



Municipality of the District of Lunenburg

Economic Development Strategic
Action Plan 2023 - 2028

Council Presentation

May 2, 2023



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Municipality of the District of Lunenburg – Economic Development Strategic Action Plan 2023 - 2028

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Aim of the Strategy and Methodology

This Economic Development Action Plan builds upon the previous Economic Development Strategy and informed by the recently completed BR+E Triage project that surveyed the satisfaction levels of the local business community. The intent of the Strategy is to provide clear goals and objectives that will help to inform the operational plan for achieving strategic directions.



Background Document Review



Relevant strategic and policy documents from the District were assessed to understand critical and common themes, as well as economic development priorities from previous years.



Economic Baseline Analysis



Statistical data from various sources (Statistics Canada, Lightcast, etc.) paints a portrait of the local social and economic composition, including population, housing, living, income, education, employment, industries and occupations, and business characteristics.



SOARR Assessment



A Strengths, Opportunities, Aspirations, Risks, and Results (SOARR) Assessment has been applied to the results of all research and engagement activities. The SOARR builds on the main findings from the Economic Baseline Analysis, as well as the BR+E Triage and in-depth stakeholder engagement.



Council Workshop and Interviews



A workshop with Municipal Council and direct interviews with local businesses were conducted (in person and virtually) to investigate strategic objectives and identify strengths, opportunities, aspirations, risks, and results.

Situational Analysis

The situational analysis provides a snapshot of Lunenburg's local demographic and economic indicators, including population growth, labour force, and business trends.



Population

- As of 2021, Lunenburg had a population of 25,545 people.
- Compared to 2016, the municipality's population increase by 2.7%
- Most of Lunenburg's population are between the ages of 55 to 64 years.



Diversity

- 3% of Lunenburg's population declared indigenous identify.
- 6% of Lunenburg's population are immigrants.
- 2% of the population in Lunenburg identified as visible minorities.



Employment

- In 2022, employment was estimated at 7,315 jobs.
- Jobs are projected to grow 2% by 2028.
- The service sector represents 62% of the local jobs.
- The construction sector is projected to grow the most by 2028.



Business Characteristics

- As of December 2021, 1,964 businesses were recorded in Lunenburg. Most businesses were sole proprietorships.
- Lunenburg (MD) has a high concentration of businesses including agriculture, manufacturing; construction; arts, entertainment and recreation.




Business Care

- Arts, entertainment and recreation, and other services are "challenging", meaning that these industries play a prominent role in overall employment in the community and should be monitored carefully to avoid major employment declines.


Triage Results

The Municipality of the District of Lunenburg completed a business satisfaction survey to understand how to best support local businesses.


Priority Matrix, BR+E Triage, Lunenburg MD



Factor	Performance	Importance	Priority Rank
Availability of health and medical services	33%	7.8	1
Availability of adequate housing	34%	6.5	2
Availability of funding programs for business and property improvement	50%	8.6	3
Availability of skilled labour	31%	5.9	4
Availability of unskilled labour	47%	6.7	5
Availability of property for purchase or lease	58%	7.5	6
Cellular phone service	58%	7.0	7
Affordability of commercial space for purchase or lease	63%	7.8	8
Availability of warehouse space	64%	7.5	9
Development/building permit process	70%	8.8	10
Municipal property taxes	68%	7.8	11
Availability of industrial space	75%	7.5	12
Zoning	78%	8.5	13
Ability of the Municipality to attract tourists	85%	7.4	14
Municipal marketing efforts to advertise the region (e.g. social media, web presence, etc.)	87%	8.0	15
Ability of the Municipality to attract new residents	85%	6.5	16
Availability of retail space	85%	5.9	17



Higher Priority



Lower Priority

Source: Deloitte LLP

Business retention and expansion (BR+E) activities can be employed to ensure business needs are monitored and addressed; however, engagement can be time consuming and complex. This BR&E Triage Survey was commissioned to engage the broader business community, while also allowing for the identification of potential expansion or retention opportunities for follow-up on a business-by-business basis. The results of this project are included in Appendix B and within the SOARR assessment of this report.

The following methodology was used for collecting the BR+E Triage results:

- The Triage include 100 responses from businesses in the Municipality. The average phone interview length was 16.3 minutes.
- This scientific approach ensures that the results have a high level of accuracy (with a 9.8% margin of error at a 95% confidence level) and statistically represents the business community in the region.

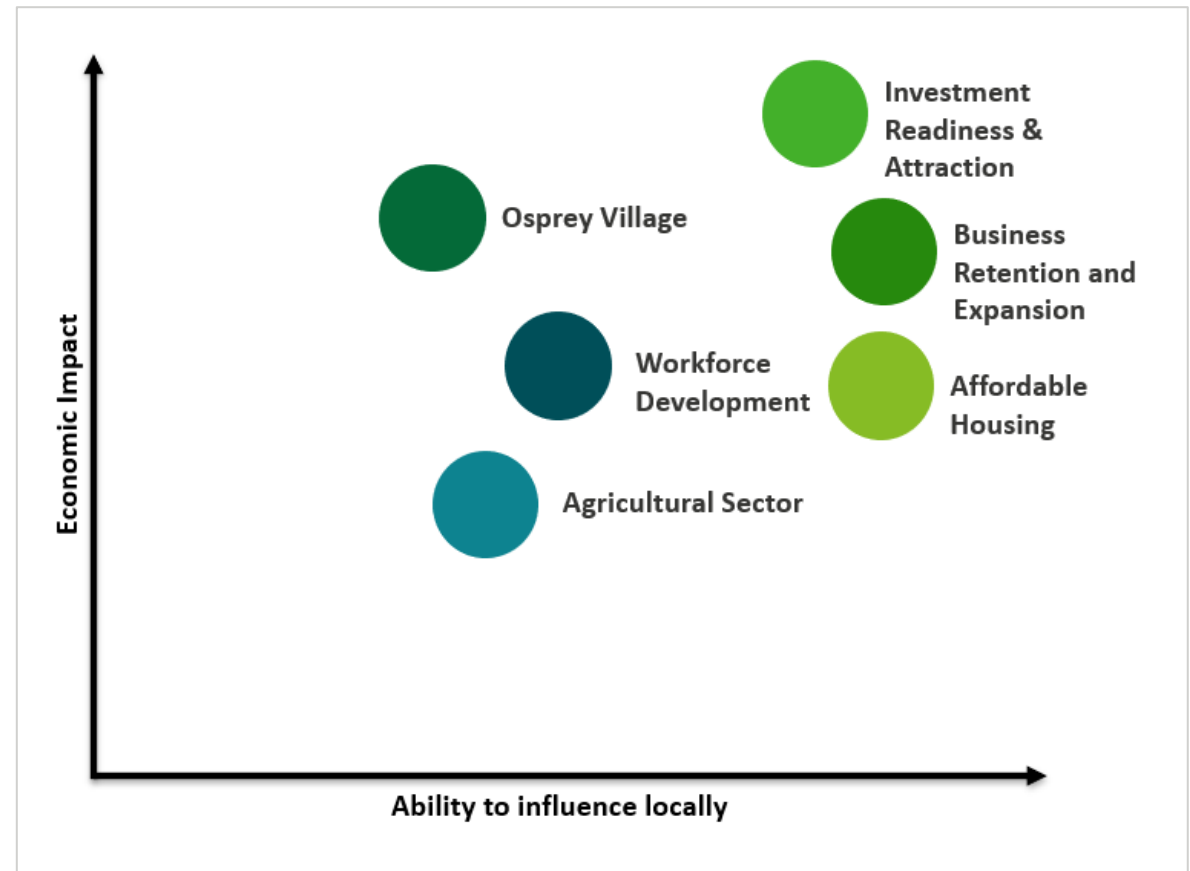
Prioritizing Economic Development Activities

This section presents the key priorities for the Municipality of the District of Lunenburg and its stakeholders when it comes to economic development goals and objectives. This section also presents important trends that may impact these objectives.

Importance of Economic Impact and Influence

Throughout the research and stakeholder engagement processes clear goals have been articulated. Ultimately, the list of potential projects, initiatives, support services etc can be quite long and ensuring success requires an examination of available resources. Consideration must also be given to how resources are implemented to ensure the most impact for the community. A closer examination of what the economic impact could be for a particular economic development goal and importantly, the ability of MODL to influence that economic change are important factors for future success.

Strategic Directions Long-term “Economic Impact of” and “MODL Ability to Influence”



MODL Strategic Action Plan 2023- 2028

6 Strategic Directions

Strategic Direction 1 - Promote the Development of Osprey Village and surrounding area

Strategic Direction 2 – Diversity and grow the local economy

Strategic Direction 3 – Focus on Investment Readiness and Attraction

Strategic Direction 4 – Workforce Development

Strategic Direction 5 – Affordable Housing

Strategic Direction 6 – Support the Agriculture Sector

Strategic Direction 1 – Promote the Development of Osprey Village and surrounding area

Objective 1.1

Develop a map that outlines the Exit 12 area with a detailed inventory of business enterprises and infrastructure

Action 1.1.1	Do complete scope of all assets in Osprey Village and the surrounding Exit 12 area to identify who they are and how we can promote
Staff lead	Director of Economic Development – Map Business Development Officer – List of assets
Time frame	12 months Initial map and ongoing
Cost to implement	Existing budget
Performance measurement	Map and inventory breakdown is complete

Strategic Direction 1 – Promote the Development of Osprey Village and surrounding area

Objective 1.2

Complete a details list of available development areas in Osprey Village and surrounding Exit 12 that we can assist with identifying new opportunities for the lands.

Action 1.2.1	Compile a list of available lots and lands that can be identified for additional opportunities in the area.
Staff lead	Director of Economic Development
Time frame	12 months
Cost to implement	No cost identified
Performance measurement	Completed list of lots and land

Strategic Direction 1 – Promote the Development of Osprey Village and surrounding area

Objective 1.3

Work with developers and partners to facilitate all current plan developments. (Stonemont, FH Development, Collaborative Health/Community Hub building, Speedy Auto Glass etc.)

Action 1.3.1	Follow all day-to-day functions to ensure all existing projects are complete
Staff lead	Director of Economic Development, CAO and Business Development Officer – existing day to day
Time frame	48 months
Cost to implement	No cost identified
Performance measurement	All existing project complete

Strategic Direction 1 – Promote the Development of Osprey Village and surrounding area

Objective 1.4 Develop a local Osprey Village Advisory group to steer the development of the area	
Action 1.4.1	Set up an advisory group of local operators that will meet and work with the municipality of areas of improvement and promotion of the area. Goal is to meet twice a year
Staff lead	Business Development Officer – Lead
Time frame	Set up 6 months / on going
Cost to implement	Existing budgets
Performance measurement	Meetings set up Recommendations acted on

Strategic Direction 1 – Promote the Development of Osprey Village and surrounding area

Objective 1.5 Osprey Village and Area Beautification project	
Action 1.5.1	Develop a beautification project for Osprey Village and surrounding area to create a more appealing experience for residents and customers of the local businesses
Staff lead	Director of Economic Development
Time frame	24 months - Beautification Plan 36 months – Plan implemented
Cost to implement	Estimate \$50,000 Capital – Beautification Plan Estimate \$250,000 Capital– Plan Implementation
Performance measurement	Plan complete. Plan implemented

Strategic Direction 1 – Promote the Development of Osprey Village and surrounding area

Objective 1.6 Collaborative Health Care / Community Hub Facility	
Action 1.6.1	Work with Lumia Health to facilitate the Development of a new Collaborative Health Care and Community Hub Facility
Staff lead	Business Development Officer Director of Economic Development
Time frame	36 months
Cost to implement	TBD – Operating Budget
Performance measurement	Facilitate complete and operational

Strategic Direction 1 – Promote the Development of Osprey Village and surrounding area

Objective 1.7 Community Hub Cafe	
Action 1.7.1	Design and facilitate an Expression of Interest for the long-term operation of a Café in the Community Hub
Staff lead	Director of Economic Development Business Development Officer
Time frame	36 months – Plus 5-year lease
Cost to implement	TBD – Operating Budget
Performance measurement	Facilitate complete and operational

Strategic Direction 1 – Promote the Development of Osprey Village and surrounding area

Objective 1.8 Local Transit	
Action 1.8.1	Work with Planning and businesses on local Transit options for Osprey Village
Staff lead	Director of Economic Development Business Development Officer
Time frame	36 months
Cost to implement	TBD – Operating Budget
Performance measurement	Facilitate complete and operational

Strategic Direction 1 – Promote the Development of Osprey Village and surrounding area

Objective 1.9 Osprey Village and Exit 12 possible rebranding and Marketing plan	
Action 1.9.1	Conduct a branding and Marketing Plan for what has been called Osprey Village
Staff lead	Director of Economic Development
Time frame	24 month - Ongoing
Cost to implement	Branding and Marketing Plan - \$50,000 Implementation - \$30,000
Performance measurement	Completed Branding and Marketing Plan

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Strategic Direction 2 – Diversity and grow the local economy

Objective 2.1 BR&E visits, follow up on BR&E Triage with actions	
Action 2.1.1	Follow up on all BR&E triage visit action items. Use Salesforce to report actions
Staff lead	Business Development Officer
Time frame	12 months to follow up on all BR&E Triage action items
Cost to implement	No cost identified
Performance measurement	All visit conducted with actions complete
Action 2.1.2	Conduct on going BR&E visits. Use Salesforce to report actions
Staff Lead	Business Development Officer
Time Frame	On going
Cost to implement	No cost identified
Performance measurement	Conduct 4 new visit a month with details logged in Salesforce

Strategic Direction 2 – Diversity and grow the local economy

Objective 2.2 Develop a list of current and future programs and services (Municipal, Provincial, Federal and others)	
Action 2.2.1	Develop a list of current and future programs and services that can be communicated to local business to help businesses expand and grow
Staff lead	Business Development Officer
Time frame	12 months – initial list Ongoing to update and communicate
Cost to implement	Existing Budget
Performance measurement	All existing project complete

Strategic Direction 2 – Diversity and grow the local economy

Objective 2.3 Foster Regional Collaboration in the consideration and promotion of a BDO Zone in Lunenburg and Queens County	
Action 2.3.1	Work with adjacent Municipal Units on the possible creation of a BDO Zone in Lunenburg and Queens County
Staff lead	Director of Economic Development
Time frame	24 months
Cost to implement	Estimate \$10,000 marketing only if rating is A or A+
Performance measurement	BDO Zone created and promoted if the Zone receives an A or A+ rating.
Action 2.3.2	Become a member of the local BDO Zone Advisory Committee
Staff Lead	Director of Economic Development
Time Frame	On going
Performance measurement	Attendance on the BDO Zone Advisory Committee

Strategic Direction 2 – Diversity and grow the local economy

Objective 2.4

Conduct a Supply Chain Study

Action 2.4.1

Conduct a Supply Chain Study that will look at business that can be attracted to the District of Lunenburg

Staff lead

Business Development Officer

Time frame

36 Months

Cost to implement

Estimate \$60,000 to conduct study

Performance measurement

Completed study

Strategic Direction 2 – Diversity and grow the local economy

Objective 2.5

Explore the options for a future municipal Industrial or Business Park in the District of Lunenburg

Action 2.5.1	Conduct a feasibility study for the development of a future Industrial and/or Business Park
Staff lead	Director of Economic Development
Time frame	48 months
Cost to implement	Estimate \$60,000 to conduct study
Performance measurement	Completed study

Strategic Direction 2 – Diversity and grow the local economy

Objective 2.6 MODL Business review	
Action 2.6.1	Conduct a review of all MODL Businesses to evaluate sectors and clusters
Staff lead	Business Development Officer – Possible Coop student
Time frame	24 Months
Cost to implement	Existing Budget – No Coop Student \$15,000 Coop student
Performance measurement	Completed list
Action 2.6.2	Develop an online system that provides an overview and listing of MODL Businesses
Staff lead	Business Development Officer
Time Frame	36 Months
Cost to implement	Estimate \$20,000 for online system
Performance measurement	Online system set up and operational

Strategic Direction 2 – Diversity and grow the local economy

Objective 2.7 Entrepreneur Support Trade show	
Action 2.7.1	Work with the South Shore Group on an Entrepreneur Support Trade Show – Raising Sales
Staff lead	Business Development Officer Director of Economic Development
Time frame	Possibly ongoing
Cost to implement	Existing Budget
Performance measurement	Annual Trade Show

Strategic Direction 2 – Diversity and grow the local economy

Objective 2.8 South Shore Municipal Economic Development Advisory Group	
Action 2.8.1	Work with the South Shore Group on regional development initiatives
Staff lead	Director of Economic Development Business Development Officer
Time frame	Ongoing
Cost to implement	Existing Budget
Performance measurement	Ongoing meetings

Strategic Direction 3 – Focus on Investment Readiness and Attraction

Objective 3.1

Update existing Investment Readiness Profile documents

Action 3.1.1	Update the 2015 MODL Investment Readiness document
Staff lead	Director of Economic Development
Time frame	24 months
Cost to implement	Estimate \$5,000
Performance measurement	Report Updated

Strategic Direction 3 – Focus on Investment Readiness and Attraction

Objective 3.2 Update Community Profile	
Action 3.2.1	Update the 2016 MODL Community Profile
Staff lead	Director of Economic Development
Time frame	24 months
Cost to implement	Estimate \$10,000
Performance measurement	MODL Community Profile updated

Strategic Direction 3 – Focus on Investment Readiness and Attraction

Objective 3.3 Conduct 4 Sector profiles for the municipality (Agriculture and Value -Added Processing, Forestry, Manufacturing & Creative Economy)	
Action 3.3.1	Conduct Sector profiles for 4 key MODL sectors
Staff lead	Director of Economic Development
Time frame	36 Months
Cost to implement	Estimate \$20,000
Performance measurement	Sector Profiles Complete

Strategic Direction 3 – Focus on Investment Readiness and Attraction

Objective 3.4 Investment Attraction Strategy	
Action 3.4.1	Prepare an Investment Attraction Strategy
Staff lead	Director of Economic Development
Time frame	24 months
Cost to implement	Estimate \$30,000
Performance measurement	Complete Strategy
Action 3.4.2	Implement the Investment Attraction Strategy
Staff Lead	Director of Economic Development
Time Frame	36 months
Cost to implement	Estimate \$30,000
Performance measurement	Launch of the Investment Attraction Strategy

Strategic Direction 4 – Workforce Development

Objective 4.1 Conduct Workforce Analysis to better understand Gaps	
Action 4.1.1	Meet with local businesses to better understand employment needs
Staff lead	Business Development Officer
Time frame	Ongoing
Cost to implement	Existing Budgets
Performance measurement	Gap analysis document

Strategic Direction 4 – Workforce Development

Objective 4.2

Work with other Municipal Units on an Immigration Strategy

Action 4.2.1	Investigate the involvement of MODL on an Immigration Partnership
Staff lead	Business Development Officer
Time frame	24 months
Cost to implement	TBD
Performance measurement	Complete regional Immigration Strategy

Strategic Direction 4 – Workforce Development

Objective 4.3

Promote the District’s quality of life and Internet connectivity as a place for people to work at home or remote works

Action 4.3.1	Add remote and work at home to the Investment Attraction Strategy
Staff lead	Director of Business Development
Time frame	24 months
Cost to implement	TBD
Performance measurement	Complete Investment Attraction Strategy

Strategic Direction 5 – Affordable Housing

Objective 5.1

Facilitate the development of Affordable housing development in and around Osprey Village

Action 5.1.1	Work with existing developers on committed projects and potential new affordable housing projects
Staff lead	Director of Economic Development
Time frame	48 Months
Cost to implement	Existing Budgets
Performance measurement	The establishment of over 500 affordable housing units in and around Osprey Village

Strategic Direction 5 – Affordable Housing

Objective 5.2 Additional Affordable Housing options for the District	
Action 5.2.1	Investigate alternative affordable housing options for the District of Lunenburg and meet with Developers to explore options
Staff lead	Director of Economic Development
Time frame	24 months
Cost to implement	Existing Budget unless land is purchased
Performance measurement	100 new affordable Housing units identified outside of Osprey Village

Strategic Direction 6 – Support the Agriculture Sector

Objective 6.1 Facilitate the Development of the Farmers Market in Osprey Village	
Action 6.1.1	Work with Lumina and Lindsays Construction on the construction of a Farmers Market in Osprey Village
Staff lead	Director of Economic Development Business Development Officer
Time frame	24 months
Cost to implement	Estimate \$200,000
Performance measurement	Operational Farmers Market
Action 6.1.2	Facilitate the development of an operational Farmers Market
Staff Lead	Business Development Officer Director of Economic Development
Time Frame	24 Months
Cost to implement	Existing Budget
Performance measurement	Operational Farmers Market
Action 6.1.3	Ongoing Operation of the Farmers Market (One maybe 2 Days and event space)
Staff Lead	TBD
Time Frame	Ongoing
Cost to implement	TBD
Performance measurement	Farmers Market

Strategic Direction 6 – Support the Agriculture Sector

Objective 6.2 Facilitate the Development of a Commercial Kitchen in Osprey Village	
Action 6.2.1	Work with Lumina and Lindsays Construction on the development of a Commercial Kitchen
Staff lead	Director of Economic Development Business Development
Time frame	24 months
Cost to implement	Estimate \$250,000
Performance measurement	Built Community Kitchen
Action 6.2.2	Work with the local community of identifiable uses and operation of the community Kitchen
Staff Lead	TBD
Time Frame	Ongoing
Cost to implement	TBD
Performance measurement	50% usage by end of year 3

Strategic Direction 6 – Support the Agriculture Sector

Objective 6.3 Investigate the option of a Food Hub for the District of Lunenburg	
Action 6.3.1	Investigate option and interest in creating a Food Hub for the District of Lunenburg
Staff lead	Business Development Officer Director of Economic Development
Time frame	24 months
Cost to implement	
Performance measurement	Development Plan for Food Hub

Strategic Direction 6 – Support the Agriculture Sector

Objective 6.4 Develop an Agriculture Marketing Plan	
Action 6.4.1	After the completion of the Agriculture Sector Profile develop an Agriculture Marketing Plan to support and grow the sector
Staff lead	Business Development Officer Director of Economic Development
Time frame	48 Months
Cost to implement	Estimate \$20,000 Plan Development Estimate \$20,000 Implementation
Performance measurement	Completed Marketing Plan

Strategic Direction 6 – Support the Agriculture Sector

Objective 6.5 Food Security	
Action 6.5.1	Investigate how food security can be handled in the District
Staff lead	Business Development Officer
Time frame	36 Months
Cost to implement	TBD
Performance measurement	Food security analysis complete

Strategic Direction 6 – Support the Agriculture Sector

Objective 6.6 Agriculture and Farm inventory	
Action 6.6.1	Complete a full scope of the District's Agriculture and Farm inventory
Staff lead	Business Development Officer TBD – Coop Student option
Time frame	36 Months
Cost to implement	TBD
Performance measurement	Completed Agriculture and Farm scope

Strategic Direction 6 – Support the Agriculture Sector

Objective 6.7

Ongoing delivery of Agriculture Day

Action 6.7.1	Continue the delivery of Agriculture Day with other units on the South Shore
Staff lead	Business Development Officer Director of Economic Development
Time frame	Ongoing
Cost to implement	Existing Budgets
Performance measurement	Annual Agriculture Days

Proposed Staff Allocation and Implementation Plan

**Dave Waters, Director of Economic Development
MODL**

Proposed Staff Allotment

Staff allocation existing and Economic Development Strategic Action Plan				
Description of Action	Action Item	Staff Lead	Time Allocation	Priority
Department Management Meetings, Council, staffing, Budget etc		Director	.30 FTE	1
Training		Director	.05 FTE	1
Surplus Land Sales Project		Director	.10 FTE	1
Internet Completion		Director	.05 FTE	1
Do a complete scope of all assets in Osprey Village and the surrounding Exit 12 area to identify who they are and how we can promote	Action 1.1.1	Director	.05 FTE	1
Compile a list of available lots and lands that can be identified for additional opportunities in the area.	Action 1.2.1	Director	.05 FTE	1
Follow all day-to-day functions to ensure all existing projects are complete	Action 1.3.1	Director	.10 FTE	1
Work with Lumia Health to facilitate the Development of a new Collaborative Health Care and Community Hub Facility	Action 1.6.1	Director	.10 FTE	1
Design and facilitate an Expression of Interest for the long-term operation of a Café in the Community Hub	Action 1.7.1	Director	.10 FTE	1
Conduct a branding and Marketing Plan for what has been called Osprey Village	Action 1.9.1	Director	.15 FTE	1
Work with adjacent Municipal Units on the possible creation of a BDO Zone in Lunenburg and Queens County	Action 2.3.1	Director	.05 FTE	1
Become a member of the local BDO Zone Advisory Committee	Action 2.3.2	Director	.05 FTE	1
Conduct a review of all MODL Businesses to evaluate sectors and clusters	Action 2.6.1	Director	.15 FTE	1
Work with the South Shore Group on an Entrepreneur Support Trade Show – Raising Sales	Action 2.7.1	Director	.025 FTE	1
Work with existing developers on committed projects and potential new affordable housing projects	Action 5.1.1	Director	.05 FTE	1
Investigate alternative affordable housing options for the District of Lunenburg and meet with Developers to explore options	Action 5.2.1	Director	.10 FTE	1
Work with Lumina and Lindsays Construction on the construction of a Farmers Market in Osprey Village	Action 6.1.1	Director	.05 FTE	1
Facilitate the development of an operational Farmers Market	Action 6.1.2	Director	.025 FTE	1
Work with Lumina and Lindsays Construction on the development of a Commercial Kitchen	Action 6.2.1	Director	.025 FTE	1

Proposed Staff Allotment

General Marketing, websites etc		Director	.10 FTE	2
Cell Phone Service		Director	TBD	3
Develop a beautification project for Osprey Village and surrounding area to create a more appealing experience for residents and customers of the local businesses	Action 1.5.1	Director	.10 FTE	2
Work with Planning and businesses on local Transit options for Osprey Village	Action 1.8.1	Director	.025 FTE	2
Conduct a feasibility study for the development of a future Industrial and/or Business Park	Action 2.5.1	Director	.05 FTE	2
Work with the South Shore Group on regional development initiatives	Action 2.8.1	Director	.025 FTE	2
Update the 2015 MODL Investment Readiness document	Action 3.1.1	Director	.025 FTE	2
Update the 2016 MODL Community Profile	Action 3.2.1	Director	.025 FTE	2
Conduct Sector profiles for 4 key MODL sectors	Action 3.3.1	Director	.10 FTE	2
Prepare an Investment Attraction Strategy	Action 3.4.1	Director	.10 FTE	2
Implement the Investment Attraction Strategy	Action 3.4.2	Director	.10 FTE	2
Add remote and work at home to the Investment Attraction Strategy	Action 4.3.1	Director		2
Investigate option and interest in creating a Food Hub for the District of Lunenburg	Action 6.3.1	Director	.025 FTE	2
After the completion of the Agriculture Sector Profile develop an Agriculture Marketing Plan to support and grow the sector	Action 6.4.1	Director	.025 FTE	2
Continue the delivery of Agriculture Day with other units on the South Shore	Action 6.7.1	Director	.025 FTE	2
			2.40 FTE	All
			1.565 FTE	Priority 1
Project		Staff Lead	Time Allocation	
Business Navigation		BDO	.25 FTE	1
Training and Day to Day		BDO	.05 FTE	1
Do a complete scope of all assets in Osprey Village and the surrounding Exit 12 area to identify who they are and how we can promote	Action 1.1.1	BDO	.05 FTE	1
Follow all day-to-day functions to ensure all existing projects are complete	Action 1.3.1	BDO	.10 FTE	1
Set up an advisory group of local operators that will meet and work with the municipality of areas of improvement and promotion of the area. Goal is to meet twice a year	Action 1.4.1	BDO	.05 FTE	1
Work with Lumia Health to facilitate the Development of a new Collaborative Health Care and Community Hub Facility	Action 1.6.1	BDO	.10 FTE	1

Proposed Staff Allotment

Design and facilitate an Expression of Interest for the long-term operation of a Café in the Community Hub	Action 1.7.1	BDO	.05 FTE	1
Follow up on all BR&E triage visit action items. Use Salesforce to report actions	Action 2.1.1	BDO	.10 FTE	1
Conduct on going BR&E visits. Use Salesforce to report actions	Action 2.1.2	BDO	.075 FTE	1
Conduct a review of all MODL Businesses to evaluate sectors and clusters	Action 2.6.1	BDO	.10 FTE	1
Develop an online system that provides an overview and listing of MODL Businesses	Action 2.6.2	BDO	.025 FTE	2
Work with other units on an ongoing business focused trade show similar to Ag Day	Action 2.7.1	BDO	.05 FTE	1
Work with the South Shore Group on regional development initiatives	Action 2.8.1	BDO	.025 FTE	1
Meet with local businesses to better understand employment needs	Action 4.1.2	BDO	.025 FTE	1
Investigate the involvement of MODL on an Immigration Partnership	Action 4.2.1	BDO	.025 FTE	1
Work with Lumina and Lindsays Construction on the construction of a Farmers Market in Osprey Village	Action 6.1.1	BDO	.00 FTE	1
Facilitate the development of an operational Farmers Market	Action 6.1.2	BDO	.10 FTE	1
Work with Lumina and Lindsays Construction on the development of a Commercial Kitchen	Action 6.2.1	BDO	.025 FTE	1
Investigate option and interest in creating a Food Hub for the District of Lunenburg	Action 6.3.1	BDO	.10 FTE	1
Continue the delivery of Agriculture Day with other units on the South Shore	Action 6.7.1	BDO	.10 FTE	1
Work with Planning and businesses on local Transit options for Osprey Village	Action 1.8.1	BDO	.025 FTE	2
Develop a list of current and future programs and services that can be communicated to local business to help businesses expand and grow	Action 2.2.1	BDO	.05 FTE	2
Conduct a Supply Chain Study that will look at business that can be attracted to the District of Lunenburg	Action 2.4.1	BDO	.05 FTE	2
After the completion of the Agriculture Sector Profile develop an Agriculture Marketing Plan to support and grow the sector	Action 6.4.1	BDO	.10 FTE	2
Investigate how food security can be handled in the district	Action 6.5.1	BDO	.05 FTE	2
Complete a full scope of the District's Agriculture and Farm inventory	Action 6.6.1	BDO	.10 FTE	2
		2.2	1.75 FTE	
			1.35 FTE	Priority 1
Project		Staff Lead	Time Allocation	
Ongoing Operation of the Farmers Market	Action 6.1.3	TBD	.40 FTE	

Proposed Staff Allotment

Work with the local community of identifiable uses and operation of the community Kitchen	Action 6.2.2	TBD	.20 FTE	
			.60 FTE	
Complete a full scope of the District's Agriculture and Farm inventory	Action 6.6.1	Coop Student	.25 FTE	
			.25 FTE	
Total			4.90 FTE	All projects

Proposed Implementation Plan – Dave Water, Director of Economic Development, MODL

Strategic Directions and Objectives	2023	2024	2025	2026	2027	2028
Strategic Direction #1 Promote the Development of Osprey Village and Surrounding Areas						
Action 1.1.1 Do a complete scope of all assets in Osprey Village and the surrounding Exit 12 area to identify who they are and how we can promote						
Action 1.2.1 Compile a list of available lots and lands that can be identified for additional opportunities in the area.						
Action 1.3.1 Follow all day-to-day functions to ensure all existing projects are complete						
Action 1.4.1 Set up an advisory group of local operators that will meet and work with the municipality of areas of improvement and promotion of the area. Goal is to meet twice a year.						
Action 1.5.1 Develop a beautification project for Osprey Village and surrounding area to create a more appealing experience for residents and customers of the local businesses.						
Action 1.6.1 Work with Lumia Health to facilitate the development of a new Collaborative Health Care and Community Hub Facility						
Action 1.7.1 Design and facilitate an expression of interest for the long-term operation of a Café in the Community Hub.						
Action 1.8.1 Work with planning and business on local transit options for Osprey Village.						
Action 1.9.1. Conduct a Branding and Marketing plan for what has been called Osprey Village						
Strategic Direction #2 Diversify the Local Economy						
Action 2.1.1 Follow up on all BR&E triage visit action items. Use Salesforce to report actions						
Action 2.1.2 Conduct on going BR&E visits. Use Salesforce to report actions						
Action 2.2.1 Develop a list of current and future programs and services that can be communicated to local business to help businesses expand and grow						
Action 2.3.1 Work with adjacent Municipal Units on the possible creation of a BDO Zone in Lunenburg and Queens County						
Action 2.3.2 Become a member of the local BDO Zone Advisory Committee						
Action 2.4.1 Conduct a Supply Chain Study that will look at business that can be attracted to the District of Lunenburg						
Action 2.5.1 Conduct a feasibility study for the development of a future Industrial and/or Business Park						
Action 2.6.1 Conduct a review of all MODL Businesses to evaluate sectors and clusters						
Action 2.6.2 Develop an online system that provides an overview and listing of MODL Businesses						
Action 2.7.1 Work with the South Shore Group on an Entrepreneur Support Trade Show – Raising Sales						
Action 2.8.1 Work with the South Shore Group on regional development initiatives						

Proposed Implementation Plan – Dave Waters, Director of Economic Development, MODL

Strategic Direction #3 Focus on Investment Readiness and Attraction						
Action 3.1.1 Update the 2015 MODL Investment Readiness document						
Action 3.2.1 Update the 2016 MODL Community Profile						
Action 3.3.1 Conduct Sector profiles for 4 key MODL sectors						
Action 3.4.1 Prepare an Investment Attraction Strategy						
Action 3.4.2 Implement the Investment Attraction Strategy						
Action 3.5.1 Seek funding for a Development Plan for LaHave from LaHave Bakery to Fort Point Museum including possible redevelopment/Master plan for Fort Point Museum						
Strategic Direction #4 Workforce Development						
Action 4.1.1 Meet with local businesses to better understand employment needs						
Action 4.2.1 Investigate the involvement of MODL on an Immigration Partnership						
Action 4.3.1 Add remote and work at home to the Investment Attraction Strategy						
Strategic Direction #5 Affordable Housing						
Action 5.1.1 Work with existing developers on committed projects and potential new affordable housing projects						
Action 5.2.1 Investigate alternative affordable housing options for the District of Lunenburg and meet with Developers to explore options						
Strategic Direction #6 Support the Agriculture Sector						
Action 6.1.1 Work with Lumina and Lindsays Construction on the construction of a Farmers Market in Osprey Village						
Action 6.1.2 Facilitate the development of an operational Farmers Market						
Action 6.1.3 Ongoing Operation of the Farmers Market (One maybe 2 Days and event space)						
Action 6.2.1 Work with Lumina and Lindsays Construction on the development of a Commercial Kitchen						
Action 6.2.2 Work with the local community of identifiable uses and operation of the community Kitchen						
Action 6.3.1 Investigate option and interest in creating a Food Hub for the District of Lunenburg						
Action 6.4.1 After the completion of the Agriculture Sector Profile develop an Agriculture Marketing Plan to support and grow the sector						
Action 6.5.1 Investigate how food security can be handled in the District						
Action 6.6.1 Complete a full scope of the District's Agriculture and Farm inventory						
Action 6.7.1 Continue the delivery of Agriculture Day with other units on the South Shore						

- **Thank You**

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