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Municipal Council Meeting Agenda

Tuesday, June 27, 2023 – 9:00 a.m.

MODL Council Chambers – 10 Allée Champlain Drive, Cookville

- 1. Call to Order**
 - 1.1 Mi'kma'ki Territorial Acknowledgement
- 2. Announcements, Acknowledgements, Recognition**
- 3. Public Input (15 Minutes)**
- 4. Changes/Approval of Agenda (as circulated)**
- 5. Approval of Minutes - Nil**
- 6. Business Arising from Minutes**
- 7. Awarding of Tenders/RFPs - Nil**
- 8. Presentations/Scheduled Times**
 - 8.1 Techno Ninjas Robotics Team..... 9:15 a.m.
 - 8.2 Offshore Wind for Nova Scotia, Christie Chaplin, Net Zero Atlantic 10:15 a.m. 1-5
- 9. Consideration of Correspondence - Nil**
- 10. Recommendations from Committees & Boards - Nil**
- 11. Staff Reports**
 - 11.1 Recreation, Parks & Trails**
 - 11.1.1 Designated Communities Fund Application – Riverport & Area Park Assoc. 6-8
 - 11.1.2 Broad Cove Beach – Owner Unknown Process 9-18
 - 11.1.3 Major Event Grant Application – Town of Bridgewater 19-21
 - 11.2 Economic Development**
 - 11.2.1 Strategic Action Plan 2023-2028 22-46
- 12. Mayor's/Deputy Mayor's/Councillors' Matters**
 - 12.1 LCLC Update
 - 12.2 Region 6 Update
 - 12.3 Deputy Mayor's Update
 - 12.4 Mayor's Update
- 13. Added Items**

14. In Camera

- 14.1 Contract Negotiations under Section 22(2)(e) of the MGA
- 14.2 Land Negotiations under Section 22(2)(a) of the MGA
- 14.3 Land Negotiations under Section 22(2)(a) of the MGA
- 14.4 Land Negotiations under Section 22(2)(a) of the MGA
- 14.5 Contract Negotiations under Section 22(2)(e) of the MGA
- 14.6 Contract Negotiations under Section 22(2)(e) of the MGA
- 14.7 Personnel Matter under Section 22(2)(c) of the MGA

15. Adjournment




Capacity Building for the Sustainable and Inclusive
 Development of Nova Scotia's Offshore Wind Resource

Presentation to the Municipality of the District of Lunenburg

27 June 2023

1

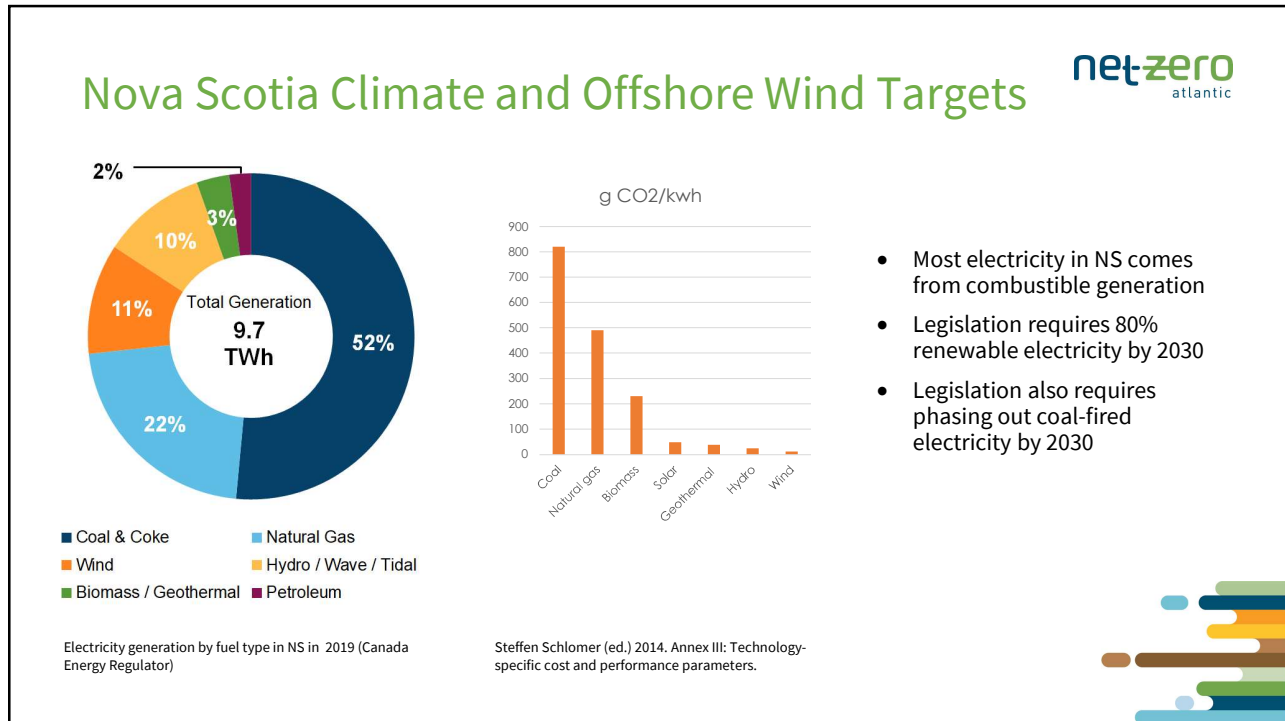
Atlantic Canada's Energy System



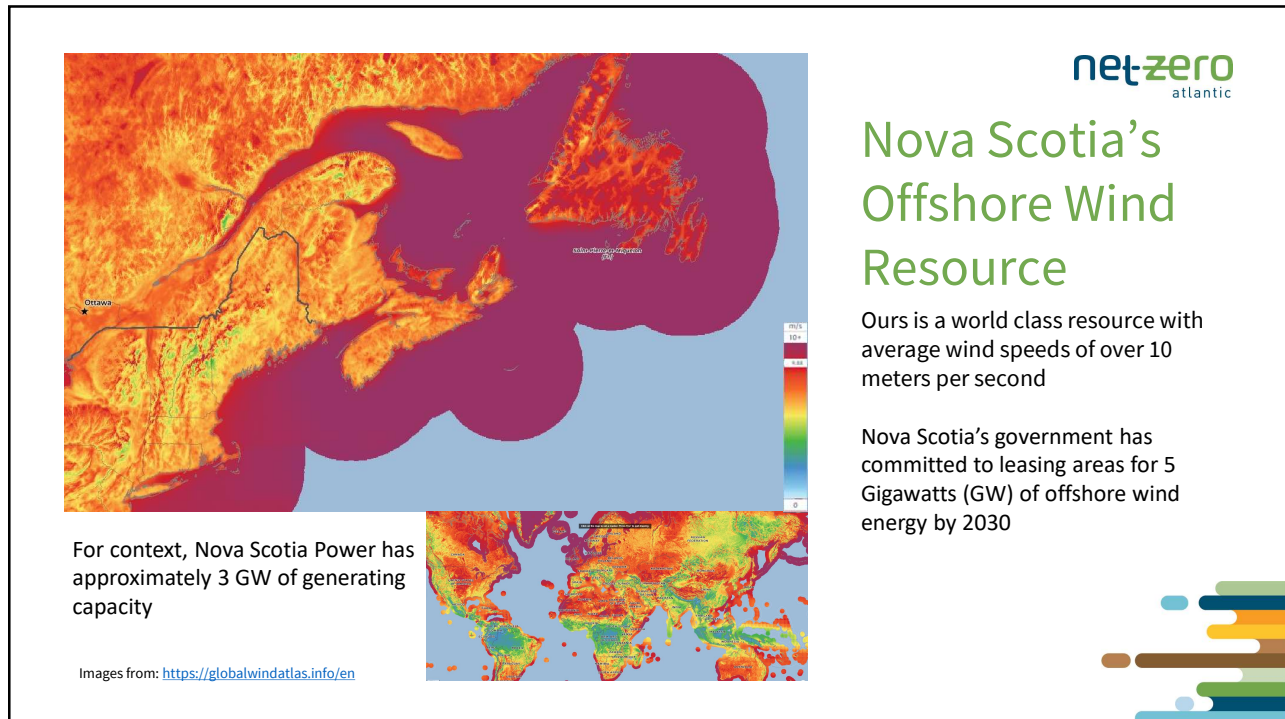
Sector	Percentage
Electricity	28%
Transportation	35%
Heat for Buildings	10%
Industry	18%
Waste	5%
Agriculture	4%

- Atlantic Canada GHG emissions in 2019: approx. 41 Megatons
- Large-scale emission reduction is necessary to reach net-zero emissions by 2050.
- Processes that contribute to the release of GHG emissions vary across economic sectors.

2



3

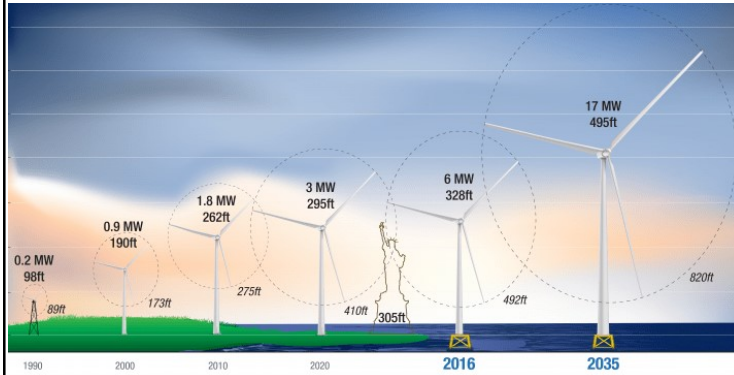


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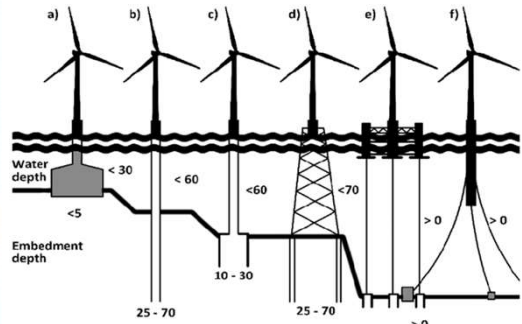
Turbine scale and design



Offshore wind turbines are typically larger and produce more power than Onshore turbines. Depending on water depth and subsea geology, Offshore turbines are either fixed bottom or floating.



Source: NREL Retrieved from: <https://www.energy.gov/eere/articles/wind-turbines-bigger-better>



Source: Eamer, J.B.R., Shaw, J., King, E.L., MacKillop, K. 2021. The inner shelf geology of Atlantic Canada compared with the North Sea and Atlantic United States <https://doi.org/10.1016/j.csr.2020.104297>

5

Market Possibilities



Green Electrons

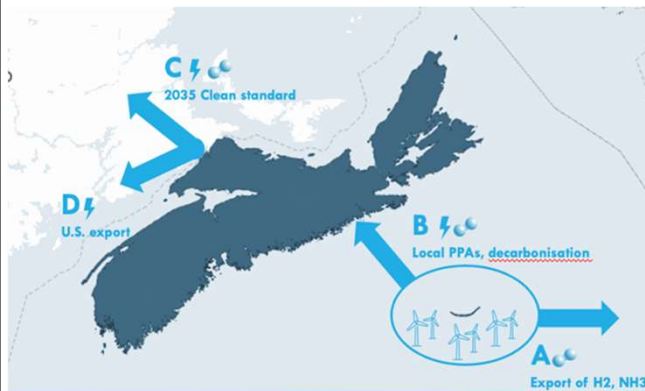
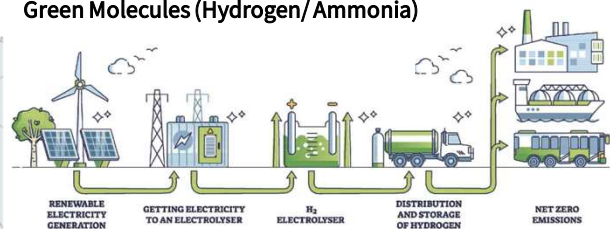


Image source: Nova Scotia Department of Natural Resources and Renewables

Green Molecules (Hydrogen/Ammonia)



Offshore Wind is being considered for two end use scenarios 'electrons or molecules':

- A. International demand for green fuels (NH3, H2)
- B. Local electrical supply
- C. Regional/national need for clean electricity or green fuels
- D. United States electricity market

Imaged source: <https://technetics.com/hydrogen-production-the-challenges-and-practical-applications/>

6

Environmental considerations

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Image source- Wind Europe Image retrieved from:
https://lh3.googleusercontent.com/ui38wxqu8lxIAHHT6tkkX9f46E1vaO2PfqYU7F893Tm0CSe-kThzPalkGre-SMcmTO7IczLK6i3ZvCvvLnrw_oxzUFoUOdIodWETJQI

- Studies on impacts of OSW have yet to be completed in Canadian waters.
- However, studies from existing OSW farms in Europe, East Asia, and the USA have investigated a range of impacts environmentally, socially, and economically.
- We also know that climate change and fossil fuel emissions are causing multiple negative effects on our oceans, including temperature increase, sea level rise and acidification.

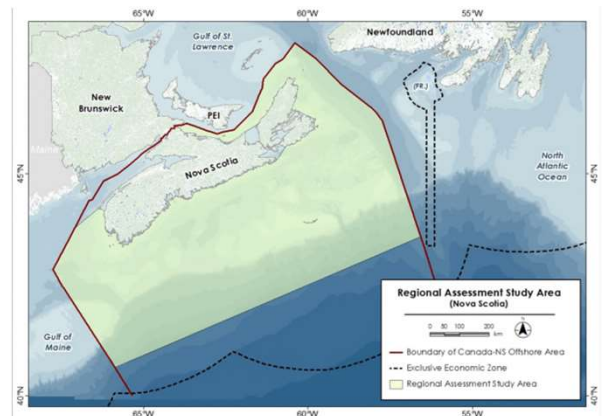
7

Regulators of Offshore Wind

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- Municipal Land Use Bylaws where energy is brought onshore
- Provincial within the “Jaws of Land”
- Federal beyond the “Jaws of Land” to the national offshore boundary
- Government proceeds from potential developments will be subject to federal/ provincial accord that establishes benefit sharing
- Development is expected to be controlled by the Canada-Nova Scotia Offshore Energy Regulator

Sources: Agreement to Conduct a Regional Assessment of Offshore Wind Development in Nova Scotia, 2023. Government of Canada and Province of Nova Scotia.



8

Summary of Other Current Initiatives:

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NS Provincial Offshore Wind Roadmap

- Iterative

Offshore Energy Regulatory Board

- Transitioning from Offshore Oil and Gas

Marine Spatial Planning

- Department of Fisheries and Oceans- ongoing

Regional Assessment of Offshore Wind for Nova Scotia

- Impact Assessment Agency of Canada
- Completion by fall of 2024



Image source: Nova Scotia Offshore Wind Roadmap



MENU

Canada.ca > Impact Assessment Agency of Canada > Canadian Impact Assessment Registry
> Regional Assessment of Offshore Wind Development in Nova Scotia > Submit a Comment

9

Next Steps

Building community capacity for sustainable and inclusive offshore wind development

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- What questions do you have?
- How might your community be impacted?
- Who will be most interested?
- How can we work together?



Image source: Simply Blue Group

10

Council
Item: #11.1.1
Date: June 27, 2023
Authorization: T. MacEwan



Municipality of the District of Lunenburg

Request for Decision

Report to: Council

Submitted by: Trudy Payne, Director of Recreation, Parks, & Tourism

Date: June 27, 2023

Re: Riverport & District Community Park Association – Designated Community Fund

Recommendation

That Municipal Council approve establishing a Designated Community Project Fund, pursuant to Policy MODL-048, for the Riverport & District Community Park Association, to assist them in fundraising capital funds to assist with capital costs associated with developing a community park on municipally owned property, PID's 60456506 (5.07 acres) and 60193802 (3.21 acres), which is the former Riverport & District Elementary School property.

Executive summary

At the March 14, 2023, Council meeting the Riverport & District Community Park Association made a presentation and requested that MODL Council make a commitment via a motion, that the former school be kept for community use as per community feedback; that MODL Council provide funding for design work and for RDCPA basic operational costs; and that MODL provide long-term support to develop a park on the former school grounds.

At the March 28, 2023, Council meeting the following motion was approved "that Municipal Council accept the recommendation of the Policy & Strategy Committee and enter into a 5-year Management Agreement with the Riverport & District Community Park Association for the purposes of establishing a park for community use on PIDs 60456506 and 60193802; and further that the Agreement will include, but not be limited to, the following conditions:

- The Agreement will be for a 5-year term with a review period by year 5; and

- There will be no financial commitment by the Municipality for the concept plan, capital costs or ongoing operating costs; and
- There is no guarantee of any financial assistance from the Municipality, which does not preclude the Association from applying for Municipal funds through its grant program.

A draft management agreement has been sent to the Association for their consideration and will be brought back to Council for final approval. They are currently working with a Landscape Architect to develop a concept plan for the park, how it can be developed in phases and to receive a class D budget to help them better plan for the park and to understand how much funds they need to secure to proceed with the park development. Approving a Designated Community Project Fund for the Association will help them with their fund-raising efforts to secure funds to develop the park.

Discussion

Council did approve entering into a management agreement with the Riverport & District Community Park Association to develop a community park on municipally owned lands. As part of the agreement the concept plan will need to be approved by Council. As part of the motion made by Council at the March 28, 2023, meeting Council stated there would be no financial commitment by the Municipality for the concept plans, capital costs or ongoing operating costs but this did not preclude the Association from applying for municipal funds through its grant program.

The Designated Community Project Fund was established as a tool by the Municipality to assist non-profit groups who do not have charity status, to fund raise for capital projects by providing the ability of the Municipality to issue the donors a tax receipt, and then by motion of Council, to approve awarding the funds back to the group via grants.

Budget implications

There would be no budget implications.

Strategic plan

The Vision of the Municipality is “The breathtaking, natural beauty of the Municipality of the District of Lunenburg is home to thriving communities with unique cultural identities. Growth centres support our diversified economies, driven by our residents’ passion for the place they call home.

With our strong economy, we can live, work and raise families here. We are a destination for visitors, attracted to our vibrant parks, beaches, and hiking trails. As leaders in sustainability, we passionately protect our natural environment.”

Agreeing to enter into a management agreement with the Riverport & District Community Park Association does align with MODL’s vision statement in that parks in communities does make MODL a place we can live, work and raise families. Parks help make MODL a destination as people are attracted to our parks and natural spaces. The Association spoke of creating a high impact and low maintenance park which will aid in the sustainability of the park and its volunteers. Approving the application submitted by the Riverport & District Community Park Association to become a Designated Community Fund Project will assist the Association in their fundraising efforts, funds that can be used to leverage grants from all three levels of government and other funding agencies.

Work plan

Staff would work with the Association by issuing tax receipts and bringing reports to Council to approve funds raised by the Association to be granted back to them.

Alternatives

The alternative is not to approve a Designated Community Project fund for the Riverport & District Community Park Association.

Conclusion

The recommendation being brought forth would help the Riverport & District Community Park Association fundraise to establish a community park on the former Riverport School property owned by the Municipality and to use these funds to leverage other grants from all three levels of government and other funding agencies.

Report Preparation	
Department	Recreation, Parks, & Tourism
Report Prepared by	Trudy Payne, Director of Recreation, Parks & Tourism
Report Approved by	
Date Reviewed by C.A.O.	

Council
Item: #11.1.2
Date: June 27, 2023
Authorization: T. MacEwan



Municipality of the District of Lunenburg

Request for Decision

Report to: Council

Submitted by: Trudy Payne, Director of Recreation, Parks, & Tourism

Date: June 27, 2023

Re: Broad Cove Community Association – Request re PID 60592581

Recommendation

That Municipal Council request that the Province of Nova Scotia, specifically the Department of Natural Resources and Renewables, undertake the owner unknown process for PID 60592581 with the intent to divest the property to the Municipality of the District of Lunenburg who would then enter into a management agreement with the Broad Cove Community Association to steward the property, and to approve up \$15, 000 from the Open Space Reserves for the provincial process, legal and survey fees."

Executive summary

On May 5, 2023, the Broad Cove Community Association made a presentation to Council titled "Protect Broad Cove Beach Lands – a coastal asset in MODL". The presentation specifically was about concerns for an adjacent piece of property to the beach which has been deemed owner unknown by the Province of Nova Scotia. The property is approximately 4.43 acres in size.

This property has been used by the public for a long time and is essentially an extension of the beach. It provides room for parking and is used for swimming, walking, photography, clamming, picnicking, relaxing and other healthy outdoor activities. The land is a mix of woodland, ponds and dunes which helps buffer the effects of sea rise level and is a popular spot for birders, with 157 species being recorded by NS birding expert James Hirtle.

For a number of years, the Association has been acting as stewards of this property and advocating on its behalf. As time changes with climate change, an increase in population, increase in demand for outdoor spaces and social media, how the property is being used has also changed and not necessarily in a good way. The Association, residents and members of the public

have witnessed an increase in unregulated camping, an issue MODL is facing at some of its own parks, destruction of the dunes, mowing and crushing of beach grass, large amounts of garbage being left behind, illegal fires, unsanitary practices being used, public intoxication, threatening behaviours and an increased use of the RCMP and fire department. These activities usually mean access to the beach is blocked and has increased security concerns in the community. This increased use has also made the community more vulnerable to flooding and on the verge of losing a valuable natural asset, an asset that if used properly, would help ensure its sustainability.

The Association wants to protect this 4.43-acre property's sensitive geographical, biological and environmental features from further deterioration while ensuring the property remains accessible to the public for regulated day use. The Association presented to Council seeking a way to acquire the property and to prohibit certain uses, such as overnight camping. They specifically requested Council explore timely measures for the acquisition and protection of this parcel of land and reiterated that the Association would be willing to continue to act as stewards of the property.

This request is not a new request of the Municipality. In fact, this parcel of land has quite a bit of history and has been discussed at previous council tables. Attached to this report is a letter sent by Mayor Bolivar-Getson to the Honourable Iain Rankin, Minister of Lands and Forestry, dated October 22, 2018, which summarizes the correspondence between the Municipality and the Province concerning this parcel of land. The Province had agreed to undertake the owner unknown process and divest the land to the Municipality, if no legitimate claim was made on the land. The Province then made the decision to no longer undertake the owner unknown process as they stated the property did not fit within the Department of Lands and Forestry policies. They recommended the Municipality expropriate the land.

Discussion

The Broad Cove Community Association has requested the Municipality's assistance in finding a timely solution to protect the lands adjacent to Broad Cove Beach. There are several options for Council to consider. They are:

1. Expropriate the land – this can be both a costly and time-consuming process.
2. Request the Province expropriate the land and work with the Broad Cove Community Association to steward the property.
3. Request the Province expropriate the land, divest it to MODL and MODL work with the Broad Cove Community Association to steward the property.
4. Request the Province undertake the owner unknown process and work with the Broad Cove Community Association to steward the property.

5. Request the Province undertake the owner unknown process with the intent to divest the land to MODL who would then enter into an agreement with the Broad Cove Community Association to steward the property.

Staff are recommending Council pursue option 5. This option was the one being pursued in 2018, until the Province halted the owner unknown process. It was the advice provided by MODL's legal counsel at that time as the best course of action and staff feel it is still the best process to undertake. This process will still take time (likely up to 2 years) but will help ensure this property remains a community asset.

In 2015 the following motion was made at Council:

"that Council accepts the recommendation of the Committee of the Whole to proceed with the acquisition of the Broad Cove property (PID # 60592581) and authorizes the use of up to \$10,000 from the Open Space Reserves for provincial process, legal and survey fees."

The Broad Cove Community Association sent a letter to the Honourable Becky Druhan dated May 1, 2022, requesting the Province's assistance with this matter as well. The letter is attached to this report.

Budget implications

The budget implications if option 5 is pursued would be the cost associated with the owner unknown process which could involve surveying, legal and archaeological assessments. In 2015, Council approved spending up to \$10,000 from the open space reserves. Staff are recommending this be increased to \$15,000.

Strategic plan

The Vision of the Municipality is "The breathtaking, natural beauty of the Municipality of the District of Lunenburg is home to thriving communities with unique cultural identities. Growth centres support our diversified economies, driven by our residents' passion for the place they call home.

With our strong economy, we can live, work and raise families here. We are a destination for visitors, attracted to our vibrant parks, beaches, and hiking trails. As leaders in sustainability, we passionately protect our natural environment."

Pursuing working with both the Broad Cove Community Association and the Province to acquire this property would demonstrate strong leadership in sustaining and protecting a valuable piece of our natural environment, one that does attract residents and visitors to the Broad Cove Beach.

Work plan

Staff would work with the Association and the Province (if they agree to the owner unknown process), work with the Province with their divesture process and then work with the Broad Cove Community Association and Council in developing an agreement that would enable the Community Association to continue being the stewards of the property.

Alternatives

The alternatives are:

1. To not partner with the Province or the Community Association and leave the property as owner unknown.
2. To select a different option from the 5 presented by staff to pursue.

Conclusion

Broad Cove Beach is a vital asset to the community and this 4.43 acre of owner unknown property has been providing public access to the beach for many years. Continuing pressures from the various public uses is having negative impacts on the beach and is causing a number of concerns in the community, one being safety. If the property remains owner unknown it is difficult to enforce rules or regulate use. The first step is to ensure that a public entity owns the property to ensure continued public access to the beach. The option recommended by staff would enable the Province to acquire the property, providing no legitimate claim is made during the process, in which they can then divest to the Municipality, who can then work with the Broad Cove Community Association to steward the land. By divesting the property to MODL, even if this land does not fit the policies of Natural Resources and Renewables, they would not be keeping the land they would be divesting it. Protecting a public asset such as this property that provides public access to a beach should fit within both the Municipality's and the Province's mandate. Both have Climate Action Plans and a number of other strategies, in which, acquiring this land would align.

Report Preparation	
Department	Recreation, Parks, & Tourism
Report Prepared by	Trudy Payne, Director of Recreation, Parks & Tourism
Report Approved by	
Date Reviewed by C.A.O.	



210 Aberdeen Rd.
Bridgewater NS B4V 4G8

Phone 902-543-8181
Fax 902-543-7123

OFFICE OF THE MAYOR

October 22, 2018

Honourable Iain Rankin
Minister of Lands and Forestry
PO Box 698
Halifax NS B3J 2T9

Dear Mr. Rankin:

RE: Broad Cove Beach

The Municipality of the District of Lunenburg (MODL) has been provided with a copy of the letter you sent to the Broad Cove Community Association concerning PID 60592581 (the Property) at Broad Cove Beach, Lunenburg County. The Municipality understands that you, along with Minister Mark Furey, attended a meeting at the Broad Cove Community Centre on June 13, 2018 to provide an update concerning the owner unknown process as it pertains to this property.

In 2015, the Broad Cove Community Association expressed interest in having the Municipality of the District of Lunenburg acquire the above property, as it is well utilized by the community and the public. The Municipality agreed this is a significant piece of property in that it provides public access to the Broad Cove Beach. In fact, on December 8, 2015, Council for the Municipality of the District of Lunenburg made the following motion:

“that Council accepts the recommendation of the Committee of the Whole to proceed with the acquisition of the Broad Cove property (PID # 60592581) and authorizes the use of up to \$10,000 from the Open Space Reserves for provincial process, legal and survey fees.”

The request was made of the Province sometime ago to go through an owner unknown process for this property on behalf of the Municipality, with the intention of divesting it to the Municipality. Staff have gone back to email exchanges that confirm the Province has led the Municipality to believe that they were indeed proceeding with the owner unknown process for this property. On March 24, 2017, Jody Nelson, Land Administration Officer stated, “I have had the AAN set up and requested the interim tax bill, so acquiring the property should be fairly straight forward. There has been some internal discussion as to what needs to be done to convey it to the Municipality of the District of Lunenburg. Once that is resolved, I will be in contact.”

An email was received from Jody Nelson on September 22, 2017 stating, “My apologies for not getting back to you sooner. To consider acquiring this parcel and turning it over, the Municipality need to agree to pay all associated costs. Is that something you can confirm at this point.”

.../2

On September 22, 2017 the Director of Recreation Services, Trudy Payne, emailed Jody Nelson and stated, "Typically what the Province does is send a letter of offer outlining what their expectations are. I have attached one we have with the Province concerning Oxner's Beach."

On October 19, 2017, Trudy Payne received an email from Jody Nelson indicating that the Municipality would need to submit an application form to request to acquire the land and asked whether the Municipality has considered expropriating the lands and that the owner unknown process would require an 18-month vesting process. On that same day, Trudy Payne replied, "Oh I thought it had already went through the owner unknown process. I am familiar with all the steps. I guess I thought we were at that point. I was not aware of the possibility of expropriating the land as it is owner unknown. I will speak to our solicitor and Council about this option and get back to you."

The advice the Municipality received from the Municipal Solicitor is "that we should allow the Province to proceed pursuant to Section 135 of the MGA (the "owner unknown" provisions). The Director of Recreation Services sent an email to Jody Nelson on November 20, 2017 and stated, "I did consult with the Municipal Solicitor on whether MODL would be better off pursuing expropriating the lands and his response was no – that the better process would be to have the Province continue with the owner unknown process and once Department of Natural Resources (DNR) has acquired we will proceed similar to what we have done with Oxner's Beach. So please proceed with the process."

As you can tell from the emails, the Municipality was of the understanding that DNR was undertaking the owner unknown process for this piece of property and that MODL was prepared to pay the administration costs associated with this process. We are, therefore, confused by the correspondence sent by the Natural Resources Office of the Minister to the Broad Cove Community Association, stating the Province was may no longer be pursuing the owner unknown process and that the Municipality should expropriate the lands.

In good faith, the Municipality has been working with staff with the Department of Natural Resources (now Department of Lands and Forestry), with the understanding that the owner unknown process was underway. You can understand our confusion as to why the Municipality was never notified by the Department that they were considering an end to this process, and only sent the correspondence to the Broad Cove Community Association.

Trudy Payne did contact Cindy Steele with the Department of Lands and Forestry, on September 13, 2018 who relayed that the Province was not undertaking the owner unknown process and would not do so in the future for a municipality if the property did not fit within the Department of Lands and Forestry's current priorities. Without receiving a copy of the correspondence from the Association the Municipality would never know that the Province was apparently no longer undertaking the owner unknown process for this property.

.../3

Broad Cove Beach
October 22, 2018
Page 2

The Municipality strongly feels that the Province should undertake the owner unknown process for PID 60592581 (the Property) at Broad Cove Beach as correspondence has been exchanged on a number of occasions over a three-year period, between the Municipality and Province, with the Province leading the Municipality to believe that this process was already underway.

The Municipality of the District of Lunenburg has partnered with the Province on a number of properties and looks forward to continuing this partnership to acquire this property and perhaps others in the future that helps to meet the Province's priorities and the priorities of the Municipality.

I look forward to discussing this matter with you and working with you in acquiring this property that will provide public access to a beach that is well used by the community and the public. Public access to the Provinces beaches, lakes and rivers, is a priority for the Municipality, a priority that should align with the Province's priorities.

Sincerely,

A handwritten signature in black ink, appearing to read 'Carolyn Bolivar-Getson'. The signature is fluid and cursive, with a large initial 'C'.

Carolyn Bolivar-Getson, E.C.N.S.
Mayor

CBG/jgp

cc: The Honourable Mark Furey, Attorney General & Minister of Justice
Mary Frier, Chairperson, Broad Cove Community Association



May 1, 2022,

Honourable Becky Druhan
373 King Street
Bridgewater, NS
B4V 1B1
beckydruhan.mla@eastlink.ca

Dear Ms Druhan:

I am writing today to draw your awareness to the Broad Cove Community Association's ongoing efforts to protect and preserve a coastal treasure: The Lands Adjacent to the Broad Cove Beach, a beautiful 4.43 acre parcel of land (PID 60592581).

Importance of protecting this property

From a recreational perspective, this property is perfect for walking, swimming, photography, birdwatching, clamming, picnicking, relaxing and other healthy outdoor activities. These lands, which are a mix of woodland, ponds and dunes, are also popular with birders including NS birding expert James Hirtle who has recorded 157 species in Broad Cove. The dune area above the beach plays an important role in buffering the impact of sea level rise and hurricanes on roads and nearby properties in the village of Broad Cove. The land also provides room for parking and access to the beach.

This parcel of land had been used primarily by Broad Cove residents for many years, however, since the early 2000's, it has been popular with many other Nova Scotian residents and tourists. Like many other areas of Nova Scotia, we have seen an unprecedented amount of use on the beach and adjacent lands since the Covid pandemic.

History of Community Advocacy

Since 2004 our association has been acting as stewards of the beach and lands adjacent with the goals of keeping the area clean and accessible for local residents and visitors.

In 2010 we began advocating at both the provincial and municipal levels to clear title to these lands and move forward with public ownership. In 2013 we began a process in partnership with the Municipality of the District of Lunenburg (MODL) and the Province

to clear title to the land and have it diverted to MODL, who would then manage the property with BCCA acting as stewards. In 2018 we were disheartened to receive a letter from the (then) Minister of Natural Resources, Iain Rankin, indicating that the province was uninterested in acquiring the land in question.

The lands have since been designated by the province as “owner unknown,” but, despite our continued efforts, no further progress has been made on the issue.

Escalating Concerns

Concerns and conflict regarding beach and adjacent land use have escalated dramatically in the last five years. The amount of day use and unregulated camping has risen exponentially, along with accompanying issues of dune grass destruction, illegal fires, inordinate amounts of garbage, human excrement and sanitation issues, public intoxication, increased calls to 911, and blocked access to the beach. Community members are also concerned that the lands adjacent to the beach may be at risk of unwanted development, as has happened in neighboring communities like Cherry Hill and Crescent Beach.

Our Goals

The community is happy to share this beautiful gem, and we understand that there is a heightened demand for outdoor space since the pandemic. Our priorities are to

1. conserve this property’s sensitive geographical, biological and environmental features from further deterioration
2. ensure this property remains accessible to the public for regulated day use
3. have a means to prohibit overnight camping and other abuses to protect the security of the community.

Requesting your help

With mounting pressure on our dunes and in our community, our association is once again requesting the help of both the Municipality and the Province to find a timely solution to protecting these lands adjacent to the Broad Cove Beach.

On May 23, 2023 at 10:15 am. we are doing a presentation to MODL Council members to request that they explore ways to move forward on this issue.

Ms Druhan, we are also asking for your support in moving this matter forward. We invite you to meet with us in Broad Cove to discuss the matter in more detail, and to take a stroll along the beach and the lands adjacent. You would also be most welcome to attend the MODL presentation on May 23, either virtually or in person.

We very much appreciate your Member's Statement in the NS House of Assembly in October 2022 recognizing our recent hall renovations. We are very proud of bringing our hall closer to our vision of being "warm and welcoming for all ages and abilities."

We hope you will agree the time is right for the protection of this beautiful coastal asset, and look forward to your response.

Sincerely,

Mary Frier
Chair, BCCA

Council
Item: #11.1.3
Date: June 27, 2023
Authorization: T. MacEwan



Municipality of the District of Lunenburg

Request for Decision

Report to: Municipality of the District of Lunenburg Council

Submitted by: Ruth Wawin, Tourism & Event Development Officer

Date: June 27, 2023

Re: Major Events Grant Application Canada Day on the LaHave-Town of Bridgewater

Recommendation

That Municipal Council approve Town of Bridgewater's application for funding through the Major Event Grant in the amount of \$3,000 for Canada Day on the LaHave.

Executive summary

The application satisfies the Major Events Grant's purpose of growing large-scale events that create a positive economic impact for the Municipality. As per the Approval Process and Procedures of the Community Grant Program/Sponsorship Request Policy MODL043, applications requesting more than \$2,500 require Council's approval. It is the recommendation of staff to approve the Town of Bridgewater's grant application in the amount of \$3,000 for Canada Day on the LaHave.

Discussion

The Town of Bridgewater have applied through the Major Events Grant for funding to assist with their Canada Day on the LaHave event. The day-long celebration attracts approximately 10,000 people from across Lunenburg County and is hosted by the Canada Day on the LaHave Committee in partnership with the South Shore Multicultural Association.

Canada Day on the LaHave starts with a variety of performances incorporating multicultural elements, these performances run from 11:00am to 4:00pm at the DesBrisay Museum and Woodland Gardens. The King Street Kitchen Party takes place from 4:00pm-11:00pm in downtown Bridgewater and includes live music, food trucks, a fresh air film screening, entertainment for people of all ages, and concludes with fireworks.

Canada Day on the LaHave has both a direct and indirect economic benefit for the local economy. The Town of Bridgewater incorporates, supports, and co-promotes the Canada Day events of local businesses and non-profits taking place in Bridgewater and the surrounding area. The day's events draw people from Lunenburg County and beyond to visit the area and support local businesses. This community building celebration is an inclusive event that works to include those who have historically been left out or have felt marginalized by traditional Canada Day Celebrations. Events such as this build and foster a sense of community among residents.

The original application included a funding request for \$5,000, given that the most significant economic impact is to the Town of Bridgewater's downtown core and to ensure we maintain funds in the budget for future Major Event Grant Applications during this fiscal, the recommended amount of funding to approve for this event is \$3,000. The Town of Bridgewater applied through the Major Events Grant due to the large scope of the event and the significant number of MODL residents that attend. Canada Day on the LaHave has direct and indirect economic benefits to businesses within our municipality.

The Town of Bridgewater's Major Events Grant Application is attached as *Appendix 1*.

Budget implications

The approved amount is within budget.

Strategic plan

Approving this grant application is in alignment with MODL's mission of being sustainable community builders by fostering a sense of community among residents.

In addition, funding this event aligns with the Municipalities' Values of Thriving Communities, Respect and Kindness, and Equity and Inclusion. Canada Day on the LaHave focuses on inclusion and diversity by hosting events supporting a variety of cultures and ensuring everyone feels comfortable participating.

Work plan

Alternatives

- 1) Approve the recommended amount of \$3,000.
- 2) Approve an alternative amount of funding.
- 3) Do not approve funding request.

Conclusion

The application submitted by the Town of Bridgewater meets the eligibility requirements for the Major Events Grant as laid out in Community Grant Program/Sponsorship Request Policy MODL043. It is the recommendation of staff to approve the Town of Bridgewater’s grant application in the amount of \$3,000 for the Canada Day on the LaHave event.

Report Preparation	
Department	Recreation, Parks & Tourism
Report Prepared by	Ruth Wawin, Tourism & Event Development Officer
Report Approved by	
Date Reviewed by C.A.O.	

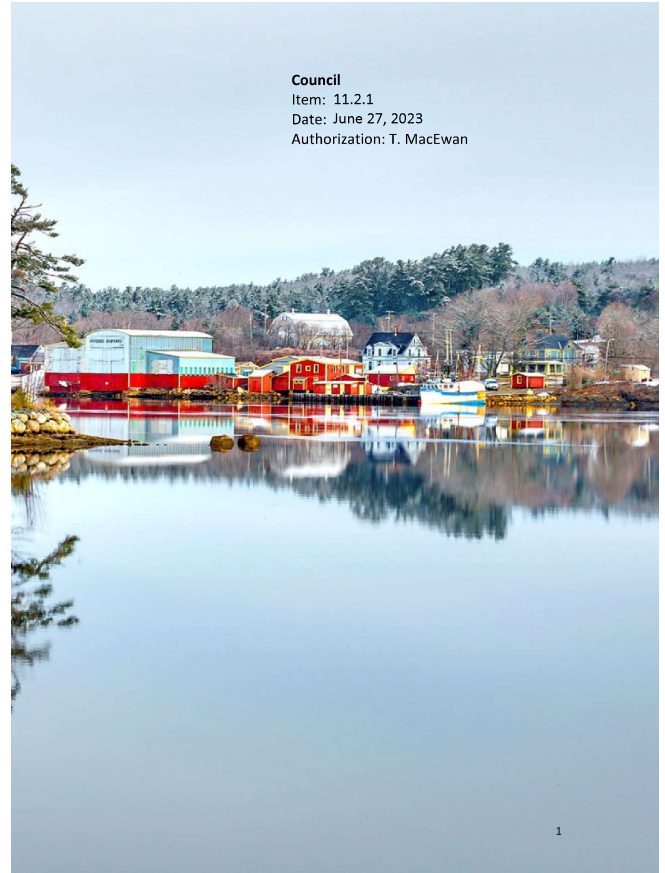
Municipality of the District of Lunenburg

Economic Development Strategic Action Plan 2023 - 2028

Council Presentation

May 2, 2023

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Contents






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		<p>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.</p>
 Economic Baseline Analysis		<p>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.</p>
 SOARR Assessment		<p>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.</p>
 Council Workshop and Interviews		<p>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.</p>

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 <ul style="list-style-type: none"> 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 <ul style="list-style-type: none"> 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 <ul style="list-style-type: none"> 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 <ul style="list-style-type: none"> 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 <ul style="list-style-type: none"> 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.
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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

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.

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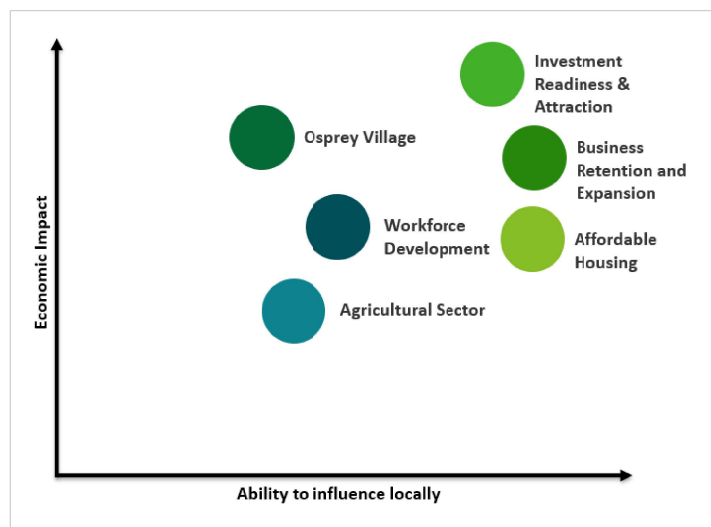
Prioritizing Economic Development Activities

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"



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MODL Strategic Action Plan 2023- 2028

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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

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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

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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

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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

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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

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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

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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

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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

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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

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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

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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

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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

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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

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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

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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

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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

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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

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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

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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

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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

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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

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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

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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

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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

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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

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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

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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

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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

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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
Comply 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 Lumina 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

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Dave Waters, Director of Economic Development, MODL 43

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 Lumina Health to facilitate the Development of a new Collaborative Health Care and Community Hub Facility	Action 1.6.1	BDO	.10 FTE	1

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Dave Waters, Director of Economic Development, MODL 44

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	

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Dave Waters, Director of Economic Development, MODL 45

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

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Dave Waters, Director of Economic Development, MODL 46

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 Lumina 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						

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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						

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- **Thank You**

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