

Labrador Straits Development Corporation
Strategic Economic Plan
For
Economic Zone 5
2008-2011



2008

LABRADOR STRAITS DEVELOPMENT CORPORATION

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Organizational Vision, Mission and Mandate

LSDC Vision

We envision the Labrador Straits as a regional community, with a diversity of interests and ideas, which capitalizes on its strengths, values all types of learning and works together with an understanding of how to effectively manage change in order, to meet basic needs, support a stable business environment, and sustain natural and cultural resources.

LSDC Mission

The LSDC aims to collaborate with and support regional stakeholders to develop long term economic development plans and initiatives that lead to a stable, growing, and innovative business community.

LSDC Mandate (Core Functions)

These core functions are:

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

Board of Directors 2008

NAME	POSITION	STAKEHOLDER GROUP
Agnes Pike	President	Labrador Straits Historical Development Corporation
Gaius Trimm	1 st Vice President	Business
Michelle Normore-Ryland	2 nd Vice President	Member at Large
Deborah Barney	Secretary	Member at Large
Sheila Chubbs	Treasurer	Municipalities
Amanda Buckle	Director	Member at Large
Dwight Howell	Director	Southern Labrador Development Association
Frank Flynn	Director	Labrador Fishermens Union Shrimp Company
Ricky Gibbons	Director	Fishers' Committee
Lisa Davis	Director	Eagle River Credit Union
Maurice Smith	Director	Education
Alice Moores	Director	Womens Institute
Katie Flynn	Director	Youth
Vacant	Ex Officio	Past President

Executive Summary

The following Strategic Economic Plan was developed in consultation with communities, businesses, municipalities, and organizations within the Labrador Straits region. Additionally, the plan was informed through a review of reports from various past initiatives including BR& E programs, fishery forums, wildberry conferences, a LSDC commissioned tourism development plan, and provincial development plans. Although many initiatives were suggested during these consultations and reports there was a need to prioritize and focus on those that can be reasonably achieved, those that the region has the power and resources to affect, and those that are within the mandate and core functions of the Labrador Straits Development Corporation. The core functions of the LSDC outline the mandate of the organization.

There have been a variety of opportunities, strategies, goals and priorities identified during the SEP process. Based on the core functions of the zone board, the availability of a lead organization, business or enterprise to move initiatives forward, and the current economic conditions that allow initiatives to be advanced the following goals, objectives and initiatives have been identified for Zone 5. These priorities have been identified with the understanding that as the economic environment shifts and changes so do priorities and opportunities within that environment. This plan is a living document and is subject to change as the political, economic, and social environment around us changes.

Within each goal there is a brief scan of the current environment and a rationale for the identification of the particular goal, its objectives and the initiatives identified to move the area or sector closer to the achievement of the goal.

Key priority areas identified by stakeholders for the Labrador Straits region include wildberry industry development, craft industry development, tourism industry development, energy, transportation and infrastructure, human resource development and regional cooperation.

Methodology

The development of this three year SEP included a variety of activities and methods. These included:

- Extensive consultations with its stakeholders, municipalities, government partners and residents of the region in 2007.
- Synergy sessions held in the spring of 2008 with organizations, municipalities and businesses in 6 communities in the Labrador Straits
- Focus groups
- LSDC membership in a number of advisory group sessions and forums held throughout 2007/08
- An LSDC commissioned Tourism Plan
- Collection of data from a variety of sources
- Discussions with adjacent zone 4 representatives regarding areas of potential cooperation
- Review of a variety of reports and plans including the BR&E Report, Fisheries Forum Report, Wildberry Conference Reports, a variety of Provincial Development Plans, and Ministerial Report on the Process to Renew Regional Economic Development and Labrador Strategic Plan.

Consultations occurred that were sector specific which included business sector consultations in the spring of 2007. This included the staff and board representation as well as approximately 12 business operators and employees. In addition, a BR& E planning session was facilitated between Zones 4 and 5 in the fall of 2007 which saw 25 industry, organizational and government agencies present. This session resulted in a report which helped inform the SEP process. Additional sector consultations included a fishery forum held in late fall 2007 which saw approximately 30 harvesters meet with zonal board representatives and industry resource persons. This session held in the winter of 2008, provided input into the SEP. Wildberry Conferences have been held in the region for the past few years. The most recent in September 2008 brought industry stakeholders, resource persons and academics together to discuss future opportunities. This conference resulted in opportunities being identified within the sector.

In April 2008 the LSDC initiated synergy sessions within communities to bring municipal leaders, business people and development organizations together. The development organizations included representation from board and staff of the LSDC, SLDA, SmartLabrador, LSHDC, and local staff from INTRD. These 1-2 hour sessions allowed local leaders to discuss important economic and development issues as well as organizations to discuss their current initiatives. Attendance at these sessions varied from 8 – 16 persons. The information compiled from these sessions was used to inform the SEP. The intention of the LSDC is to continue these sessions in an effort to stay more closely connected with the business community and municipalities.

The LSDC maintains membership on a variety of advisory committees. This includes the Fishery Advisory Committee, The UNESCO Nomination Advisory committee and working group, the Red Bay Port Development Working Committee and the District Transportation Committee. In addition members of the board have representation on local municipal councils, the SLDA, SmartLabrador, the Labrador Straits Chamber of Commerce and the Labrador Straits Historical Development Corporation. Each of these members brings their knowledge and experience from these groups to the SEP process.

In May of 2008 a joint meeting of the LSDC and SADC was held in Mary's Harbour. Board representatives and staff from the respective zones discussed common economic issues and opportunities. There was a commitment made to work together on initiatives and issues of common interest. This initially led to cooperation in a business marketing booth at ExpoLabrador. A plan for regular communications between boards included staff working on joint initiatives and attendance at a district forum to be held in July 2008.

Opportunities for future collaboration were identified most specifically in transportation, wildberry industry development and marketing of the business community in the region.

In addition to formal meetings many informal discussions have occurred between the LSDC staff and board and the business community and municipalities. Given the relatively small geographic region of zone 5 it is possible to communicate easily with business, organizational and municipal stakeholders. This allows for easily functional ongoing communications. The LSDC has also developed a number of e-mail lists for stakeholder groups and in the spring of 2008 has used this method to elicit feedback and comments from stakeholders on a variety of issues and initiatives.

Data collected to inform this plan came from a variety of sources. This included Statistics Canada, Community Accounts, Economic Research and Analysis Division, Department of Finance, municipalities and previous reports and documents of zone 5 and a variety of government documents.

These methods were used to inform the Strategic Economic Plan for the Labrador Straits. The focus was on addressing key economic issues and planning for future opportunities.

Environmental Scan: Zone 5

DEMOGRAPHIC PROFILE

The 2006 census population for Zone 5 was 1,817. This represents a decline of 9 per cent since 2001. Over the same period, the entire province experienced a population decline of 1.5 per cent, down from 512,930 to 505,469 in 2006. The difference in percentages of population decline from Zone 5 to the province as a whole may be contributed to the out migration of younger people from rural to urban areas.

Base Population

Community	1996	2001	2006
Forteau	505	477	448
L'Anse au Clair	264	241	226
L'Anse au Loup	621	635	593
Pinware	144	140	114
Red Bay	275	264	227
West St. Modeste	170	175	140
Capstan Island	83	64	62
Total	2062	1996	1817

Source: 2006 Census Data; Statistics Canada, Government of Canada

Population Projections. These projections are based on a POPPS model¹

High Projections for zone 5 population are:

2012	1738 total population	-4.3%
2022	1649 total population	-9.2%

Low projections for zone 5 population are:

2012	1705 total population	-6.2%
2022	1533 total population	-15.6%

Workforce Population by Community**

Community	Workforce Population (Age 20-64yrs)	% of Total Population	Median Age
Forteau	265	59%	43.5
Lanse au Clair	145	64%	40.0
Lanse au Loup	385	64%	39.8
Pinware	65	57%	39.7
Red Bay	155	68%	46.2
West St. Modeste	60	42%	40.6
Capstan Island/Lanse Amour	45	65%	47.2

Source: 2006 Census Data; Statistics Canada, Government of Canada

** This data is not an indication of how many persons are actually in the workforce. It is raw data on age statistics only.

¹ <http://www.economics.gov.nl.ca/population/assumptions.asp#popps>

POPSS is an acronym for "Population Projection System." The system is designed to project the population by age and sex for Newfoundland and Labrador and various sub-provincial regions, including economic zones.

The system uses information/assumptions about fertility, mortality and migration to determine population for each year of the projection. Consultations with various stakeholders throughout regions of the Province were also used in the preparation of the projections.

POPSS is housed at the Economic Research and Analysis Division, Department of Finance.

SECTOR PROFILES AND SWOT ANALYSIS

FISHERY

Employment Profile	
Labrador Fishermen's Union Shrimp Company	166 employed
Core and Non Core fishers including those on offshore fleets	90 employed
TOTAL	256

Source: LSDC Survey, 2007/08

The major employment industry in the Labrador Straits continues to be the fishery. This is primarily seasonal employment with the exception of offshore workers who are employed on year round vessels. Through the 1990's the industry was faced with serious challenges and had to adapt to new realities in the harvesting and processing sectors. The Labrador Fishermen's Union Shrimp Company and its mandate to provide employment was instrumental in providing a relatively stable income for those in the harvesting and processing sector. Offshore licences for shrimp and a variety of partnership arrangements helped stabilize the financial ability of the company to meet its employment mandate. The company continues to utilize a variety of creative ways to provide employment to those individuals in the sector.

Increasingly the issue for this sector is aging workforce, lack of new harvesters entering the industry, and transportation costs associated with getting product to market and harvesting product. This affects the ability to enter into secondary processing and is one example of the importance of a long term transportation strategy for Labrador. The Labrador Fishermen's Union Shrimp Company operates independently and has identified transportation costs as one of the primary challenges with competing in the marketplace with future concerns for labour force availability an additional concern. There are other global forces that affect the ability to compete including shifting markets, the value of the Canadian dollar, but the transportation issue is locally defined.

Issues in the fish harvesting sector include regulatory changes for harvesters and new training requirements and a drop in new entrants in the harvesting sector. This sector communicates through the Labrador Fishery Advisory Group on which the LSDC has membership.

The LSDC continues to attend a variety of consultation sessions in the industry and bring forward, through the local fishery advisory committee, the concerns of those in the sector. The SEP however focuses on those action items in which the LSDC through partners in the industry can reasonably affect. This includes supporting training and information sharing, the continued effort to address transportation challenges and attempting to address future challenges with labour force availability.

SMALL BUSINESS SECTOR

The small business sector in the Labrador Straits includes those in retail, manufacturing, agriculture/farming, and the service industry which includes food/accommodations, personal care and financial services. Those in manufacturing include boat building/refurbishing, finished wood products, signage and desktop design, wildberry products and some small scale specialty clothing products. Many sectors rely on local customers from zones 5 and 4, and the Quebec lower north shore region while others rely on the travelling public or markets outside the local region. The majority of these businesses employ between 1 -10 employees.

Compared to other rural areas of the province the small business sector in the Labrador Straits has remained relatively stable through the 1990's and did see some growth during the period of the opening of Phase 2 of the TransLabrador Highway. The years following the opening of the road saw some expansion to existing businesses primarily in the retail sector. This included businesses involved in the retailing of building supplies, recreational vehicles, and automobile sales and service. There was a modest increase in manufacturing which included wood products, baked goods, and construction.

The wildberry industry has also seen an increase in opportunity. The opportunity in this industry has been associated with the procurement of markets for secondary products outside the local area. There is also a demand from outside the region for raw product.

Those dependent on the tourism industry and the travelling public saw increases in the years when the MV Bond ferry service was operated from Cartwright. The political decision to change this operation negatively affected those businesses and a decrease in the travelling public, during the season, was reported by those in the accommodations and tourism industry.

Employment Profile

Sector	# of Businesses	# of Employees Both fulltime and seasonal
Agriculture	2	3
Fur Farming	1	9
Accommodations/Food Services	8	79
Retail	20	66
Financial Services	3	23
Building Supplies	4	22
Manufacturing	7	23
Construction	1	10
Outfitters	4	18
Wholesalers	4	10
Service Sector (Includes hairdressers, automotive services, technology)	20	60
TOTAL	74	322

Source: LSDC Survey 2007 and 2008

Business Opportunities

There are a variety of new opportunities for development within these sectors. The opening of the TransLabrador Highway in 2009/10 has the potential to allow those in the small business sector to grow. Analysis of these opportunities through a transportation study will be completed in 2008 and shared with the business community. It is anticipated there will be increased opportunities within the service sector, accommodations industry, transportation industry, tourism industry, and opportunities for those in the manufacturing and construction industry to increase their market potential.

Other opportunities include those within the tourism sector, harvesting and manufacturing of wildberries for raw and secondary products. Markets have been secured within the wildberry industry by private enterprise for raw and secondary products. The challenge remains harvesting of berries and a strategy to address this need. This plan includes initiatives that will attempt to address these challenges. Additional opportunities will also involve the need for research and development of raw product in the nutraceutical and pharmaceutical industry.

Business Challenges

Challenges to development in these sectors may vary from sector to sector. There are however, common challenges identified in consultations. These include the high cost of transporting goods, the availability of reliable transportation networks in the future, the lack of reliable, affordable, and renewable energy sources, and the current and future challenges with human resource recruitment and retention. All sectors and stakeholders are challenged to develop strategies to address these threats. Although forces outside the local region in many cases influence the ability to effect change there are some strategies that can be developed locally. These include proactive strategies around human resource recruitment and retention, energy research, transportation consultations, and data collection to influence decision making.

Tourism Opportunities

Tourism opportunities include opportunities associated with heritage tourism, cruise ship shore packages, package tourism products and the continued development of anchor attractions at Red Bay and Point Amour. The trend increasingly is a trend toward experiences that build upon historic places and the heritage of the region. Currently,

there is an effort in the Labrador Straits to build knowledge and capacity in the collection of traditional knowledge and the creation new tourism products utilizing that knowledge to be delivered at a variety of locations including local businesses. Additionally, there is recognition to build upon living interpretation activities at anchor attractions and significant cultural, historic, community, and environmentally significant places.

Additional opportunities in the tourism sector include the continued development of the anchor attraction at Red Bay. This includes improvements in infrastructure to accommodate the cruise industry and shore excursion opportunities for local businesses. A significant opportunity at Red Bay also includes the designation of the site as a UNESCO World Heritage Site. This designation will give the area profile across the globe and creates a particular advantage as it will complete a triangle of three World Heritage sites within 500 km including Red Bay, Lanse aux Meadows, and the Tablelands at Gros Morne.

The region and sector must look forward to new opportunities in tourism. These opportunities require a plan to maintain and develop existing infrastructure, plan for infrastructure needs to accommodate emerging opportunities, create awareness of heritage tourism opportunities, and a plan for building of a strong tourism sector where resources are utilized in the most effective and efficient way possible.

Tourism Challenges

Challenges to the industry can be defined as industry specific or those that affect other sectors. Transportation and infrastructure issues cross all sectors including tourism. Most relevant to this sector is the Strait of Belle Isle ferry service, the online reservation system for the service, local road conditions for motorcoach and private automobile travellers and effective signage. Visitor surveys have indicated concerns with local signage, road conditions in the Labrador Straits and lack of pavement beyond Red Bay, lack of rest areas, and reservations and scheduling on the ferry service.

Additional challenges include capacity within the industry. This is primarily identified by the non profit sector which often leads research and development of new products for delivery by the private sector. Addressing the need for region building and cooperation among sector stakeholders is key to growth and development. Other challenges include human resource recruitment, retention and training.

GOVERNMENT AND NGO'S

Employment Profile

Agency	# of Employees Both fulltime and seasonal
Government of NL (education, health, environment, fisheries, natural resources etc.)	105
Government of Canada	18
Municipalities	8
Family Resource Centre	4
Community Youth Network	5
CED/ CDAgencies	11
Other	15
TOTAL	166

Source: 2008 Survey; LSDC

A significant number of individuals are employed through government agencies and NGO's. Government employees are those predominantly involved in health care and education. The security of these positions is important to the region as many of these positions provide stable income and relative job security. Demographic shifts within the region will have an influence on the maintaining of these positions in the region. For example, declining enrollment in schools and consolidation of schools will see reductions in the number of teaching positions in the region. This has the potential to have a snowball effect if individuals employed in these positions choose to move out of the area taking family with them. While an aging population indicates little change anticipated in the next ten to twenty years in the health care sector projections beyond that period can potentially be significantly lower if population rates and demographic profiles continue at the current trend.

These concerns make it necessary to develop longer term strategies. The role for the zonal board, government and other stakeholders here is to support and develop an economic environment where families, businesses and communities can flourish therefore creating a stable and growing population base .

TRANSIENT WORKFORCE

Generally refers to skilled trades persons including but not limited to heavy equipment operators, surveyors, electricians, carpenters, welders, plasterers

Employment Profile

Community	# of Transient Workers	Gender		Mean (Average) Age
		M	F	
Red Bay	14	13	1	40
Pinware	2	2	-	41
West St. Modeste	10	8	2	43
LAnse au Loup	17	17	-	42
Forteau	12	9	3	51
Lanse au Clair	15	15	-	42
TOTALS	70	64	6	43

Source: 2008 Survey; LSDC

Traditionally in the Labrador Straits there have been those who travelled outside to make their living. Often this was seasonal work primarily in construction, mining or forestry. Over the past four or five years, since the developments at Voisey Bay and in Alberta, there has been increased migration of skilled workers (primarily males) to these areas. Voisey Bay is a fly in operation and workers from the region travel in for regularly scheduled work while their families remain in the region. Workers travelling to Alberta have a variety of work schedules with some accessing company paid travel back at forth and others incurring the cost themselves. There has been some permanent migration to Alberta but currently most workers travel for anywhere from 3 weeks to 12 weeks to worksites while families remain in the region.

Opportunities

Opportunities associated with this migration include services to families including childcare, eldercare, home maintenance and repair, and other family/household related services. Awareness of these opportunities in the local area is necessary and a further analysis of these opportunities is required.

Challenges

Challenges for those requiring these services and those intending to offer these services include distance between communities, availability of workforce to provide these services and competitive wages. Additional challenges include finding business operators in the local area who are interested in providing these services given the human resource recruitment issues.

**LABRADOR STRAITS
STRATEGIC INITIATIVES
2008-2011**

WILDBERRY INDUSTRY OPPORTUNITIES

There are currently two private businesses involved in wildberry secondary products. One has secured markets for its products with the other still involved in product development and production issues. There is one new business interested in harvesting and providing raw product to manufacturers and a few individuals involved in purchasing products for manufacturers in the Labrador Straits and outside the region. There are a number of local individuals who harvest the product for supplemental income. These are primarily older residents who have had a long tradition of harvesting berries.

There are current and future opportunities associated with this industry. For those currently in the manufacturing of secondary products the challenges include reliable and dependable access to raw product. For those interested in exploring future secondary processing opportunities there is a need for research and development. For those in the procurement of raw product there is a need for a harvesting strategy. With these issues and need in mind the following initiatives have been developed.

GOAL

Identify and expand opportunities in the wildberry industry

OBJECTIVES

- Assess commercial harvesting opportunities in the wildberry industry
- Experiment with manual and mechanical harvesting in an effort to compare effects on the habitat and to determine whether mechanical harvesting is viable
- Assess local crowberry quality in terms of the nutraceutical benefits (fresh and frozen)
- Complete a cost analysis of harvesting and potentially processing the crowberry product locally
- Assess market potential of crowberries
- Establish a quality assurance program
- Plan for environmental preservation of berry marshes

INITIATIVES	LEAD AND PARTNERS	LSDC ROLE	TIMELINE
Through experimentation and research determine the agricultural and economic viability of crowberry production as a commercial product	LSDC Chatham Biotech Coastal Cranberries Ltd Department of Natural Resources Private Enterprise Labrador Preserves Golden Harvest Agriculture Canada SLDA	Assist in proposal writing and facilitation of communication between partners	Summer 2008 Winter 2009
Develop a wildberry harvesting strategy for lingonberry, crowberry and cloudberry industry.	LSDC Labrador Preserves, Golden Harvest SADC	Bring partners together Prepare strategy	Winter 2009
Complete experimental research on the viability of lingonberry cultivation on peat bog	LSDC Agriculture Canada Dept. of Natural Resources Golden Harvest SLDA	Negotiate with partners 5 yr experimental plan Oversee experimental research	August 2008 - 2012
Facilitate a learning tour to Scandinavian countries	LSDC Great Labrador Company Pure Labrador	Complete proposal for funding for Scandinavian Learning Tour	Summer 2008
Conduct a map of the cloudberry marshes within a 20 km radius of communities	Dept of Natural Resources LSDC Industry partners	Complete proposal for funding	2010
Develop an action plan to designate and develop ATV trails in the region	LSDC Municipalities, ATV users Depts of Natural Resources and Environment	Coordination	2010

TOURISM INDUSTRY OPPORTUNITIES

There have been a number of issues and opportunities identified within the tourism industry. A tourism plan has been developed in the region which outlines specific initiatives for the industry. Some of the issues and themes are common to other issues and themes for other sectors (i.e transportation or human resource development) The tourism plan with more comprehensive detail is attached as an appendix item. Some key initiatives and priorities within this plan are identified below and in other sections of this document. The common themes that emerge may be categorized in the areas of Region Building, Products and Services, Marketing, Training and Infrastructure

Region Building

These initiatives aim to secure the future for those that work and create employment in the sector. This stems from the recognition that there are a variety of businesses, organizations, associations, and volunteers interested in building the tourism sector in the region. Increasingly there is pressure on these individuals, organizations and volunteers to do more with less resources. There is a need to bring all stakeholders together to develop new ways of doing things, create new visions, define roles of all stakeholders in the sector and find new ways of working together to build the sector. The area has a history of collaboration and cooperation and these initiatives are intended to build on that history.

Products and Services

Labrador Straits tourism has always focused on heritage resources and this will not change. Future work will focus on enhancing our products and services through the development of genuine, heritage based activities and experiences that build on historic places and activities.

Marketing

There are external agencies that have the mandate and resources to market Labrador Straits tourism. We need to play a strong supportive role to those agencies to ensure that our regional industry is effectively portrayed. A significant initiative in the region over the next 2-3 year years will be the preparation of a dossier to secure UNESCO World Heritage Designation for Red Bay. This designation will have unprecedented marketing potential for the region.

Training

The availability of a trained workforce is vital to the successful delivery of tourism services. With the increased emphasis on traditional knowledge based experiences as tourism products, it is essential that local knowledge training be given high priority. In addition training for front line employees in the industry remains essential.

Infrastructure

Quality roads , good signage and an efficient ferry service are crucial aspects of our tourism industry, which is based predominantly on vehicle traffic. We must ensure that these aspects of physical infrastructure are improved and maintained and plans for new infrastructure are related to new opportunities within the industry.

***** There are a number of initiatives and action items outlined in the Tourism plan. Priority areas are outlined in the following pages. See tourism plan appendix for other longer term strategies and initiatives*****

GOAL

Ensure the future growth and development of the Tourism Industry

REGION BUILDING

OBJECTIVES:

- Ensure effective and efficient planning and interaction between organizations, businesses, agencies, and municipalities in an effort to make the best use of resources
- Enhance local recognition of tourism, its basis, its intrinsic importance, and its economic role

INITIATIVES	LEAD AND PARTNERS	LSDC ROLE	TIMELINE
Develop region building activities that aims to bring stakeholders in the industry together and communicating regularly to define roles, identify issues, develop issue action plans, and identify areas for collaboration	LSDC LSHDC LCDTA Local tourism operators Parks Canada municipalities	Organize and publicize workshops Assist in the facilitation of workshops Advise and assist with technology strategies to improve communications	Winter 2009
Schedule regular meetings with municipalities to explore new opportunities for tourism product and services and to develop strategies to maintain existing physical infrastructure	LSDC LSHDC municipalities	Organize and coordinate meetings	2009- ongoing
Develop a “What is Tourism” campaign in the local region	LSHDC LSDC Municipalities Tourism Operators	Public awareness communications	2010
Develop efficient and regular communications tools among stakeholders	SmartLabrador LSDC	Advisory and support	2009
Enhance communications and relationship building between the Labrador Straits and neighboring regions	LSDC SADC LSHDC LCDTA QLNS tourism association	Coordinate and communicate annual joint planning with Zone 4 and stakeholders Extend annual invitation to QLNS	2009 and 2010

PRODUCTS AND SERVICES

OBJECTIVES:

- Enhance existing products by incorporating unique heritage experiences and activities
- Develop new experience based products, particularly ones suited for private sector delivery and also those that emphasize shoulder seasons
- Strive to create market ready, packageable products

INITIATIVES	LEAD AND PARTNERS	LSDC ROLE	TIMELINE
Seek financial and human resources to continue collection and development of traditional knowledge data and products and other activities that build on the CHE project	SmartLabrador LSHDC LSDC	Support proposal writing Communicate with funders Assist in researching funding opportunities	ongoing
Ensure the pioneer project footpath project is funded and implemented	LSDC LSHDC	Profile the importance of this project to funders during quarterly meetings Assist in identifying support funding	2008
Develop new and authentic experiences for delivery at tourism sites and places of business, including peak and shoulder seasons	LSHDC Parks Canada Businesses LSDC	Support through communication and assisting with coordination	2009-2011
Organize and facilitate workshops and training in an effort to develop package tourism products	LSDC LSHDC businesses	Coordination Facilitate participation in training through communication and funding identification Lead the development of an action plan	2008-ongoing
Prepare the local business community, organizations and municipalities to take advantage of economic opportunities with the developing cruise ship industry at Red Bay	LSDC LSHDC LSDTA Town of Red Bay Destination Labrador Municipalities Business community CANAL	Arrange stakeholder meetings Lead the discussion of the development of protocols for regional business cooperation Coordinate with cruise committee participation in port readiness series	2008-ongoing

MARKETING

Objectives:

- Complete nomination process for World Heritage designation for Red Bay
- Build active and mutually supportive relationships with marketing agencies
- Develop comprehensive data resources for use in marketing
- Undertake “within-the-region” marketing as needed

INITIATIVES	LEAD AND PARTNERS	LSDC ROLE	TIMELINE
Ensure participation and support of the completion of the UNESCO application	Parks Canada Town of Red Bay LSHDC LSDC Destination Labrador Advisory Committee	Representation on advisory and/or coordinating committees	2008-2011
Communicate regularly with key marketing agencies to ensure mutual understanding of marketing strategies and input from the Labrador Straits region.	LSDC LSHDC LCDTA Destination Labrador Dept of Tourism WNL DMO	Assist with FAM tours Provide input as requested	2008-2009 and ongoing
Build a high quality library of text, photo and video depicting experience based tourism	LSHDC SmartLabrador Parks Canada	Assist in local communications	2009-2011
Determine the need for locally available marketing materials including maps, visitor services, interpretation	LSHDC LCDTA Municipalities Parks Canda	Assist in the facilitation of meetings General coordination assistance	2009
Plan and develop useful and cost-effective locally available materials	LSHDC LCDTA	Participate in meetings to provide input	2010-2011
Increase mutual visibility awareness, and knowledge between the Labrador Straits and the Great Northern Peninsula	LSHDC LCDTA, LSDC Destination Labrador Western DMO Business operators	Coordinate meetings when possible Highlight the issue in joint meetings	2009-2010

TRAINING

See Human Resource Development Section

INFRASTRUCTURE

See transportation and infrastructure section

CRAFT INDUSTRY

Traditionally the craft industry in the Labrador Straits had been primarily individually based home production. The products were produced by individuals to supplement income or for personal consumption. There was some activity in the 1970's and 1980's led by the Women's Institute to bring producers together to sell their products. This again was primarily to provide supplemental income to producers and support the organization.

The Labrador Straits Craft and Agriculture Fair has succeeded in increasing interest in developing the industry. Producers have shown an interest in developing their technical skills as well as developing higher end products. This has been demonstrated in participation in training over the past two years and their success in developing and retailing new products. While the industry is still developing, there is interest in exploring further training opportunities, product development opportunities and cooperation opportunities. Currently there is a core group of approximately 6 producers. There are others who have expressed interest but are not among this core group.

The Southern Labrador Development Association, through their leadership in the Craft and Agriculture Fair, has taken the initiative to work with producers to grow the industry.

GOAL

Grow the craft industry in the Labrador Straits

OBJECTIVES

- Coordinate, with partners, technical training opportunities in various new and emerging mediums that reflect the culture and natural heritage of the region
- Explore the benefits of a craft producers cooperative
- Create high end value added products in the industry
- Increase earning power of producers
- Promote the Labrador Straits Craft and Agriculture Fair

INITIATIVES	LEAD AND PARTNERS	LSDC ROLE	TIMELINE
Technical training programs in advanced caribou tufting, advanced jewelry making, landscape quilting and soap making utilizing local berries.	SLDA and Craft Producers LSDC INTRD Jim Spearing, Craft Development Specialist	Assist in the coordination of the training with partners	Winter 2009 Fall/winter 2010 Fall 2010 Winter 2011
Host an information forum to explore the possibility of a craft producers cooperative	LSDC and Local Craft Producers SLDA NL Federation of Cooperatives	Planning and coordination of the information session	Fall 2010
Host annual Craft and Agriculture Fair	SLDA LSDC INTRD Women's Institute Local Business	Participation on the planning committee Participation in logistical arrangements	Annual

ENERGY

The business community has identified for many years the impediment of high electricity costs especially in the manufacturing sector. In 2007 a rebate to residential customers was announced by the provincial government.

The Northern Strategic Plan does not identify specific issues related to sustainable energy for the southern coast of Labrador. This plan defers to the development of the provincial energy plan and also promises to look at commercial electricity rates only when the Lower Churchill project is sanctioned for development. (Government of NL; *A future of our land. A future for our children: A Northern Strategic Plan for Labrador.2007 p. 40*). It does not address issues of a plan for increased energy capacity, sources of energy, or the dependence on Quebec Hydro for electricity in the Labrador Straits. In reviewing the provincial energy plan there is reference to using energy resources as a tool for economic development... “*Ensure our energy resources, where appropriate, are used as a tool to promote economic development, particularly in rural areas and Labrador*”. (*Focusing Our Energy...Provincial Energy Plan Gov of NL 2007*) It does not specify a plan for the south coast of Labrador or the Labrador Straits.

GOAL

To address the need for sustainable, reliable and cost effective energy in the Labrador Straits

OBJECTIVES

- Educate the business community and general public in energy conservation
- Identify cost effect alternate sources of energy
- Engage in discussions with the provincial government and energy suppliers to develop an energy plan to address the specific needs and concerns in the Labrador Straits

INITIATIVES	LEAD AND PARTNERS	LSDC ROLE	TIMELINE
Engage the business community, local municipalities, industry professionals, government and researchers in a forum to discuss an energy research agenda and sustainable energy action plan	LSDC Memorial University Natural Resources Canada Department of Natural Resources, Government of NL Department of Labrador and Aboriginal Affairs Newfoundland and Labrador Hydro Other partners as required	Coordination and logistical support Write plan and share with partners	Fall 2009 Fall 2009
Facilitate the completion of research on alternate sources of energy for the Labrador Straits including hydropower capability of local rivers, wind energy, tide energy and solar energy	LSDC To be determined	Solicit research partners Assist research partners with completion of proposal	Winter 2010 Winter 2010 Winter 2011
Complete feasibility studies/comparisons on these alternate uses of energy as real solutions to sustainable and reliable energy sources	LSDC To be determined	Complete terms of reference for study Share results with partners and local stakeholders	Winter 2011 Winter 2011 Fall 2012

REGIONAL COOPERATION

Increased demands on municipalities, volunteer organizations, and development groups have been observed for the past number of years. Changes in policy, funding programs, demographic shifts and a variety of other forces have placed increasing demands on organizations and municipalities. Often these groups depend on limited funding and in the case of municipalities a shrinking tax base. Additionally, they are often managed by volunteers with limited or no paid staff. The work of these groups includes maintaining existing services and infrastructure and planning for future needs.

Many of these organizations including municipalities, development groups, recreation groups and social development agencies are struggling with be able to maintain current workloads and recruiting new volunteers.

GOAL

Identify areas for regional cooperation

OBJECTIVES

- Increase capacity for towns to develop ICSP's in an effort to secure Gas Tax funding in the future
- Proactively identify areas of regional cooperation to best utilize human and financial resources in the tourism, municipal government, community development and economic development sectors

INITIATIVES	LEAD AND PARTNERS	LSDC ROLE	TIMELINE
Coordinate information sharing and training regarding Integrated Community Sustainability Plans for municipalities	LSDC, MNL Labrador Straits Municipalities Municipal Affairs, Government of NL Combined Councils of Labrador	Communication and coordination between municipalities and MNL Provide local support for facilitation of sessions	2008-2009
Provide local communications for Rural Secretariat conference on Partnership and Collaboration	Rural Secretariat Labrador Region Violence Prevention Labrador Labrador Grenfell Health Department of Labrador and Aboriginal Affairs LSDC	Provide local communication and awareness support Attend sessions	2009

TRANSPORTATION AND INFRASTRUCTURE

Issues associated with reliable and adequate transportation have been identified consistently in all sector consultations and documents. The ability to plan for sustainable and growing economic development is dependant on providing transportation networks that meet the needs of the business community. While transportation infrastructure is a provincial responsibility it is necessary for the Labrador Straits as a region to provide information and consultation to those involved in long term decision making regarding transportation. In 2006 the Department of Transportation and Works formed a Labrador Transportation Advisory Committee. This committee is comprised of individuals appointed from the various regions of Labrador with the Minister of Transportation assuming the position of chairperson. Through discussions with department officials and the local member on the advisory committee it was indicated long term Labrador Transportation strategy has not been finalized although this strategy was committed to in the departments strategic plan for 2006-2008 (www.tw.gov.nl.ca/plans/plan2006-2008.pdf). Most recently the department posted to its website the 2008 –2011 activity plan for the Minister’s Advisory Committee on Labrador Transportation. The committee has a single objective, “ *By March 2011, the Minister’s Advisory Committee on Labrador Transportation will have provided advice to the Minister, as requested, pertaining to transportation in Labrador.*” The LSDC, with support from stakeholders in the region, has developed a number of objectives and initiatives to ensure useful and accurate information is provided to the advisory committee and the minister throughout the development of this plan.

An additional issue regarding transportation was identified by the tourism sector. This was the issue of signage and it requires the cooperative participation of the Department of Transportation, the Department of Tourism, Destination Labrador and local tourism stakeholders.

Other infrastructure requirements are related to the IT sector. The Labrador Straits has a long record of ICT (information communications technologies) development that has resulted in positive impacts to local industry, organizations and local residents. ICT Infrastructure improvement, increased local skills and knowledge and enhanced services have attributed to the overall adoption of technology throughout the Labrador Straits region. LSDC has strongly supported the work of SmartLabrador Inc. and the values of social and economic development that take place with increased human connectivity, reduced isolation and access to core services.

One of the biggest challenges of Zone 5 as it relates to technology issues is the ongoing effort to ensure that the services and support of SmartLabrador continues. SmartLabrador serves as the primary lead in all ICT development for the Labrador Straits region and although it has fulfilled an important role for all Labrador Zones, as a result of its base within Zone 5, its services and operations are closely linked to LSDC. As a social enterprise, SmartLabrador is currently in the process of planning for its long term sustainability and it is critical that LSDC support this process. Without this agency there is no private or non profit organization in the region to move the industry and its development forward.

GOAL

Ensure adequate and reliable infrastructure is secured to support a growing economy

OBJECTIVES

- Create awareness of the business opportunities associated as a result of the completion of the transLabrador highway
 - Ensure adequate infrastructure is secured for increased public traffic and freight traffic
 - Ensure the Strait of Belle Isle Ferry Service has the capacity and capability to address future passenger traffic and freight needs
 - Plan for infrastructure requirements of increased cruise ship traffic at Red Bay
 - Ensure road, historic sites, and trail signage meets the needs of tourists to the region
 - Provide information to transportation officials and committees on transportation infrastructure requirements in an effort to increase business opportunities
 - improve delivery of key services in business and community services through the improvement of local IT Infrastructure and capacity
-

INITIATIVES	LEAD AND PARTNERS	LSDC ROLE	TIMELINE
Secure funding to complete a Transportation Study focusing on projections of traffic flow, cost analysis of shipping rates from various ports, business opportunities as a result of the analysis.	LSDC SADC ACOA INTRD	Partner with SADC to complete terms of reference for study, acquire consultant, complete funding proposal, liaise with consultant	Summer and Fall 2008
Create a clear language document from the study to be shared with business community, municipalities and other stakeholders	LSDC and SADC	Document production and distribution	Winter 2009
Host a Lunch and Learn highlighting the results of the study	LSDC	Coordinate, advertise and facilitate session	Winter 2009
Request biannual meetings with Labrador Transportation Advisory Committee to meet with zonal boards and local stakeholders in an effort to educate the committee on future transportation needs	LSDC Labrador Transportation Advisory Committee	Lead request for regular consultation	Summer 2008
Collaborate with the Town of Red Bay on a multiphase development plan for cruise ship industry infrastructure requirements	Town of Red Bay LSDC Destination Labrador Parks Canada	Participation on advisory group Proposal writing support	current- 2011
Address the need for adequate signage for visitors to the area through analysis, collaboration and dialogue	LSDHC LSDC Local business operators Government departments	Local communication and coordination support	2009-2011
Broadband connectivity solution for the communities of Red Bay, Pinware, Capstand Island and Lanse Amour	Municipalities/LSDs , SmartLabrador, Parks Canada, LSDC, LSHDC, Provincial Govt	Meet with DITRD to discuss status of: Government's Broadband Initiative, SmartLabrador's Connectivity Solutions Report – April 2007 Continue research on new and potential solutions for broadband	2008-2009

		<p>connectivity in small rural and remote communities. Continue to work with Zone 4 to share information and explore potential partnership opportunities for a regional solution. Research federal and provincial programs to support connectivity initiatives.</p>	
<p>To explore financial resources to develop/expand an awareness of opportunities in the application of online tools for retail sector, i.e. business to business transactions</p>	<p>LSDC, SmartLabrador, Local Retail Sector</p>	<p>Facilitate collection of data on local retail sector's use of IT services within operations. Facilitate discussions with retail sector and partners to discuss needs and opportunities for Explore opportunities for programs to support this initiative Promotion and Marketing</p>	<p>2009-2011</p>
<p>SmartLabrador Sustainability Planning</p>	<p>SmartLabrador LSDC Regional and Labrador Partners</p>	<p>Participate in planning sessions Maintain position on Advisory Board</p>	<p>2008-2011</p>

HUMAN RESOURCES

Shifting demographics in the Labrador Straits region demands short and long term strategies to ensure adequate and skilled human resources for current and future development needs. While the demographic profile in communities varies there are general trends observed. This includes an aging workforce, out migration patterns, higher than average median age in many communities and declining birth rates. This information was compiled from Statistics Canada 2006 census analysis and information received from Economic Research and Analysis Division, Department of Finance.

All sectors, businesses, organizations and municipalities rely on available and skilled human resources for stability and growth. While this issue is complex there are some strategies the local area can implement to mitigate some of these trends. The focus will be on initiatives that attempt to address human resource recruitment, retention and skill development in current sectors and growing sectors. Additionally, effort will be made to address organizational human resource issues through training and the development of new partnerships and cooperation activities to maximize the use of current human resources.

GOAL

Address the issues associated with human resource recruitment, retention, skill and knowledge development and human resource capacity.

OBJECTIVES

- Develop new and continued opportunities for skill development in a variety of sectors
- Support stakeholders in the fishing industry to prepare for regulatory changes in the industry
- Coordinate information sharing on strategies to address labour force recruitment and retention challenges

INITIATIVES	LEAD AND PARTNERS	LSDC ROLE	TIMELINE
Coordinate INTRD Capacity Building workshops throughout the region	INTRD and LSDC Municipalities and development groups	Facilitate training in cooperation with INTRD Publicize sessions and coordinate participants Complete trainer education	2009 2008
Explore the develop a conceptual framework for a mini trade school in the Labrador Straits	LSDC, Town of Forteau Federation of Labour SmartLabrador CONA, MUN Other provincial industry associations and trade councils	Bring together partners	2008 -2009
Offer seminars, information sessions, and training programs for fishery stakeholders in Vessel Safe Operation, Insurance requirements	Labrador Straits Fishery Advisory Group Service Canada LSDC	Communication to fishers Participation on advisory group	2009

for fishers, Vessel Operation Proficiency Program, MED A1, Fishing Masters 4, and small engine repair Plan and coordinate the delivery of information sessions regarding recruitment of immigrant labour	Marine Institute LFUSC DFA		
Plan and deliver information sessions regarding issues on securing immigrant labour	LSDC HRLE Immigration Canada Provincial industry associations Local Business	Organize resource persons to deliver information sessions Organize and publicize information sessions Provide follow up as required	2008-2009
Coordinate the delivery of Hospitality Newfoundland and Labrador's <i>Train the Trainer</i> program and <i>Superhost</i> program	LSHDC , LSDC, tourism operators and business community	Support through communication facilitation	2009-2010
Coordinate the participation of local businesses and tourism development groups in the GMIST <i>Edge of the Wedge</i> training program	LSDC , INTRD, LSHDC and tourism operators	Coordination and communication Exploring funding opportunities Participation of staff in training	2009
Develop a comprehensive local history, culture, and natural environment training program for delivery in the local region	LSHDC , SmartLabrador LSDC and partners to be determined	Participate in ad hoc committee	2010-2011

Management and Operations

BOARD GOVERNANCE, DEVELOPMENT AND MONITORING AND EVALUATION

Ongoing development of the skills and knowledge of the board of directors is necessary for individual and group effectiveness, accountability, and credibility. Commitment to ongoing board development demonstrates a commitment to the vision, goals, mandate of the organization and also demonstrates a commitment to monitoring and evaluation. Through ongoing board development activities, individuals and the group can self identify areas for improvement and growth. The activities outlined below have been identified by the board of directors and through the recommendations of the *Ministerial Committee on the Process to Renew Regional Economic Development*.

GOAL

Ensure the credibility and accountability of the LSDC

OBJECTIVES

- Improve board decision making
- Improve board effectiveness
- Monitor and evaluate board operations on a regular basis

ACTIVITY	TIMELINE
Participate in INTRD Capacity Building Workshops	1 per year
Review and Update Policies and Procedures Manual	2008
Review Annually the 3 year SEP	ongoing
Review the composition of the board in and effort to reflect more accurately the economic opportunities and realities of the zone	2009
Review Committee structure	2009
Establish a membership committee	2010
Review and update a board orientation package for new members	2008/09
Conduct performance reviews on board staff	ongoing
Meet quarterly with funding agencies for IBP status update	4 times per funding year 2008-2011
Provide ongoing consultations as per the Communications plan	ongoing
Conduct 8-10 board meetings per year	ongoing

COMMUNICATIONS AND PROMOTION

When considering the core functions of the zone board it is imperative that constant, effective, and ongoing two-way communication is facilitated among stakeholders throughout the region. This communication requires the development of innovative and effective means to allow stakeholders to easily participate. Recognizing the demands on the time and resources of businesses, organizations, and all stakeholders it is necessary that communication strategies be as efficient and effective as possible. The LSDC is committed to engaging all stakeholders in the economic development process in the region and through the communication plan intends to make that engagement possible.

GOAL

Improve communications among LSDC, other development groups, municipalities, the business community and sector associations

OBJECTIVES

- Develop new methods to improve two way communication
- Use a variety of technological tools to improve communication
- Raise the profile and awareness of LSDC role and activities
- Improve participation in the zone board process
- Promote the region and local business community

INITIATIVES	LEAD AND PARTNERS	LSDC ROLE	TIMELINE
Host regular Lunch and learn Sessions in the region	LSDC Stakeholders	Coordinate, plan and financially contribute	4 per year
Develop comprehensive contact lists and utilize e-mail communications on a regular basis	LSDC		2008
Develop a Labrador Straits news listserve	LSDC SmartLabrador	Publicize the listserve and utilize	2008
Host monthly synergy sessions	LSDC, SmartLabrador, INTRD, Service Canada, municipalities, business community	Coordinate	ongoing
Coordinate annual AGM	LSDC	Coordinate	2008, 2009, 2010
Produce biannual newsletter	LSDC stakeholders	Coordinate contributions, format newsletter	2008, 2009, 2010
Utilize “The Northern Pen” to promote activities, success stories and issue discussion	LSDC Northern Pen	Provide information, photos etc.	ongoing
Promote the region at trade shows and other venues	LSDC , local business, organizations	Human resource and financial support	ongoing