

Lunenburg Queens
Regional Development Agency
2009 - 2010 Business Plan



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EXECUTIVE SUMMARY

Work, Play, Prosper...these words continue to encapsulate the quality of life within Lunenburg Queens. On April 1, 2009, Lunenburg Queens Regional Development Agency, the lead economic development organization for Nova Scotia's south shore, enters its thirteenth year of supporting and facilitating community-based growth initiatives.

As recession heavily impacts those economies across Canada most exposed to, and reliant upon demand from the US, Lunenburg Queens is expected to post positive, albeit small, gains in 2009. Research indicates a positive mood about our region's business environment. Those surveyed indicated even more optimism for the next five year period. The steady increase of immigration inquiries further speaks to confidence in the fundamentals of our local economy.

Job losses have affected most sectors with the largest reductions in employment coming from Healthcare, Social Assistance and Service sectors. Industries such as forestry indicate that access to credit is one of the top challenges they face. Ensuring a strong, well-educated and sustainable workforce is another top concern and priority for LQRDA.

Tourism numbers were down significantly in 2008. New federal funds will help increase our participation and leveraging of various festivals and events and cultural / heritage improvements.

New federal funding expected for infrastructure is welcomed news for our region — however many of these programs require matching funds by provinces and municipalities. Resourcefulness and a high level of cooperation will help the region take best advantage of these opportunities for improvements.

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.

Immigration is a core area of focus for LQRDA and is one in which we are a leader. It offers benefits to many of the groups we communicate with; illustrating entrepreneurship and investment as viable options in Lunenburg Queens.

The provincial RDA model is not only relevant during this period of economic decline, it is more important than ever to ensure a high level of cooperation and synergy across the region. We will be well-positioned to thrive when the economy picks up.

Our 2009-2010 work plan will focus on:

1. Business Development

- Promote Lunenburg Queens region to seek foreign investment
- Increasing business knowledge base
- Promotion of the Business Retention and Expansion Program (BRE)
- Promote innovation to Lunenburg Queens businesses
- Host a seminar on 'Recession Proofing your Business'

2. Partnerships

- Strengthen existing and create new partnerships

3. Sector Initiatives

- Tourism - Work more closely with tourism industry to identify areas with growth potential
- Forestry – Ensure and promote awareness of industry programs
- Eco-Economy – Educate businesses and communities across the region about the benefits of "going green"
- Youth – Support and lead initiatives that engage youth in the areas of employment, innovation and entrepreneurship.

- Agriculture – Promote local industry and suppliers; support and promote research into new and sustainable practices
4. Infrastructure
- In partnership, develop a marketing strategy for vacant industrial space
 - Ensure current and future infrastructure needs of Lunenburg Queens is understood and communicated
 - Support infrastructure developments
5. Community Development
- Create and implement a new Community Group Retention & Expansion (CGRE) program throughout Lunenburg Queens
 - Strengthen the volunteer capacity throughout Lunenburg Queens
 - Develop and promote templates on topics such as marketing and strategic planning
 - Provide leadership, resources, education and networking opportunities for community groups and festival & event planners
6. Marketing & Communications
- Build on successful paid and public relations activities
 - Increase media participation through relationship-building
 - Develop better online tools to reach global audiences
 - Keep role of RDA top-of-mind with all audiences in Lunenburg Queens
7. Immigration
- Support and promote the Nova Scotia Nominee Program
 - Develop and foster a “welcoming community” for prospective immigrants and companies looking for new hires
 - Build support networks for newcomers to the area
 - Coordinate with regional and provincial settlement networks
 - Increase retention of immigrants by encouraging a climate of acceptance and tolerance

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 going to be a downturn, however, it will be short lived and expectations for a reasonably quick recovery are 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.

Economic Snapshot

(Note: in some instances regional statistics are not available so observations about our environment have been made based on interviews with economic development officials, businesspersons or citizens, news items, and provincial statistics)

Provincial Economic Forecast

As Canada slides into "recession" no region will be immune to its effects. However, Nova Scotia's growth is forecast to remain positive, albeit by a small margin. Growth is expected to be in the area of 2.1% in 2009. As is evident in the rest of Atlantic Canada, Nova Scotia's current and future growth prospects will be impacted by the current economic environment. The movement westward has temporarily slowed and the recent outlook for migration has improved but there will continue to be a challenge for companies looking to attract or keep workers in Nova Scotia.

Labour Market

Compared with the previous year, there has been an increase in Southern Nova Scotia's unemployment rate to 11.0 - up 2.2 percentage points from last year. Employment has declined in Southern NS for 6 straight months with most jobs lost being full-time.

The latest Labour Market Bulletin (January 2009) states that it is difficult to accept that all the job losses in the region are from normal seasonal declines. Certainly, this accounts for some of the losses but the overall employment level is substantially below that of January, last year.

Employment in the Agriculture industry is up from last January and so is the overall Goods Sector's jobs level. Construction employment is also higher this January. Manufacturing and Forestry, Fishing, Mining, Oil & Gas are employing less than they were a year ago. Trade, Accommodation & Food and Information, Culture & Recreation bore the brunt of the job losses and the Service Sector is employing more than 4,000 less over last years results.

Southern NS Employment	January - 09	December - 08	January-08	January 2008 to January 2009
Goods-Producing Sector	20,300	19,900	18,800	1,500
Services-Producing Sector	33,000	34,900	37,300	-4,300

Source: Statistics Canada's Monthly Labour Force Survey

Information obtained through the LQRDA's Business Retention and Expansion program indicates three of the most significant factors impacting business operations in the Lunenburg Queens area are: workforce availability (64.5%), workforce quality (37.5%) and provincial regulations (27.1%).



A positive partnership for our area will be with the Department of Labour and Workforce Development. The objectives of this newly named department are to create efficiencies as well as increased focus on issues such as labour, employment rights, adult learning, training and trade qualification, skill development, public and workplace safety, industry regulation, licensing and pensions. It will emphasize the recruitment, retention, repatriation of workers to meet the changing needs of province's economy. It will also support Nova Scotia employers by helping them offer leading-edge working conditions and opportunities for skill development to make recruitment and retention easier.

Similar to other non-urban regions across Canada, Lunenburg Queens continues to experience tightening of the job market due to youth out-migration, an aging workforce and declining birth rates. The 2006 Census data shows total population declines in all areas of Lunenburg and Queens County with the exception of the Town of Bridgewater.

	Lunenburg County	Queens County	Lunenburg (District)	Lunenburg (Town)	Mahone Bay (Town)	Bridgewater (Town)	Chester (District)
Pop. 2006	47,150	11,177	25,164	2,317	904	7,944	10,741
Pop. 2001	47,591	11,665	25,570	2,568	991	7,621	10,781
% change	-0.9%	-4.2%	-1.6%	-9.8%	-8.8%	+ 4.2%	-0.4%

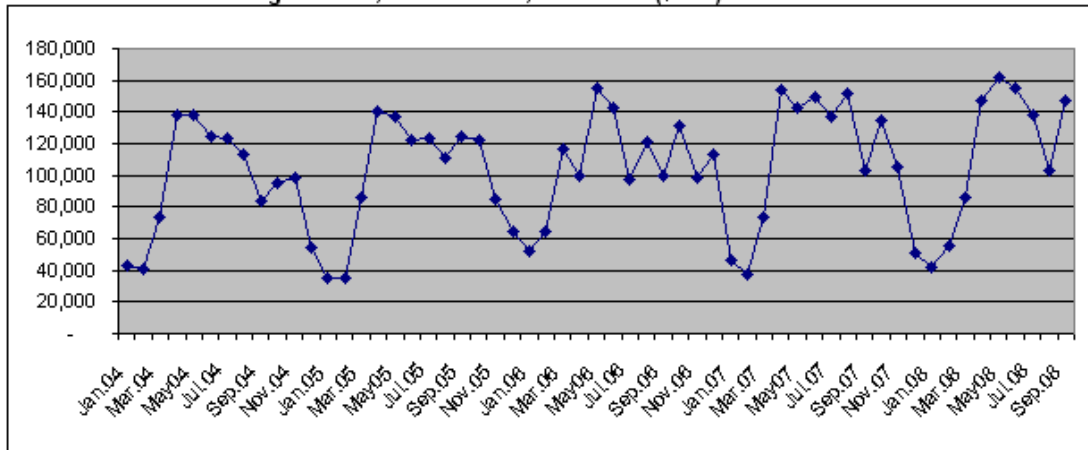
In one move to help combat the youth out-migration, The Young Professionals Network was initiated by LQRDA early in 2008. This initiative has become a strong support organization which continues to be run by some of the area's young professionals. Regular monthly gatherings bring a variety of individuals together for camaraderie and friendship.

During 2008 the LQRDA saw a dramatic increase in the number of immigrants that have contacted the office to inquire about immigrating to the South Shore. In 2007 we met with 36 clients; in 2008 we increased that number to 74 immigrant cases. These meetings involved initial inquiries, interviews, and settlement strategies. Proactive immigrant initiatives will continue to be vital to our region's success.

Housing Starts

Housing activity in Nova Scotia as a whole increased in 2008, however, Canada Housing and Mortgage Corporation (CMHC) predicts that housing starts are forecast to decline in 2009 as a direct result of the current economic circumstances.

Building Permits, Nova Scotia, 2004-2008 (\$'000)

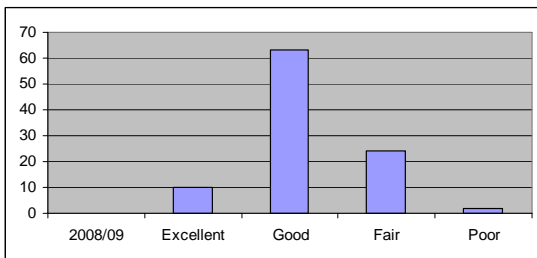


Source: Statistics Canada, Catalogue No. 64-001-XIE, monthly;
 Historic--CANSIM - Table 026-0007 (v42958, v43090)
 Released July 7, 2008

Within Lunenburg Queens the aggregate total of building permits, residential, commercial & industrial during 2008 was \$65,033,379 down approximately 44% from last year. Bridgewater and the District of Chester showed the largest declines of 46% and 47% respectively while the other municipal units remained relatively the same as last year.

Business Climate

Statistics compiled from interviews with local businesses through LQRDA's Business Retention and Expansion Program for this fiscal year showed that 73% of those interviewed believe that the local business climate is either excellent (10%) or good (63%). 24% felt the business climate was fair and 2 % thought it was poor. Compared to the previous year the excellent/good figures are up a total of 14% (14% excellent - 45% good - 22% fair - 8% poor).

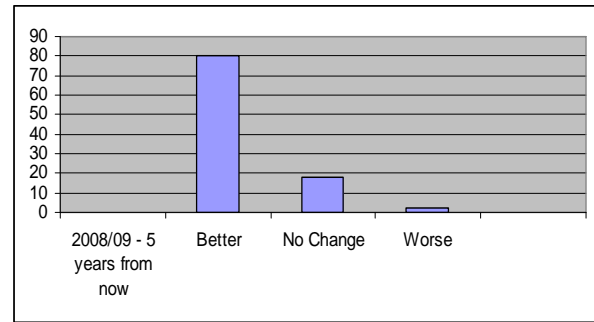
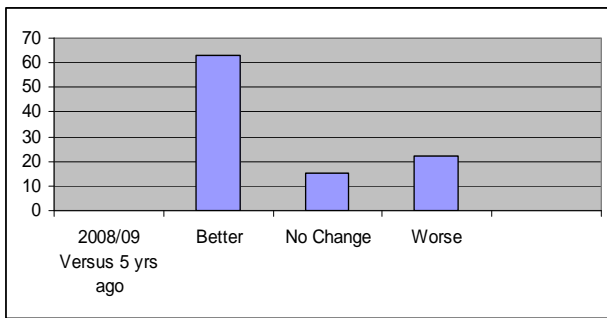


Comparing the business climate today versus 5 years ago:

- 63% believe it is better
- 15% believe there has been no change
- 22% said worse today

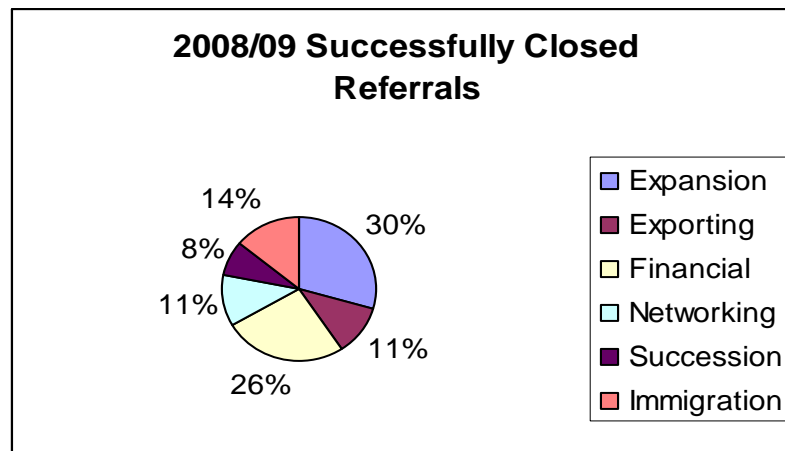
With regard to how the businesses feel the local business climate will be in 5 years the response was:

- 80% say it will be better
- 18% believed that the climate would not change
- 2% thought it would be worse



The Business Retention and Expansion (BRE) program successfully identifies 'red flag' issues through proactive interviews which indicates that a business may require intervention to assist with solving a business issue or help with an opportunity. These interventions are known in BRE terms as "referrals" and they become one measurement that illustrates the success of the BRE program.

The top three referrals generated during the past year have been on issues related to expansion, financing, and immigration. Networking, exporting and succession planning also generated high on the referral list.



Tourism Sector

The province welcomed 1,960,500 visitors up to the end of November - a three per cent decrease, or about 66,000 fewer visitors compared with the same period of 2007. The number of room nights sold increased by one per cent keeping the industry on track to match the province's 2008 revenues of \$1.33 billion. Decreases were noted in all markets, with visits from Atlantic Canada and Ontario dropping most significantly.

In 2007 (2008 data not available at time of publication) tourism sector revenues were \$19,180,000 in Queens County and \$61,030,000 in Lunenburg County, generating 1400 direct and 500 indirect jobs. Over \$23 million in taxes were generated for municipal coffers.

In Lunenburg Queens, the accommodation occupancy rate for 2008 held steady at 42 per cent, mirroring the previous year's numbers, although the number of room night sold actually increased by one per cent. Visits to museums were down by as much as 47 per cent in some communities, while visitor information centres saw drops in the 12 per cent range.

Cruise activity continued to be a bright spot for Nova Scotia in 2008. Activity was up 29 per cent with 228,000 visitors at the Port of Halifax in 2008 and 76,000 visitors at the Port of Sydney; a 107 per cent increase. The cruise industry brought an estimated \$38 million in-direct expenditures to Nova Scotia's tourism industry.

The cruise sector in Lunenburg Queens is modest at this time. While attractions in communities such as Mahone Bay and Lunenburg receive visitors from Halifax cruise ship shore excursions, there has been a quietly-growing market of small cruise vessels over the past few years. In 2008, three vessels visited Lunenburg with 304 passengers going ashore. Lunenburg has been identified as having tremendous potential for growth as a port catering to smaller, high-end cruise lines, in part due to its abundance of existing tourism

product, developed waterfront and iconic recognition factor. Spending in port usually ranges between \$30 and \$50 per person in addition to any tours undertaken.

Destination Bluenose Coast worked with internationally-known destination consultant Roger Brooks who conducted a market-readiness assessment of tourism businesses for southwest Halifax County and Lunenburg County. His findings and suggestions were presented to stakeholders in October 2008. LQRDA has been working with Bluenose Coast for over three years with this year seeing a concentration on product development and working with the product development team. We also have worked with local community and tourism associations, providing support and guidance in an effort to strengthen and enhance the tourism product in our region.

Retail Sector

It was the tale of two “financial seasons” this year in retail. The beginning of the year saw our dollar still strong, allowing for the lower cost of inventory and the stocking of shelves, that allowed the purchasing of more goods at prices lower than 2007. The latter part 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 4.1 percent even with the significant slowdown at the end of the year. The outlook for 2009, at least in the first couple of quarters, is for consumer cautiousness especially in the automobile, furniture, furnishing and clothing/accessories sectors.

RETAIL SALES	Dec2007	Sep2008 ^f	Oct2008 ^f	Nov2008 ^f	Dec 2008 ^b	Nov to Dec 2008	Dec 2007 to Dec 2008
	Seasonally adjusted				\$ millions	% change	
Provinces and territories							
Newfoundland and Labrador	569	612	613	590	564	-4.5	-1.0
Prince Edward Island	138	146	144	142	136	-4.5	-1.7
Nova Scotia	978	1,055	1,024	995	951	-4.4	-2.7
New Brunswick	789	849	834	804	778	-3.2	-1.3
Quebec	7,682	8,194	8,035	7,900	7,553	-4.4	-1.7
Ontario	12,525	12,771	12,675	12,325	11,581	-6.0	-7.5
Manitoba	1,234	1,260	1,268	1,248	1,209	-3.2	-2.0
Saskatchewan	1,171	1,206	1,209	1,204	1,135	-5.8	-3.1
Alberta	5,209	5,144	5,103	4,988	4,680	-6.2	-10.2
British Columbia	4,826	4,774	4,686	4,533	4,279	-5.6	-11.3
Yukon	44	45	45	43	41	-6.5	-7.5
Northwest Territories	60	60	59	57	56	-1.5	-7.4
Nunavut	24	25	26	26	25	-0.7	6.1

Source: Statistics Canada – The Daily February 23 2009

Along the South Shore there were new business start-ups, established businesses relocating within the region and unfortunately, some closing. Samples of such activities are as follows (*Note: This is a sample only and is by no means inclusive*):

- A Wellness Salon opens in the Municipality of the District of Lunenburg – Libra Essence Salon
- Nodding Marine centralized its core business activities under one roof in Bridgewater
- New gas station in Caledonia – Noah’s Convenience
- Saan Department Store closes in Liverpool
- The Bargain Shop opens in Liverpool employing most the employees who lost their jobs due to the Saan Store closure
- Shoppers Drug Mart is expanding their store in the Bridgewater Mall
- Canadian Tire, located in the Municipality of the District of Lunenburg, constructed a gas bar
- Premiere Self Storage opened two large car wash operations – one in Bridgewater and one in Chester
- Star Charters Limited in Lunenburg announced opening of a retail space at 160 Bluenose Drive for an indoor/outdoor waterfront market
- New Best Western Hotel under construction in Liverpool

Manufacturing Sector

The Canada/US exchange rate, as well as a notable decrease in the price of petroleum and coal products, both affected the latter part of this year's manufacturing results. The change in the exchange rate had a strengthening effect for manufacturers who determine their prices in US dollars. The price of petroleum and coal products dropped approximately 13.5% during the last part of the year, reducing the value of sales in that industry. (StatCan)

Manufacturing sales across the country have continued to drop throughout the year. National figures show a drop of 8% while Nova Scotian manufacturing industries showed a drop in sales in December by 14.2%; the largest drop in the country. Lunenburg Queens although remaining relatively stable, was not exempt in the overall downturn. A few of our manufacturers initiated temporary shutdowns of operations in order to respond to market conditions. Abitibi-Bowater, Michelin, and Louisiana Pacific were three of the major manufacturers in the region to initiate these shutdowns.

	November 2008 ^a	December 2008 ^b Seasonally adjusted	November to December 2008
	\$ millions		% change ¹
Canada	48,004	44,171	-8.0
Newfoundland and Labrador	390	345	-11.4
Prince Edward Island	104	107	2.3
Nova Scotia	847	727	-14.2
New Brunswick	1,053	1,006	-4.4
Quebec	12,125	11,480	-5.3
Ontario	22,356	20,305	-9.2
Manitoba	1,338	1,306	-2.4
Saskatchewan	1,045	897	-14.2
Alberta	5,499	5,033	-8.5
British Columbia	3,242	2,959	-8.7
Yukon	3	3	0.6
Northwest Territories and Nunavut	2	3	61.5

2008/2009 sector news included:

In early spring, Abitibi-Bowaters purchased the Brooklyn Power Corporation and South Shore Power Services. The biomass-fueled electrical co-generation plant is located adjacent to the newsprint facility and provides renewable electric power to Nova Scotia Power Inc. and steam to the plant.

In May, Lunenburg's Composites Atlantic received a \$1 million repayable loan. The investment helped the company purchase new equipment to produce composite diagonal braces for Boeing's 787 Dreamliner aircraft.

In July, Covey Island Boatworks in Petite Riviere was destroyed by fire. The company has worked with the province and the Lunenburg Waterfront Association to help find a replacement location. LQRDA regularly participates in waterfront development meetings, offering discussion, input and suggestions.

Early in 2008, Canadian Manufacturers & Exporters (CME) released NOVA SCOTIA 20/20: The Economic Impact of Manufacturing in Nova Scotia. This report provides an overview of the value of the Nova Scotia manufacturing sector to the economy of Nova Scotia. The manufacturing sector has been, and continues to be, a key economic driver of the Nova Scotia economy. Research for this report involved the analysis of secondary data, the creation of economic impact simulations and a direct survey of manufacturing companies that are members of CME, Nova Scotia Division.

The Excellence in Manufacturing Consortium (EMC) has been active on the South Shore throughout 2008, visiting many of the local industries while having their networking meetings. EMC's program of sharing best practices has provided businesses in manufacturing an avenue to talk to each other and find out how to correct common problems associated within the manufacturing industry.

Forestry

In October, the province, under its forestry transition program, announced it would invest up to \$20 million over five years to purchase parcels of industrial forest land from viable forestry companies. The first acquisitions under that program, worth up to \$3.5 million, included land valued at up to \$1.5 million in Queens County from NF Douglas and Company Limited and land in western Nova Scotia valued at up to \$2 million from Freeman Lumber of Greenfield, Queens Co.

Locally, the Lunenburg County Christmas Tree Producers' Association said orders for 2008 were down because of market uncertainty. US sales have dropped because of the challenges of crossing the border, the weak economy and strong competition from plantation trees and Douglas fir. Other areas of the world, in particular Panama, has shown an increase in their purchases.

The 2009 Woodland Owners Conference will be held in Digby on March 7, 2009. The conference aims to support wood lot management practices and report on alternative uses of our forests. LQRDA has been and continues to be an integral part of the organizing committee, helping make arrangements for topical speakers, logistical arrangements, budgetary discussions, evaluations and more.

Infrastructure

The entire region has experienced many infrastructure upgrades that are either in the planning stage, construction phase or nearing completion. All of these projects increase the profile of Lunenburg Queens increasing our ability to compete with other communities for newcomers, businesses and visitors globally.

New multi-purpose recreational facilities are planned across the region. These state-of-the-art recreation projects slated to be completed in 2011, will provide citizens with top-rate fitness and social facilities while increasing the attractiveness of the entire region. An indoor multi-purpose sport facility, located in Bridgewater, held its grand opening in December 2008. A skate park in Chester is completed and will assist in helping attract and retain young families.

Other infrastructure projects include (*not all-inclusive*): High speed Internet is on-track to provide service to the whole region by the end of 2009; a new 60 room hotel is being constructed in Liverpool; a new provincial building opened in Lunenburg; a new Justice Centre will open in Bridgewater in June 2009; Church Memorial Park in Chester is currently undergoing renovations and upgrades; the Astor Theatre in Liverpool received funding for interior upgrading and the renovation/additions for the New Ross Recreation & Outdoor Complex is progressing on schedule; and, Bridgewater and Lunenburg have received funding to improve waste-water treatment. Municipal Units are anticipating a portion of the Federal stimulus funding for future infrastructure projects.

LQRDA has been involved in several of these projects in various capacities, such as development of sponsorship packages, communications planning, funding proposals and public fundraising campaigns.

Community/Not-for-Profit

Community revitalization has taken a high profile this past year. Volunteers and community groups are very active and visible in a large number of community projects including waterfront projects in Bridgewater and Lunenburg, skating, curling and skateboard rinks in the Chester area and museums and parks in a number of towns and villages. LQRDA has been by their side offering assistance in a variety of capacities.

All municipal units are working toward the creation of Integrated Community Sustainability Plans to create a comprehensive vision for our community's future. Some municipal units have hired "Sustainability Planners" while others have opted to develop plans themselves.

Strategic thinking, opportunity identification, and planning is taking place throughout Lunenburg Queens with a number of community organizations. From the Boards of Trade to festival committees to community improvement associations, volunteers are gathering to express ideas through visioning exercises and facilitated discussions.

LQRDA has worked with a number of groups, including museums, farmers markets, and recreational facilities. The Ross Farm Museum with its recently completed Functional Analysis and Business Case Study in hand is

looking to move forward with actual infrastructure development. Farmers markets have proven extremely popular – having expansions in many communities as well as new start-ups in others. The South Shore Fieldhouse has opened, an official grand opening for Chester Skate Park is in the works, and a business plan for an indoor pool in Chester Municipality is nearing completion.

Festivals and events (F&E's) continue to have a strong presence in the two counties. Recognized for the economic value and as a financial generator, communities are celebrating and taking pride in local events as well as the regional F&E's that take place annually. The community/not-for-profit sector continues to be challenged by a number of issues, such as financial sustainability and recruitment of volunteers. The Community Group Retention and Expansion program being developed and initiated by the LQRDA in 2009/2010 is expected to identify red flag areas in this sector and proactively find solutions to assist with the sustainability of the organizations.

The mandate and focus of the LQRDA includes working with our volunteers and the organizations they represent. The agency is one of support and resource, linking to appropriate programs, providing guidance and facilitation. The LQRDA continues to be an active member of the Lunenburg/ Queens Volunteer Partnership. The Partnership takes a lead role in bringing training sessions and workshops to volunteer-run groups. Presentations and networking opportunities are organized by the partnership with the end goal to increase the capacity of volunteers. Work continues on the Volunteer Navigator Initiative, establishing an area co-ordinator for Lunenburg Queens volunteers.

OPPORTUNITIES FOR CED/ECONOMIC GROWTH

Each year we consult with our citizens and business owners to understand what needs are present and what we as a CED organization can do to help. What are some of the opportunities – short-term, regional and “back-yard” opportunities? –for our entrepreneurs, developers, newly settled immigrants and our community groups? These questions drive economic development across our province and we, as CED facilitators, incorporate this information into our annual business plan and through cooperation with other organizations, volunteers, businesses, government agencies and partner-CED groups/professionals. We will attempt to reach successful, sustainable and growth-orientated results. Opportunities for CED/economic growth include:

- ✚ **“Green”** – Eco/Enviro/Energy, all key words in the promotion of environmental practices that have been recognized as world leading. Development of such amenities as “green-themed” industrial parks are a pre-requisite in showing our resolve of being protective of our environment and having the potential of attracting businesses that are equally eco-minded.
- ✚ **Innovation** –Innovation is intrinsically related to increasing productivity levels. New products, processes and equipment help to create increased opportunity for both potential investors and existing businesses in Lunenburg Queens. LQRDA is that conduit linking businesses to the right research and funding partners that will improve our industries’ competitiveness in domestic and global markets.
- ✚ **Infrastructure** – To increase and stimulate economic development, infrastructure upgrades are required. Recreational facilities, improved highways, improved harbours/waterfronts, communications improvements (high speed internet), cultural and heritage upgrades and ample educational facilities all lend themselves to attracting business and people to our region. New federal money recently announced will help this stimulation.
- ✚ **Value-added Production** – When resources are exported in raw form, without economic value being added, they contribute very little to the stability and diversity of our local economy. We need to encourage the capture of more wealth by creating products that garner a higher value in, perhaps, previously-untapped markets. Simply extracting raw materials creates relatively few jobs and places our workforce at the mercy of external market forces and owners.
- ✚ **Immigration** – Our immigration initiatives have produced a dramatic increase in the number of individuals wishing to locate to the South Shore. Key promotional materials being produced and distributed include settlement packages and regional economic/lifestyle profiles that highlight the region’s growth in infrastructure and employment opportunities. Potential employers are benefiting from existing and forthcoming programs that integrate newcomers into the workforce stream.
- ✚ **Community Involvement** – LQRDA provides a broad range of support for projects spearheaded by the community. Processes, applications, guidance and leadership are needed to help volunteer groups meet their objectives. We assist in building capacity among citizens to help them move forward with their own plans for sustainable growth in their economy and community.
- ✚ **Tourism** – New federal funding for tourism marketing and product development will help to strengthen the work we do with local tourism industry associations, festival & event organizers, meeting planners and

heritage & cultural groups. Resources and guidance through LQRDA help to support long-term investment planning for attractions, accommodations and transportation sectors. A small ports strategy through Atlantic Canada Cruise Association holds great promise to bolster visits to ports in our region from luxury smaller-capacity cruise lines. Lunenburg was identified as having the most potential of the small ports in Atlantic Canada due to its iconic recognition and developed waterfront. A new home porting initiative and increasing shore excursion traffic from Halifax will continue to benefit tourism operators in our region.

- ✚ **CEDIF** – The opportunities for Community Economic Development Investment Funds (CEDIF) in the region need to be more fully examined and promoted. CEDIF’s are contributed by a group of investors, who receive tax credits, to support a money-making venture. LQRDA is presently working with several groups within our area that are looking at CEDIFs as a potential avenue in acquiring funding.
- ✚ **Forestry** – The Forest Products Association of Canada identified access to credit as one of the major challenges facing the forest industry today. New federal funding may help to alleviate this barrier to growth. LQRDA will continue work on several strategic programs that offer potential for sustainability and growth; including international marketing and forestry product research & development. A new initiative aims to establish a bio-energy fund that will commercialize the use of wood waste as an energy source.

OBSTACLES/BARRIERS/THREATS FOR CED/ECONOMIC GROWTH

The world is continually in a state of societal and economical flux that invariably can create barriers and obstacles that are out of our control. However it does reflect on the way we wish to proceed with economic development within our own part of the world. LQRDA will attempt 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. Some of the obstacles/barriers/threats for economic growth are:

- ✚ **High Energy Costs** – Although fuel costs have dropped over the past couple of months it is not known how long the lower prices will last.

Energy Source	2001 price	2008 price Jan-Mar 2001-2008	%increase	% increase over CPI
Gasoline (litre, regular)	\$0.73	\$1.13	55%	41%
Furnace (litre)	\$0.54	\$1.01	87%	73%
Electricity (Kwh-residential)	\$0.1119	\$0.1208	16%	4%

*2008 is average price for Jan-March 2008
 (Source: NS Department of Energy 2008-09 Business Plan)

These costs certainly hurt energy-intensive plant operations in allowing these plants to remain competitive on a global scale. Temporary plant closures to recoup some of these costs and to reduce inventory hurts the economy.

- ✚ **The “R” word – Recession** – as stated earlier in this document, this past year has been a “tale of two economic seasons” and one that is of a global concern. The next year appears to be one which will challenge every business and community to look deep within to see how and what they need to do to balance out the negative issues surrounding us. Stimulus packages that have been offered by government and others have to be used and promoted smartly and with positive undertones.
- ✚ **Labour Shortages** – there is a “perfect storm” developing (or, already 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 and also to find ways 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 is uniquely positioned to work in concert with the local health boards to help attract qualified individuals and their families to the region. The quality of our schools, work places, amenities and lifestyle are promoted continually through our various communication channels.

ORGANIZATIONAL EFFECTIVENESS

“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.

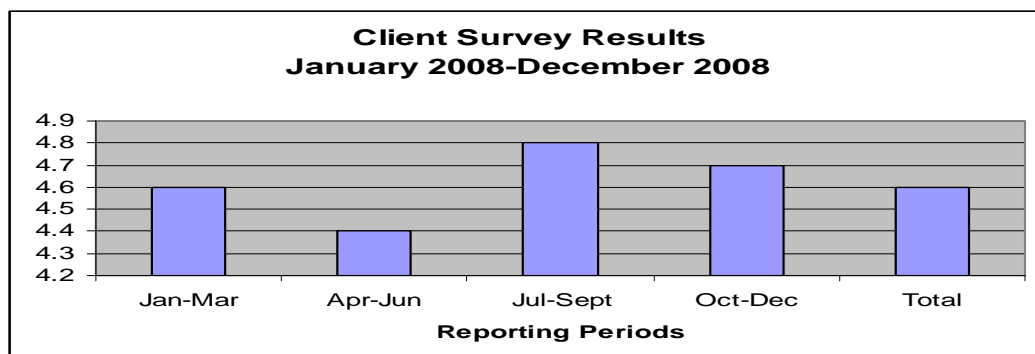
Since its inception in 1996, the LQRDA has worked towards effective regional initiatives and the measure of each to ensure the Lunenburg Queens area is being served to the best of our abilities.

Knowledgeable and qualified staff drive the success of the goals at every step and ensure the direction of the agency fits within the needs of the community.

Evaluation Results:

Quarterly evaluations, provided by a client survey, are calculated and reviewed according to ISO standards. Survey results are reviewed first by the ISO Coordinator and any ‘red flag’ issues identified and contact made to resolve problem areas. Overall, the LQRDA maintained a high level of satisfaction as determined by client survey results. These results are based on a series of rated (1-5) questions as well as requests for written feedback.

Survey results for 2008/2009 are being reported for the period of January 1, 2008 – December 31, 2008:



Location:

The development and nurturing of many partnerships throughout the sectors is integral in the success of our organization and these partnerships have proved time and time again that we don't and can't work alone.

The Lunenburg Queens Regional Development Agency's main office is located at 220 North Street, Bridgewater. We are co-located with partners such as: South Shore Opportunities Inc (CBDC), Atlantic Canada Opportunities Agency, NS Economic & Rural Development, Nova Scotia Business Inc, Bridgewater Development Association and Bridgewater & Area Chamber of Commerce. The various partners co-located at this site allow for ease of partnering for client work, special initiatives, and information sharing.

Satellite offices are manned one half day per week and are located in the Municipal offices at Municipality of the District of Chester and Town of Lunenburg. The satellite office at the Region of Queens Municipality is located in the main offices of South Shore Opportunities.

Staff:

LQRDA staff provide clear direction and a dedicated desire to see a client/project succeed. This drive is formulated through qualified backgrounds and a love for the areas in which we work.

Professional Development opportunities are encouraged to ensure staff stay current on CED issues and trends. Training and professional development opportunities participated in this year include:

- Collaborative Strategies in Community Development
- Financial Analysis
- Tourism Association of Canada Conference
- First Aid Training
- NSARDA Conference
- Forestry Futures
- BRE Account Executive Workshops/Seminars
- Product Development Workshop
- Immigration Workshop
- Renewable Energy Conference

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 meetings and ISO quarterly meetings, discuss 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.

STRATEGIC INITIATIVES & EVALUATION

Component: Business Development

Short Term Objectives	Actions	New/ On-going	\$	Target Groups	Outputs	Measurable Outcomes (How will we know we have achieved success in reaching our short-term objective and actions)
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 counseling 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 counseling 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>
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>

Component: Business Development (Continued)

Short Term Objectives	Actions	New/ On-going	\$	Target Groups	Outputs	Measurable Outcomes (How will we know we have achieved success in reaching our short-term objective and actions)
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>
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>

Component: Partnerships

Short Term Objectives	Actions	New/ On-going	\$	Target Groups	Outputs	Measurable Outcomes (How will we know we have achieved success in reaching our short-term objective and actions)
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 	O O N	Salary Travel Salary Travel Mtg \$ Salary Travel	<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>

Component: Sector Initiatives

Short Term Objectives	Actions	New/ On-going	\$	Target Groups	Outputs	Measurable Outcomes (How will we know we have achieved success in reaching our short-term objective and actions)
Tourism: To work more closely with the tourism industry in LQ to identify areas with growth potential	<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 	O N O	Salary Salary Salary Travel	<ul style="list-style-type: none"> Tourism operators Regional tourism industry associations Regional destination marketing org's 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>
Forestry: To ensure & promote awareness of industry available programs and value-added possibilities	<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 	O O O O	Salary Travel & \$500 Salary Salary Salary Travel	<ul style="list-style-type: none"> Forestry Assoc's 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 Research 	<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 – <i>target will be shown by the continued operation of the Co-op</i>
Eco-Economy: To educate region on benefits of "going green"	<ul style="list-style-type: none"> Coordinate with the Eco-Efficiency Centre to deliver a green themed seminar Hold "Wasteless 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 	N O N N	Salary \$500 \$250 Salary Salary	<ul style="list-style-type: none"> LQ Businesses LQ Community Organizations LQ citizens RRFB Region 6 Media 	<ul style="list-style-type: none"> Seminar "Wasteless 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> Wasteless 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>

Component: Sector Initiatives (Continued)

Short Term Objectives	Actions	New/ On-going	\$	Target Groups	Outputs	Measurable Outcomes (How will we know we have achieved success in reaching our short-term objective and actions)
Youth: show support to local youth in innovation, employment, and entrepreneurship	<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 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>
Agriculture: to promote local agriculture and continue to endorse research into new agri-products & methods	<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 \$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>

Component: Infrastructure

Short Term Objectives	Actions	New/ On-going	\$	Target Groups	Outputs	Measurable Outcomes (How will we know we have achieved success in reaching our short-term objective and actions)
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 	<p>N</p>	<p>Salary \$100</p>	<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>
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 Committee 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>

Component: Community Development

Short Term Objectives	Actions	New/ On-going	\$	Target Groups	Outputs	Measurable Outcomes (How will we know we have achieved success in reaching our short-term objective and actions)
Provide leadership resources, education and networking opportunities in community group and event retention and expansion (CGRE)	<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 	<p>N</p> <p>N</p> <p>N</p> <p>N</p> <p>N</p>	<p>Salary</p> <p>1,000</p> <p>Salary/ Travel Salary</p> <p>Salary</p>	<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 CGRE promotion and communication pieces CGRE Surveys CGRE Visitations CGRE database & analysis data 	<ul style="list-style-type: none"> CGRE Program designed and implemented – <i>target is Sept 2009</i> CGRE Local Action Team 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</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>
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 	<p>O</p> <p>O</p> <p>N</p> <p>N</p>	<p>Salary</p> <p>\$250 per</p> <p>Salary</p> <p>Salary Travel</p>	<ul style="list-style-type: none"> Established community groups Newly formed community groups Project leaders 	<ul style="list-style-type: none"> Community Counseling Facility/site visits Workshops Templates 	<ul style="list-style-type: none"> # & type of clients counseled – <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>

Component: Community Development (Continued)

Short Term Objectives	Actions	New/ On-going	\$	Target Groups	Outputs	Measurable Outcomes (How will we know we have achieved success in reaching our short-term objective and actions)
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 as opportunities arise 	<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>
Strengthen the capacity of volunteers throughout Lunenburg Queens	<p>Collaboratively working with the LQ Volunteer Partnership:</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 – <i>target is 5</i> 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 – <i>target is 50</i> Feedback and level of satisfaction of participants at the Volunteer Extravaganza and workshops – <i>target is a satisfaction level of 4</i>

Component: Marketing/Communications

Short Term Objectives	Actions	New/ On-going	\$	Target Groups	Outputs	Measurable Outcomes (How will we know we have achieved success in reaching our short-term objective and actions)
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	Salary Salary Salary Salary 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 developed for immigration – <i>target is June 2009</i>
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 key-word campaigns for new website 	O/N N N N N N O N	Salary & see App. B Salary \$500 Salary 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 Website Image and video library E-newsletter Joint news releases Website promotion 	<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 to website – 2008 monthly average – 9982, 2009 target monthly average – 12,000 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>
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 municipal partners 	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>

Component: Special Initiatives - Immigration

Short Term Objectives	Actions	New/ On-going	\$	Target Groups	Outputs	Measurable Outcomes (How will we know we have achieved success in reaching our short-term objective and actions)
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 	<ul style="list-style-type: none"> O O O O 	<ul style="list-style-type: none"> Salary Salary Salary Salary Travel \$250 	<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>
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 	<ul style="list-style-type: none"> O O O O O 	<ul style="list-style-type: none"> Salary Travel Salary Salary Travel Salary Salary 	<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>
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 	<ul style="list-style-type: none"> N N O O O 	<ul style="list-style-type: none"> 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>

Component: Special Initiatives – Immigration (continued)

Short Term Objectives	Actions	New/ On-going	\$	Target Groups	Outputs	Measurable Outcomes (How will we know we have achieved success in reaching our short-term objective and actions)
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) 	<p style="text-align: center;">O</p> <p style="text-align: center;">N</p> <p style="text-align: center;">O</p> <p style="text-align: center;">N</p>	<p>Salary</p> <p>Salary \$500</p> <p>Salary Travel</p> <p>Salary \$1000</p>	<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 (Hiring immigrants”, etc.,) 	<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>

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.

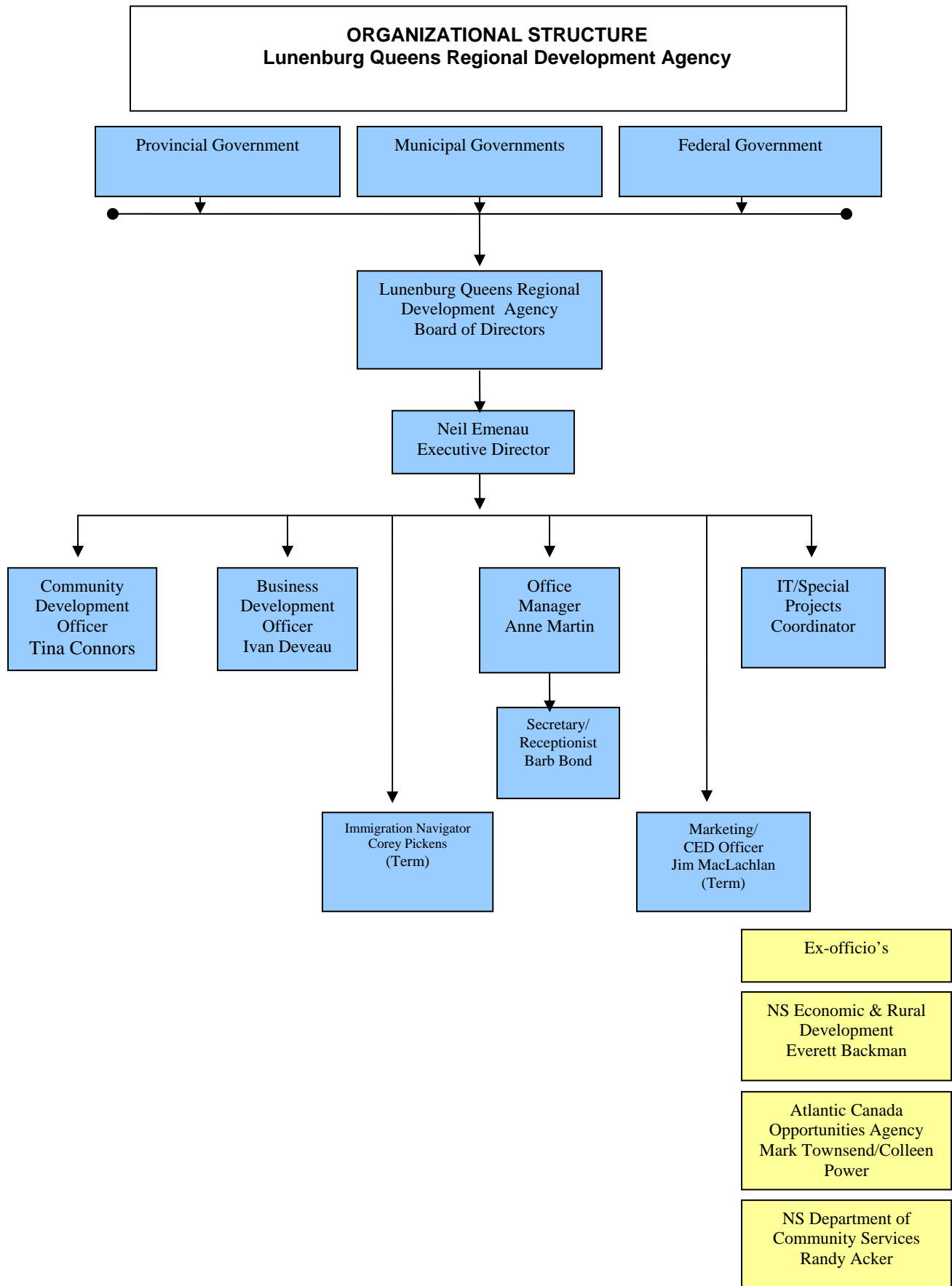
LQRDA BOARD OF DIRECTORS

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 Paul Crane, 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 six permanent full-time staff and two term full-time staff. Term positions for project specific duties are often filled should funding programs allow.

LQRDA Staff currently consist of: Neil Emenau, Executive Director; Ivan Deveau, Business Development Officer; Tina Connors, Community Development Officer; Anne Martin, Office Manager; Tiffany Delaney, IT/Special Project Coordinator; Barb Bond, Secretary/Receptionist; Corey Pickens, Immigration Navigator (term); Jim MacLachlan, Marketing/CED Officer (term).



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)

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

Business Retention & Expansion Program

The BRE program was placed in the realm of a “core activity” for the year (and for future years) with an average of 5 businesses per month interviewed. Some of these were with businesses that were interviewed at the beginning of the program 2 years ago and these new visits will allow us to begin comparison analysis of the business climate. For an example of pertinent data, in the LQ region the majority of businesses still believe the business climate to be good, although they do believe that 2009 will be an economically stagnant year with an upturn in 2010.

Woodlot Owners Conference

Once again LQRDA was a large contributor to the annual conference which was held on March 1, 2008 at Oak Hill Fire Hall, just outside of Bridgewater. We were an integral part of the planning committee for this conference which moves from region to region within the province. Some of the major topics discussed this year were: Category 7 Quality Improvement Silviculture Program, Doing Business in Tough Times, Marketing Forest Products Co-operatively (discussion around co-ops), Panel Presentation – “Forestry & Woodland Associations” Re: Mandates, Functions, & Special Projects – panel consisted of NS Primary Forest Products Marketing Board, Federation of NS Woodland Owners and Forest Products Assoc. of NS.

Immigration Settlement Program

Our Agency was successful in securing a second round of financial support in 2008 from the Nova Scotia Office of Immigration settlement funding initiative. The LQRDA's Immigration Navigator, Corey Pickens, has had a busy year. With the discovery of an on-site immigration resource person, both new and settled immigrants began to make contact with our office for information, employment counseling, assistance with immigration documentation and questions about social networking opportunities. The LQRDA is increasingly becoming a point of contact for both immigrant inquiries as well as community stakeholders such as industry HR managers, colleagues in community development, politicians, educators and community service providers.

Briefly, some of the more prominent outcomes of this program have been:

- New working relationships with the South Shore Regional Library, South Shore Regional School Board, Public Health, local Chamber of Commerce/Boards of Trade, Visitor Information Centres, and the Employment Solutions Society
- Immigration information material produced and distributed
- Online regional profile for a Rural Immigration resource
- Regular client contact with Immigration e-zine information to newcomers and stakeholders
- Development of the South Shore Newcomers Network, a social networking and communications group for immigrants

The LQRDA is very encouraged to see the developing partnerships and innovative connections within our region. There is an intentional organization of settlement services – our target groups now have a greater knowledge and awareness of available support. Ultimately, through our continued efforts to organize our resources and services, we anticipate increased retention rates as our communities understand the value and advantages of an improved immigration experience.

Youth Intern

LQRDA was once again able to hire a Junior Development Officer for a one-year term through the Canada Youth Internship Program. From October 2007 to October 2008, Teri Sproul fulfilled the duties associated with this position with some of the highlights being:

- Completion of data collection for the development of 6 Community Profiles (Bridgewater, Lunenburg, Mahone Bay, Municipalities of the District of Lunenburg and Chester and the Region of Queens) which include such things as: an introduction, a business success story and information on – history, economy, facts & figures, government, demographics, bylaws, libraries, district maps, budget, tax rates, utilities, recreation, real estate, health care facilities, education and festivals & events.
- Completion of a corporate fundraising package for the New Ross Sport Infrastructure Committee to send out to businesses. Included in this package were an introductory letter about the project, an estimated budget and project details, funding and sustainability details and sponsorship information.
- Oversaw the progress in the development of a Local Food Directory by writing funding applications, collecting and organizing directory participants, creating communication pieces, writing of the directory content, working

with a designer on layout & online publication, organizing meetings and creating a how-to guide for other organizations around the province in case they wished to produce their own.

- Worked with LQRDA business development officer to create a communications plan for community fundraising for the South Shore Fieldhouse Project.
- As event coordinator, Teri assisted the community of New Germany in hosting 'Ride The Lobster International Unicycle Race' which traveled through our region in June 2008.

Workshops and Presentations

To meet the needs of our businesses and communities, LQRDA has coordinated, developed or hosted a myriad of workshops and/or presentations designed to support volunteer organizations, communities, government departments and businesses. Some of these events included:

- Green Power Hour – supporting NSED and NS Energy Ministers when they toured the province to promote “green” economic development and procurement
- Home-based Business Informational Seminar – to provide home-based businesses with information to help them enhance their business skills
- Reverse Trade Show – in partnership with Procurement Nova Scotia coordinated a successful trade show where local business learned how to deal with procurement issues required by Municipalities, towns, Health & School boards and provincial/federal government departments
- A well attended “Wasteless Breakfast”, in partnership with Region 6 of the RRFB, during which discussions and presentations centered around how businesses could better administer their waste management
- Organized, designed and manned an informational display that was set up in a local mall to promote entrepreneurship and what resources were available in the region to help business start-up, research, funding requests and/or expansion
- Hosted Dalhousie University’s Eco-efficiency Centre for a day-long session which showed 40+ business owners how to become more energy efficient and eco-environmental friendly.

Business and Community Development

In addition to the BRE program and the Woodlot Owner’s Conference, there were many highlights from the ongoing counseling and guidance sessions that LQRDA’s development officers conducted throughout the year. With over 200 business clients being counseled this year for support services (including start-up, expansion, financing, marketing and for industry sectors) almost half of them were new clients to LQRDA.

Community revitalization has been strong in the region with volunteers and community groups at the heart of large developments and LQRDA has been there by their sides to help. Examples include; being a resource, participant and/or providing guidance for waterfront projects in Bridgewater and Lunenburg, skating, curling and skateboard rinks in the Chester area and museums and parks in a number of towns and villages.

LQRDA continues to sit as a member on the L/Q Volunteer Partnership. The partnership consists of such agencies as South Shore Public libraries, municipal recreation depts, community health boards, VON – Lunenburg and Queens Counties, Second Story Women’s Centre, ACSBE, and RDA. The Volunteer Partnership works together to bring workshops and training events to volunteer–run groups. The Volunteer Navigator Pilot Program, over the year 07/08 recognized some successes, but more importantly, ways to improve this type of position were recognized. The navigator worked closely with volunteers, volunteer groups and various partners to assist in increasing awareness of and supporting the volunteer sector in the 2 counties.

Forestry Co-op

In early 2008 the LQRDA conducted a review of the forestry sector. Meetings and interviews took place with Christmas tree growers, mill operators, loggers and producers such as Louisiana Pacific and Abitibi Bowater. It became apparent that many of the Christmas tree producers needed assistance in marketing, and to a lesser degree, with succession planning.

The review was completed in late spring 2008. Subsequently, a significant amount of data and opinions were gathered, as a result of regular BRE meetings and through an elevated number of inbound inquiries. During this time, the Canadian dollar was near par with its American counterpart and Kirk Forest Products announced they would no longer ship trees from Nova Scotia operations.

The LQRDA and NS Department of Economic and Rural Development arranged a meeting with several of the larger growers in the region. Over 80 industry representatives discussed and debated the merits of forming a

marketing group or an actual industry co-op. Representatives of the Nova Scotia Co-op Council assisted with the hands on work of forming the Co-op

As the co-op model took shape, the LQRDA lessened its role and direct involvement. LQRDA has provided the group with information on relevant trade fairs, financing alternatives, other information and contacts to further help develop the co-op's effectiveness and reach. The forestry co-op currently has 12 directors and represents interests across both counties.

Lunenburg Opera House

The restoration of the 100-year-old Lunenburg Opera House will provide a venue for performing arts, a community centre for education and culture and a platform for economic growth for Lunenburg and the entire region.

This project is being led by the LQRDA on two fronts: LQRDA is managing two Requests for Proposals (Engineering, Feasibility and Governance) and is also the applicant for funding.

What makes the Lunenburg Opera House so intriguing is the vision of the proponent, Farley Blackman and his sphere of influence. Mr. Blackman is a US citizen and a senior executive with British Petroleum based in London. The circles traveled by Mr. Blackman offer access to artists and international marketing reach that would not be possible through traditional tools and channels available locally.

The restoration and business concept fit well with the Town of Lunenburg's priorities and offers packaging opportunities for local businesses. In the "off-season", B&Bs, restaurants and other service providers will be able to partner with the Lunenburg Opera House on a variety of new packages to new markets. Research indicates that similar projects have spawned growth of businesses in the immediate area as well as attracting new ones.

The engineering report has now been completed and confirms that the structure is sound. The second RFP (Feasibility and Governance) is due the third week of May, 2009.