

STRATEGIC ECONOMIC PLAN



SOUTHEASTERN AURORA DEVELOPMENT CORPORATION

2008 - 2011

The Newfoundland and Labrador
Regional Economic Development Association



Regional
Economic
Development
Boards

ACRONYMS

AAC	Annual Allowable Cut
ABC	Aboriginal Business Canada
ACOA	Atlantic Canada Opportunities Agency
BHHT	Battle Harbor Historic Trust
BHRDA	Battle Harbour Regional Development Association
CLDTA	Coastal Labrador Drive Tourism Association
CONA	College of the North Atlantic
CYN	Community Youth Network
DFA	Department of Fisheries and Aquaculture
DFO-	Department of Fisheries and Oceans
DITRD	Department of Innovation, Trade and Rural Development
EAS	Employment Assistance Services (Southern Star Employment Services)
ERDA	Eagle River Development Association
FFAW	Fisherman Food and Allied Workers Union
GMIST	Gros Mourné Institute of Sustainable Tourism
LFKC	Labrador Feed Kitchen Co-operative
LMN	Labrador Metis Nation
LSD	Local Service Districts
LSDC	Labrador Straits Development Corporation
LSECAP	Labrador Southeast Coastal Action Program
LSECC	Labrador South East Chamber of Commerce
LSHDA	Labrador Straits Historical Development Association
LWBDA	Labrador White Bear Development Association
MDC	Metis Development Corporation
MUN	Memorial University of Nfld
NLOWE	Nfld and Labrador Organization for Women Entrepreneurs
SADC	Southeastern Aurora Development Corporation

ACKNOWLEDGEMENT

First the SADC board of directors and staff wish to thank all stakeholders and members for their help and assistance in developing the following Strategic Economic Plan (SEP). We wish also to thank both levels of government for resources both financially and through the aid of their respective field development officers. We extend special thanks also to Zone 18 and NLREDA for the development of a Regional Strategic Economic Plan guide and to Zone 16 for providing a copy of their plan.

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BOARD OF DIRECTORS

DIRECTORS

Blair Gillis	Business	Cartwright	938-7254
David Gatehouse	Eagle River Development. Assoc.	Cartwright	938-7268
Melody Pardy	Municipalities	Cartwright	938-7326
Earl Stone	Fishery	Charlottetown	949-0278
Edward Turnbull	Labrador White Bear Dev. Assoc.	Charlottetown	949-0284
Christa Turnbull	Labrador Métis Nation	Charlottetown	949-0373
Harrison Campbell	Labrador Fishermen's Union		
	Shrimp Company	Pinsent's Arm	951-2212
Donald Sampson	Forestry	Port Hope Simpson	960-0237
Thompson Flynn	Education & Training	Port Hope Simpson	960-0527
Geoffrey Penney	Municipalities	Port Hope Simpson	960-0219
Barbara Campbell	Tourism	Port Hope Simpson	960-0269
Lael Crocker	Youth	Port Hope Simpson	960-1069
Gary Bolger	Battle Harbour Regional Dev. Assoc.	St. Lewis	939-2359
Sandra Rumbolt	Eagle River Credit Union	Mary's Harbour	921-6351

ALTERNATES: MEMBERS-AT-LARGE

Charlotte Dyson	Eagle River subzone	Cartwright	938-7261
Lisa Dempster	Labrador White Bear subzone	Charlottetown	949-0364
Byron Rumbolt	Battle Harbour subzone	Mary's Harbour	921-6218

EXECUTIVE

Blair Gillis - Chairperson
 Gary Bolger- 1st Vice Chair
 Geoffrey Penney- 2nd Vice Chair
 Christa Turnbull- Treasurer
 Melody Pardy- Secretary



EXECUTIVE SUMMARY

The process of strategic planning is one that requires a clear plan of action, cooperation and a large measure of patience mixed with determination. Without a strategic plan, development groups are literally at the mercy of the wind and as the old saying goes “If you do not know where you are going, any road will take you there.” The strategic planning process for Southeastern Aurora Development Corporation began in February 2008, resulting in the document you are now reading. As with any plan, this plan will only become successful if all stakeholders take ownership and recognize their role in the economic development process.

The Southeastern Aurora Development Corporation (SADC) is the Regional Economic Development Board (REDB) representing Economic zone 4 - Cartwright to Lodge Bay. The SADC initiated a process to develop a regional Strategic Economic Plan (SEP) for the southeast Labrador coast. We developed the SEP as a roadmap for regional economic development, to be used by all stakeholders and government agencies in their individual planning process. The SEP is a living document developed to adjust to the constant state of change in the SADC region.

The SADC undertook several methods to engage stakeholders and the membership in determining the economic direction for the next three (3) years. There were three sub-regional workshops held in Cartwright, Mary’s Harbour and Port Hope Simpson (sample agenda Appendix A), plus meetings with municipal leaders. We mailed and emailed letters to all stakeholders, followup with phone calls to discuss priorities for each sector. We inserted some questionnaires in the winter edition of the SADC newsletter (sample included in Appendix A). The SADC discussed priorities and issues forthcoming throughout the process during the May 2008 board meeting and again in July. The draft plan was completed during the first week of August and posted on the SADC website, and public notice of the posting was announced on CBC radio and through mass emails. Regional stakeholders, representatives of industry and government line departments identified, discussed and set priorities opportunities and challenges for each of the economic sectors, between Cartwright and Lodge Bay, NL.

The common areas of discussion throughout the economic planning process focussed on four specific sectors. We viewed these sectors as those that will have the greatest economic impact on the region. The four growth sectors include: business, information technology and communications, natural resources and tourism. The natural resources’ sector encompasses agriculture, fisheries, forestry and mining.

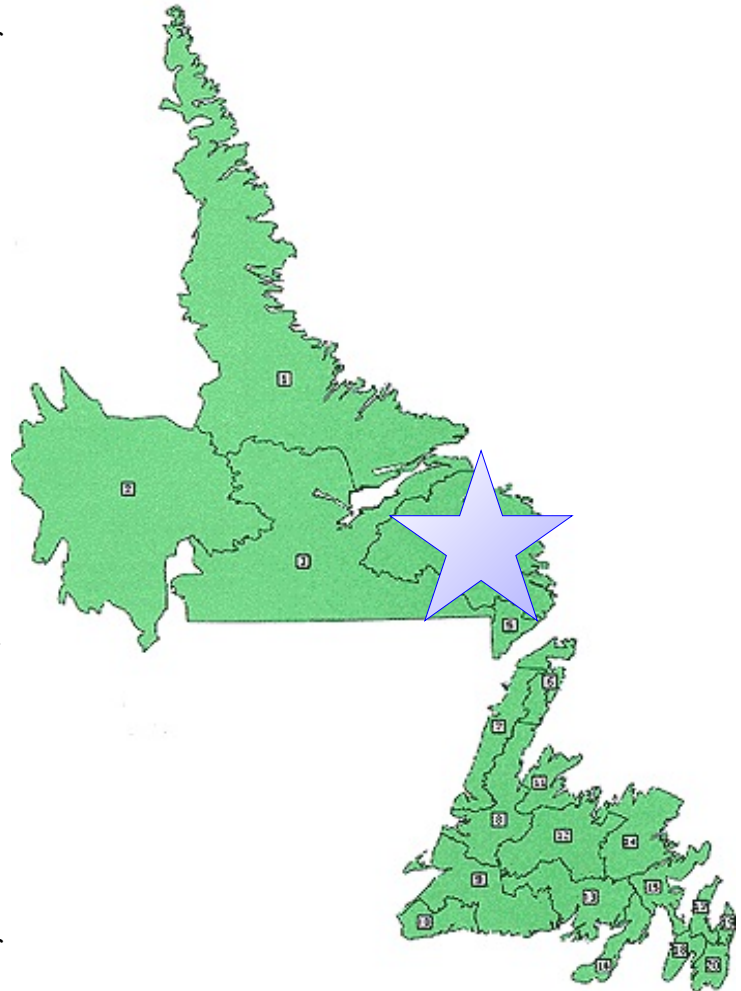
The ultimate goal of Zone 4 SEP is to outline a realistic, attainable plan that will result in economic prosperity for the region. The consultation process lead to the development of a series of goals, objectives, actions and implementation strategies associated with each of the growth sectors. The SADC will monitor the progress of the SEP for regional stakeholders by tracking several economic indicators (i.e. economic diversification, regional investment, income/employment levels and economic confidence in the region). However, the implementation of this plan is not the sole responsibility of SADC. The goals, objectives and actions identified in the SEP provide a framework to build a strong regional economy and ensure prosperity for the residents of southeast Labrador Coast. The overall success is the ultimate responsibility of all stakeholders in the region including the federal/provincial government departments.

INTRODUCTION

Southeastern Aurora Overview

The Corporation provides leadership in the development of economic priorities and initiatives within zone four that permits them to work cooperatively with the various levels of government and specifically with regional partners in strengthening the economy. The Southeastern Aurora Development Corporation (SADC) represents stakeholders in Economic Zone 4, the Southeast Coast of Labrador. As the lead regional economic development organization, the SADC has taken a proactive approach to economic development, working closely with regional stakeholders to advance initiatives with a regional perspective.

The Corporation serves a large geographical area, stretching from Cartwright in the North to Lodge Bay in the South, comprising of eleven communities.



<http://www.intrd.gov.nl.ca/intrd/economicboards.htm>

Mandate, Vision and Values

The Mandate of Southeastern Aurora Development Corporation is to create a self-reliant and sustainable economy for the people of Zone 4.

Our Vision of the future is one of a productive, prosperous people working together in cooperation for a higher standard of living and better quality of life. Our economy will be one that meets the needs of all our residents without compromising our unique and valued natural resources.

Values - The residents of Zone 4 envision:

- ▶ meaningful employment and long term sustainable jobs
- ▶ creation of viable industries by using local values and resources
- ▶ local entrepreneurs investing in our future
- ▶ local control over our resources
- ▶ transportation network connecting our communities
- ▶ preservation and enhancement of our quality of life
- ▶ conservation and protection of our wilderness resources
- ▶ establishment of our place in the global community
- ▶ a technological advance society
- ▶ a human resource that has been developed through learning at all levels

Strategic Economic Plan

A regional Strategic Plan (SEP) is the first step in a region identifying its opportunities, challenges and potential solutions. It identifies goals and addresses action items for reaching them. It is a plan for which all regional stakeholders must take collective responsibility.

The SADC initiated a process to develop a regional SEP for the Southeastern Labrador region. Throughout the planning process the SADC consulted with stakeholders to identify economic development opportunities, associated challenges and potential solutions.

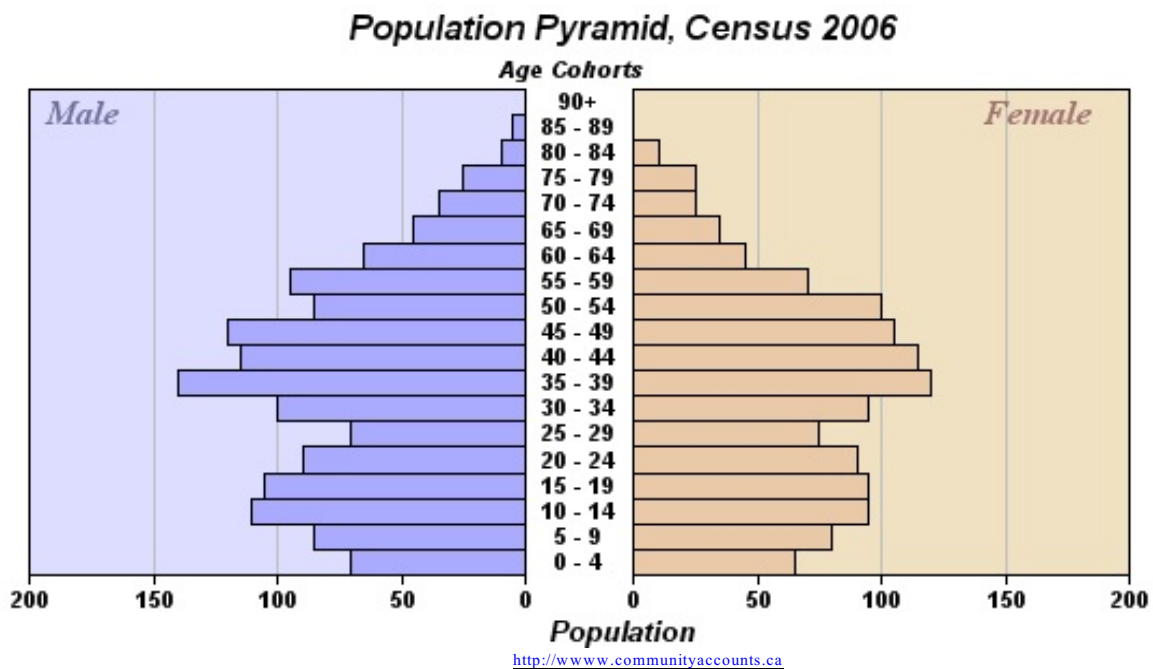
Trends and Opportunities

The zone four region is experiencing similar shifts in demographics as other rural regions of the province. There is a growing trend for workers to seek higher paying positions that are often secured outside the local region. The transit workforce is increasing as ever more workers seek better paying jobs. This trend is creating a challenge for local businesses and fish processors to retain a reliable, skilled workforce. Residents have increased mobilizations because of route 510 connection from Cartwright to the Labrador Straits. This trend will increase as highway 500 connects into 510 in 2010. People are choosing to travel for both recreation, shopping and services and no longer depended on their home communities.

The opportunities for the region are in attracting the experiential visitors to fill short-term jobs in various sectors such as: berry harvesting; fish plants; hospitality services; etc. Also, providing opportunities for youth and older workers to receive valuable skills with an on-the-job component to help local business fill seasonal vacancies. There are services that are currently not available in the region that can be provided on a regional level to attract and maintain professionals in the region. In addition, community service that is currently a financial burden to individual municipalities (due to declining tax base) can be studied to determine the merit of regionalisation of those services.
<http://www.economics.gov.nl.ca/pdf2006/demographyupdate.pdf>

Regional Strengths and Challenges

The zone four region covers more than 40,000km² of land. The large geographical area is both a strength and a challenge. The land comprises of rich forest products (black spruce and balsam fir are the predominant species while hardwoods do exist but too much lesser degree such as birch and aspen). There is an abundance of native berries, peat bogs and other vegetation that they have not currently inventoried. In addition, there is a long coast line where a historical attachment remains strongly connected to the fishery. The availability of natural resources is a major strength throughout the zone. The challenge for natural resource development is lack of local and outside investment. Another challenge for the industry is to use the resource locally, instead of the common practice of shipping products outside the zone for processing. The pristine environment and seasonal diversity contribute to the natural environment and compliments the growing tourism industry.



The 2006 Census population for Economic Zone 4, Southeastern Aurora Development Corporation was 2,615. The character of residents in the region is a very big strength, characteristics such as: a strong work ethic; spirit of hospitality; lending a helping hand; resilience; adaptability; etc. Those traits and the strong connection with place and cultural roots have been key in dealing with change and transition. The road connecting the communities of Charlottetown, Paradise River, Charlottetown, Pinsent's Arm, Port Hope Simpson, St. Lewis, Mary's Harbour and Lodge Bay have help improve interregional relations. Engaging all communities and residents in economic development initiatives

continue to present a challenge particularly with the unconnected communities of Black Tickle, Norman Bay and William's Harbour.

Other challenges that will be elaborated on in this document in a section entitled "Impacting Economic Development" include affordable and available energy; reliable and efficient transportation networks; and retention and recruitment of a workforce.

Overall Plan Goals

The goal for Southeastern Aurora Development Corporation is to engage stakeholders in the economic process fully that will result in economic growth and prosperity for the region. This plan is a result of extensive consultation, planning and identification of many initiatives that complement the regions' economic potential while supporting and fostering a positive environment for development.

IMPACTING ECONOMIC DEVELOPMENT

A successful economy requires a good infrastructure, sound business planning, and a shared vision for the region. Mixed with hard work, determination a spirit of cooperation and positive attitudes. These ingredients are interdependent, and a missing component creates challenges within the economic process and several missing makes the job that much more difficult, at times, impossible.

The Southeastern Aurora Development Corporation region is disadvantaged by high cost and unavailable energy supply; inadequate and unreliable transportation system; and an aging population with limit local financial revenues.

Energy

The Energy Plan for the province states, “In time, when the cost of connecting a community to the electricity grid becomes less than maintaining its isolated diesel system, these communities will be connected.” The speculation on cost to deliver energy through a grid line to the Labrador Coast is presumed to be not feasible. Therefore, the SADC is working with the Harris Centre in identifying alternative energies for the region. One such study is Sizing of a Wind-Diesel Hybrid Power System, a study being lead by Tariq Iqbal, Ph.D, P. Eng, Associate Professor of Faculty of Engineering and Applied Science, Memorial University (See appendix for preliminary report). NL Hydro has also undertaken studies to convert local rivers to deliver hydro energy to communities. In addition, new research in bio-fuels is creating optimism in the region not only to provide an energy source but also support the development of the local forest industry.

The SADC board is exploring various development initiatives. However, unless adequate, affordable and consistent power is available, the probability of attracting developers to invest in our communities are unlikely. A hypothetical situation, a manufacturing plant is interested in setting up operation in St. Lewis Labrador, they require (1200w) of power. The diesel station is already operating at full capacity. They meet every other condition: a skilled workforce, location, resource, transportation, etc. However, there is not enough power, Hydro may install extra units but the developer cannot wait and select a more suitable site.

With the recent highway connection, business opportunities are increasing. Hydro rates must be affordable and consistent with that of other towns and indeed the province. Hydro cost is always an integral cost. It is often the deciding factor, whether a business will be feasible or not. Depending on the type of business, Hydro cost could eat up all or most of the profit margin. Unfortunately, the current hydro rates and inadequate power supply is a deterrent for many business plans in the region.

Transportation

In 1998 they decided to construct a highway along the southeast coast of Labrador. This announcement caused a domino effect. A highway connecting community was the beginning of enormous changes within the region. Isolated communities became connected with neighbouring communities and the discontinuation of historical services began to take place. Communities understood that a highway meant that other transportation modes provided by the government would no longer be required.

The highway did not connect three communities within the zonal region. The communities of Black Tickle (Pop. 210, 2006-census), Norman Bay (Pop. 50, 2006-census) and William's Harbour (Pop. 51, 2006 census) poses unique challenges in strategic economic development. Consequently, addressing transportation needs for those towns are that much more critical to ensure they are not left behind as our region endeavours to progress. These communities have experienced a decline in service because of changes in the transportation networks within the zone. However, their transportation needs have not changed and they still require reliable and affordable air, marine, and trail grooming services.

Road

A dirt road known as route 510 connects the southeast coast to the Labrador Straits and eventually In 2010 to the interior of Labrador via Happy Valley Goose Bay. As traffic increases on this highway, the dirt road will no doubt be an increasing concern for travelers. The issue of safety is a very real concern. There are more than 350 km of road with virtually no way to communicate if problems arise during travel. The best solution would be cell phone coverage along this highway, and in today's technologically advanced world this service is becoming ever more necessary.

Air Service

Because there is a little more than 2500 people in this region, air transportation is most likely not a high profit industry. We believe that a regional airport will increase the number of flights in and out of the region, and competition will be the driving force in providing the necessary service. As often happens with sudden changes, it takes time to adapt. One example is the plans for a regional airport. Community rivalry played a large role initially. However now that the adjustment period has occurred, the issue is not where but when?

Unconnected Communities

The unconnected communities are dealing with isolation, and finding that the services do not meet the demands and the cost is much higher. The inconsistencies with marine services (freight, passengers, vehicles, etc.) are of particular concern for the board. The community of Norman Bay depends solely on marine services, and due to the vessel restrictions this community was denied service a month earlier than previous seasons. To complicate matters all communities experienced problems with dockside storage and high cost of freight and

vehicle transportation (Norman Bay and William's do not have vehicle transportation capabilities). It is a very real concern for Black Tickle and William's Harbour for the future of air service.

As with all zonal boards in the province that tackle challenges facing small isolated communities, the logical solution is a road connection.

Trail Grooming

The winter highway via groomed trails is the only transportation link for the unconnected communities during the long winter months. Awarding annual operating grants for trail-grooming associations are needed to ensure winter access to these communities. There is inconsistency with road crossing signs for snowmobiles, there are signs in other parts of the province that the Dept. of Transportation and Works has built but in Labrador this department takes no responsibility for these signs. It is a known fact that snowmobiling is a multi-million dollar industry and has created much needed new jobs and cash flow for the service industry. Because this is a growing industry, we need support from government subsidies until such time when the industry is self-reliant. It is recommended that a phase out period for government grants be established, but there will always be a need for grants for the unconnected communities (those not connected by road). During this time we can build a winter tourism industry and generate enough revenue to pay for trail grooming, signage and survival shelters.

Marine Services & Infrastructure

The transshipment facility in Cartwright is a piece of infrastructure that is grossly underutilize. It can become a gateway for goods and service to the North Coast, and is strategically found to do so. A year round connection to the island portion of the province is possible. The strait of Belle Isle Ferry (MV Apollo) can provide a year round link. Granted, weather and ice conditions can play a big factor during certain periods of the year. In anticipation of increase traffic begin 2010, the capacity of this service is in question, these concerns must be addressed immediately. Ongoing matters must be rectified such as a year round reservation system; schedules released a year in advance that support both the traveling public and the efficient delivery of goods; cost of service continues to be a real concern; along with the understanding of what overall strategy for Labrador will entail.

The state of current wharf infrastructures and the need to put in place infrastructures to support economic initiatives is one that requires serious attention.

Human Resources & Local Investment

A decline in birthrates and an aging population is also affecting the region of Southeastern Aurora Development Corporation. Statistics also show evidence that individuals with a high school education and some post-secondary training are the ones leaving to pursue higher paying jobs. The primary industries and hospitality services are experiencing challenges in hiring, as more and more people require higher paying positions to maintain a comfortable standard of living. Also, many primary jobs are labour intensive and not suitable for older workers or of interest to young workers.

During the past several years many people have come to believe that the region is dying and are losing hope that they have a future here. So, many are reluctant to invest in resource or business development opportunities. Also, the average income of local residents is below the provincial average and cost of living is higher which also contributes to the challenge of having savings available to invest in new opportunities.

BUSINESS

Overview & Issues:

One hundred businesses approximately are operating in the region (Appendix: Current Zone 4 Business Listing). Most of the businesses are retail; the fishing sector employs the greatest number of people. As communities change and people leave the region to secure work elsewhere, several businesses are feeling the financial crunch. In fact, the SADC board of directors is aware of the tremendous burden and stress these businesses are experiencing and have organized several forums to network and plan. Business and local entrepreneurs are extremely important to the socio-economic well-being of the region. As such, the efforts of the board have centred on support and empowerment.

The change in attitude toward job and level of pay has placed an added burden on many businesses, especially the retail and service sector. As more people commute to western Canada for work and discuss locally the types of jobs and pay levels, the expectation from employees is growing. This, coupled with the increase in minimum hourly wages and the competition from other businesses to keep prices low, has negatively affected the bottom line. The growing expectations and demands of unemployed workers and the fact that a large percentage of people in the region continue to choose seasonal jobs with higher pay over full time work are becoming a serious problem especially in the hospitality sector.

The businesses in the region are also preparing and planning for an increase in demands for goods and service in 2010. Then the region will be connected by a dirt road to central Labrador and the rest of Canada. There are a number of infrastructure requirements, and business opportunities that require research and development.

Goal: A strong, vibrant and pro-active business society that anticipates, embraces, and capitalizes on change that occurs within the economy.

Objective 1:

To develop stronger relationships between business-to-business, zonal board and other economic organizations that work effectively together in moving economic priorities for the region.

- 1.1 Organize/facilitate lunch & learn events that cover topics of interest to the business community in the region 3-4 per year.
- 1.2 Assist with training priorities identify in business Retention and Expansion report specifically computerized accounting.
- 1.3 Develop a model for mentorship areas that can be applied in rural/remote locations such as Zone 4.
- 1.4 Organize a display booth for Expo Labrador 08 to showcase business within the District.

Proposed Partners:

NLOWE, DITRD, CNLBSN, LSECC, ACOA, MDC, Training Institutions, LSDC, Coastal Labrador Drive, etc.

Proposed Leads/Responsibilities:

SADC	1.1; 1.3; 1.4
EAS	1.2

Timeline:

- 1.1 (Yearly: January, March, June & November)
- 1.2 Two per year (February & April)
- 1.3 Ongoing - Test Year 3
- 1.4 June 08

Objective 2:

Identify skills and training priorities required by business to help keep abreast of changes in respective sectors and keep abreast of changes ensuring the business remains competitive.

- 2.1 Initiate discussion with business/entrepreneurs to determine the challenges they face, and possible solutions.
- 2.2 Determine appropriate models for training that suit the demands of small business.

Proposed Partners:

Local Business; DITRD; NLOWE; ACOA

Proposed Leads/Responsibilities:

SADC	2.1
EAS	2.2

Timeline:

2.1	Ongoing
2.2	Year 2

Objective 3:

Engage business in helping identify solutions for energy and transportation.

- 3.1 Engage business in a one day strategy session to determine current energy/transportation needs and brainstorm recommendations to address the challenges.
- 3.2 Prepare business cases that identify positive impacts and realized solutions from the addressing of transportation and energy issues in the area.
- 3.3 Partner with Zone 5 to research, identify, compile and distribute a report on the business opportunities arising with the completion of route 500.

Proposed Partners:

DITRD; NL Hydro; Natural Resources; Harris Centre; ACOA; MUN

Proposed Leads/Responsibilities:

Combine Councils	3.1 & 3.2
SADC/LSDC	3.3

Timeline:

- 3.1 Year 1
 - 3.2 Year 1
 - 3.3 July 08 - February 09
-

Objective 4:

Identify challenges that are prohibiting growth in the fur industry.

- 4.1 Assist existing farms with bio-security plans, and ensure new operators have a plan in place before engaging in the industry.
- 4.2 Assist Labrador Feed Kitchen Co-operative in securing funds to begin operation.
- 4.3 Determine available fish products that can be utilized for feed.

Proposed Partners:

NL Fur Breeders Association; Natural Resources; Local Fur Breeders; ACOA; DITRD; Local Fish Producers.

Proposed Leads/Responsibilities:

- SADC 4.1
- LFKC 4.2 & 4.3

Proposed Timeline:

- 4.1 Fall 2008
- 4.2 & 4.3 Ongoing

INFORMATION TECHNOLOGY & COMMUNICATION

Overview & Issues:

How do we keep people informed and interested? This has been an age-old question and is becoming increasingly more important as our local population is dwindling, aging and being influenced more by outside forces. Improvements to transportation and information technology over the past decade have given us a new global perspective, and allowed for work/learning opportunities that were never before possible.

However, we still have three of the eleven communities in our area without a road connection, six communities without highspeed internet, and no cell phone coverage throughout the zone. This certainly puts us at a disadvantage as compared with most areas of the province when doing business within the local economy and in attracting visitors and investors. It also poses other challenges with the distribution of public information, and employment related barriers, and promotion of an equitable, regional and global approach to economic development.

Also, over recent years we have seen a shift in the focus of economic development boards across the province. Because people do not really understand the shift and its value, we are having more difficulty attracting volunteers, engaging public consultation, and obtaining community support. Many same people have been volunteering for years, and there is a need for a mentoring bridge also to reach a younger population to build the volunteer base and bring new ideas to the table. This is building on the tradition of our area that learning is passed from generation to generation.

Our focus over the next three years is to develop a communications strategy to address these issues, and begin the process of starting a new era of community economic development workers. A need to revive a grass roots movement is evident and imperative if our region is to survive and prosper into the 21st century.

Goal: Improved communications that will empower communities at the grass roots level, build stronger partnerships, and advance the economic development agenda of Zone 4.

Objective 1:

A communications strategy for the zonal board.

- 1.1 Update membership mailing list, including e-mail addresses.
- 1.2 Using the NLREDA Communications Plan as a guideline, work to develop a strategy document that meets our needs.
- 1.3 Solicit feedback from the membership before final document is adopted. This will be done by posting communications strategy on the website and direct contact to membership through e-mail or post.

Proposed Partners:

SADC Membership; NLREDA; ACOA; DITRD;

Proposed Leads/Responsibilities:

SADC All

Timeline:

- 1.1 August 08
- 1.2 August 08 - March 09
- 1.3 April/May 09

Objective 2:

Improved internal communication systems and skills.

- 2.1 Support staff and volunteer training in areas such as web design-maintenance, communications, marketing, PowerPoint, etc.
- 2.2 Examine and implement improvements to newsletter, mailing lists, and website.
- 2.3 Purchase of hardware and software to support improved ways of communicating.

Proposed Partners:

ACOA; DITRD; SADC Membership; ACE Memorial; Service Canada

Proposed Leads/Responsibilities:

SADC All

Timeline: Ongoing

Objective 3:

Promotion of Zonal Board Mandate and Strategic Economic Plan

- 3.1 Design and distribute new pamphlets.
- 3.2 Design and implement portable display board presentation for use at public functions.
- 3.3 Design power point presentation for use at public functions.

Proposed Partners:

Ace Memorial; Funding Partners; Service Canada; EAS;

Proposed Leads/Responsibilities:

SADC All

Timeline:

3.1; 3.2; 3.3 Year 1

Objective 4:

More effort into volunteer recognition and recruitment.

- 4.1 Organize regional event for National Volunteer Day in May.
- 4.2 Work with partners to identify capacity gaps for volunteers, and assist with training coordination.
- 4.3 Examine and work toward reducing duplication of services and build new partnerships to address gaps in service
- 4.4 Improved notification of SADC functions and activities through expanded use of our website, mail outs to memberships, improved poster layout and design, more extensive use of media, expanded word of mouth networking.
- 4.5 Educate youth to get them more involved in the zonal board process and in community development through partnership with CYN, involvement with the schools, etc.

Proposed Partners:

Municipalities; LSD; Development Associations; Community Services Council; Local Government Agencies; Local Non-Profit Organizations; District 1&2 School Boards; CYN; CBC; Northern Penn; Labradorian; ACE Memorial

Proposed Leads/Responsibilities:

SADC All

Timeline:

4.1 January - May 09
4.2 Ongoing
4.3 February 2010
4.4 Fall 08
4.5 September 08

Objective 5:

Improved communications technology.

- 5.1 Support Smart Labrador in the continued research of alternate means of delivering cell phone usage to the area.
- 5.2 Assist in bringing partners and service providers together to discuss cell phone research and devise a plan for coverage. Also, assist in efforts in bringing funding agencies on side.
- 5.3 Support exploration of alternatives for delivery of broadband high speed internet service to ALL communities in the zone.

Proposed Partners:

Communications Delivery Agents; Municipalities; Tourism Associations; Smart Labrador; Zone 4 Residents & Leaders; LSD

Proposed Leads/Responsibilities:

Smart Labrador 5.1
SADC 5.2 & 5.3

Timeline:

5.1 & 5.3 Ongoing
5.2 December 08

Objective 6:

Promote use of clear language.

- 6.1 Present zonal board material using formats and language that can be understood at grass roots literacy levels.
- 6.2 Examine ways we can communicate government documents ie., Provincial Energy Plan, in a clear language synopsis format

Proposed Partners:

Local Literacy Councils, Combined Councils

Proposed Leads/Responsibilities:

SADC All

Timeline:

6.1 & 6.2 Ongoing

Objective 7:

Allow for continued feedback and evaluation of zonal board activities.

- 7.1 Idea Parking lots and suggestion boxes at meetings.
- 7.2 Year end evaluation form for use at AGM.

Proposed Leads/Responsibilities:

SADC All

Timeline:

7.1 August 08 - Ongoing
7.2 May 09 - Ongoing

NATURAL RESOURCES

With a land mass of more than 40,000 KM² there is sufficient land for agriculture development. We discussed the natural resource potential at the board table; industry orientation workshops were delivered and interest in the sector grew. In consideration of climate, vegetation and the traditional skills of hunting and fur trading the fur farming industry may be an ideal alternative in helping diversify the local economy.

This following section highlights initiatives pertaining to under-development resources that present new development opportunities. The zone appears to have a rich abundance of Natural Resources, and it is those resources that the region believes to hold great promise for economic prosperity. Many opportunities require a detail personnel plan, promotion and development strategies. The Agriculture, Fishery, Forestry and Mining Sectors are included in the Natural Resources Section of the plan. These Sectors rely directly on the Local Raw Resource, hence the purpose of including them here.

AGRICULTURE SECTOR

Overview and Issues:

The potential for Agriculture in the zone is unknown. There have been a long history and tradition for family crops and livestock, both showing great yields. In the early 90's community gardens and some greenhouse projects was carried out to help foster growth in this industry. Nevertheless, no commercial activity resulted from such efforts. This year a greenhouse business started in Cartwright with plans to grow vegetables and herbs in addition to flowers. Using peat bogs may also be a future initiative of the business, along with other interest to explore other uses for the resource. As with peat moss, native berries are in large quantity throughout the region. The community of Black Tickle has a no-fail annual crops of bakeapples (cloud berries), black berries, red berries (lingonberry), blue berries, raspberries are often in abundance.

Goal: A sustainable agriculture industry with support measures in place to engage in new development.

Objective 1:

To diversify the agriculture industry with the assistance of established feasibility plans.

- 1.1 Facilitate information sessions/workshops to increase the awareness level of sustainable opportunities in the agriculture industry.
- 1.2 As interest grows in the industry, make referrals to various resource agencies to have feasibility studies completed in new areas of interest.

Proposed Partners:

Service Canada; ACOA; DITRD; Natural Resources

Proposed Leads/Responsibilities:

SADC All

Timeline:

1.1 February 2010
1.2 Ongoing

Objective 2:

To determine the business opportunities for Peat Moss in the Sandwich Bay area.

- 2.1 Prepare and submit a proposal to conduct a Peat Moss Feasibility Study.
- 2.2 Prepare a public presentation in conjunction with ERDA.
- 2.3 Co-ordinate a meeting with ERDA and Evergreen Energy Inc to discuss possible partnership opportunities in the development of bio-fuels.
- 2.4 Assist with next steps identified in the feasibility study.
- 2.5 Provide referral services to people wishing to capitalize on business opportunities identified in feasibility study.

Proposed Partners:

ACOA; DITRD; ERDA; Natural Resources

Proposed Leads/Responsibilities:

SADC All

Timeline:

2.1 - 2.3	Year 1
2.4	Year 1 - Ongoing
2.5	Ongoing

Objective 3:

Investigate and report on the native berry development opportunities for the district.

- 3.1 Research development strategies implemented in other Northern Regions.
- 3.2 In partnership with Zone 5, conduct learning tour to Scandinavia to identify possible partnerships with international companies and research new opportunities for wild berry development. This information will be distributed to interested parties in Zone 4 and 5 by way of a detailed report and through public presentation.

Proposed Partners:

Service Canada; DITRD; ACOA; Local Business.

Proposed Leads/Responsibilities:

SADC/LSDC All

Timeline:

3.1	Ongoing
3.2	Year 1

Objective 4:

Complete a comprehensive plan to reduce risk and increase productivity of the native berry industry.

- 4.1 Work with Zone 5 in a workshop setting to implement harvesting strategy, based on summer 2008 lessons learned.
- 4.2 Identify and support business opportunities and interested proponents as a result of Scandinavia Tour and lessons learned workshops.
- 4.3 Organize a session to discuss next steps for the industry and determine action steps needed to support growth.

Proposed Partners:

Local Business & Residents; ACOA; DITRD

Proposed Leads/Responsibilities:

SADC/LSDC All

Timeline:

4.1 & 4.3	Year 1
4.2	Ongoing

FISHERY SECTOR

Overview and Issues:

Communities in Zone 4 have relied on a commercial fishery for centuries. Even before permanent European settlement, trade in Labrador was linked to a natural resource base with fish and fur. Aboriginal and European ancestry created a mix; not only from a genealogical standpoint, but also a mixture of methodology that allowed for survival in the climate, geography and isolation of Labrador. Traditional fishing was linked primarily to cod and salmon. These species were used in trade for goods and in later years cash. They were also used along with other traditional foods such as wild game and berries heavily to support a families' food cache.

The latter part of the 20th century saw major decline in these traditional stocks. This led to a moratorium on Northern Cod in 1992, followed a few years later by the closure of the commercial salmon fishery. These events changed the whole social and economic fabric of communities in southeastern Labrador.

The good news is that centuries of adaptation helped us immensely in diversification of the fishery in our area. We have moved into harvesting and processing of a variety of new species such as crab, shrimp, scallop, and whelk. We have trained in a variety of areas required for the new professionalization regime. We have bought better boats with more advanced technology that are taking us further offshore. Currently we have approximately ___ core fishers in the area, with approximately ___ individuals employed on the harvesting side. Concurrently, we now have 6 processing plants operating in the area with approximately 350 seasonal employees.

We are still facing issues with stock conservation and quotas. We need to ensure that there is careful management of stocks for future generations, and that local fishers are involved in the scientific and decision making pieces around this. We need to involve fishing enterprises in the research, marketing and experimental work around underutilised species. We need to find

a way to support infrastructures upgrade and repair, and the new critical issue is our aging workforce. Average age for core fishers and seniority plant workers in the area is 50-55 years. This makes human resource planning critical at this point if we are to carry this industry into the future at a sustainable level.

Goal: A commercially viable fishery that supports long term employment opportunities and promotes industry pride linked to cultural knowledge, professionalization, and sound conservation measures.

Objective 1:

To provide a forum for improved communication and planning around the fishing industry

- 1.1 Yearly meetings with fisheries committees and municipalities to establish priorities
- 1.2 Host a regional Fisheries Forum to bring industry players together for exchanging of ideas and to promote collaboration of common goals.
- 1.3 Establish a section of our newsletter for the fishing sector; implement a fisheries discussion board as part of the SADC website
- 1.4 Attend regional fisheries meetings to gain better understanding of regional fisheries issues, identify ways in which we can lend support, and to consult with the industry on other topics of interest, ie. Proposed National Marine Conservation Area.

Proposed Partners:

FFAW, Plant Operators, DFO, DFA

Proposed Leads/Responsibilities:

SADC	All
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Timeline:

1.1	Yearly
1.2	February 2010
1.3	Ongoing
1.4	January Annually

Objective 2:

Address the training and labour market requirements for the fishing industry.

- 2.1 Research and develop an updated fisheries training plan for Zone 4 that meets industry requirements and regulatory changes.
- 2.2 SADC will partner with Zone 5 and EAS to provide a one day seminar on fishing vessel safety operations.
- 2.3 Research and compile resource material for distribution to the fishing industry through our communication links.
- 2.4 Partner with training delivery agents in the co-ordination and implementation of fisheries professionalization for the zone.
- 2.5 Complete an inventory of the current workforce, age and activity.

Proposed Partners:

FFAW; EAS; DFA; Marine Institute; DFO; Fisheries Training Institute; Service Canada; ACOA; DITRD; and Local Fishers Committees

Proposed Leads/Responsibilities:

SADC	2.1, 2.3 & 2.5
SADC/LSDC	2.2
EAS	2.4

Timeline

2.1	September 09
2.2	January 09
2.3 & 2.4	Ongoing
2.5	Year 2

Objective 3:

Work with the industry to ensure existing useful infrastructure is maintained/ upgraded and new infrastructure requirements are met.

- 3.1 Meetings with fisheries committees, municipalities, and local service districts to determine future infrastructure needs.

- 3.2 Support funding proposal development for infrastructure needs in Zone 4, including the repair and extension of the community wharf in Pinsent's Arm and upgrading to the marine haul-up in Mary's Harbour.
- 3.3 Research the requirements for Small Crafts and Harbours designation, communicate the findings to fisheries committees and assist those interested throughout the application process.

Proposed Partners:

Fisheries Committees; Municipalities; LSD; DITRD; ACOA; DFO; DFA; Service Canada

Proposed Leads/Responsibilities:

SADC	3.1	
Fisheries Committees; Municipalities & LSD		3.2
Fisheries Committees	3.3	

Timeline:

3.1	October - April 2008/09
3.2	August 08
3.3	Fall 09

Objective 4:

Facilitate business planning within the Fishery

- 4.1 Assist with design and delivery of Business Planning workshops for fishers in the zone.
- 4.2 Work one-on-one to provide support for the development of business plans for new and expanding enterprises.

Proposed Partners:

DITRD; ACOA; FFAW; DFO

Proposed Leads/Responsibilities:

DITRD	4.1
SADC	4.2

Timeline:

4.1 & 4.2 Ongoing

Objective 5:

Work with the industry players in researching and developing markets for product.

5.1 Support ongoing research work being undertaken by Dept. Of Fisheries and Aquaculture.

5.2 Investigate new markets for under-utilized species.

Proposed Partners:

FFAW; DFO; Fisheries Committees

Proposed Leads/Responsibilities:

DFA 5.1

DFA/DFO 5.2

Timeline:

5.1 & 5.2 Ongoing

FORESTRY SECTOR

Overview and Issues:

Districts 20 and 21 offers 70,000m³ of fibre. The shut down of Abitibi Consolidated Inc. in Stephenville in 2005 impacted a local business in the Zone 4 region. A woodworking business that started in the early 70's, employing 15 - 20 people received a phone call to stop cutting and given two weeks to clean up the harvesting site. This came as a complete shock to the local operator, subsequently shutting down the operation and the business has never rebounded. One operator continues to operate, and the pulp wood buyer for this operation is Kroger, in Corner Brook. The uncertainty of the pulp and paper industry, and the fact that there is access to additional fibre on the island now that Stephenville is closed, is a constant concern.

The "Best Options for Labrador Wood" report provided an alternative for pulp wood, but to date no development has occurred in Central Labrador. The bio-fuel industry appears to provide promise for the local industry, one that SADC plans to investigate further, and capitalize on when

partnerships are formalized. The inventory for both districts has not yet been completed, and this work will possibly increase the AAC resulting in many new opportunities for the region. The current AAC does provide opportunities on a small scale for secondary processing, not attractive enough for large investors in the wood industry. Over the past few years the region has explored many development options, and have engaged the help of the Natural Resource Department and NL Forestry Training Associations is identifying and promoting. The constraint continues to be lack of local or outside investment to pursue opportunities that exist including the establishment of strategic partnerships. The industry will always content with natural challenges such as forest fires and pests. The cost of road construction; high workers' compensation cost, stump age cost and electric energy continue to be a challenge.

Nevertheless, there is reason to be optimistic for the future of the forest industry in Zone 4. The growing market for fuel pellets, increase in construction and building partnerships to establish new businesses in secondary processing shows' great hopes for the industry.

Goal: Increase forestry based economic activity in Districts 20 and 21.

Objective 1:

Determine human resource capacity in the zone.

- 1.1 Complete a human resource inventory of local industries.
- 1.2 Determine skill shortages and design a training strategy/plan.
- 1.3 Determine skills required for new development in the industry.

Proposed Partners:

ACOA; DITRD; Service Canada; Natural Resources; Forestry Operators; EAS

Proposed Leads/Responsibilities:

SADC All

Timeline:

1.1 - 1.3 Year 2

Objective 2

Determine the development alternatives that are realistic/viable for current AAC quota.

- 2.1 Research small/medium size businesses that can utilize fibre.
- 2.2 Initiate a meeting with stakeholders in Zone 6.
- 2.3 Develop a report on business and partnering opportunities in Zone 6, and distribute it.
- 2.4 Hold a one day session on opportunities and findings.

Proposed Partners:

NL Forestry Training Association; DITRD; Zone 6; ACOA;

Proposed Leads/Responsibilities:

SADC All

Timeline:

2.1	Year 2
2.2	June 08
2.3	October 08
2.4	March 09

Objective 3:

Determine infrastructure requirements to support the growth of the industry.

- 3.1 Complete an inventory of existing infrastructure.
- 3.2 Determine future infrastructure requirements in consultation with stakeholders.
- 3.3 Design a development strategy to implement key infrastructure in stakeholder discussions.

Proposed Partners:

Service Canada; Local Forestry Operators; Municipalities; Natural Resources;
Economic Development Agencies; ACOA; DITRD

Proposed Leads/Responsibilities:

SADC ALL

Timeline:

3.1 & 3.2	Year 2
3.3	Year 3

MINING SECTOR

Overview and Issues:

Interest in this sector was sparked in the early 1990's with the discovery of the massive nickel deposit in Voisey Bay. At that time a flood of exploration work descended on Labrador, and a few local people staked claims and got into some prospecting. Much of the major activity was happening in Northern Labrador though, and the first major piece of exploration work in our area was on a sapphire deposit in St. Lewis Bay in 1997. The result of the exploration work was that the quality of the stones, the size of the deposit and the cost of extraction did not make this find feasible on the global gemstone market. However, the recommendation was to develop it as a cottage industry linked to the tourism sector. The zonal board has a keen interest in supporting a business plan to develop this site as an eco-tourism initiative.

The most recent piece of exploration work is linked to uranium deposits. Work has commenced on a seasonal basis in 2007-2008; first in the Mary's Harbour and Barge Bay areas, and most recently this year in Henley Harbour. Very little is known locally about the work at these sites, and the significance of the findings.

There is a need for more local involvement in the planning of mineral exploration work in the area. Work is commencing without our knowledge or input. How are we supposed to have resource control and plan economic development initiatives if we are not informed or consulted. Our goal is to be an equal player at the provincial table when it comes to future mining work in our area. We aim for a collaborative approach that is in the best interest of the local economy and environment.

Goal: An increased awareness of the mining potential for the zone.

Objective 1 :

Demonstrate the mineral deposits that exist.

- 1.1 Research and prepare a report of the region's mineral deposits.
- 1.2 Hold a public information session on minerals and findings in the area.

Proposed Partners:

Natural Resources & Service Canada

Proposed Leads/Responsibilities:

SADC ALL

Timeline:

1.1 Year 1 & 2
1.2 February 2010

Objective 2:

Public awareness around ongoing mineral exploration programs in the area.

- 2.1 Local learning tours to mineral exploration sites ie., Henley Harbour and the sapphire site in St. Lewis' Bay
- 2.2 Panel information sessions with representatives from mineral exploration companies operating in the local area and in Labrador as a whole.

Partners:

Exploration Companies; Municipalities; Natural Resources

Leads/Responsibilities:

SADC ALL

Timeline:

2.1 Fall 08
2.2 February 2010

Objective 3:

Build capacity for employment in the mining industry.

- 3.1 Inventory of local people trained for employment in the mining industry.
- 3.2 Work with the industry and employment agencies to identify gaps.
- 3.3 Through our stakeholder partnerships, assist individuals to obtain training for employment opportunities in this industry.

Proposed Partners:

Service Canada; SADC; Mining Companies

Proposed Leads/Responsibilities:

EAS ALL

Timeline:

3.1 & 3.2 Year 2
3.3 Year 2 & 3

TOURISM

Overview & Issues:

Southern Labrador is an experiential visitors' dream. The rich aboriginal culture and strong connections with the land and environment can be traced back to the early 18th century. The recent Archaeological findings show that the Vikings inhabited the shores, and established dwellings. Also, the Labrador Metis Nation is retracing their roots and finding that the Inuit lived in the region long before western explorers discovered the 'new world'. The National Historic District of Battle Harbour (Mercantile saltfish premises first established there in the 1770s developed into a thriving community that was known as the "Capital of Labrador" - <http://www.battleharbour.com/home/2>), is the premiere attraction to the region. Nevertheless, new infrastructure and action oriented activities are needed to attract people to come to the region and to stay for extended periods.

The Labrador Coastal Drive Tourism Association and Destination Labrador are two organizations focussed on helping position this region as a quality tourism destination. Over the past year, the SADC has been working with both groups to help put into place the necessary steps to attract more visitors to the region.

Goal: To enhance the development of the region's tourism industry.

Objective 1:

To increase locally produced craft products.

- 1.1 Conduct an inventory of local craft producers and identify areas of expertise and interest.
- 1.2 Host a craft producers forum to discuss the merits of a craft co-operative.
- 1.3 Investigate funding programs and business start-up assistance for craft producers.
- 1.4 Facilitate craft training programs.
- 1.5 Facilitate a marketing strategy for local craft products. Proposed Partners: DITRD; Service Canada; NL Craft Producers Association; SADC; Federation of Cooperatives; NL Arts Council; NLOWE; ACOA

Leads/Responsibilities:

SADC 1.1, 1.3, 1.4

EAS 1.2
NL Craft Producers Association 1.5

Timeline:

1.1 Year 2
1.2 & 1.4 Ongoing
1.3 February 2010
1.5 Year 3

Objective 2:

Enhance the visitor experience through the establishment of a variety of activities throughout the zone.

- 2.1 Conduct an inventory of historical/natural trails that can possibly be converted to walking/interpretative trails.
- 2.2 Establish a network of trails. Mapping of trails including coordinates indicating GPS Caches that result in a certificate of accomplishment when all Caches are discovered.
- 2.3 Help prepare proposals to develop trails identified in activity 1.
- 2.4 Establish Business Planning Guide specific to tour boat and outfitting operations.

Proposed Partners:

Development Associations; Municipalities; Local Heritage Groups; CLDTA; Service Canada; Canadian Rangers; MUN; CONA; EAS; DITRD; ACOA; NLOWE

Proposed Leads/Responsibilities:

SADC ALL

Timeline:

2.1 Year 2
2.2 Year 3
2.3 & 2.4 Year 2 & 3

Objective 3:

Professional and creative ecotourism activities occurring throughout the zone.

- 3.1 Establish best practices in eco-tourism.
- 3.2 Participate in and promote the Edge of the Wedge training

- 3.3 Research possible ecotourism activities that are suitable for the region.
- 3.4 Organize a workshop in the region to present research result, and discuss supports that are needed to implement the various opportunities identified.

Proposed Partners:

Harris Centre; GMIST; CLDTA; Heritage Groups; Destination Labrador; Tourism and Recreation; MUN;

Proposed Leads/Responsibilities:

SADC	3.1, 3.3 & 3.4
SADC/LSDC	3.2

Timeline:

3.1, 3.3 & 3.4	Year 3
3.2	Year 1

Objective 4:

Establish attractive Marine Ports and Port Readiness Plans.

- 4.1 Compile a list of steps and guiding principles that are needed to attract small and medium cruise ships to the region.
- 4.2 Meet with interested towns and tourism groups who wish to become hosts to cruise ships and organize an information forum on the same.
- 4.3 Help establish harbour clean up strategies and assist with development plans.

Proposed Partners:

Cruise NL; CLDTA; Heritage Groups; LSECAP; Destination Labrador; SADC

Proposed Leads/Responsibilities:

Destination Labrador	4.1
SADC	4.2
LSECAP	4.3

Timeline:

4.1 & 4.3	Year 2
4.2	February 2010

Objective 5:

Support the development and performing and fine arts programs.

- 5.1 Strengthen working partnership with the NL Arts Council.
- 5.2 Examine ways we can incorporate theatre, music and visual arts into site interpretation and the visitor experience.
- 5.3 Assist with the development of arts training for the local area.

Proposed Partners:

NL Arts Council; Heritage Groups; CLDTA; DITRD;

Proposed Leads/Responsibilities:

SADC	5.1 & 5.2
EAS	5.3

Timeline:

5.1	Year 1
5.2 & 5.3	Year 2

Objective 6:

Provide ongoing assistance for the development of key infrastructure that is required to support new spin off businesses in the tourism industry.

- 6.1 Review the Zone 4 tourism plan and help roll out the key infrastructure identified in the plan.
- 6.2 Develop a tourism inventory of all tourism related businesses and community groups, including products and/or services they provide.

Proposed Partners:

Municipalities; Tourism Associations; Heritage Groups

Proposed Leads/Responsibilities:

SADC	ALL
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Timeline:

6.1	Year 1 - Ongoing
6.2	Year 1

Objective 7:

Identify avenues for Battle Harbour Historic Trust to become self-sufficient.

- 7.1 Establish a steering committee to explore the possibility of implementing a National Marine Conservatory Area.
- 7.2 Meet on an annual basis with the BHHT Committee to discuss plans and provide support with funding applications, research and event organizing.

Proposed Partners:

SADC; Parks Canada; BHHT; DITRD & ACOA

Proposed Leads/Responsibilities:

BHHT	7.1
SADC	7.2

Timeline:

7.1	Year 1
7.2	Ongoing

Objective 8:

Provide support for the establishment of a National Park within the region.

- 8.1 Continue to monitor the evolution of the Mealy Mountain National Park.
- 8.2 Compile a list of any opportunities for future development.

Proposed Partners:

Parks Canada; LMN; Environment and Conservation; DITRD; ACOA

Proposed Leads/Responsibilities:

SADC	ALL
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Timeline:

8.1 & 8.2	Year 1
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Objective 9:

Determine new opportunities as it pertains to route 500 completion.

- 9.1 In conjunction with Zone 5, develop a terms of reference and a proposal to ACOA to have study completed as per this major infrastructure development.
- 9.2 Participate as a member of the Destination Labrador Highway Steering Committee.

Proposed Partners:

ACOA; Ministerial Advisory Committee for Labrador Transportation; Local Businesses; DITRD; MUN; Harris Centre; SADC; CLDTA; Heritage Groups

Proposed Leads/Responsibilities:

SADC/LSDC	9.1
Destination Labrador	9.2

Timeline:

9.1	Year 1
9.2	Ongoing

Objective 10:

Professional signage and regional tourism information is visible and available throughout the region.

- 10.1 Assist in the development of key information centres as identified in the Zone 4 Tourism Strategy.
- 10.2 Identify pull off areas, and help prepare interpretative panels depicting the uniqueness of the region.

Proposed Partners:

PHS Town Council; Cartwright Town Council; Other Municipalities & LSD; Destination Labrador; SADC

Proposed Leads/Responsibilities:

SADC	10.1
LCDTA	10.2

Timeline:

10.1 & 10.2	Year 1 & Ongoing
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COMMUNICATIONS PLAN

The purpose of a communication plan for Southeastern Aurora Development Corporation is to ensure consistency and continuity within board's communications and stakeholder relations activities. It covers the timeframe from June 1st, 2008 to May 31st 2009. Good communications, both internal and external, is critical to REDB success. The purpose of this plan is to support the REDB's Strategic Economic Plan (SEP) and it's Integrated Business Plan IBP (aka Work Plan). This plan will raise awareness of REDB, increase credibility, promote success and support economic development within the region.

The strategy has been prepared in response to the defined need arising from the region's Monitoring and Evaluation (BR&E) Program that identified weakness among key stakeholders in their awareness of the Board, and it's role in development and their relationship to it. In addition, it will satisfy the requirement for the Board to prepare a three-year communications strategy within its current year work plan.

The Communication Plan Development Guide prepared by NLREDA is a key resource the Board will refer too in establishing an effective Communication Strategy. The Information Technology and Communication Section of the SEP outlines the initiatives of the Board to communicate economic initiatives. The goal is to protect and enhance the image of the REDB, raise profile within the region and to build credibility and trust within key stakeholder groups including municipalities, businesses and government partners.

MONITORING AND EVALUATION

The Board will ensure successful implementation of the Strategic Economic Plan by conducting interim progress reports, engaging stakeholders and soliciting feedback. A clear plan of action with confirmed partners and realistic targets and schedules are key to the success of the SEP. The staff of SADC will meet quarterly with funding partners to review the workplan. These meetings will provide an opportunity to measure the work completed, to discuss issues and to brainstorm ideas to address challenges. The quarterly meetings are for both board and staff to attend.

The implementation of activities should accomplish the core functions of the Board. The SADC will also be evaluated on the basis of increased economic activity; new business and or increase in business activity; increase involvement of stakeholders including municipalities and business; building strong partnerships; training and human resource development that strengthens the economic environment of the zone.