

EXECUTIVE SUMMARY

The Marine and Mountain Zone Corporation began its SEP Process in October 2007. The process involved many consultations with communities, municipalities, sector groups and government agencies. The board of MMZC met in March 2008 and reviewed all sectors and possible initiatives. Based on industry trends, government support and considering MMZC's resources, the Board prioritized sectors and subsequent goals and objectives.

The top three prioritized sectors for the next three years include:

1. Tourism
2. Agriculture
3. Business Development

In addition to the top three, there are some initiatives outlined in the following sectors that are also high on the priority list. The next three prioritized sectors in order of importance include:

4. Human Resources
5. Fishery
6. Information Technology

MMZC's role in each of these sectors ranges from a lead role to a support role and can be categorized into one of the following tasks:

1. Proposal Assistance
2. Meetings/Brainstorming/Facilitation
3. Assistance with implementation of stakeholder plans
4. Establishment of committees
5. Establishment of partnerships
6. General support & guidance

Each sector has been broken into identifiable goals, objectives, and actions. Given the amount of time associated with many of these actions, and available resources at MMZC, the board has spread these out over the next three years.

As part of these tasks MMZC, in collaboration with its partners, has committed to developing a number of committees, as well as remain involved in those that are already established. MMZC will play a lead role in facilitating participation on each of these committees. Once the committees are established, MMZC will move away from being heavily involved, but will still provide support where necessary. Such committees include, but are not limited to:

1. Trail Committee
2. Fishery Committee
3. Information Technology Committee
4. Cruise Ship Committee
5. Human Resources Committee

As well, the board has laid out a communications and implementation plan for the next three years, which are both outlined in this document. While implementation involves all initiatives outlined in this SEP, it is important to note that new opportunities may arise during the next years. At such time, if the board agrees these new opportunities should be a priority for MMZC, they will be added to the SEP accordingly.

The board and staff of MMZC will work diligently to ensure that all aspects of this Strategic Plan are implemented effectively. A monitoring and evaluation tool has also been established to keep the board focused and on track in achieving its goals.

REGIONAL PROFILE

The Marine and Mountain Zone is situated on the southwest coast of Newfoundland and encompasses a total of 19 communities, from North Branch to Grand Bruit, with approximately 9,000 people residing in the region. The zone covers a vast land area and offers several different landscapes, each as astoundingly beautiful as the next. The people of the area are good natured, resilient, and have developed an array of practical skills, applicable to many sectors in the work force. Each community in the Zone is unique in culture and tradition with a vibrant history that is still reflective in today's modern society. There are many tourism attractions in the region and as such, the Marine and Mountain Zone benefits from a burgeoning tourism industry.

Port aux Basques is the largest centre in the Marine and Mountain Zone and has a population of approximately 4,500. The Town is referred to as the Gateway to Newfoundland as it is also home to the two largest super ferries in North America and has a large ice free harbour.

Over the past seven years, demographics have changed in Zone 10, much the same as other rural areas in the province. As per the 2006 Census, the total population of Zone 10 was 9,120 which was a 5.7% decrease from 2001. In that same period, the age group 80-84 increased 31.3%; and the age group 45-59 decreased 31.6%. This supports the rationale that young people are leaving and people are getting older in the region. The projected population 10 years from now in 2018 is 7,776 which is another 15% decrease from 2006 population figures.

The retail sector comprises the majority of the businesses in zone 10 with 21% of the total businesses in the region. The next highest includes health care and social assistance followed by accommodation and food services. Marine Atlantic Inc. remains the largest single employer within this zone.

There has been a decrease in Employment Insurance Beneficiaries from 2001 to 2006 of 1.3%. As well, the number of individuals and families receiving income support assistance has also decreased; individuals by 33.6% and families by 27.2%.

When MMZC's current Business Plan was written in 2005, the board of directors identified three priority sectors to include the Fishery, Agriculture and Tourism. Since then, SeaFreeze Foods Inc. in Port aux Basques has been closed, throwing 120 employees out of work. In agriculture, there are fewer farmers in the industry than there were three years ago. Membership in the Farmers' Cooperative has decreased from 25 to 21. Tourism is continuing to flourish in the region with more attractions and more partnerships amongst business owners within and outside the local area.

VISION STATEMENT

The Marine and Mountain Zone Corporation has had the same vision statement since inception. It read as follows:

Promote an educated, enterprising community by exploring opportunities to diversify and enhance our quality of life, recognizing our pristine environment while celebrating our heritage.

For a long time, it was felt that this statement was too wordy and cumbersome. Therefore, at the SEP Planning Session, held in November 2007, the Board of Directors developed a new vision statement for the corporation. It reads as follows:

To responsibly build a sustainable and vibrant economy.

The board of directors has accepted and adopted this new vision statement and feels that it better represents the efforts of the Marine and Mountain Zone Corporation.

FIVE CORE FUNCTIONS

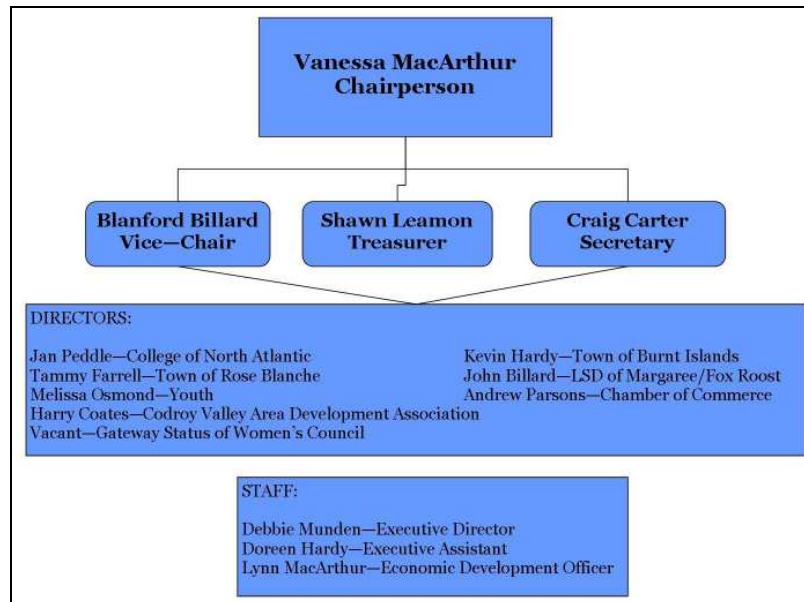
The Marine and Mountain Zone Corporation will continue to partner with the appropriate stakeholders to include industry, community, residents, development associations, governments (municipal, provincial and federal), educational institutions and volunteers, to foster economic development within the zone. The five core functions of the Board are as follows:

1. Develop and coordinate the implementation of a strategic economic plan (SEP) in the zone supported by an integrated business plan.
2. Develop a strong partnership with municipalities in the zone that incorporates the strategies and priorities of municipalities in the economic planning process.
3. Develop partnerships in planning and implementation with Chambers of Commerce, Industry Associations, labour organizations, post secondary institutions, CBDCs, and other zones that advance and support the economic and entrepreneurial environment of a zone.
4. Undertake capacity building and provide support to stakeholders to strengthen the economic environment of the zone.
5. Coordinate and facilitate linkages with federal/provincial/municipal government departments and agencies in support of the strategic economic plan.

The overall objective is to strengthen the economic environment of the Zone.

ORGANIZATIONAL STRUCTURE

The Marine and Mountain Zone Corporation has a twelve member board of directors and three core staff as follows:



SEP PROCESS - OVERVIEW

To begin the strategic planning process for the next three years, the Corporation held a Board Planning Session in November 2007. The main purpose of this session was to bring together members of the Board and Staff to re-focus and determine an action plan that would lead to the development of the new three year Strategic Economic Plan, for the period beginning in October 2008. The session included the following elements:

- ❖ Board Orientation for new members
- ❖ Overview of last three year's activities as it relates to current SEP
- ❖ Current Initiatives for 2007 – 2008.
- ❖ Goals and Objectives of new SEP
- ❖ Scheduling and Format of Stakeholder and Community Consultations
- ❖ Prioritizing initiatives

As part of the session agenda, the participants were separated into three groups to discuss their thoughts on the best consultation process to engage the entire zone.

Each group reported their ideas and from this, a SEP Sub-Committee of the Board and Staff was formed to review the ideas and develop a go-forward strategy. This strategy would be presented to the board for final approval.

The SEP Committee met, reviewed the notes and developed an action plan for the SEP consultation process. It was agreed to take advantage of existing groups and organizations in the region and request individual meetings with each of them. A consultation list was developed and meetings began in early February. Most meetings followed the same format which included an overview of the Zone Board, current initiatives, major successes, SWOT analysis of region, top three priorities of each community and ideas for future growth. During the month of February, consultations took place with each of the following groups:

1. Codroy Valley Local Service Districts
2. Codroy Valley Farmer's Cooperative
3. Codroy Valley Area Development Association
4. Codroy Valley Vacations
5. LSD/Community Residents of Cape Ray
6. Town of Channel – Port aux Basques
7. Town of Burnt Islands/Burnt Islands Economic Development Committee
8. Town of Isle aux Morts
9. Town of Rose Blanche
10. Rose Blanche Lighthouse Committee
11. Port aux Basques and Area Chamber of Commerce
12. College of the North Atlantic
13. Presentations to Youth in Local Schools
14. Completion of High School Youth Survey (**Results are included in Appendix A**)
15. Marine Atlantic
16. LSD/Community Residents of Margaree/Fox Roost
17. Gateway Women's Centre
18. Zone 10 Harbour Authorities – Codroy Valley, Port aux Basques, Margaree, Isle aux Morts, Burnt Islands and Rose Blanche

Minutes from each meeting were written and sent back to each group for any additions or changes. (**See Appendix A**). Prior to the Board Planning Session, the minutes were reviewed and sector opportunities were extracted and categorized. (**See Appendix B**) This valuable information was then presented at the Board Planning Session which was held in March 2008. The purpose of this session was to discuss and prioritize opportunities for MMZC for the next three years. Each sector was discussed individually and opportunities were prioritized within each sector. At the end of the day, the Board prioritized the sectors, as shown in the Board Planning Notes. (**See Appendix C**) The next step was to talk to provincial departments to discuss zone 10 priorities/opportunities and how it fits with provincial strategies. Meetings were held with the Department of Natural Resources and the Department of Tourism. The outcome of these meetings will be discussed later in this plan under Sector Priorities.

It should be noted at this point that although the highlighted sector goals/objectives/actions are the priorities of the Marine and Mountain Zone Corporation, the board and staff will continue to work with municipalities, local service districts, community groups and all partners to provide support when needed. If something isn't specifically identified in this plan, it does not mean that MMZC will not support it should the need arise.

An important point to mention is the partnership between MMZC and the Town of Channel – Port aux Basques. The Town has just recently hired an economic development strategist to develop a Long Term Strategic Plan for the Town. The executive director of MMZC has been asked to sit on the steering committee which will oversee the development of the plan. Throughout this process, other initiatives may arise that will involve the support of MMZC and may be added to MMZC's three year SEP at a later date, upon approval from the Board of Directors.

SWOT ANALYSIS

During the consultation process, a SWOT analysis was undertaken with each group to get everyone's perspective on what they felt were the strengths, weaknesses, opportunities and threats of the zone. For a complete list that came from the consultations, please see **Appendix D**.

There were many strengths listed for the region as a whole, but some of the more prominent ones that were raised numerous times are as follows:

- ✓ Scenery
- ✓ Strong history and culture
- ✓ Trails
- ✓ Numerous tourism attractions
- ✓ Partnerships
- ✓ Available land for farming
- ✓ Geographical location
- ✓ Harbour
- ✓ Fishing potential
- ✓ New homes being built

As can be expected from community consultations, along with strengths come even more identified weaknesses and threats. Some of the more prominent ones that were discussed in detail at the board planning session were as follows:

- No cell phone service on route 470
- Lack of human resources for implementation and retention of staff
- Fishery – cutting licenses in half
- Limited marketing/awareness of region/ferry promotion

- Lack of proper signage
- Declining population
- Outmigration
- College is not recognized as valuable resource
- Limited harbour activity

The above listed strengths and weaknesses were considered as part of the Board's Planning Session and support the top priorities of the board.

The most interesting aspect of the SWOT analysis was the opportunities the various groups suggested. Once all the meetings were completed, the staff categorized each opportunity into the appropriate sector which was then presented as sector opportunities during the board planning session. The following sectors were identified as having numerous opportunities in the region:

- ✚ Tourism
- ✚ Agriculture
- ✚ Fishery
- ✚ Seniors
- ✚ Business Development
- ✚ Community Infrastructure
- ✚ Harbour Infrastructure/Development
- ✚ Information/Communications
- ✚ Mining
- ✚ Oil and Gas
- ✚ Youth – ages 15 – 18
- ✚ Recreational Infrastructure
- ✚ Human Resources
- ✚ Education

Appendix B gives the complete breakdown of opportunities that were identified in each of these sectors.

During the board planning session, the participants were broken into groups to discuss questions related to each sector. (**See Appendix E**) Each group reported the answers to their questions. When all the sectors were discussed, the participants were asked to evaluate each sector and choose six top priorities that they felt MMZC should focus on during the next three years. While some sectors were felt to be very important to the region (Youth, Harbour Development, Recreational Infrastructure, and Education), it was agreed that there are already groups established whose mandate is to explore opportunities in each of these sectors. For the examples listed above, the following groups have been established:

- ✚ Youth – Marine and Mountain Youth Employment Strategy, Community Education Network

- ✚ Harbour Development/Recreational Infrastructure – Town of Channel Port aux Basques
- ✚ Education – College of the North Atlantic, Local Schools, School Board

Based on each aspect of the SWOT Analysis, and the mandate of the Marine and Mountain Zone Corporation, the Board of Directors committed to the following six priority sectors.

Given the limitation of human resources and funding, the Board of Directors chose the following top six priorities to be undertaken over the next three years:

1. Tourism
2. Agriculture
3. Business Development
4. Human Resources
5. Fishery
6. Information Technology

SECTOR GOALS/OBJECTIVES/ACTIONS

TOURISM

SUMMARY OF GOALS AND OBJECTIVES

GOAL #1: Pursue the sustainable development of key tourism infrastructure within the Region.

Objectives

1. Develop the Ann Harvey Story into a key tourism attraction for the Town of Isle aux Morts and surrounding region.
2. Develop a marina in downtown Port aux Basques.
3. Develop the Channel Head Lighthouse into an accessible tourism attraction.
4. Develop a plan to develop the Wreckhouse site into a tourism attraction.

GOAL #2: Explore and improve market readiness and sustainability of existing tourism attractions.

Objectives

1. Increase joint marketing/product development efforts between Zones 9 and 10 through the Regional Tourism Partnership.
2. Revisit, update and implement trail strategy for region.
3. Development of a plan for development for the Codroy Valley Wetlands.
4. Assist existing attraction stakeholders in efforts to become more sustainable.
5. Develop a brand/theme for Route 470.
6. Establish regional cruise committee to handle cruise ship inquiries into the region.

GOAL #3: Effectively market existing tourism products to target markets.

Objectives

1. Develop an attractive marketing plan for tourism products in region.

SECTOR OVERVIEW

During the last two years, the Atlantic Region was the fifth most frequently visited Canadian destination by Canadian Pleasure Travelers. Those who visited the Atlantic Region are more active than the Average Canadian Traveler in culture and entertainment pursuits while on trips. They exhibit particular interest in history-related activities and they are more likely than others to attend live art performances and participate in nature orientated and fitness activities. Atlantic Region Visitors prefer vacations at culturally distinctive destinations that offer novelty, intellectual stimulation and learning opportunities and create lasting memories. This suggests that the Atlantic Region should promote its unique history, geography and culture to the Canadian travel market. ¹

The province has experienced a steady growth in visitation and future prospects for growth are encouraging. The anticipated growth will be spurred by the largest travel market consisting of baby boomers that are now retiring and looking for new places to go. Travelers are looking for new, exotic and different experiences and the well-travelled visitor has high expectations for the experience they will find at a destination. Quality service and hospitality are critical. While many of today's travelers are prepared to spend, they also expect value for their money. Great emphasis will be required to ensure tourism businesses are market ready to meet the needs of the demanding, sophisticated travelers.

Tourism activity continues to be highly seasonal. Creative product development and marketing to support an extended season will be critical for increasing the viability of the tourism industry. Becoming a successful tourism destination involves a sustained and consistent effort over time. ²

During the community consultation meetings, tourism was listed by most as the main sector with most opportunities for economic sustainability. Many tourism opportunities were discussed and these were presented at the Board's planning session, as shown in **Appendix D**. The board reviewed all opportunities and prioritized accordingly, based on the need for new product development coupled with the enhancement of existing products to make them market ready and sustainable.

MMZC also met with the Department of Tourism, Culture and Recreation to discuss market-ready tourism products in the region as well as ones under development. The staff were very impressed with the variety of tourism attractions in the region and commented on some of the major ones. They suggested that MMZC continue to work with these attractions to further develop them into a very high quality product.

¹ Canadian Travel Activities and Motivations Survey – Canadian Visitors to Atlantic Canada, February 2008.

² Newfoundland and Labrador Tourism Marketing Council Activity Plan 2007-2008

There was also a lot of discussion and insight into the development of the Ann Harvey Story and how unique it is to the province. They provided some good insight of how to develop an itinerary around the story. Much valuable information was extracted from this meeting, which provided guidance to the Town of Isle aux Morts of how to best move forward with this file.

MMZC has established many partnerships with other organizations/community groups to explore new opportunities for tourism, and to enhance current attractions to ensure they become economically sustainable.

Taking into account MMZC's current work plan, new opportunities identified during the consultation process, the Board's planning session, and the trends in the industry, the following goals and objectives have been identified. Top priorities within this sector include:

1. Ann Harvey Story
2. Zone 9 and 10 Regional Tourism Partnership
3. Trail Development
4. Marina Development

GOALS/OBJECTIVES/ACTIONS

GOAL #1: Pursue the sustainable development of key tourism infrastructure within the Region.

Objective #1: Develop the Ann Harvey Story into a key tourism attraction for the Town of Isle aux Morts and surrounding region.

Background:

MMZC is currently working on the development of this tourism product with the Town of Isle aux Morts and the Harvey Story Steering Committee. To date, a community advisory committee has been formed, the Harvey Trail is being extended and Ann Harvey's name has been submitted to the Historic Sites and Monuments Board of Canada as a nomination for special designation for Parks Canada. With the positive feedback from the Department of Tourism on this story, and the work completed to date, the Board of Directors felt that this initiative should remain one of the top priorities for our new Strategic Economic Plan.

Actions:

1. Write a proposal to hire an interpretative planner for the Ann Harvey Story.
2. Develop an interpretative/master plan.

3. Facilitate a capacity building workshop with community residents to encourage entrepreneurship and ambassadorship to support development of the Ann Harvey Story.
4. Develop an itinerary for tourists which will interpret the Ann Harvey Story.
5. Pursue funding options to undertake development based on the master plan.
6. Proponent to Implement Plan.

Partners:

1. Town of Isle aux Morts
2. Harvey Story Steering Committee (HSSC)
3. Marine and Mountain Zone Corporation
4. Department of Innovation, Trade & Rural Development
5. Service Canada
6. Atlantic Canada Opportunities Agency
7. Heritage Canada
8. Parks Canada

Leads/Responsibilities:

Lead: Town of Isle aux Morts/HSSC

1. Arrange relevant meetings with community residents and partners
2. Engage community residents
3. Applicable Research
4. Oversee activities of interpretative planner

Support: Marine and Mountain Zone Corporation

1. Assist with proposal for interpretative planner and any other supporting documentation
2. Facilitation of capacity workshop with community residents
3. Finalize funding proposals with community
4. Assist HSSC and Town of IAM with the selection of expertise and sit on steering committee that oversees work of planner

Objective #2: Develop a Marina in downtown Port aux Basques

Background:

The Town of Port aux Basques was identified as a potential port for marina development in the Marina Strategy Study Newfoundland and Labrador, released in October 2007. Marina. The Town submitted a proposal for funding to government in February 2006, and is currently re-evaluating some aspects of that proposal. Specifically, the Town is exploring additional sources of funding to support the development of a marina in the downtown area.

Actions:

1. Explore sources of funding to support proposed Marina in Port aux Basques.
2. Lobby effort to funding partners.
3. Re-Submit proposal for funding.

Partners:

1. Town of Channel Port aux Basques
2. Marine and Mountain Zone Corporation
3. Atlantic Canada Opportunities Agency
4. Department of Innovation, Trade and Rural Development

Leads/Responsibilities:

Lead: Town of Channel – Port aux Basques

1. Explore funding options
2. Write proposal for funding
3. Submit proposal

Support: Marine and Mountain Zone Corporation

1. Provide assistance to Town in identifying funding sources to support Marina proposal

Objective #3: Develop the Channel Head Lighthouse into an accessible tourism attraction.

Background:

The Town of Channel Port aux Basques has identified this initiative as a tourism opportunity for the region. The Town has recently acquired ownership of an area directly across from the Lighthouse that could provide ease of access to the site. The Canadian Coast Guard has been contacted for permission to use the site as a tourist attraction. The Town would like MMZC to assist with the development of a funding proposal to develop the site into a tourism destination.

Actions:

1. Formalize a plan for development.
2. Meeting with Coast Guard and Community Partners.
3. Determine costs of infrastructure.
4. Pursue funding options for development.
5. Write funding proposal and submit to agencies.
6. Proponent to implement plan.

Partners:

1. Town of Channel – Port aux Basques
2. Marine and Mountain Zone Corporation
3. Coast Guard
4. Service Canada
5. Atlantic Canada Opportunities Agency
6. Department of Innovation, Trade and Rural Development

Leads/Responsibilities:

Lead: Town of Channel – Port aux Basques

1. Liaison with Coast Guard
2. Determine infrastructure needs and associated costs
3. Explore funding options
4. Develop and submit funding proposal

Support: Marine and Mountain Zone Corporation

1. Assist Town of PAB with exploring funding options and with the development of funding proposal

Objective #4: Develop a plan to develop the Wreckhouse site into a tourism attraction.

Background:

A wreckhouse proposal was completed in April 2000, to develop an interpretation centre on the former wreckhouse site. However, due to sustainability issues, the proposal did not go any further. The CVADA would like to have a brainstorming session with community partners to discuss future potential (if any) for the development of this site. The outcome of this meeting will determine any future action on this initiative.

Actions:

1. Revisit Wreckhouse project proposal.
2. Brainstorming with community partners to discuss opportunities to develop the site.

Partners:

1. Codroy Valley Area Development Association
2. Marine and Mountain Zone Corporation
3. Service Canada

Leads/Responsibilities:

Lead: Codroy Valley Area Development Association

1. Liaison with MacDougall family
2. Investigate opportunities for maintenance of site

Support: Marine and Mountain Zone Corporation

1. Facilitate brainstorming session with community partners

GOAL #2: Explore and improve market readiness and sustainability of existing tourism attractions.

Objective #1: Increase joint marketing/product development efforts between Zones 9 and 10 through the Regional Tourism Partnership.

Background:

The Regional Tourism Network was established in November of 2007 as a result of a partnership between the two zone boards in Zones 9 and 10. The Network has hired a regional tourism coordinator and has identified various initiatives to be completed by February 2009. To date, the Network has produced a joint brochure/map, organized a Familiarization Tour with VIC staff and front line tourism employees of the two zones, and has developed a joint calendar of events. The Network has good communication with the Western DMO and is discussing new partnership opportunities between the two groups.

Actions:

1. Identify activities of potential interest to tourists and develop itineraries to inform them what is available in the area.
2. Work in partnership with and complement the efforts of the Western DMO as they will focus on tourists who have decided to visit western Newfoundland.
3. Identify new partnership opportunities to increase product development in the two zones.

Partners:

1. Southwest Coast Tourism Network
2. Marine and Mountain Zone Corporation
3. Long Range Regional Economic Development Board
4. Department of Innovation, Trade & Rural
5. Department of Tourism
6. Service Canada

Leads/Responsibilities:

Lead: Southwest Coast Tourism Network

1. Coordinate/Facilitate Meetings
2. Coordinate development and implementation of initiatives

Support: All partners listed above

1. Provide expertise and guidance

Objective #2: Revisit and Update Trail Strategy for Region

Background:

The International Appalachian Trail (IAT) Committee is working to further enhance and extend some trails in the region, particularly in the Codroy Valley area. A trail strategy was completed in October 2002, which outlines a plan for trails in the province. There are many existing trails in the region that can be further developed as part of the tourism infrastructure. Given the tourism potential of trails, it was agreed at the board planning session that a solid evaluation of trails in the region should be a top priority for MMZC.

Actions:

1. Establish local trail group to pursue International Appalachian Trail (IAT) initiative.
2. Evaluate trails in region.

Partners:

1. International Appalachian Trail (IAT) Committee
2. Codroy Valley Area Development Association
3. Marine and Mountain Zone Corporation
4. All other organizations/municipalities that are responsible for owning and maintaining trails.

Leads/Responsibilities:

Lead: Marine and Mountain Zone Corporation

1. Revisit current strategy
2. Engage community residents to be part of local trail group
3. Establish local trail group
4. Work directly with IAT Committee and CVADA

Support: CVADA/Trail Group/IAT Committee

1. Complete inventory of trails in Port aux Basques and Coastal region

Objective #3: Develop a plan for sustainable development of the Codroy Valley Wetlands.

Background:

The Codroy Valley Wetlands is designated as an International Ramsar Site and is owned by the Codroy Valley Area Development Association (CVADA). The Codroy Valley Vacations (CVV) group has identified the Wetlands as the tourism icon for the Codroy Valley and would like to develop the site to its full potential. To do this, there needs to be a partnership between CVADA and CVV. In addition, the CVADA has just recently hired a Wetlands Coordinator/Interpreter to begin work on developing a marketing strategy for the Codroy Valley Wetlands.

Actions:

1. Encourage and facilitate a partnership between Codroy Valley Vacations and Codroy Valley Area Development Association.
2. Foster joint partnership to work towards development of a sustainable plan for the Codroy Valley Wetlands site tourism attraction.

Partners:

1. Codroy Valley Vacations
2. Codroy Valley Area Development Association
3. Marine and Mountain Zone Corporation
4. Service Canada

Leads/Responsibilities:

Lead: Marine and Mountain Zone Corporation

1. Facilitate a working relationship between CVADA and CVV
2. Ensure that the CVV group is engaged in the process of developing a strategy for the Wetlands site

Support: Codroy Valley Area Development Association/Codroy Valley Vacations

1. Support partnership and be actively engaged in MMZC process

Objective #4: Assist existing attraction stakeholders in efforts to become more sustainable.

Background:

There has been much investment into the tourism infrastructure in Zone 10 over the past number of years and most are owned and maintained by community groups and municipalities. However, there are still some sites that need further development; whether it's to the site itself or to build capacity within the community to manage the site. For instance, the communities of Cape Ray and Margaree have already initiated the process with MMZC to build capacity to help sustain their tourism attractions. The goal is to develop these sites to their full potential to increase the tourism product in the zone.

Actions:

1. Work collectively to build capacity within communities on overall sustainability of tourism attractions.

Partners:

1. Zone 10 Municipalities and Communities
2. Marine and Mountain Zone Corporation
3. Department of Innovation, Trade and Rural Development

Leads/Responsibilities:

Lead: Marine and Mountain Zone Corporation

1. Facilitate regional workshop on overall sustainability of tourism attractions

Support: All other partners

1. Be engaged and support process

Objective #5: Develop a brand/theme for Route 470

Background:

MMZC has been working with coastal communities along Route 470 to develop a brand/theme for the route. The purpose is to increase awareness of the region and entice visitors to visit. MMZC feels that branding this route is important to the tourism industry of the whole southwest coast.

Actions:

1. Engage the advice of a consultant for professional analysis of the coastal region.
2. Work with Western Destination Marketing Organization on regional theming.
3. Change Route 470 name in provincial travel guide.

Partners:

1. Western Destination Marketing Organization
2. Provincial Department of Tourism, Culture & Recreation
3. Department of Innovation, Trade & Rural Development
4. Marine and Mountain Zone Corporation

Leads/Responsibilities:

Lead: Marine and Mountain Zone Corporation

1. Engage advice of consultant hired by Western DMO
2. Facilitate discussions to determine best name for Route 470

Support: All other organizations listed above

1. Provide funding for consultant services if necessary
2. Change name of Route 470 in provincial travel guide

Objective #6: Establish Regional Cruise Committee to handle cruise ship inquiries into the region.

Background:

There have been few cruise visits to Zone 10, with 3 visits to Port aux Basques prior to 2001 and 1-2 visits each summer to the Codroy Valley. When cruise ships called on Port aux Basques in 2001, it was MMZC that developed sample itineraries for the company prior to their visit, called together a committee and organized all logistics with the visit including docking, welcoming, tour guides, etc. The Town of Port aux Basques invested substantial resources into marketing for the development of this industry but due to new CBSA regulations and limited dock space at Marine Atlantic, the Town decided to scale back efforts and concentrate on smaller marketing initiatives. In recent months, there has been renewed interest in the port increasing the potential of future cruise visits. MMZC feels it's extremely important to develop an active cruise committee to handle cruise ship inquiries and help organize logistics of cruise visits.

Actions:

1. Engage community partners.
2. Brainstorming session with Western DMO representatives.
3. Attend Cruise Forum in Fall 2008.

Partners:

1. Town of Port aux Basques
2. Codroy Valley Area Development Association
3. Western DMO
4. Marine Atlantic
5. Marine and Mountain Zone Corporation
6. Port aux Basques and Area Chamber of Commerce
7. Port aux Basques Harbour Authority
8. Local Operators

Leads/Responsibilities:

Lead: Marine and Mountain Zone Corporation/Port aux Basques and Area Chamber of Commerce

1. Organize/Facilitate meeting with partners
2. Establish Cruise Committee

Support: All other partners

1. Be actively engaged on committee
2. Handle cruise inquiries
3. Develop itineraries
4. Regional Presence at Cruise Forum

GOAL #3: Generate buy in from tourism stakeholders in the region to use collective resources for effective marketing.

Objective #1: Develop an attractive marketing plan for tourism products.

Background:

There are many market ready products in the region and others that are close to being fully developed. Most sites are individually marketing themselves by paying high costs and are unaware of the benefits of joint marketing. Once tourism attractions in the region are market ready, MMZC will work with the groups to entice cooperation and create an overall marketing plan for the region.

Actions:

1. Identify key tourism attractions and selling points of the region.
2. Facilitate a joint session with attractions to show value in a collective marketing approach.
3. Develop a regional marketing plan.

Partners:

1. Marine and Mountain Zone Corporation
2. Department of Innovation, Trade & Rural Development
3. Local Municipalities and Tourism Groups
4. Department of Tourism
5. Regional Tourism Network
6. Western Destination Marketing Organization

Leads/Responsibilities:

Lead: Marine and Mountain Zone Corporation

1. Identify key attractions and selling points in region
2. Work with partners to show value in a collective marketing approach
3. Develop marketing plan

Support: All other Partners

1. Support process

AGRICULTURE

SUMMARY OF GOALS AND OBJECTIVES

GOAL #1: To stimulate the agricultural industry in the Codroy Valley

Objectives

1. To support the Codroy Valley Farmers' Cooperative in recruiting new entrants into the agrifoods industry.
2. Increase joint marketing/product development efforts between Zones 9 and 10 through a Regional Agricultural Partnership.
3. Pursue efforts to create a mushroom growing facility in the Codroy Valley.
4. To support the Codroy Valley Farmers' Coop in their plan to establish a new farmer's market in the Codroy Valley.

SECTOR OVERVIEW

The Codroy Valley has the potential to be a significant contributor to the agricultural sector of the province.

With the introduction of modern varieties of corn for the dairy sector, a very substantial shift has occurred within the agrifoods industry. This has promoted in very recent years a great increase in cultivated areas, but it is exclusively attributable to the large dairy operations, which use the crop for silage. The volume of land under cultivation has increased, but the volume devoted to crops for human consumption has declined. The same can be said for Zone 9.

Yet, there remain in both zones vast volumes of arable acres, mostly contained in relatively small tracts. With a very agreeable climate and reasonably good soil conditions, these holdings could produce an appreciable tonnage of vegetables for the Newfoundland market.

Given

- that conditions in Zone 10 are very similar to those of Zone 9;
- that Newfoundlanders have an improved, and improving, standard of living;
- that we consume a greater variety of foods;
- that we are becoming more environmentally conscious, and are therefore, more concerned with the distances over which our food is transported;

- that our food standards are higher than those of many of the countries from which we import fruit and vegetables;
- that the Government of Canada intends to identify clearly food produced in this country,

the market for locally-produced fruit and vegetables and the price we will be willing to pay for a high quality produce is increasing; the potential to improve the income for farmers has never been better.

Following the Board Planning Session, MMZC met with the Department of Natural Resources to discuss the board's priorities in this sector. They supported the idea of a Zone 9 and 10 agriculture partnership and asked to be engaged once the process is started. In addition to the partnership, they very much stressed the importance of attracting more farmers to the industry. The industry cannot get to the supply levels it needs with the current number of farmers in the industry. New farmers are needed province wide.

Therefore, it is a major priority of the Marine and Mountain Zone Corporation and the Codroy Valley Farmers' Cooperative to encourage new entrants into the industry.

Taking into account MMZC's current work plan, new opportunities identified during the consultation process, and discussions with the Department of Natural Resources, the top priorities for this industry include:

1. Attraction of new entrants into agrifoods industry
2. Zone 9/10 Agricultural partnership
3. Create a mushroom growing facility in Codroy Valley
4. Support the Codroy Valley Farmers' Cooperative

GOALS/OBJECTIVES/ACTIONS

GOAL #1: To stimulate the agricultural industry in the Codroy Valley.

Objective #1: To support the Codroy Valley Farmer's Cooperative in recruiting new entrants into the agrifoods industry.

Background:

The Codroy Valley Farmer's Coop was established to grow the agrifoods industry, to provide a venue for farmers to access expertise in that industry and potential funding sources to assist their operations and to operate a market through which growers might present to consumers high quality fresh fruit and vegetables. The co-operative currently has 21 members with five producing members in the Codroy

Valley and three producing members in the Bay St. George South Area. Member-owners are cultivating approximately 20 acres in the Codroy Valley and another 30 outside the valley. One of the main priorities of the Farmer's Cooperative is to attract new entrants into this industry. MMZC fully supports this initiative and feels that it is the number one priority in this sector.

Actions:

1. Assist Farmer's Cooperative with the assimilation of a comprehensive recruitment package to recruit new entrants.

Partners:

1. Codroy Valley Farmer's Cooperative
2. Marine and Mountain Zone Corporation
3. College of the North Atlantic
4. Department of Natural Resources

Leads/Responsibilities:

Lead: Codroy Valley Farmer's Cooperative

1. Develop recruitment package

Support: Marine and Mountain Zone Corporation

1. Provide support and guidance to Farmer's Cooperative in developing the recruitment package

Objective #2: To work collectively as a group to identify issues and opportunities in the agricultural sector.

Background:

With the recent success of the Zone 9/10 Tourism Partnership, both zones agree that the same can be done with agriculture which could prove to be very beneficial for farmers in the two zones. It was agreed that a working committee would be formed to look at the agrifoods sector in the region. The purpose of this committee is to work collectively as a group to identify issues and opportunities in the agricultural sector.

Actions:

1. Work with Zone 9 RED Board Staff and Rural Secretariat to formalize an agricultural working committee and determine a go forward approach.
2. Facilitate meeting in each zone separately to discuss the idea.
3. Facilitate meeting with key industry stakeholders, including both Farmer's Cooperatives, in both zones to discuss the benefits of a regional partnership.
4. If regional partnership is supported, plan and facilitate a planning session with all industry stakeholders in both zones to brainstorm ideas and determine a go forward strategy.
5. Develop Strategy.
6. Proponent to implement strategy.

Partners:

1. Marine and Mountain Zone Corporation
2. Long Range Regional Economic Development Board
3. Codroy Valley Farmers' Cooperative
4. Bay St. George Farmers
5. Department of Innovation, Trade and Rural Development
6. Rural Secretariat
7. Department of Natural Resources
8. Newfoundland and Labrador Federation of Agriculture

Leads/Responsibilities:

Lead: Marine and Mountain Zone Corporation/Long Range Regional Economic Development Corporation/Rural Secretariat.

1. Bring together industry stakeholders in each zone
2. Facilitate meetings in each zone separately
3. Facilitate meeting between both zones to determine a go forward strategy

Support: Department of Innovation, Trade and Rural Development

1. Provide funding under Community Capacity Building to support joint partnership planning session

Objective #3: Pursue efforts to create a mushroom growing facility in the Codroy Valley.

Background:

The Mushroom Feasibility Study was completed in January 2007. One of the main findings relevant to Zone 10 was the substantiated statement that the Codroy Valley is one of the best locations in Newfoundland to grow mushrooms. There are a number of private individuals willing to invest significant dollars into this farm and they have had several meetings to discuss the best way to formulate their group, pursuant to the “Cooperative Societies Act” or the “Companies Act.” They need to determine their corporate entity. The MMZC has prioritized this initiative in hopes that it will grow and be sustainable in the Codroy Valley.

Actions:

1. Engage local investors and facilitate an information session with them on how best to formalize themselves as a group.
2. Facilitate a meeting with the Department of Natural Resources to discuss a go forward strategy.
3. Create corporate identity.
4. Support local investors in writing a proposal for funding to engage the appropriate expertise to write a business plan.

Partners:

1. Investors Group
2. Codroy Valley and Area Development Association
3. Marine and Mountain Zone Corporation
4. Department of Natural Resources
5. Atlantic Canada Opportunities Agency
6. Department of Innovation, Trade & Rural Development

Leads/Responsibilities:

Lead: Marine and Mountain Zone Corporation

1. Engage local investors and facilitate a session with them on how best to formalize themselves
2. Facilitate a meeting with Department of Natural Resources to explore options

3. Offer assistance to investors group to write a proposal for funding for purpose of a business plan

Support: Investors Group

1. Be engaged in the process
2. Decide as a group on how best to create a corporate identity
3. Be actively engaged in writing of business plan

Objective #4: To support the Codroy Valley Farmers' Coop in their plan to establish a new farmer's market in the Codroy Valley.

Background:

Since the Farmer's Cooperative is the lead group in the sector in Zone 10, MMZC has met with them on numerous occasions to discuss their strategic plan for the next couple of years. They have identified many priorities within this sector, one of which centers on the construction of an agricultural centre. This centre will include the following aspects:

- Farmer's Market
- Vegetable Processing Room
- Commercial Kitchen
- Agricultural Learning Centre
- Agricultural Museum
- Greenhouse
- Vegetable Storage

Actions:

1. Write a proposal for an Interpretative Planner.
2. Develop interpretative plan.
3. Implement plan.
4. Facilitation of meetings.

Partners:

1. Codroy Valley Farmer's Cooperative
2. Marine and Mountain Zone Corporation
3. Department of Natural Resources

Leads/Responsibilities:

Lead: Codroy Valley Farmer's Cooperative

1. Write a proposal for an interpretative planner
2. Organize meetings with farmers and partnering agencies

Support: Marine and Mountain Zone Corporation

1. Assist Farmer's Cooperative with the following:
 - a. Proposal for interpretative planner
 - b. Development of plan
 - c. Provide facilitation for partner meetings
 - d. Engaging government partners

BUSINESS DEVELOPMENT

SUMMARY OF GOALS AND OBJECTIVES

GOAL #1: To provide a sustainable and economically viable business environment in the region.

Objectives

1. To work with the College of the North Atlantic to help build business development in Zone 10.
2. Become more engaged with the Port aux Basques and Area Chamber of Commerce on developing business opportunities.

SECTOR OVERVIEW

The Marine and Mountain Zone Corporation implemented the Business Retention and Expansion project in April of 2005. There were a total of 46 businesses interviewed in the areas of Codroy Valley, Port aux Basques and Coastal Communities (Margaree, Isle aux Morts, Burnt Islands and Rose Blanche). Out of the 46 businesses, there were approximately 25 red flag follow up meetings completed by the Department of Innovation, Trade and Rural Development's local Economic Development Officer. All completed interview guides were submitted to the PJ Gardiner Institute for analysis. The major issues that were extracted from the final report consisted of the following:

1. *Human Resources*
2. *Technology*
3. *Financial*
4. *Region, Municipality and Current Location*
5. *Unfair Business Competition*
6. *Information Assistance*
7. *Future Plans*

A follow up meeting was held with the business owners in 2006 to discuss these issues in further detail. The biggest issue of concern to the business owners was that of human resources, which will be discussed later in this plan. Considering the above results, it is clear the small business owners in this region face many obstacles. At MMZC's board planning session, it was agreed that providing support to business owners is a top priority. MMZC has to take a more active role in fostering business development in the region. The Port aux Basques and Area Chamber of Commerce is the lead organization dealing with small businesses in

this region. It makes sense for MMZC to partner with them with a go – forward strategy to deal with small business issues.

The College of the North Atlantic is currently exploring new opportunities pertaining to research and development as part of their business plan. The board feels that the College has major potential to sustainable business opportunities in the region. As a result, MMZC wants to take more of an active role in assisting the college with their plans. As well, MMZC has taken advantage of the Community Investment Support Program (CISP) to broaden training to better avail of opportunities in this sector.

With this in mind, the board agreed that the top priority in this sector is to support the College of North Atlantic in fostering business development in the region. There were other objectives identified as well, which will be initiated in Year 2.

GOALS/OBJECTIVES/ACTIONS

GOAL #1: To provide a sustainable and economically viable business environment in the region.

Objective #1: To work with the College of the North Atlantic to help build business development in Zone 10.

Background:

At the College of the North Atlantic in Port aux Basques, there were 183 students registered at the Campus during the 2007/08 school year, with another 10 registered part time. In addition, 271 students participated in continuing education evening courses with 55 contracts offered through the community corporate division. Programs at the campus include Adult Basic Education, Business Administration (General), Non-Destructive Testing, Office Administration (Executive), Welder/Metal Fabricator (Fitter), and Cabinet Making. The Board has agreed that MMZC needs to partner more with the College and provide support where necessary to advance business development within the Zone.

Actions:

1. To support the College of the North Atlantic – Port aux Basques in their quest for an NDT Training and Testing Centre.
2. Provide letters of support where needed.

3. Write a proposal for funding to hire a consultant to develop a business plan for the NDT Training and Testing Centre which would include details pertaining to:
 - a. Site location
 - b. Specs on building
 - c. Types of equipment
 - d. Cost of construction
 - e. Funding opportunities
 - f. Market opportunities
 - g. Industry groups
 - h. Potential clients
4. Establish a steering committee to oversee development of business plan.
5. To provide assistance to the college to secure funding for the NDT Training Centre based on the business plan.
6. Support College in their implementation of business plan.

Partners:

1. College of the North Atlantic
2. Town of Channel Port aux Basques
3. Marine and Mountain Zone Corporation
4. Service Canada
5. Atlantic Canada Opportunities Agency
6. Department of Innovation, Trade and Rural Development

Leads/Responsibilities:

Lead: College of the North Atlantic

1. Write funding proposal for consultant to develop business plan
2. Establish steering committee to oversee development of plan

Support: Marine and Mountain Zone Corporation

1. Assist college with writing of proposal
2. Sit on steering committee to oversee development of plan

Objective #2: Become more engaged with the Port aux Basques and Area Chamber of Commerce on developing business opportunities

Background:

MMZC and the Chamber of Commerce are co-located in the MMZC office which provides much opportunity for cooperation and partnership. During the consultation meeting with the board of directors of the COC, they also agreed that both organizations should be more engaged to foster business development within the region. A good starting point is a follow up from the BR&E process which identified common issues and concerns of business owners in the region.

Actions:

1. Facilitate a meeting with executives of MMZC and Chamber of Commerce to discuss partnership opportunities.
2. To engage business owners that participated in the BR&E Process to re-visit their issues and concerns.
3. Work together with Chamber on developing partnership opportunities.

Partners:

1. Port aux Basques and Area Chamber of Commerce
2. Marine and Mountain Zone Corporation
3. Gateway Community Business Development Corporation

Leads/Responsibilities:

Lead: Port aux Basques and Area Chamber of Commerce and Marine and Mountain Zone Corporation

1. Work jointly on implementing opportunities identified from the partnership discussion

HUMAN RESOURCES

SUMMARY OF GOALS AND OBJECTIVES

GOAL #1: To develop a plan to effectively deal with attraction and retention issues of local business owners.

Objective

1. To develop a human resources strategy for the region.

SECTOR OVERVIEW

As mentioned earlier under business development, a major issue that came forward from the BR&E process was the recruitment and retention of employees. At a follow up session with business owners who participated in the BR&E Interview process, the business owners agreed that this was the biggest issue that all of them are facing and possibility with the most negative impact on their business. Employers just cannot compete with the wages in Alberta and are losing employees every day. Some are leaving to go to work themselves for short term employment with high pay. In addition, some employees are going out west with their spouses and end up working short term as well. This results in them coming back to our region and receiving EI benefits. It is very hard for local employers to entice them to work.

As well, finding skilled personnel is yet another dimension to this problem for businesses such as small engine repairs and mechanic shops. They need employees with 4-5 years of training/experience. These business owners find that instead of working less as they get older, they are forced to work more due to the limited skill sets of their employees.

Some possible solutions to recruitment and retention were discussed as follows:

- ❖ Employers can consider offering a small percentage pension plan to their employees. Someone stated that pension rates higher over pay in terms of importance to employees.
- ❖ Employers can pay more to their staff, but this will likely result in higher prices of their good or service.
- ❖ Employers can participate in the MUN Coop program or college job placements.
- ❖ Employers can hire older workers. This solution generated much discussion amongst the participants as there are many retired individuals in this area who might be willing to go to work. Given the fact that the

younger ones are not available to work, this is something that needs to be investigated further.

It was agreed by all participants that a Human Resource Strategy needs to be developed and MMZC agreed to take the lead. During the SEP process, the issue of human resources was raised many times as a challenge and threat to small businesses in the region. At the board planning session, it was agreed that this important issue has to be a priority for the strategic plan.

GOALS/OBJECTIVES/ACTIONS

GOAL #1: To develop a plan to effectively deal with attraction and retention issues of local business owners.

Objective #1: To develop a human resources strategy for the region.

Background:

As mentioned above, the issue of human resources was the key problem that business owners identified during the BR&E process. Several meetings took place to brainstorm on how to develop a HR strategy for the region, but due to limited resources, this initiative was not considered a priority by MMZC board of directors. However, during the consultation process, this same issue was brought forward again and the board has now agreed that this needs to be a priority for the next three years. It is time to take the appropriate steps to initiate the process.

Actions:

1. Facilitate a meeting with community partners to discuss details of developing a strategy.
2. Develop a proposal to engage expertise to research HR needs of our area, the province and the country.
3. Establish a steering committee to oversee development of strategy.
4. Implement strategy.

Partners:

1. Marine and Mountain Zone Corporation
2. College of the North Atlantic
3. Port aux Basques Area Chamber of Commerce

4. Service Canada
5. Department of Innovation, Trade and Rural Development

Leads/Responsibilities:

Lead: Marine and Mountain Zone Corporation

1. Facilitate meeting with partners
2. Write funding proposal to engage expertise
3. Submit proposal
4. Establish steering committee
5. Oversee development of strategy

Support: All other partners

1. Be actively engaged in discussions
2. Be active participant on steering committee

FISHERY

SUMMARY OF GOALS AND OBJECTIVES

GOAL #1: Explore new opportunities to support sustainability in this sector.

Objectives

1. Re-establish fishery sub-committee to discuss current issues and new opportunities.
2. Explore other sources of revenue to support sustainability of Ocean Research Centre.

SECTOR OVERVIEW

The Newfoundland and Labrador fishing industry is currently at a crossroads due to a combination of external factors and domestic structural challenges. External factors such as increasing global competition from lower cost producers, unfavorable exchange rates and rising fuel costs have resulted in significant “cost-price” squeeze for much of the industry in recent years. These factors, which are not likely to improve in the foreseeable future, have also served to highlight long-standing internal structural issues which are impeding economic efficiency and international competitiveness.

Change and renewal in the fishing industry are essential. To achieve this, the Government of Canada and the Government of Newfoundland and Labrador launched the Fishing Industry Renewal Initiative in May 2006. This process was intended to develop an integrated federal/provincial industry renewal strategy aimed at improving economic viability, income levels and international competitiveness.

A key outcome of the Fishing Industry Renewal process was an agreement by all parties on the need for an integrated Ocean-to-Plate policy approach for the fishing industry. This approach will result in the coordination of federal/provincial policies and programs relevant to fish harvesting, processing, marketing and fisheries technology/opportunities.³

The Fishery is an important sector to the region but it has faced many challenges over the past number of years. Just recently, Seafreeze Foods Fish Plant closed its doors and laid off 100+ workers. A fishery response committee made up of

³ Canada – Newfoundland and Labrador Fishing Industry Renewal – A Discussion Paper

community stakeholders was established. The purpose of this committee was to seek out new employment and training opportunities for these displaced workers. In addition, a fish plant transition office was opened which provides a confidential setting for fisher workers to discuss employment or educational opportunities. Currently there is only one operating fish plant in the region which is in the Codroy Valley.

Many fishers in the region feel that there are many opportunities for new species along the coast. In relation to this, a new program was recently launched by the Department of Fisheries and Aquaculture – The Fisheries Technology and New Opportunities Program. The primary objective of this program is to provide support for harvesting, processing and marketing initiatives, in order to diversify and increase the overall viability of the provincial seafood industry. The focus is research and development work in the harvesting and processing sectors with emphasis on more efficient utilization of traditional species, better use of under-utilized species and enhanced value-realization of all fisheries resources. At the board planning session, it was unanimously agreed that the fishery has to remain a priority for the next three years and new opportunities have to be researched.

GOALS/OBJECTIVES/ACTIONS

GOAL#1: Explore new opportunities to support sustainability in this sector.

Objective #1: Re-establish fishery sub-committee to discuss current issues and new opportunities.

Background:

A fishery coordinator was employed at MMZC in 2005. The purpose of this position was to research opportunities in this sector that were relevant at the time. Since that position has ended, the fishery committee has met very few times. There was interest at the Board planning session to re-establish this committee and discuss possible new opportunities within this sector that MMZC could assist with.

Actions:

1. Facilitate meetings with fishers in the region to discuss current issues related to fishery.

Partners:

1. Marine and Mountain Zone Corporation Fishery Sub-Committee
2. Marine and Mountain Zone Corporation
3. Service Canada
4. Department of Fisheries and Oceans

Leads/Responsibilities:

Lead: Marine and Mountain Zone Corporation

1. Facilitate applicable meetings with fishers in the region

Support: All other agencies

1. Work with MMZC to support this sector

Objective #2: Explore other sources of revenue to support sustainability of Ocean Research Centre.

Background:

A funding proposal was completed by the Burnt Islands Economic Development Committee and submitted to ACOA for approval. Due to sustainability issues, the project was declined funding until adequate research commitment could be obtained and documented. The economic development committee has been tasked with seeking out research commitments to support the development of the centre. If research cannot be supported and documented, this project will not go any further.

Actions:

1. If stakeholders are interested in attending, develop proposal for funding and facilitate session.

Partners:

1. Burnt Islands Economic Development Board
2. Town of Burnt Islands
3. Marine and Mountain Zone Corporation
4. Department of Innovation, Trade and Rural Development
5. Department of Fisheries and Oceans
6. CURRA

Leads/Responsibilities:

Lead: Burnt Islands Economic Development Committee

1. Contact industry stakeholders to determine interest in attending brainstorming session
2. If stakeholders are committed to attending, develop a two pager on the purpose of the brainstorming session

Support: Marine and Mountain Zone Corporation

1. If stakeholders are committed, develop proposal to Department of Innovation, Trade and Rural Development for funding under the capacity building program for brainstorming session
2. Facilitate session

INFORMATION TECHNOLOGY

SUMMARY OF GOALS AND OBJECTIVES

GOAL #1: To take advantage of Information Technology opportunities to increase the economic sustainability of communities in the region.

Objectives

1. Research cell phone service accessibility for the entire zone.
2. To enable the Burnt Islands Radio Station to broadcast throughout the entire zone.
3. To identify opportunities in Information Technology.

SECTOR OVERVIEW

In 2002, MMZC submitted an application to Industry Canada to secure funds to develop a business plan that would see the entire zone receive high speed internet services. MMZC developed a project management team who wrote the business plan and in April 2004, Industry Canada approved the funds under “The Broadband for Rural and Northern Development Pilot Program Round 2” to implement the project. MMZC oversaw the implementation of the project which commenced in January 2005 and concluded in March 2006.

The broadband project has strengthened MMZC’s reputation in being able to implement such activities and to bring together community partners to develop and promote community economic development. MMZC was indeed a leader in this sector. The board of directors would like to do this again.

There are many opportunities available in the IT Sector and MMZC would like to be a leader again. There are a variety of programs available to help create sustainable technological applications. Although this sector is not a top priority, MMZC would like to rejuvenate this sector over the next three years. Researching cell phone service accessibility for the entire region will be the main priority in this sector in Year 1.

GOALS/OBJECTIVES/ACTIONS

GOAL #1: To take advantage of Information Technology opportunities to increase the economic sustainability of communities in the region.

Objective #1: Research cell phone service accessibility for the entire zone.

Background:

During all community consultations with communities along Route 470, one of the major issues that kept coming up was that of inadequate cell phone service along the route. It was agreed at the board planning session that MMZC should investigate this a little further and determine any necessary action that can be taken.

Actions:

1. Meet with community partners to discuss current issues with cell phone service.
2. Contact Aliant to determine their plans for expanding cell phone service.

Partners:

1. Marine and Mountain Zone Corporation
2. All municipalities and local service districts in region
3. Aliant
4. Port aux Basques and Area Chamber of Commerce

Leads/Responsibilities:

Lead: Marine and Mountain Zone Corporation

1. Facilitate initial meeting with community partners
2. Contact Aliant

Support: All other partners

1. Support a business case if applicable

Objective #2: To enable the Burnt Islands Radio Station to broadcast throughout the entire zone.

Background:

The Burnt Islands Radio Station is self sustained by the Town of Burnt Islands. The issue with the station is the range of the broadcast. They would like to be able to broadcast throughout the entire zone, from Rose Blanche to South Branch. It was agreed that MMZC should support this process.

Actions:

1. Meet with the Burnt Island Economic Development Committee (BIEDO) to discuss current issues/obstacles.
2. Determine an action plan to move forward with extending the radio broadcast range.
3. Work with Burnt Islands Economic Development Committee to secure the proper licensing and infrastructure needed to extend their broadcast range.

Partners:

1. Burnt Islands Economic Development Committee
2. Canadian Radio-television and Telecommunications Commission (CRTC)
3. Marine and Mountain Zone Corporation

Leads/Responsibilities:

Lead: Burnt Islands Economic Development Committee

1. Organize meeting with relevant partners to discuss current situation
2. Contact CRTC to determine what is needed to move forward
3. Provide all relevant information to CRTC as needed

Support: Marine and Mountain Zone Corporation

1. Attend meeting with BIEDO to discuss current situation
2. Provide letters of support where needed
3. Assist with development of funding proposal once action plan is identified

Objective #3: To identify opportunities in Information Technology

Background:

During the planning session, the Board of Directors of MMZC felt that there was more that could be done within this sector in Zone 10. It was suggested that MMZC bring together interested parties who are IT savvy and discuss possible opportunities within this sector.

Actions:

1. Meet with community partners to further discuss IT opportunities in the region such as:
 - a. Distance education
 - b. E-Commerce
2. Establish an IT Network/Steering Committee.
3. Build capacity amongst committee to lead IT sector initiatives and determine a go forward plan.

Partners:

1. Marine and Mountain Zone Corporation
2. College of the North Atlantic
3. Marine Atlantic
4. Burnt Islands Economic Development Committee
5. Department of Innovation, Trade and Rural Development
6. Service Canada

Leads/Responsibilities:

Lead: Marine and Mountain Zone Corporation

1. Facilitate meeting with community partners to establish IT Network/Steering Committee
2. Build capacity within committee to be lead in this sector
3. Be actively involved in Committee

Support: All other partners

1. Be actively engaged in steering committee
2. Establish lead groups

IMPLEMENTATION

During the next 3 years, the Marine and Mountain Zone Corporation will commit to the following activities:

YEAR 1

TOURISM

1. **ANN HARVEY STORY**
 - a. Assist with writing of proposal for interpretative planner for Ann Harvey Story.
 - b. Work with planner to develop an interpretative/master plan.
2. **REGIONAL TOURISM PARTNERSHIP**
 - a. Work in partnership with the Western DMO and complement their marketing efforts.
 - b. Supervise regional tourism coordinator position.
 - c. Provide expertise and guidance where needed to the Regional Tourism Committee.
3. **TRAIL DEVELOPMENT**
 - a. Re-visit current trail strategy.
 - b. Establish local trail group to pursue International Appalachian Trail (IAT) initiative.
4. **MARINA**
 - a. Provide assistance to Town in identifying funding sources to support Marina proposal.
 - b. Re-Submit proposal.
5. **CODROY VALLEY WETLANDS**
 - a. Encourage and facilitate partnership between CVADA and Codroy Valley Vacations (CVV).
 - b. Foster joint partnership to work towards development of a sustainable plan for the Wetlands.
6. **SUPPORT TO CURRENT ATTRACTIONS**
 - a. Work collectively to build capacity within communities on overall sustainability of tourism attractions.

7. **ROUTE 470**
 - a. Engage advice of consultant for professional analysis of the coastal region.
8. **CHANNEL HEAD LIGHTHOUSE**
 - a. Work with Town to formalize a plan for development of this initiative.
9. **CRUISE COMMITTEE**
 - a. Attend Exploration Cruise Forum
 - b. Establish Cruise Committee

AGRICULTURE

1. **NEW ENTRANTS INTO INDUSTRY**
 - a. Assist CVADA with the assimilation of a comprehensive recruitment package to recruit new farmers.
2. **ZONE 9/10 REGIONAL AGRICULTURE PARTNERSHIP**
 - a. Work with Zone 9 RED Board Staff and Rural Secretariat to formalize agricultural working committee.
 - b. Determine approach to take with this initiative.
3. **MUSHROOM GROWING FACILITY**
 - a. Engage local investors and facilitate an information session with them on how best to formalize themselves as a group.
 - b. Facilitate a meeting with Department of Natural Resources to discuss their plans and a go forward strategy.
4. **CODROY VALLEY FARMERS' COOPERATIVE**
 - a. Assist with a funding proposal for an interpretative planner.
 - b. Provide facilitation where needed.

BUSINESS DEVELOPMENT

1. **COLLEGE OF NORTH ATLANTIC**
 - a. Support College in their quest for NDT Training and Testing Centre.
 - b. Provide letters of support where needed.
 - c. Assist with writing of proposal to hire consultant to develop business plan.
 - d. Establish steering committee to supervise development of plan.

2. **PORT AUX BASQUES AND AREA CHAMBER OF COMMERCE**
 - a. Facilitate meeting with MMZC and COC to discuss partnership opportunities.
 - b. Engage business owners that participated in BR&E process to re-visit issues and concerns.

HUMAN RESOURCES

1. **HUMAN RESOURCE STRATEGY**
 - a. Facilitate meeting with community partners to discuss details of developing strategy.
 - b. Develop a proposal to engage expertise to research HR needs of area.

FISHERY

1. **FISHERY SUB-COMMITEE**
 - a. Facilitate meeting with fishers in the region to discuss current issues related to the fishery.

INFORMATION TECHNOLOGY

1. **CELL PHONE SERVICE**
 - a. Meet with communities and partners to discuss current issues/obstacles with service.
 - b. Contact Aliant to determine their plans for expanding cell phone service.
2. **BURNT ISLANDS RADIO STATION**
 - a. Meet with Town of Burnt Islands to discuss current issues/obstacles

YEAR 2

TOURISM

1. **ANN HARVEY STORY**
 - a. Assist Harvey Story Steering Committee in pursuing funding options to undertake development based on the master plan.
 - b. Facilitate a capacity building workshop with community residents to encourage entrepreneurship and ambassadorship.
 - c. Assist with beginning stages of developing an itinerary for tourists.

2. **ZONE 9/10 TOURISM PARTNERSHIP**
 - a. Continue to work and partner with Western DMO
 - b. Assist Regional Tourism Network with identifying activities of potential interest to tourists and developing itineraries
 - c. Identify new partnership opportunities to increase product development in the two zones

3. **TRAIL STRATEGY**
 - a. Begin to evaluate trails in the region

4. **SUPPORT TO CURRENT ATTRACTIONS**
 - a. Continue to work collectively to build capacity within communities on overall sustainability of tourism attractions
 - b. Look at option of facilitating one capacity building workshop with all tourism attractions on overall sustainability.

5. **ROUTE 470**
 - a. Work with the Western DMO on regional theming

6. **CHANNEL HEAD LIGHTHOUSE**
 - a. Support Town of Port aux Basques with their following actions:
 - i. Meeting with Coast Guard and Community Partners
 - ii. Determining costs of infrastructure
 - iii. Pursuing funding options for development
 - iv. Writing funding proposal

7. **CRUISE COMMITTEE**
 - a. Engage community partners
 - b. Facilitate a brainstorming session with Western DMO representatives

8. **MARKETING PLAN**
 - a. Identify key tourism attractions and selling points of the region
 - b. Facilitate a joint session with attractions to show value in a collective marketing approach

9. **WRECKHOUSE**
 - a. Revisit Wreckhouse project proposal
 - b. Brainstorming with community partners to develop the site

AGRICULTURE

1. **ZONE 9/10 REGIONAL AGRICULTURE PARTNERSHIP**
 - a. Facilitate meeting in each zone separately to discuss the idea of regional partnership
 - b. Facilitate meeting with key industry stakeholders in both zones to discuss the benefits of a regional partnership
2. **MUSHROOM GROWING FACILITY**
 - a. Assist investors group in formalizing themselves into a corporate entity
 - b. Support local investors in writing a proposal for funding to engage the appropriate expertise to write a business plan.
3. **CODROY VALLEY FARMERS' COOPERATIVE**
 - a. Assist Farmer's Cooperative with the development of their interpretative plan.

BUSINESS DEVELOPMENT

1. **COLLEGE OF NORTH ATLANTIC**
 - a. Provide support/assistance to college to secure funding for the NDT Training Centre based on the business plan.
 - b. Support College in the implementation of their business plan.
2. **PORT AUX BASQUES AND AREA CHAMBER OF COMMERCE**
 - a. Work with Chamber of Commerce on developing partnership opportunities.

HUMAN RESOURCES

1. **HUMAN RESOURCE STRATEGY**
 - a. Establish a steering committee to oversee the development of the HR Strategy

FISHERY

1. **OCEAN RESEARCH CENTRE**
 - a. If stakeholders are interested in attending, develop proposal for funding and facilitate session.

INFORMATION TECHNOLOGY

1. **BURNT ISLANDS RADIO STATION**
 - a. Assist Town of Burnt Islands in determining an action plan to move forward with extending the radio broadcast range
2. **IT OPPORTUNITIES**
 - a. Meet with community partners to further discuss IT opportunities in the region
 - b. Establish an IT Network/Steering Committee

YEAR 3

TOURISM

1. **ANN HARVEY STORY**
 - a. Support Town of Isle aux Morts and Harvey Story Steering Committee in implementation of plan.
2. **TRAIL STRATEGY**
 - a. Continue to evaluate remainder of trails in region.
3. **ROUTE 470**
 - a. Change Route 470 name in provincial travel guide.
4. **CHANNEL HEAD LIGHTHOUSE**
 - a. Support Town of Port aux Basques with implementation of their plan.
5. **CRUISE COMMITTEE**
 - a. Work with Cruise Committee to pursue cruising opportunities for the region.
6. **MARKETING PLAN**
 - a. Develop a regional marketing plan.

AGRICULTURE

1. **ZONE 9/10 REGIONAL AGRICULTURE STRATEGY**
 - a. If regional partnership is supported, plan and facilitate a planning session with all industry stakeholders in both zones to brainstorm ideas and determine a go forward strategy.
 - b. Develop strategy.
 - c. Support proponent to implement strategy
2. **FARMERS' COOPERATIVE**
 - a. Support Farmer's Cooperative in implementation of their interpretative plan.

HUMAN RESOURCES

1. **HUMAN RESOURCE STRATEGY**
 - a. Support proponent in implementation of HR Strategy.

INFORMATION TECHNOLOGY

1. **BURNT ISLANDS RADIO STATION**
 - a. Work with Town of Burnt Islands to secure proper licensing and infrastructure needed to extend their broadcast range.
2. **IT OPPORTUNITIES**
 - a. Build capacity amongst committee to lead IT sector initiatives and determine a go forward plan.

COMMUNICATIONS

As part of the SEP process, there were many community consultations held with a various groups throughout the zone. This process has given the Marine and Mountain Zone Corporation more exposure then ever before. People now know the role of the board and how we can provide support. Much positive feedback was received and as a result, staff at MMZC has received numerous phone calls from groups asking for help regarding facilitation, guidance and/or support.

Just recently, the Corporation has re-designed its website, www.mmzc.com. The site was re-designed primarily for investment attraction, where anyone looking to invest in the region could find all relevant information. The features of the site include: Living and Working in Zone 10; Employment Opportunities; Business Information; Climate and Weather; Regional Profile which includes information related to the Labour Market, Infrastructure, Education, Taxation Rates, Services, Education and Growth Sectors; What to do in Zone 10; Festivals; Attractions; Shopping; and Links to other relevant Websites. In addition, there is a “news and events” section where MMZC can post press releases and new things happening at our office. In addition to the new look, MMZC also had a back end option developed to give staff the in-house ability to make regular updates to the site. This may be a good tool to use for e-newsletters in the future.

In the next three years, the Marine and Mountain Zone Corporation will:

- 1. Update and distribute a MMZC informational brochure.**
- 2. Continue to maintain and update the MMZC website, www.mmzc.com.**
- 3. Continue to develop and provide press releases to local media.**
- 4. Continue to provide information to the local media for good news stories.**
- 5. Develop and publish an annual newsletter.**
- 6. Regularly organize and facilitate a partners network meeting with community partners to share information and ideas.**
- 7. Continue partnerships with local municipalities, local service districts and development associations.**
- 8. Continue quarterly meetings with ACOA and INTRD to discuss activities.**

MONITORING AND EVALUATION

The Marine and Mountain Zone Corporation have developed a monitoring and evaluation tool. (See Appendix F) This tool will ensure that the goals and objectives outlined in this SEP will be achieved during the next three years.

ACKNOWLEDGEMENTS

The Board of Directors and Staff at MMZC would like to acknowledge a number of groups who had a great impact on the contents of this plan. Most importantly are the groups who took the time to participate and were very open and honest during consultations with MMZC. Those groups include:

1. Codroy Valley Local Service Districts
2. Codroy Valley Farmers' Cooperative
3. Codroy Valley Area Development Association
4. Codroy Valley Vacations
5. LSD/Community Residents of Cape Ray
6. Town Council of Channel – Port aux Basques
7. Town of Burnt Islands/Burnt Islands Economic Development Committee
8. Town Council of Isle aux Morts
9. Harvey Story Steering Committee
10. Town Council of Rose Blanche
11. Rose Blanche Lighthouse Committee
12. Port aux Basques and Area Chamber of Commerce
13. College of the North Atlantic
14. High School Youth in Schools
15. Marine Atlantic
16. LSD/Community Residents of Margaree/Fox Roost
17. Gateway Women's Centre
18. Zone 10 Harbour Authorities – Codroy Valley, Port aux Basques, Margaree, Isle aux Morts, Burnt Islands and Rose Blanche

As well, MMZC would like to thank their government partners who fully supported and participated in this process:

- Provincial Department of Innovation, Trade and Rural Development
- Atlantic Canada Opportunities Agency
- Service Canada
- Department of Tourism Culture and Recreation
- Department of Natural Resources

This SEP process was a huge undertaking and took 6 months to complete from start to finish. It was a very worthwhile process and gave MMZC maximum exposure into the whole region. One of the most critical factors in the success of writing this plan was the engagement of communities in this region and equally as important, were the partnerships that MMZC has with community stakeholders. Thank you to everyone who came forward and participated and supported this process.