underground) heating sources to power communities. Developers might consider looking into this unique opportunity here in Lunenburg Queens.

### ***Repatriation Efforts in Conjunction with the Province of Nova Scotia***

Working together, all regions across Nova Scotia may benefit from a dedicated repatriation campaign. Job opportunities should be widely publicized and the message must reach the right target audience. The LQRDA’s work centres on laying the groundwork to make our area appealing for attracting industry that brings jobs. Existing job opportunities are necessary before repatriation appeals take place. LQRDA can support the Province by ensuring that success stories and upcoming job opportunities are publicized through Communications Nova Scotia and Nova Scotia Business Inc. We can reasonably assume that many people have an earnest wish to return to their home province, but need to have the right motivators in place to do so. By examining what we can offer that (for example) boom towns in Alberta cannot offer, we can create appealing and convincing messages to help the repatriation effort.

### ***Innovative New Businesses***

Great ideas can be brought to market with the right conditions in place. Through InNovaCorp, funding and support is available for early stage technology-based companies to fully develop business plans so that innovative products can be brought to market. Projects with commercial potential are assessed based on the following criteria:

- Nova Scotia based early stage company
- Business plan credibility, management experience, and entrepreneurial track record
- Unique proprietary technology (product, system, and/or service), with defensible intellectual property and/or a high barrier to competitive entry
- Large national/international addressable market
- Probability of obtaining a fully-funded business plan

One of InNovaCorp's goals is to encourage entrepreneurship and innovation across the province. LQRDA's work in this area will be to encourage local research and development projects, to identify innovative companies and to promote the advantages of the InNovaCorp business-incubation model to those with the greatest potential.

### ***Niche Agriculture***

There is potential for private entrepreneurs to create business success from niche agricultural products. Agriculture is not a strong sector in Lunenburg Queens, but certain crops have proven demand in identified markets. Companies producing and processing cranberries, blueberries, and certain grape varieties for wine are finding markets in other areas across Atlantic Canada and in export markets.

### ***Attracting Advanced Manufacturing and Information Technology Businesses***

Labour-intensive, energy-intensive manufacturing is gradually being replaced by less costly technological advancements and sophisticated systems. As the Nova Scotia economy continues to transition from a natural-resourced-based economy to a service and advanced manufacturing economy, technology-based manufacturing businesses have emerged as a good fit for the Lunenburg Queens region. Our Municipal units have been trying to attract manufacturing that is "light and clean" that requires highly skilled tradespersons to complete high quality specialized work – good jobs with above average pay scales are part of the package. Our geographic proximity to Halifax Regional Municipality offers a good tie in for these industries. Along with our own workers, being next door to HRM we have opportunities to access and draw from a large pool of skilled labour, attracting people to the area who do not mind the one-hour drive time when quality work/quality pay are available at the other end of the road.

### ***Global Supply Chains***

Lunenburg's Composites Atlantic is a great example of a firm that manufactures top-quality components for larger products that are fully manufactured elsewhere. Goods and services that support a variety of industries around the world can be produced here in Nova Scotia and exported to their destination country. For example, here in Canada, the Alberta oil industry is offering specific opportunities. The Alberta division of Canadian Manufacturers and Exporters states that there is a need for such things as structural steel, turbines, pumps, heat exchangers and machine shop services. There may be opportunities for private enterprise to take advantage of the oil boom as well as other supply opportunities worldwide.

### ***Coordinated Tourism Effort***

Destination Southwest Nova brought together various committees, citizens, businesspeople and economic developers to deal with tourism challenges and opportunities, with the ultimate intention

being that jointly-funded collaborative marketing initiatives will result in tourism growth for the entire southwest region.

Product development is now a key focus of economic development because visitor preferences have changed. One component of this is having an online presence. Being online with an abundance of information is essential as consumers are fully planning their travel itineraries before they arrive, and they are looking for many broad and active experiences.

To address product development, LQRDA and its partners in economic development will look at larger attractions that will add to and enhance the bundle of benefits in a visitor's experience. A large base attraction provides an anchor for widespread economic benefits around the entire region. For example, a feasibility study was conducted exploring development of Oak Island as a major attraction highlighting the 200+ year quest for treasure. With pooled resources, and by capitalizing on key attractions, supported by Brand Nova Scotia and Brand Canada, tourism-based businesses have potential to draw visitors to the area that will stay longer and spend more.

Conferences and events certainly do well here on the South Shore. There is an opportunity to capture more of this lucrative visitors' market. We already know that a number of visitors that come to the area later convert to residents, and certainly a positive visitor experience creates good word-of-mouth promotion and "ambassadors" for Lunenburg Queens elsewhere.

Halifax has been awarded the 2011 Canada Games. Due to its close geographic proximity, there may be opportunities for vendors or sporting event locations here on the South Shore. Lunenburg Queens – right next door – is poised to benefit from economic spin offs.

### ***Forward-thinking Community Planning***

Initiatives such as "Imagine Bridgewater" or "Lunenburg Waterfront Association" or "Queens Sector Strategy" are excellent examples of community economic development strategies which not only work to mobilize community members to work for their towns, but can also be used to motivate others to take action. These types of efforts place emphasis on community involvement in planning for the community's future through collective action and they provide opportunities to create community synergy and to build capacity to bring community advancements to fruition.

### ***Restoration Forestry***

A 2001 GPI Atlantic report on the state of forestry in Nova Scotia pointed to restoration forestry as a way to re-invest in our natural capital to produce a valuable flow of goods and services in the future. The report emphasizes that the capacity of forests to provide vital services to human society depends on the health of the standing natural capital stocks. Obviously it takes generations to replace forests. Since the majority of forests are privately owned, there is an opportunity for land owners to set out multi-generational plans that consider a full range of forest functions to meet ecosystem, recreational, and cultural benefits in addition to economic benefits. Non-timber contributions to the economy include tourism, nature and wildlife pursuits, maple sugar, and medicinal plants. Through client consultations and workshops, LQRDA will support sustainability of this vital and valuable natural resource by ensuring private land owners begin to think in generational terms.

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## **Obstacles/Barriers/Threats to Economic Growth**

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### ***Succession Planning***

The Atlantic Canadian economy is based largely on small and medium sized firms, many of whom are family owned. The Baby Boomer generation is soon to reach retirement age and in many cases, plans have not been made to pass the businesses owned by these individuals on to new owners and make financial arrangements that are tied to these plans.

### ***High Energy Costs***

High fuel costs hurt energy-intensive plant operations and increase transportation costs – plants find it difficult to remain competitive. Plant closures would have significant negative impacts on our economy. The monopoly that Nova Scotia Power has on power distribution adversely affects the potential of alternate energy projects.

### ***Labour Shortages***

Continued youth out-migration together with low birth rates and limited immigration as well as a significant number of retiring “Baby Boomers” adds up to a smaller available labour pool. As this threatens our region’s economic growth, action must be taken now to diminish impending shortages in health care, education, certain skilled trades, construction and retail.

### ***Canadian Dollar Value***

The high value of the Canadian dollar reduces exporter’s profit margins, limiting growth opportunities. The dollar is predicted to remain high throughout 2007.

### ***Security Measures***

The post 911 environment has seen increasingly rigorous border-crossing security procedures put in place. Beginning in March 2007, truck drivers will be subject to border inspection user fees. This year passports are required for airline passengers, and in years to come will also be required for road and sea entry into the US. This is a significant cost for families who may wish to travel to and from Canada and may hinder tourism from the US. Lunenburg Queens is working to overcome challenges and keep up with the changing tourism environment.

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## Organizational Effectiveness

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**Location.** LQRDA's full-time offices are located at the Economic Centre at our Bridgewater location, 220 North Street. We presently share office space with a number of subtenants including the Atlantic Canada Opportunities Agency, Bridgewater and Area Chamber of Commerce, South Shore Opportunities Inc., Nova Scotia Business Inc., NS Office of Economic Development and Bridgewater Development Association. Our sub-offices are in Chester, Liverpool and Lunenburg. Each of the sub-offices are manned one ½ day per week or when time permits. Client meetings are held at the sub-offices at the clients' convenience.

**Core Competencies.** The LQRDA is committed to advancing our own skills through a variety of professional development trainings – our staff is continuously learning and passing this knowledge on to clients. We are committed to boosting external capacity by transferring our knowledge and skills to our communities (both businesses and volunteer-run non-profit groups) in partnership with other CED organizations. A sample of professional development over the last year:

- Understanding the Basics of Financial Statements
- Forum for International Trades Training Conference
- Business Retention and Expansion Training
- NSARDA Annual General Meeting and Conference
- Exporting seminars
- Atlantica Conference
- University of Waterloo training toward Economic Development Certificate
- Economic Developers Association of Canada (EDAC) National Conference
- CoreNet International Conference
- ISO, continuous improvement
- Dreamweaver website development course
- Photoshop course, levels I & II
- InDesign software course

**Board.** The regional representation of the LQRDA Board has changed only slightly in the last year. We have two new representatives, with representation remaining at 12 and ex-officio representation from Atlantic Canada Opportunities Agency, NS Office of Economic Development and Department of Community Services.

**Staffing/Capacity.** The staff complement has grown to meet increased activity and project work. From time to time, especially when LQRDA is called upon to embark on additional special project work, it may be necessary to boost our internal capacity and take on additional staff to help out. When that happens, we most often partner with other agencies to create and fund the positions. The present LQRDA staff:

1. Neil Emenau, Executive Director
2. Anne Martin, Office Manager
3. Tina Connors, Community Development Officer
4. Tiffany Delaney, IT/Special Projects Coordinator
5. Barbara Bond, Secretary/Receptionist
6. Janet MacLeod, Business Development Officer
7. Ivan Deveau, Development Officer (term position)
8. Dave Waters, BRE Account Executive (term position)
9. Stephanie Beaton, Employment Strategist (term position)

LQRDA also works in collaboration with our approved suppliers, such as business consultants, research organizations, or sector specialists, to complete project work.

**Partnerships.** Our partner relationships with funders, citizens, business, and community groups are of utmost importance to LQRDA's successful operations. It is the sharing of knowledge, the expert advice, the brainstorming for solutions, and the efficiency of collectively working together on priority growth matters that makes our job possible. Effective partnering allows us to remain familiar with regional activities and issues, and allows us to leverage our collective knowledge to our clients' advantage.

**External Evaluation Process.** Internationally recognized for excellence in operations, the International Standards Organization (ISO) designation gives RDAs across the province standards for ensuring that practices follow a systematic approach to quality management principles, better enabling us to meet client expectations. ISO client surveys are issued quarterly.

The most recent client surveys indicate that individuals and groups are very pleased with the advice, information and support supplied by the LQRDA. We are seeing a fair number of surveys returned, with the majority indicating that they are highly satisfied.

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| ▪ Please rate your overall satisfaction of the LQRDA  | 4.6        |
| ▪ Please rate the quality of process and services provided  | 4.7        |
| ▪ Please rate the knowledge of your requirement   | 4.6        |
| ▪ Please rate our ability to meet your needs  | 4.3        |
| ▪ When contacting the LQRDA by phone, fax, in person, or by email, how would you rate our response? | 4.6        |
| ▪ How would you rate the Development Officer that assisted you?                                     | 4.6        |
| ▪ Average Score   | 4.6        |
| ▪ <b>Satisfaction Rate</b>  | <b>92%</b> |

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## Strategic Initiatives and Evaluation Framework

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The Program Logic Model gives the 12 Regional Development Agencies across Nova Scotia a consistent format for reporting objectives and outcomes. Essentially, the format is set up to answer the following:

- What are we doing?
- Why are we doing it?
- How will we do it?
- How will we know we were successful?

The model helps LQRDA demonstrate what inputs are needed to achieve outputs – the result(s) of the activities we do.

### ***How the LQRDA Develops its Annual Program***

The program is the result of regional analysis which examines the present state of the economy and CED within our region – the various sectors and trends that affected our local economy over the last few years. We also assess the successes of the previous year's efforts, and consider the various stages and successes of ongoing activities being carried over from past years. Finally, in the fall we engage in one of the most important steps in developing the plan, our annual community consultations, which identify the priority areas favoured by our CED partners, municipal units, and citizens.

From this process, we determine the opportunities for economic growth, which are largely anticipatory in nature. They are not the LQRDA's opportunities; they are our region's opportunities – opportunities for our entrepreneurs, our developers, our newly settled immigrants, and our community groups. They exist in our environment and at present they represent the direction of development across Nova Scotia. Where possible, the LQRDA will research, support or foster growth in these areas by working directly with businesses, citizens, volunteers, and other development professionals.

The LQRDA program for 2007-2008 is grouped under the following Logic Model categories:

1. Business Development
2. Sector Initiatives
3. Community Development
4. Communications & Marketing
5. Infrastructure
6. Special Initiatives
7. Partnerships
8. Human Resources

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## **Main Component: Business Development**

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### **Implementation Objectives**

1. To meet with LQ business community; discuss pertinent issues and challenges/connect to expert resources;
2. To attract business investment;
3. To develop a comprehensive LQ business database;
4. To provide the information, advice, planning and advocacy necessary to bring the highest levels of success to the LQ business community.

### **Target Population**

- Businesses
- Aspiring entrepreneurs
- Young, adventurous entrepreneurial immigrants from abroad
- Investors
- Developers

### **Outputs**

- Conduct BRE Program visits and follow up x 15-18 business visits per month
- Provide business counseling services through guidance, counseling, assistance with strategic planning
- Develop workshops to meet identified needs: possibly, information session for home-based business, succession planning, and export/trade
- Compile and input LQ business contact information into database format

### **Short-term Outcomes**

- Businesses start or expand operations
- Issues identified and resolved; challenged business retained
- Business operations strengthened; increased jobs, earnings
- Business information gathered and analyzed
- Leads generated on business investment interests from overseas; investor inquiries increased; immigrant visits to area to evaluate business opportunities

### **Long-term Outcomes**

- LQ economy stimulated and expanding; consumer confidence positive; entrepreneurship is strong in LQ
- Stronger “business case” as LQ is recognized for its opportunities by investors

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**Main Component: Sector Initiatives**

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**Implementation Objectives**

1. To foster engagement of youth in CED;
2. To develop forestry sector initiatives that lead to increased economic development in LQ;
3. To examine niche agriculture sectors;
4. To gain knowledge about manufacturing industries and associated sustainability practices.

**Target Population**

- Youth and youth organizations
- Forestry-related businesses and trade organizations
- Entrepreneurs exploring niche agriculture opportunities
- Manufacturers and industry associations
- Various key industry stakeholders

**Outputs**

- Participate in various planning sessions and meetings around youth developments
- Identify and explore value-added or supply chain opportunities

**Short-term Outcomes**

- Youth are supported and involved in community projects; they feel connected to their home community and participate in activities or projects that benefit their peers group as well as the LQ economic picture
- Businesses taking part in value-added or supply chain activity

**Long-term Outcomes**

- Fully developed strong and sustainable sectors that retain existing businesses, attract interest and further investment for the area, and that positively contribute to the LQ economy

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**Main Component: Community Development**

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**Implementation Objectives**

1. To build community capacity;
2. To expand and seek opportunities in community activities and services in the not-for-profit sector;
3. To provide information, expertise, guidance, facilitation, and other resources to communities in pursuit of projects or activities related to economic development.

**Target Population**

- Not for Profits/community group leaders & volunteers
- Service industry

**Outputs**

- Develop and share with OED a listing of templates that would be useful to build community group capacity
- Identify need for seminars, workshops and training and/or other assistance; initiate delivery of information by connecting community groups to appropriate expert resources
- Provide guidance/counseling/assistance
- Assess project documentation for capacity and funding requirements; connect community group members with appropriate funding sources at suitable intervals along project timeline
- Connect individuals and groups who may benefit from joint initiatives

**Short-term Outcomes**

- Well attended events
- Enthusiastic participation from a knowledgeable volunteer sector
- Completed projects

**Long-term Outcomes**

- Strengthened community capacity to initiate and manage project delivery
- Increased quality amenities and services that contribute to the economic well-being of LQ

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**Main Component: Communications/Marketing**

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**Implementation Objectives**

1. To improve and build on past communications strategies;
2. To strengthen the LQRDA marketing strategy;
3. To adopt and continuously improve upon stakeholder management practices;
4. To create an understanding among publics of the importance of shopping for essentials at home.

**Target Population**

- LQ citizens, business persons, community groups, CED partners
- LQRDA Board
- Media

**Outputs**

- Document and distribute various reports, strategies, communications or promotions pieces
- Redevelop website to reflect regional branding & update with new and informative material
- Document success stories for promotional or research purposes
- Implement stakeholder management practices per communications plan

**Short-term Outcomes**

- Demonstrated transparency and accountability; target audiences informed of and positively responding to LQRDA activities
- Communities are actively engaged in various aspects of economic development; planning reflects community needs/opportunities
- Current and relevant LQRDA promotions developed and distributed
- Positive media interest and support
- Regional thinking; regional perspective re: CED

**Long-term Outcomes**

- Strong relationships with various audiences
- Informed stakeholders
- Forward-thinking; positive attitudes within entire region

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**Main Component: Infrastructure**

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**Implementation Objectives**

To be aware of current and future infrastructure needs that affect the economic well-being of LQ.

**Target Population**

- Businesses
- Community groups
- Citizens
- Visitors
- Economic partners

**Outputs**

- Raise awareness for worthy and necessary infrastructure projects
- Assist in raising community support for economically advantageous social projects; communicate the economic benefits to appropriate target audiences
- Lobby governments for infrastructure improvements to ensure in good repair for logistical movement of goods and services
- Participate on major project committees
- Attend transportation-related conferences to learn the latest on challenges and opportunities

**Short-term Outcomes**

- Increased government awareness of community concerns re: infrastructure
- Funding confirmation received
- Suppliers and developers engaged
- Project plans prepared
- Implementation of infrastructure projects begun

**Long-term Outcomes**

- Economic and social infrastructure that makes LQ attractive to residents and investors, enhancing sustainability
- Better quality of life for LQ residents

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**Main Component: Partnerships**

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**Implementation Objectives**

1. To continue cooperative partnering with business and community groups to bring about successful projects;
2. To educate and inform colleagues about current initiatives as well as available resources.

**Target Population**

- Community Economic Development partner organizations

**Outputs**

- Coordinate multi-partner colleague and client meetings as needed

**Short-term Outcomes**

- Knowledgeable CED partners
- Efficient and timely response to inquiries
- Clients receive information and guidance from the appropriate expert resources
- Reduced duplication of effort

**Long-term Outcomes**

- Increased sharing of information among complementary organizations leads to overall economic goals being met
- Positive and fruitful relationships lead to efficient use of resources at all times as well as camaraderie and respect among colleagues

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**Main Component: Special Initiatives**

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**Implementation Objectives**

1. To raise the profile of LQ within the global economy;
2. To educate LQ citizens on benefits of repopulation through immigration;
3. To create welcoming communities for our newcomers;
4. To identify tangible and intangible resources within LQ through asset mapping that characterizes the stage of development of each sub-region.

**Target Population**

- Businesspersons
- Citizens
- Community group volunteers
- Economic partners
- Suppliers for immigrant support services

**Outputs**

- Prepare and distribute comprehensive information package to business community members who will act as ambassadors on behalf of LQ x 20 key employers who travel worldwide for business
- Hire consultant to undertake asset mapping throughout the LQ region; generate report
- Prepare a public education campaign that reinforces benefits of repopulation through immigration

**Short-term Outcomes**

- Marketing programs are extended so that messages reach various target audiences at home and further afield; Come to Life branding understood and applied throughout community
- LQ population is better educated on immigration needs and practices
- Regional assets are understood, gaps or needs are identified

**Long-term Outcomes**

- Co-operative marketing efforts bolster economic growth and stability of region
- Strong immigration policies support welcoming community practices and population goals

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## **Main Component: Human Resources Development**

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### **Implementation Objectives**

1. To provide support, advice, direction regarding occupational opportunities, working to strengthen LQ workforce;
2. To help transition the workforce to a higher skills economy;
3. To develop fruitful partnerships with appropriate resources to move ahead with labour force initiatives;
4. To support the Province's efforts toward repatriation.

### **Target Population**

- Youth (15-30) and youth organizations
- Educators
- Related Provincial departments
- South Shore Health Services
- Major employers
- Sample of LQ workforce
- Other RDAs
- Ex-patriots

### **Outputs**

- Hire an Employment Strategist
- Complete project management steps to develop a regional employment strategy in partnership with area employers (strategy to be complete by end of one-year work term; this project resides outside of core funding – the additional funding has been confirmed by Service Canada)

### **Short-term Outcomes**

- Increased knowledge about employers' workforce requirements
- Youth population understands the employment opportunities and their related training requirements
- Entire LQ labour force understands the opportunities available in the local area and have appropriate decision tools at hand to compare to other markets

### **Long-term Outcomes**

- Strong and growing labour force that meets the current and future needs of LQ employers
- Labour force is strong asset that attracts growth through inward investment

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## Appendix A: Organizational Overview

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### **Mission Statement**

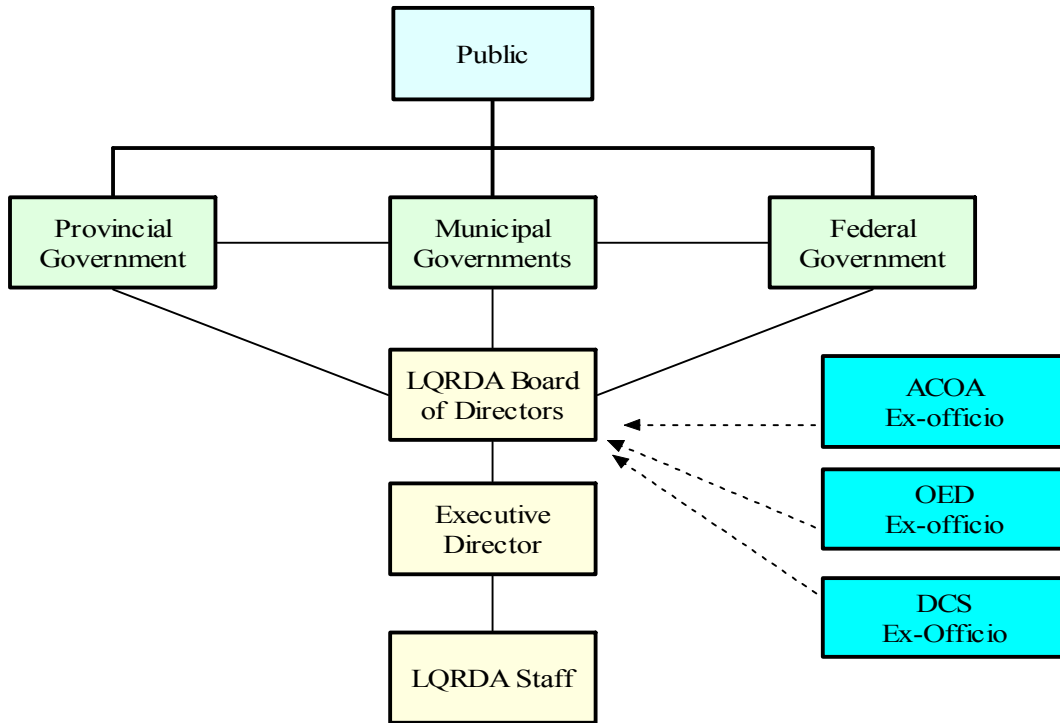
At a special Board meeting in November 2006, Board members amended the LQRDA Mission to read:

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

### **Location**

The LQRDA maintains the Economic Centre located in Bridgewater. Co-located in the same building are: the local CBDC, South Shore Opportunities Inc., Atlantic Canada Opportunities Agency, Nova Scotia Office of Economic Development, Nova Scotia Business Inc., Bridgewater and Area Chamber of Commerce and the Bridgewater Development Association.

### Lunenburg Queens Regional Development Agency Organizational Structure



## Board of Directors

The Board of Directors is made up of 12 representatives – two representatives from each of the six Municipal units in Lunenburg Queens.

Municipality of the District of Chester:	Allen Webber, elected (Chairman) John Jones, citizen representative
Region of Queens Municipality:	Brian MacDougall, elected (Vice Chair) Janice Reynolds, citizen representative
Municipality of the District of Lunenburg:	Lee Nauss, elected Lloyd Bonang, citizen representative
Town of Bridgewater:	Kevin Marlin, elected Bruce Lipsett, citizen representative
Town of Lunenburg:	Robert Parks, elected Andrew Johnson, citizen representative
Town of Mahone Bay:	Virginia Uhlman, elected (Secretary/Treasurer) Brian Delaney, citizen representative
Ex-officio:	Pam Barkhouse, ACOA Lunenburg County Mark Townsend, ACOA Queens County Everett Backman, Dept Economic Development Randy Acker, Dept Community Services

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## Appendix B: Communications Plan 2007-2008

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

Because LQRDA is a regional agency accountable to many individuals and interests, suitable communications are integral to the success of almost everything we do. It is imperative that stakeholders be involved at the appropriate times, and that expectations be properly managed.

During the 2007-2008 fiscal year, the LQRDA will continue to build on and improve communications strategies of the past, taking into account results and feedback received. We recognize that good communications are integral to the success of our communities' collective economic development activities.

### Target Audiences

Since LQRDA's target audiences are diverse, we use a variety of techniques to connect and stay in touch. Our stakeholders are as follows:

1. Board members
2. General public
3. Youth
4. Businesspersons
5. Community groups
6. Governments/ economic development officials/ funding partners (CED Partners)

### Community Economic Development Partners:

<p><b>Federal Government</b>            Atlantic Canada Opportunities Agency            Service Canada            Industry Canada            Atlantic Canada World Trade Centre            Canadian Consulates            Citizenship and Immigration Canada            Canada Revenue Agency            Agriculture and Fisheries</p>	<p><b>Provincial Government and Associations</b>            Office of Economic Development            Department of Community Services            Nova Scotia Business Inc.            Department of Education            Nova Scotia Community College            Department of Tourism, Culture &amp; Heritage            Office of Health Promotion – Sport and Recreation            Nova Scotia Assoc of RDAs            Any of the 12 other RDAs in the province</p>
<p><b>Municipal Government</b>            Region of Queens Municipality            Municipality of the District of Chester            Municipality of the District of Lunenburg            Town of Bridgewater            Town of Lunenburg            Town of Mahone Bay</p>	<p><b>Regional Organizations</b>            Chambers of Commerce and Boards of Trade            Acadia Centre for Social and Business Entrepreneurship            LQ Action Council for People with Disabilities            South Shore Opportunities Inc.            South Shore Child and Youth Action Committee            Destination Southwest Nova            LQ Volunteer Partnership Coalition            South Shore Regional School Board</p>

## Communications Goals

- To create awareness and understanding from various audiences that the LQRDA is a community-based, grass-roots organization with the following mandate:
  - The Lunenburg Queens Regional Development Agency (LQRDA) is one of 12 RDAs across Nova Scotia mandated to work in partnership with other organizations to facilitate sustainable community economic development. This involves a diverse range of activities, including provision of information, expertise, guidance, facilitation, and other resources to communities in pursuit of projects or activities related to economic development, and to businesses of all sizes and stages of the lifecycle. LQRDA also undertakes strategic planning on behalf of the region, conducts wide-ranging special project work, and designs and implements promotions to draw attention to the area for inward investment.
- To educate and to strengthen relationships, expanding the effectiveness of CED efforts in LQ
- To inform/report to all stakeholders in a timely and professional manner
- To promote and raise interest in our area, in a particular initiative, etc.
- To foster community pride
- To strengthen media relations
- To gather information and responses

## Desired Outcomes

- Community members understand CED and the RDA's role/services
- Municipal officials understand the RDA's role and capabilities and offer assistance and cooperation as necessary
- Target stakeholders are aware of and appreciative of the RDA's activities
- Inquiries increase from potential investors interested in LQ
- Improved media relations
- Positive perception of LQRDA
- Municipal unity
- Strong relationships with various targeted audiences
- Communications are supportive of core RDA goals: a strong business environment with above average earnings and increased jobs, thus supporting overall sustainability of the economy, and strong CED groups with good projects that also support the sustainability of our economy.

## Evaluation

- Quarterly client surveys
- Event evaluations
- Number of inquiries and type of client interactions (recorded in front desk calling log; staff monthly reports)
- Number of referrals from and to other partners
- Number of website hits
- Positive media coverage/response to media coverage
- Increased turnout at public meetings/seminars

## Communications Strategies

**1. LQRDA Board.** Our Board has diverse interests and backgrounds, and consists of influential community leaders who are all very dedicated to the community. Aside from providing expert advice and direction, they bring community concerns to the LQRDA's attention, and help form the solutions to

address them. Board members are one of our key connections with the community and Municipal Councils, making it especially important that communications flow to and from the LQRDA to these individuals effectively.

#### **Key Message**

- Assorted updates for internal and external use (ie. Operational or administrative issues, or community project work)

#### **Communications Used**

- Monthly Board of Directors meetings (update documents), website, newsletter, phone, fax, email

### **2. General Public.**

#### **Key Messages**

- The LQRDA is a non-profit organization here to act as a resource and support for community and business initiatives
- The LQRDA is the entry point for information and referrals in economic development, responsible for facilitating client discussion and bringing stakeholders to the table to respond to client needs

#### **Communications Used**

- Newsletters, advertisements (local newspapers, Eastlink television, CKBW radio), media releases, annual public consultations, Board member liaison, quarterly newsletters, letters, personal contact, website photos and staff bios

**3. Youth.** We work closely with youth-affiliated organizations to ensure our communities offer a prosperous region for our youth. We also collaborate with educational officials in determining the skills our youth need to succeed in the job market, and we work in partnership with LQ employers to come up with solutions to labour market challenges as they relate to our youth.

#### **Key Message**

- The LQRDA aims to curb youth out-migration and encourages youth to live and work in LQ by partnering with our communities to create an environment where youth feel they are a welcome and productive part of their home town areas.

#### **Communications Used**

- Meetings, advertisements, LQRDA website, information kit folder, youth website

**4. Businesspersons.** We work with aspiring, new and existing entrepreneurs, and with those thinking about doing business in our area. We explore new opportunities for employment, and we often deal with issues that are sector specific – small business, natural resources and manufacturing, for example.

#### **Key Messages**

- LQ is a great place to live, work and play
- Entrepreneurship is a career option that should be explored
- LQRDA is here to support, offer advice and make the connections to help businesses succeed

### **Communications Used**

- Business visits, advertisements, information kits, area promotions, newsletter, website, phone, fax, email, hosted educational events, networking, trade shows or exhibitions

**5. Community Groups.** Strong, healthy communities do not happen by chance. It is necessary to make the most of collective strengths and resources, and to use them to their fullest advantage. We also need to consider the unique features offered by each area. In Lunenburg Queens, many people are dedicated to the advancement of our towns, villages and rural areas. The LQRDA, along with its many partners in development, coordinates, facilitates and nourishes economic development activities in our area. We use a comprehensive approach, integrating economic, social and physical components (infrastructure) to ensure our region's stability.

### **Key Messages**

- The LQRDA facilitates Community Economic Development by providing support and services to the community members that carry it out
- The success of Community Economic Development depends on a community's citizens; it is a social responsibility of citizens; self-sufficiency is the end result (educating, promoting and encouraging CED)

### **Communications Used**

- Meetings, other CED partners, advertisements, media releases, event promotions, trade shows or exhibitions

**6. Economic Development Partners.** All correspondence with economic development officials and funding partners will aim to strengthen existing relationships by providing comprehensive information on a regular basis.

In particular, communications with our Municipal partners will be more frequent and designed to bring meaningful updates so that there is better understanding of the LQRDA's activities. We will also continue to connect with our regional representatives for ACOA and NS Office of Economic Development on a regular basis to compare notes, share status updates, and to provide information on potential projects on which the partners may collaborate. All other partnering organizations will receive information from the LQRDA through personal contact, quarterly CED Partners' meetings, the Clear Directions newsletter, and various media used.

### **Key Messages**

- The Lunenburg Queens RDA respects and values the work of other organizations and encourages partnering on CED initiatives;
- The LQRDA encourages regional thinking on a variety of economic development issues, for the overall benefit of the area.

### **Communications Used:**

- Quarterly, Host Municipal Leaders' Meetings; prior to each meeting, provide an electronic newsletter specially created to update the municipal units on LQRDA's activities, projects, or programs;
- Monthly, meet with local representatives of ACOA and OED;
- (at least) once yearly, attend Municipal unit council sessions;
- Conduct casual visits to partner offices to build relationships; utilize NSARDA's influence to connect with other municipal units across the province

**Internal Communications.** In order to deliver on our mandate, LQRDA works to foster a healthy internal environment, developing a clearer understanding of mutual needs and expectations. We:

- Keep staff informed on happenings within the LQRDA through staff meetings and one-on-one sessions;
- Encourage response, input, direction from our staff and Board;
- Recognize outstanding efforts from staff and Board;
- Conduct team-building exercises with staff and others in the Economic Centre;
- Encourage training opportunities to enhance skills and build self-confidence.

Communications activities are the responsibility of all LQRDA staff, according to the assigned initiative. The following table is representative of the day-to-day operations of the RDA and not necessarily specific to any one strategic initiative.

### LQRDA Communications

**Fiscal year from April 1, 2007 to March 31, 2008**

<b>April</b>	<b>May</b>	<b>June</b>
CED partner Lunch n Learn Bi-weekly staff meeting Monthly Board meeting Website updates Eastlink Television ads x 4 weeks Client satisfaction surveys issued (for Jan, Feb, Mar clients) Golf course pro shop billboard ad Develop Mission Statement poster for LQRDA boardroom	Clear Directions Newsletter CED partner Lunch n Learn Bi-weekly staff meeting Monthly Board meeting Website updates Booking deadline Open to the World CKBW newscast sponsor ads x 4 wks Distribute one-page info sheet to golf courses, other summer visit locations	Municipal Leaders' Meeting E-newsletter for Municipal units CED partner Lunch n Learn Bi-weekly staff meeting LQRDA AGM and Board meeting Website updates
<b>July</b>	<b>August</b>	<b>September</b>
CED partner Lunch n Learn Bi-weekly staff meeting Website updates Client satisfaction surveys issued (for Apr, May, Jun)	Clear Directions Newsletter CED partner Lunch n Learn Bi-weekly staff meeting Website updates Booking deadline Open to the World Annual networking session	Municipal Leaders' Meeting E-newsletter for Municipal units CED partner Lunch n Learn Bi-weekly staff meeting Monthly Board meeting Website updates Eastlink Television ads x 4 weeks
<b>October</b>	<b>November</b>	<b>December</b>
CED partner Lunch n Learn Bi-weekly staff meeting Monthly Board meeting Website updates CKBW newscast sponsor ads x 4 wks Client satisfaction surveys issued (for Jul, Aug, Sept) Prepare Mid-year Report	Clear Directions Newsletter Booking deadline NS Film Guide CED partner Lunch n Learn Bi-weekly staff meeting Monthly Board meeting Website updates Booking deadline Open to the World Deliver Mid-Year Presentation	Annual public consultation Municipal Leaders' Meeting E-newsletter for Municipal units CED partner Lunch n Learn Bi-weekly staff meeting Monthly Board meeting Website updates
<b>January</b>	<b>February</b>	<b>March</b>
CED partner Lunch n Learn Bi-weekly staff meeting Monthly Board meeting Website updates Client satisfaction surveys issued (for Oct, Nov, Dec)	Clear Directions Newsletter CED partner Lunch n Learn Bi-weekly staff meeting Monthly Board meeting Website updates Booking deadline Open to the World	Municipal Leaders' Meeting E-newsletter for Municipal units CED partner Lunch n Learn Bi-weekly staff meeting Monthly Board meeting Website updates

\*event-specific advertisements will be on a per project basis (this includes business attraction promotions, Small Business Week promotions, Community Pride Campaign, regional marketing, workshop/seminar promotions, festival or event support advertisements)

\*media releases will be issued on a per-project basis (this includes project announcements, project completion/successes, special event or workshop announcements, partnered event announcements)

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## Appendix C: Highlights 2006-2007

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**Business Retention and Expansion Program.** During the summer of 2006 LQRDA initiated a region-wide BRE Program. Each month 15 -18 visits are conducted across the region to interview a diversity of business organizations. Interview results have assisted with identifying growth opportunities or challenges that impede growth, and participants have been referred to resources to assist in moving ahead with plans.

**Caledonia Fairgrounds Expansion.** The Queens County Fair Association realized its long-planned expansion objectives in the fall of 2006. The newly improved fairgrounds opened to the public during the annual Queens County Fair. The public saw for the first time the new lit outdoor riding arena, concession stand and horse barn. LQRDA assisted in development and implementation of a communications plan and promotional package for the launch. The communication plan will be used as a template to provide communication guidance to other community groups.

**New Ross Country Market.** The community of New Ross celebrated the grand opening of a new weekend farm market during the summer of 2006. The seasonal market is set up at Ross Farm Provincial Museum where a number of vendors sell their wares to community members, visitors, and weekenders making their way to “cottage country”.

**Woodlot Owners’ Conference.** The LQRDA has been an integral component of the planning committee for the annual conference, held each year the first Saturday in March. The conference moves from region to region and in 2006 was held in the District of Clare, where participants learn about practices in sustainability, selection management, use of global positioning satellites, and herbicide use. There are networking opportunities/ business contacts made, and sharing of industry information.

**Trade Mission to Germany.** In the spring of 2006 LQRDA’s Executive Director accompanied representatives of the Atlantic Canada World Trade Centre to Cologne Germany. In addition to becoming more familiar with the German culture and marketplace, there were several excellent connections made to help generate leads with potential investors.

**Foreign Direct Investment Strategy: Phase II.** This year LQRDA continued its work to create a compelling message to connect with and attract foreign investment. This involved in-depth research studying specific overseas markets (by geography and sector) as well as distribution of information packages and publicity through articles submitted to European magazines.

**Regional Marketing Strategy.** The new Regional Marketing Strategy was completed and unveiled to our communities this year. The concept is to market the two counties as one region, combining statistics and assets as one entity for marketing purposes, giving the region a greater presence. The Lunenburg Queens brand identity created as part of this project will be adopted by a variety of stakeholders to promote the region. The multi-use marketing materials are used for the Foreign Direct Investment work, immigration, for increasing community pride, to provide information on the area to visitors, newcomer residents, and investors, and to encourage entrepreneurship through the use of success stories.

**Community Pride Campaign.** To create strong, positive attitudes about our area among residents we compiled an inventory of curiosities, strange facts and infrequently-referenced statistics, as well as

important facts about Lunenburg Queens, to use in a “Did You Know?” promotional campaign. The campaign was distributed through a newspaper column with accompanying contest, run through the local newspapers. Additional components are business and community group success stories which will be profiled on the LQRDA website, and used in informational packages.

**Immigration.** The Lunenburg Queens Immigration Strategy has been drafted, with information and input from the local area, from the Nova Scotia Office of Immigration, various settlement agencies, and from the national immigration networks. As we roll out the strategies to the community, the first phase is educating the various publics about the need for repopulation through immigration, and of the great value immigrants bring to the area. A recent one-day symposium/discussion forum, organized in partnership with the Metro Immigrant Settlement Association and the Halifax Immigrant Learning Centre, brought together economic development partners, business persons, and local immigrants to discuss immigration.

**Lunenburg County Business Excellence Awards.** LQRDA took a lead role in coordinating the popular annual awards gala. The sold out event held at Oak Island Resort saw 245 guests offer a well-deserved pat on the back to six worthy award recipients.

**Municipal Leaders’ Meeting.** Late in 2006, LQRDA brought together our region’s Mayors/Wardens, Deputy Mayors/Wardens, CAOs, and elected LQRDA Board members to discuss various aspects of regional economic development. The meeting was the first of its kind in years and the leaders in attendance left the meeting wanting more of the same. LQRDA will host a Leaders’ Meeting in each quarter of its next fiscal year.

#### **Value-added Forestry Session**

LQRDA hosted a meeting with OED, ACOA, the Department of Natural Resources (DNR), and a private sector consultant regarding product diversification strategies. This was followed by meetings with major mill owners in the region, and conversations with the New Brunswick Secondary Wood Products Group.

