



STRATEGIC PLAN

Submitted by:

LONG RANGE REGIONAL ECONOMIC DEVELOPMENT BOARD

Submitted to:

***ATLANTIC CANADA OPPORTUNITIES AGENCY
DEPARTMENT OF INNOVATION, TRADE & RURAL DEVELOPMENT***

AUGUST 1, 2008

The work we have done clearly shows that we are living in an area with exceptional potential in a variety of sectors. As we point out in this document, with every opportunity there are challenges.

We made an effort to park both opportunities and issues which are beyond our capabilities to accomplish. We have developed a plan that is still very ambitious and realize that events beyond our control may occur which could force us to change some current priorities. An example of how this can happen is still fresh in our minds, as the ink was barely dry on our last plan when Abitibi announced the closure of the mill.

This document is the result of many meetings; both public and one on one. We have had direct input from people during this process. We have put a best effort in to reflect the key priorities identified, bearing in mind the necessity to keep it real. Ie: outline things we have a real chance of accomplishing.

We look forward to your comments and suggestions on our document and look forward to working with you as we move to the implementation of this plan.

Sincerely,

Lloyd Harnum, Chair
Long Range Regional Economic Development Board

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I. Executive Summary

Clearly Zone 9 is an area of opportunity within a land of opportunities. The diverse culture and heritage of our Zone is a real and tangible strength combined with an abundance of natural resources.

Based on information gathered through our consultation process, we have prioritized several key sectors with real potential for expansion leading to a strengthened economy for our Zone.

The potential for growth in agriculture is unlimited with opportunity for investment in traditional agriculture products, as well as new opportunities such as cranberry, buckthorn, etc. Secondary processing of product is virgin territory in our area that also has potential. The people are far ahead of Government when recognizing the opportunity.

Tourism is a growing sector in our Zone. We have people working together to capitalize on some of the opportunity presented. This plan builds on the success to date in this regard.

Our area is a last frontier when it comes to exploration for oil and gas. With some identified reserves and ongoing exploration, combined with this, our area is a bee hive of activity with several companies looking for various base metals. Uranium, potash, nickel and gold; we know these minerals are here, the task is identifying quantities. There is also significant interest in a variety of aggregate products.

This plan recognizes the importance of small business in our Zone, who once again, proved their adaptability and resilience after the closure of the Abitibi paper mill.

Recognizing the value of our unique culture and heritage, this plan outlines work to be done to strengthen the opportunities presented by our strong French and Mi'kmaq culture.

Communication is extremely important to the success of any organization. Our primary strategy in this regard will be to talk to people directly supplemented with newsletters, web site, etc.

Working with local municipalities is key to the success of the region as identified in the plan. Success to date has been a result of working together. This Strategic Plan will build on existing partnerships and create new ones. While working alone, we tend to accomplish very little, working together there is very little we can not accomplish.

II. Consultation Process

In preparation for this plan, we carried out the most extensive consultation process ever carried out by our Board. Our objective was to develop a plan that truly reflects the views of the people who reside in our Zone.

We held public meetings in all the sub-regions of our Zone, as well as having three round table discussions with local mayors, business people and government agencies. We also held one special meeting focused on people employed by the various government agencies. This gave folks the opportunity to express themselves as residents of the Zone rather than employees of government. We realized from our daily contact with people that there were a significant number of people with something to offer and a wish to do so, who for a variety of reasons had not participated previously. We decided to carry out one on one discussions with a diverse cross section of the community who traditionally had no input in the process. We met with bankers, small business owners, managers of car dealerships, real estate people, local manufacturers, port owners, College of North Atlantic, Memorial University, school principals, farmers, local accountants and financial planners. We also talked one on one with a number of agencies; the Department of Agriculture, the Department of Tourism, Innovation, Trade and Rural Development, Atlantic Canada Opportunities Agency, the Community Education Network, the Community Employment Corporation, the Rural Secretariat, CBDC Long Range, Mines and Energy, the Department of Fisheries and Aquaculture, the Department of Forestry and the Department of Fisheries and Oceans.

We have engaged over 200 people in the process leading up to this document. The struggle has been to prioritize things identified by people for action while keeping expectations realistic bearing in mind the resources at our disposal. It will take real partnerships by all those identified in this document if we are to reach our objectives.

We are proud of the effort we have put into this process and can without fear of contradiction, say this plan is truly one of the people in Zone 9.

III. Environmental Scan

A. Zone 9

Diversity is a key strength in our Zone; even from the perspective of its geography which covers the area from François in the south to Cape St. George in the north, Bay St. George South in the west and Gallants in the east. The area is made up of some 54 communities and 21,830 people with Stephenville being the largest town with a population of some 6,588 people. The community acts as the service centre for the Zone. The diversity of our people is definitely one of our major assets and the area is a melting pot of cultures. A vibrant French culture thrives on the Port au Port Peninsula; a Mi'kmaq population in the thousands are dispersed throughout our Zone as well as residents of Scots, Irish, Basque and English ancestry. Add to this smaller populations of Innu, Chinese, American, African American and the fact that all of the above co-exist and work together for the betterment of our community (Zone 9) and the reason for our success becomes self evident.

B. Business

The loss of the Abitibi paper mill in 2005 was a severe blow to our area. Fortunately, the impact has not been as negative as first feared. Of course we would be much better off if the Mill was still in operation but we must view the area today through a lens which allows us to evaluate our present situation with this in mind.

There are over 600 businesses registered in Zone 9. This is an increase since 2005 and in the three years previous to this there had actually been a decline. We are going in the right direction.

The predominant sector is retail followed by education, health care, agriculture, fishery, mining, exploration for oil, base metals, forestry and manufacturing.

Atlantic Minerals, located in Lower Cove has doubled production over the past three years and currently employs 120 people. Turf Point Harbour was struggling three years ago but is now thriving, their primary customer being Aur Resources who ship their product, mined in central NL, through the port. Aur Resources plan to expand over the next two years and considerable interest is being shown in the facility by those involved in the oil play in our Zone as well as major players in the aggregate business.

Agriculture plays a significant role in our economy. We have two dairy operations employing some 60 people annually. When combined with root crop and meat production, as well as four active nursery operations, the industry employs 115 people on an annual basis.

We have two colleges and a fire training centre in our Zone. The College of the North Atlantic (CNA) has grown significantly over the past few years and currently employs 270 people. Our area is also the headquarters for the College provincially. Western College, a private college, has also seen significant growth over the past three years and employs 14 people. We are also home to the Safety and Emergency Response Training (SERT) Centre which is run by the Marine Institute who works closely with CNA. This group has grown by leaps and bounds and currently employs over 40 people. These education facilities play a major role in the economic and social development of our region.

The Tourism Industry in Zone 9 is a viable industry widely known for festivals, cultural diversity, adventure tourism, outfitting and spectacular scenic drives. Tourism, in general, is a promoter and facilitator of economic activity that supports various aspects of regional life. The money spent from a visitor has a multiplier effect in the local economy as it is spent and re-spent by employers and employees. Further, tourism also adds to the economic diversity of the region, as it creates additional jobs. Tourism also facilitates regional pride and local community involvement, provides a vehicle to showcase pride among the French and Aboriginal communities in the intrinsic culture and history, and assists in the greater understanding of Aboriginal and French culture by non-Aboriginals and non-French.

Over the past couple of years the Tourism Industry has strengthened and progressed in the region largely due to the formation of the Southwest Coast Accommodations Network (SCAN) and the Southwest Coast Tourism Network (SWCTN). The Boards of Zones 9 and 10 were instrumental in the formation of the SWCTN and continue to play a key role in assisting the committee to implement their work plan. We have some real tangible products as a result of working together and although progress is unmistakable there are still a number of issues and barriers that continue to plague the industry and will certainly impact our ability to increase visitations over the next few years. Our area, like other areas of Newfoundland and Labrador, will be impacted by the rising cost of fuel. This means a cost increase in products and services in virtually everything. It most certainly will affect the tourism industry; therefore we need to be more aggressive in our approach to marketing. Our challenge will be developing creative means to convince travelers to visit our region; after all, tourism influences other sectors such as retail as well.

Although we recognize the challenges that lie before us, we see very clearly the opportunities for this sector; particularly in enhancing our existing icons. Our aim for our strategic direction is to work with the tourism sector to create reasonable and achievable goals that support and expand the sector. In developing a plan to increase economic activity for the Tourism Sector for Zone 9, we acknowledge the input from the general public and the recommendations from the industry players who guided our strategic direction.

The manufacturing sector took a severe hit with the loss of the Abitibi paper mill which was the largest operation in our Zone. Despite the efforts of many, nothing has been found to replace this loss to date. Smaller manufacturers are doing well. We have a diverse group working in this field producing a variety of products from wood flooring, roof trusses, fishing equipment, fish products, steel fabrication and food products. As well, we still have a significant number of craft producers in our area.

We are seeing a growing interest in oil exploration in our area. Environmental studies have been carried out and seismic work is ongoing. We have another exploratory well being drilled with an estimated completion date of May 30th. The rig presently being used will then be used by another company to drill an additional well. There is a significant amount of optimism that it is no longer "if oil will be found but when and how much." Exploration to date has been onshore but this is about to change with a new player, a company named NWEST Energy Inc. who plan on drilling off the coast. This is a work in progress. An environmental assessment has been done by the Canada NL Offshore Petroleum Board (CNOPB) and the company is moving forward with the next steps in the process, raising capital, etc. The companies actively involved in the oil play in our area are currently PID Production Inc. CIVC, Shoal Point Energy, Vulcan Minerals and NWEST Energy Inc.

C. Transportation

Transportation is key to the economic growth of any area. We are serviced by road systems which have seen improvement over the past three years. However, there are several areas which need attention; Burgeo road

being a priority. Route 490 is about 150 km long and an important route for the southwest coast residents of Zone 9. The road is narrow, winding and often unsafe. Given the fact that for most of the journey there is no cell phone service, improvements to the road will allow for smooth traffic flow and safer road conditions for the motoring public.

Residents of the Ramea, François and Grey River area are served by ferry service from the Burgeo area. Excellent harbours are located in this area. We are also blessed to have deep water ports at Turf Point in St. George's, Lower Cove on the Port au Port Peninsula and Stephenville. These three facilities are privately owned and are all well positioned to capitalize on the oil play in the region. Stephenville Airport has struggled for years and has been written off by many. To the credit of a local committee, who never say die and with some support from Government, the facility is still in operation and hope to expand the operation over the next three years.

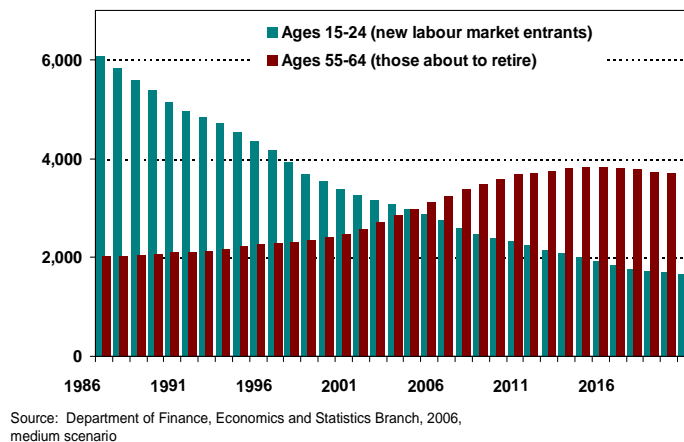
D. Labour & Demographics

Like many other zones in the province, the Long Range Regional Economic Zone shares many of the same labour market characteristics, trends, challenges and opportunities.

The 2006 Census population for Economic Zone 09 was 21,830 dispersed over 54 communities. In 2006, working age individuals (20-64 years) represented the largest share of the population in the zone – 62 percent - this is comparable to other zones and the province as a whole. Other age cohorts (0-14 years) represent 22 percent and (65-90+ years) 16 percent of the population in the zone.

When conducting an analysis of the labour market in an area, there are a multitude of trends that are considered, such as, working age population, workforce distribution, education, median age, etc., the list would be too long to include all for the purpose of this document.

An important trend that is coming to the forefront in economic zone 9 and the province is the rapidly aging population. Couple that with less children and out-migration it will pose significant implications for labour markets throughout the province. One way to look at the current and future labour requirements is to look at the number of new labour entrants versus those about to retire. (See chart below)



In addition to the aging population, we have to contend with an increasing rate of decline among the working age population. Again, this will impact zonal, regional, and provincial labour markets as we go forward. Given the fact that there will be fewer young people entering the labour market, this will place immense pressure on local employers to replace those that will retire. On the flip side, it does open up opportunities for people to work longer and for expatriates to return home.

Median age is defined as the point where half of the individuals are greater than a particular age and half are lower. Obviously, the lower this number for a particular area the better the picture it paints from a labour market perspective. Below is a table that shows the median age for some of the communities within economic zone 9. The median age is projected to rise by approximately 10% by 2021.

Community	Population	Median Age	Unemployment Rate
Stephenville	6,588	43	13 %
Stephenville Crossing	1,960	45	20%
Burgeo	1,605	48	30%
St. Georges	1,246	45	29%
Cape St. George	893	41	29%
Port au Port East	608	46	35%
Ramea	618	49	17%
Lourdes	550	47	43%
Port au Port West – Aguathuna – Felix Cove	386	45	18%

Source – Statistics Canada 2006 Census

Within economic zone 9, Stephenville is the largest community with a population of 6,588 (based upon 2006 census). As a result, over time Stephenville has evolved as the main service and workflow center for a large portion of the zone. There are communities within the zone whereby this concept does not apply or is not practical because of location and geography.

Ultimately, the zone is dominated by small communities, however, a large proportion of the population lives in, or near, a larger community. For example, Stephenville itself has approximately 30 percent of the total population for the zone. In essence, the zone reflects and exemplifies the rural / urban interdependency, simply put, urban needs and depends on rural as much rural needs and depends on urban.

E. Sub-Zonal Regions

- The way we work with the community has seen dramatic changes over the past three years. We as a Zone Board have taken more of a leadership role in the economic development of our area while we still work closely with the various community groups in our region, development associations, town councils and local service districts, tourism groups and others. We now spend much more time than we did historically did working directly with industry players. We completely changed our structure to allow for inclusion of all residents of our Zone. This is starting to have positive results and without question will further the economic development of our region.
- The opportunities and issues identified are based on the extensive consultations carried out prior to writing this plan. We reached out to the community in a way never done before by holding public

meetings in each sub-zonal area. We consulted individually with businesses and banks, and engaged the various agencies who will be partners in dealing with the issues as well as opportunities. We held meetings where employers of various agencies were asked for their input and we held several round tables attended by a cross section of the community. Everything in this plan can be validated by reading the meeting notes from various sessions. See attached Appendix A.

F. Social Economy

The social economy plays a major role in the economic development of our Zone. The local Community Employment Corporation employs over 50 people. These fifty positions translate into 100 jobs in total. Small business employ people facing challenges and the Corporation employs a support worker for each of the positions. Another major employer in our area is the Community Education Network which this year employs 225 people with an operating budget in excess of 4 million dollars. The Sir John Howard Society is also active in our Zone as is the Bay St. George Status of Women Council. These groups tend to be overlooked when the area is viewed through a lens focused on economic development. However, this should not be the case. Groups, like the above, create immediate economic benefits to the area and long term benefits to the community. The work they do is often unquantifiable but invaluable to the community.

G. Health Care

Health care in our area faces challenges not unlike the rest of Canada. The Sir Thomas Roddick Hospital in Stephenville is the primary health care centre. Burgeo has a small but modern hospital. Port au Port, Bay St. George South, St. George's and Stephenville Crossing area are serviced by clinics. Ramea has a nursing station and the François / Grey River area are serviced by transitory health care practitioners. Attracting and keeping doctors is the major challenge for this area. In particular; specialists.

IV. Opportunities and Issues

1. Agriculture

The agriculture sector came up during all our sessions. This is not surprising considering the role agriculture has and does play in our area. Global issues in relation to our ability to feed ourselves highlights the precarious position we are in as a province considering the reality that we import over 90% of our food. This is a real stark reality when we see that at one time, we were completely self sufficient in the production of agriculture products. Most issues identified can also be viewed as opportunities. Those of a policy nature will be passed on to the Rural Secretariat.

Threats:

- Lack of land development.
- Marketing.
- Production costs.
- Succession.
- Labour (trained).
- Lack of a plan / strategy to grow the industry.
- Department of Agriculture is a shared ministry.
- Land use - good land being taken out of production.
- Lack of field representative (Agriculture) for region.
- No meat inspection.
- Staff instability (Agriculture).
- Bedding for animals.
- Disposal of spent dairy animals.
- Energy costs.
- No secondary processing.

Strengths:

- Production of forage for dairy industry.
- Community agriculture.
- Production of cranberry / blueberry / non-traditional products.
- Develop a long term plan for the growth of the industry.
- Community pasture plans for sustainability.
- Obtain fulltime agriculture representative.
- Opportunities for separate department for Agriculture.
- Utilization of spent dairy animals.
- New bedding for animals.
- Applied research - re: spin off from anaerobic.
- Anaerobic digester.
- Market root crop.
- Secondary processing of local product.

Agriculture

Priority #5 Objective: To pursue filling the agriculture position for Zone 9 & 10.	Start January 2009	Complete March 31, 2009
<p>Actions:</p> <ol style="list-style-type: none"> 1. Call partners together for a meeting. 2. Collect data. 3. Develop position paper to support the need for an agriculture representative. <p>Lead: Long Range Regional Economic Development Board</p> <p>Partners: Zone 10, local municipalities, industry, Department of Agriculture, Rural Secretariat and Service Canada.</p> <p>Results: Ongoing support for the development and sustainability of the agriculture sector in Zone 9 & 10.</p>		<p>January 2009</p> <p>January 2009</p> <p>January 2009</p>
<p>Priority #6 Objective: To find a viable use for spent dairy animals.</p>	January 2009	September 2010
<p>Actions:</p> <ol style="list-style-type: none"> 1. Research viable uses for spent dairy animals. 2. Formalize an agreement with industry on supply of product. 3. Set up a collection, packaging and marketing system. <p>Lead: Long Range Regional Economic Development Board</p> <p>Partners: Industry partners, Service Canada, the Department of Innovation, Trade and Rural Development and Atlantic Canada Opportunities Agency.</p> <p>Results: Diversification in the agriculture industry.</p>		<p>January 2010</p> <p>November 2010</p> <p>September 2011</p>

Agriculture

Priority #7 Objective: To produce non-traditional crops to diversify the agriculture industry.	Start September 2008	Complete December 2011
<p>Actions:</p> <ol style="list-style-type: none"> 1. Secure funding for pilot project. 2. To identify crops with the best potential for success. 3. Select and order plants, seeds, etc. 4. Prepare sites and plant species in test plots. 5. Monitor growth rates and compile a report on results. 6. Repeat process with any additional species recommended by the Department of Natural Resources (Agriculture). 7. Evaluate process and compare data between years 1 and 2. <p>Lead: Bay St. George South Area Development Association</p> <p>Partners: Long Range Regional Economic Development Board, Department of Natural Resources (Agriculture), Atlantic Canada Opportunities Agency, the Department of Innovation, Trade and Rural Development and Service Canada.</p> <p>Results: Identification of new products for existing operation and opportunity for new entrants.</p>		November 2008 October 2009 January 2009 April 2009 November 2009 April 2011 December 2011

2. Tourism

In developing a plan to increase economic activity for the Tourism Sector for Zone 9, we acknowledge the input from the general public and the recommendations from the industry players who guided our strategic direction. Our tourism industry, already a viable industry, is widely known for cultural diversity and activity, outfitting, adventure tourism and spectacular scenery. We see very clearly the opportunities for this sector but we also recognize the challenges that lay before us. Our aim for our strategic direction is to create reasonable and achievable goals to support and expand the sector, as well as facilitate effective working relationships regionally and provincially.

We approached Zone 10 some three years ago to see if they were open to working together to grow the tourism industry in our area. This resulted from work we did with people involved in tourism in our area. We brought business together in our Zone who were involved in the roofed accommodation sector of tourism. This worked well and when we were ready to involve others, ie: outfitters, community groups, adventure tourism operators and others, we recognized the many commonalities between Zone 9 and Zone 10 and the benefits to the region if we all worked together. Zone 10 was receptive to our ideas and we moved forward. The result (after much work by the Zone Boards) is the Southwest Coast Tourism Network (SWCTN). We are very proud of this accomplishment and plan on expanding this concept to other sectors; the next one being agriculture.

Threats:

- Cost of fuel.
- Transportation distance from mainland Canada.
- Cost of Marine Atlantic.
- Distance from Trans Canada.
- Insufficient connectivity among events/activities.
- Insufficient dedicated staff to focus on tourism full time.
- Lack of local awareness as to the impact of the tourist industry on the economy.
- Highly competitive market.
- Ability to respond to changes in the market, lack of human resources.
- Insufficient tourism-related structures.
- Groups and businesses working in isolation of each other.
- Unreliable ferry service.

Strengths:

- Increased collaborative working relationship among players.
- An active and effective tourism network that works on behalf of the Tourism Sector – SWCTN.
- Proximity to mainland.
- Proximity to Gros Morne.
- Natural and scenic beauty.
- Outfitters paradise.
- Develop local history.

Tourism

Goal: To strengthen the tourism industry in Zone 9 linked to existing or new tourism products in the region.	Start	Complete
Priority #1 Objective: Increase tourism travel in Zone 9 and 10.	November 2008	January 2011
Actions: <ol style="list-style-type: none"> 1. Draft a concept paper. 2. Present concept paper to stakeholders. 3. Hire specialist to develop and implement plan. 4. Evaluate, monitor, write report and share findings. Lead: Long Range Regional Economic Development Board Partners: Zone 10, Service Canada, Southwest Coast Tourism Network, Western DMO and the Department of Innovation, Trade and Rural Development. Results: Increased visitations to the regions and a plan that can be applied to the rest of the province.		November 2008 December 2008 September 2009 November 2011
Priority #2 Objective: To facilitate the development of hiking in the region as a valuable product.	August 2008	June 2010
Actions: <ol style="list-style-type: none"> 1. Bring stakeholders together to discuss the concept of trail development. 2. Meet with town officials to ensure proposed ideas fit with existing plans of other organizations. 3. Form a regional committee to create a regional Trail Plan. 4. Develop a strategic plan. 5. Share information with DMO, SWCTN, IAT, Tourism Chalets and accommodations on trail development to date. 6. Implement, monitor and evaluate the plan. 7. Hire a coordinator to promote events and activities on hiking. 8. Develop a go forward strategy. Lead: Long Range Regional Economic Development Board Partners: International Appalachian Trail (IAT), Bog Walkers, Service Canada, Department of Tourism, Department of Health and Wellness, Town of Stephenville and wetland groups. Results: Network of trails connecting communities to each other and to the Appalachian Trail.	April 2009 May 2009	August 2008 September 2008 October 2008 November 2008 December 2008 October 2011 April 2010 November 2011

Tourism

Priority #3 Objective: To evaluate the effectiveness of the Resource Binder as an effective tool toward economic development.	Start March 2009	Complete August 2009
Actions: <ol style="list-style-type: none"> 1. Hire a coordinator. 2. Carry out interviews and focus sessions to identify improvements for subsequent additions. 3. Write a summary report for future reference. 4. Make changes to binder as needed. 5. Share results with other Zone Boards. <p>Lead: Long Range Regional Economic Development Board</p> <p>Partners: Southwest Coast Tourism Network (SWCTN), Zone 10, Service Canada, Department of Innovation, Trade and Rural Development and Atlantic Canada Opportunities Agency.</p> <p>Results: Validate the effectiveness of the binder as a tool to increase awareness of the region among front line workers.</p>		March 2009 June 2009 July 2009 August 2009 September 2009
Priority #4 Objective: To enhance current customer service training for tourism industry.	January 2009	November 2010
Actions: <ol style="list-style-type: none"> 1. Meet with industry players. 2. Identify training needs of industry. 3. Research existing training. 4. Meet with local Colleges. 5. Review results and implement changes. 6. Implement training. <p>Lead: Long Range Regional Economic Development Board</p> <p>Partners: College of the North Atlantic, business community and the Southwest Coast Tourism Network (SWCTN)</p> <p>Results: An area known for its customer service.</p>		January 2009 March 2009 April 2009 April 2009 October 2009 November 2010

Tourism

Priority #5 Objective: Improve berthing at wharf in Ramea.	Start October 2009	Complete September 2010
<p>Actions:</p> <ol style="list-style-type: none"> 1. Meet with the Department of Fisheries and Oceans and the Town of Ramea. 2. Develop a proposal for expansion. 3. Implement initiative. <p>Lead: Town of Ramea</p> <p>Partners: Long Range Regional Economic Development Board, Department of Fisheries & Oceans, Service Canada, Department of Tourism, Department of Innovation, Trade & Rural Development and Atlantic Canada Opportunities Agency.</p>	<p>January 2009 September 2009</p>	<p>November 2008 May 2009 March 2011</p>
<p>Priority #6 Objective: To enhance the lines of communication with the tourism industry in Zone 9 and 10.</p>	<p>October 2008</p>	<p>May 2011</p>
<p>Actions:</p> <ol style="list-style-type: none"> 1. Develop and email weekly calendar of events to common tourist areas as well as local residents. 2. Organize a Southwest Coast Tourism Symposium. <p>Lead: Long Range Regional Economic Development Board</p> <p>Partners: Zone 10, Southwest Coast Tourism Network (SWCTN), the College of the North Atlantic and the Harris Centre.</p> <p>Results: More effective networking and better relationships with community partners.</p>		<p>October 2008 May 2010</p>

Tourism

<p>Priority #7 Objective: To obtain feedback from tourists in Zones 9 and 10.</p>	<p>May 2008</p>	<p>February 2009</p>
<p>Actions:</p> <ol style="list-style-type: none"> 1. Develop and distribute a comment card for Zone 9 & 10 to be distributed in all accommodations. 2. Collect comment cards. 3. Compile results. 4. Distribute report. 5. Develop an action plan based on the comments to improve the tourism industry. <p>Lead: Long Range Regional Economic Development Board</p> <p>Partners: Southwest Coast Tourism Network (SWCTN), College of the North Atlantic, Southwest Coast Accommodations Network (SCAN), community groups and Zone 10.</p> <p>Results: Identification of new business opportunities and ways to improve the industry.</p>		<p>May 2008</p> <p>October 2009</p> <p>December 2009</p> <p>February 2009</p> <p>May 2009</p>

3. Natural Resources

We are literally surrounded by an abundance of natural resources, all of which are becoming more valuable on a daily basis, which is resulting in increased exploration. Companies in our town are now actively pursuing uranium, gold, potash, nickel, oil and gas. In addition, there is growing interest in aggregates.

Goal: To provide companies with the necessary means to capitalize on opportunities.	Start	Complete
<p>Priority #1 Objective: Formalize a business network of companies presently involved in aggregate production.</p> <p>Actions:</p> <ol style="list-style-type: none"> 1. Bring industry players together to form network. 2. Explore new markets and emerging trends to hire a researcher. 3. Collect data on existing company's production levels and product existing markets. 4. Compile a report and disseminate information to businesses and the public. <p>Lead: Long Range Regional Economic Development Board</p> <p>Partners: Department of Natural Resources, industry players, Atlantic Canada Opportunities Agency, Department of Innovation, Trade & Rural Development, Bay St. George Chamber of Commerce, local town councils, service districts and development associations.</p> <p>Results: Adds strength to the industry leading to a cooperative approach to business development.</p>	September 2008	<p>January 2010</p> <p>March 2009 June 2009 November 2009</p> <p>January 2010</p>
<p>Priority #2 Objective: Inform local business and the general public of existing and emerging opportunities.</p> <p>Actions:</p> <ol style="list-style-type: none"> 1. Four meetings per year with companies / experts in various fields presenting on present and upcoming opportunities. <p>Lead: Long Range Regional Economic Development Board</p> <p>Partners: Department of Natural Resources, industry players, Atlantic Canada Opportunities Agency, Department of Innovation, Trade & Rural Development, Bay St. George Chamber of Commerce, CBDC Long Range, town councils, local service districts and development associations.</p> <p>Results: Pro-active business community.</p>	November 2008	August 2011

4. Business Development

Goal: To increase and strengthen economic activity in the region.	Start	Complete
<p>Priority #1 Objective: Identify business opportunities related to meeting seniors' needs. Actions:</p> <ol style="list-style-type: none"> 1. Request support from Capacity Building. 2. Bring key players from the senior community together. 3. Work with community groups to form an Action Committee. 4. Identify gaps in local services for seniors. 5. Disseminate findings to the Stephenville Downtown Business Improvement Association, the Bay St. George Chamber of Commerce, businesses in the sub-regions, CBDC Long Range and the Banks. <p>Lead: Long Range Regional Economic Development Board</p> <p>Partners: The Department of Innovation, Trade and Rural Development, seniors groups and Health and Community Services – West Coast and the Rural Secretariat.</p> <p>Results: New business or business expansion capitalizing on opportunities.</p>	<p>May 2008</p>	<p>June 2009</p> <p>May 2008</p> <p>July 2008</p> <p>December 2008</p> <p>March 2009</p> <p>June 2009</p>
<p>Priority #2 Objective: To connect with the business community regularly to better understand and meet their needs.</p>	<p>October 2008</p>	<p>September 2011</p>
<p>Actions:</p> <ol style="list-style-type: none"> 1. 4 round table discussions per year. <p>Lead: Long Range Regional Economic Development Board</p> <p>Partners: The Department of Innovation, Trade and Rural Development, Rural Secretariat, the College of the North Atlantic, Western College, Atlantic Canada Opportunities Agency, CBDC Long Range and the Bay St. George Chamber of Commerce.</p> <p>Results: Better understanding of the business community.</p>		

Business Development

Priority #3 Objective: To support the development of an electronic database.	Start September 2008	Complete September 2011
<p>Actions:</p> <ol style="list-style-type: none"> 1. Bring stakeholders together. 2. Develop and implement a go forward strategy. 3. Monitor and evaluate plan. <p>Lead: Community Education Network (Community Employment Readiness Centre)</p> <p>Partners: The Long Range Regional Economic Development Board, the Department of Innovation, Trade and Rural Development, College of the North Atlantic, Western College, CBDC Long Range, the Bay St. George Chamber of Commerce, the Business Improvement Association and Human Resources, Labour and Employment.</p> <p>Results: A comprehensive job database that will help resolve human resource issues facing the business community.</p>		September 2008 January 2009 September 2011

5. Communications

During the consultation process, it became quite clear that our traditional way of communicating with the community has not worked as well as we would like. The community members indicated the advertisements for the community consultation process caught their attention and confirm that the Long Range Regional Economic Development Board is engaged in community development. This was a reminder that good works **can** go unnoticed if not communicated properly to the community.

Goal: To inform the general public, community, stakeholders and partners on the work of the Long Range Regional Economic Development Board in the region.	Start	Complete
<p>Priority #1 Objective: To increase awareness of the Long Range Regional Economic Development Board. Actions:</p> <ol style="list-style-type: none"> 1. Yearly newsletter. 2. Update our web page and keep it current. 3. A brochure has been developed and now we must circulate it throughout the community. 4. Support traditional / annual events in the Zone such as the Port au Port Fall Fair; Burgeo Sand and Sea Festival; Farm Days in Bay St. George South and Bay Expo. 5. Hold annual opportunity identification sessions in each sub-zonal region. 6. Engage local and traditional media sources to cover activities. 7. Joint newsletter with CBDC Long Range. <p>Lead: Long Range Regional Economic Development Board</p> <p>Partners: Department of Innovation, Trade and Rural Development, Atlantic Canada Opportunities Agency and the local media.</p> <p>Results: Community awareness of the role and activities of the Zone Board.</p>	September 2008	September 2011

6. Other

Goal: To work with the Francophone community to maximize economic opportunities presented by partnerships.	Start	Complete
<p>Objective: To work with the Francophone communities to identify opportunities for businesses and community groups.</p> <p>Actions:</p> <ol style="list-style-type: none"> 1. Employ a person through an internship project to work directly with the community. 2. Work with the community to achieve goals identified. <p>Lead: Long Range Regional Economic Development Board</p> <p>Partners: CBDC Long Range, ARCO, REDEE, the Town of Cape St. George and Atlantic Canada Opportunities Agency.</p> <p>Results: Diversified business economy based on French culture and heritage.</p>	<p>September 2008</p> <p>September 2008</p> <p>March 2009</p>	<p>September 2011</p> <p>March 2009</p> <p>September 2011</p>
<p>Goal: To work with the Mi'Kmaq community to achieve their economic goals.</p>		
<p>Objective: Formalize a Mi'Kmaq Economic Development Group.</p> <p>Actions:</p> <ol style="list-style-type: none"> 1. Carry out an opportunity identification process. 2. Select a project and develop a proposal. 3. Implement proposal. <p>Lead: Long Range Regional Economic Development Board</p> <p>Partners: Representatives from the five native bands in the Zone.</p> <p>Results: A native group working to grow the economy of Zone 9 with the support of the Zone Board.</p>	<p>September 2008</p> <p>January 2009</p> <p>September 2009</p> <p>April 2010</p>	<p>September 2011</p> <p>September 2009</p> <p>March 2010</p> <p>September 2011</p>

Other

During the public consultation process in the Kippens area, Mayor Wayne Ruth requested assistance with developing a town plan. The Board has committed to this process and will play a facilitator role as outlined below.

Goal: To assist with a development plan for the Town of Kippens.	Start	Complete
<p>Objective: Engage the community in developing plan.</p> <p>Actions:</p> <ol style="list-style-type: none"> 1. Meeting of partners. 2. Research / Community consultations. 3. Compile plan. 4. Present to public. <p>Lead: Long Range Regional Economic Development Board</p> <p>Partners: Town of Kippens and Municipal Affairs.</p> <p>Results: Working document outlining the direction the community is taking for the next five years.</p>	<p>September 2008</p> <p>September 2008 September 2009</p>	<p>December 2009</p>

V. Management and Operations

Goal: Develop and maintain Board capacity.	Start September 2008	Complete September 2011
<p>Objective: To increase effectiveness and productivity of Board and Staff.</p> <p>Actions:</p> <ol style="list-style-type: none"> 1. Bi-monthly Board meetings. 2. Annual retreat. 3. Monthly meetings of all resource committees. 4. Annual General Meeting and election. 5. Annual staff evaluations. 6. Capacity development training for Board and Staff. 7. Semi-annual professional development for staff. <p>Lead: Long Range Regional Economic Development Board</p> <p>Partners: Atlantic Canada Opportunities Agency, the Department of Innovation, Trade and Rural Development, the College of the North Atlantic and the Rural Secretariat.</p> <p>Results: A Board and staff dedicated in their work and able to provide clear leadership to the organization.</p>	<p>November 2008</p>	<p>September 2011</p>

1. Overview of Board Structure

Board of Directors	Position	Geographic
Lloyd Harnum	Chair	Bay St. George South, Fischells to Highlands
Cynthia Downey	Vice-Chair	Stephenville Crossing, Mattis Point, Gallants & Black Duck Siding
Catherine Fenwick	Secretary / Treasurer	ARCO Representative
Randy Lieb	Director	Burgeo, Ramea, Grey River and Francois
Roseann White	Director	Stephenville, Cold Brook, Noel's Pond and Gull Pond
Louis MacDonald	Director	Port au Port East, Point au Mal, Fox Island River and Kippens
Anna Bensette	Director	Port au Port Peninsula
Charlie Foote	Director	St. Theresa's, Flat Bay, St. George's and Barachois Brook
Anne Hart	Director	Aboriginal Representative

2. Committee Structure

Committees	Chair
Agriculture & Forestry	Charlie Foote
Business, Retention & Expansion	Catherine Fenwick & Randy Lieb
Coastal Management	Lloyd Harnum
Education	Cynthia Downey
Fisheries & Aquaculture	Louis MacDonald
Natural Resources	Lloyd Harnum
Social Economic Development	Anne Hart
Tourism	Roseann White

3. Evaluation / Monitoring

Any plan has to be a living document; open to change. In recognition of this fact, we are constantly monitoring our activities. The evaluation / monitoring process is the responsibility of the Executive Committee who works with staff to keep the Board apprised of activities and make recommendations on changes that are necessary.

Staff will present bi-monthly activity reports, highlighting what is going well and raising issues of concern. A decision will be made by the Board on necessary corrective action or determine if issues are serious enough to warrant dropping a specific initiative. As part of our annual reporting process, our plan is evaluated and updated as necessary to meet changes that will invariably occur. **The template below is used as a guide in the process.**

We also discuss on a regular basis the status of our plan with representatives of Atlantic Canada Opportunities Agency and the Department of Innovation, Trade and Rural Development, who provide support on an ongoing basis.

Things we consider:

Initiative		
Objective – is objective still within reach?		
Goals – are they being met? If not, why not?		
Time Frames – are time frames still relevant?		
Has the environment changed enough to warrant changing priorities?		
What affect will changing priorities have on integrity of the plan?		
Are all partners still engaged / supportive?		
Is the funding necessary and is successful completion still achievable?		
Are there emerging opportunities that provide more long term economic benefit to Zone 9?		
Does the initiative still reflect what the people asked us to do during our consultation process?		

VI. Synopsis of Issues

Listed below are a variety of topics discussed during our consultation process that would have a very positive impact on the long term economic development of our region if time and resources permitted it. We have no intention of ignoring these topics but feel that the initiatives outlined previously will keep us more than busy for the next three years.

- Connect the communities of Flat Bay and Heatherton with a road.
- Harbour development – Crabbes River.
- Human resource capacity issues facing Local Service Districts.
- Resurfacing roadways / snow clearing – government policy.
- Marketing area as a retirement option.
- Out-migration.
- Fish plant – Ramea.
- Red Island Development.
- Sustain trailway (Provincial Park).
- Highway signage.
- Watershed management.
- Recycling – community clean up.
- Land use management.
- Regional Government.
- Community groups need human resource support.
- Development of plane crash sites in our area.
- Education / awareness of positive aspects of living in a rural community.
- Obtain a separate Ministry of Agriculture.

VII. Financials

Long Range Regional Economic Development Board Proposed Budget September 2008 - September 2011

Expenses	Year 1	Year 2	Year 3
Rent	12,000	12,000	12,000
Board Travel / Committee Travel / Meetings	10,000	8,500	8,500
Staff Travel	12,000	12,000	10,000
Telephone / Norstar / Cell	12,000	12,000	12,000
Photocopying / Facsimile	1,000	750	750
Postage / Courier	500	500	500
Workshops & Training	1,500	1,200	1,000
Annual General Meeting	1,100	1,100	1,100
Communications	9,000	8,000	6,000
Legal and Audit	2,100	2,100	2,100
Bank Charges	400	400	400
Website/Internet	1,500	1,200	1,000
Computer Hardware / Software	1,200	1,000	1,000
Insurance	3,000	3,000	3,000
Membership / Conference Registration	2,000	1,500	1,500
Pan Provincial Association Membership	1,750	1,750	1,750
Misc	614	229	61
Office Furniture / Supplies	3,000	3,000	3,000
Subtotal	\$74,664	\$70,229	\$65,661
 Human Resources			
Executive Director	57,233	58,950	60,718
Executive Assistant	31,634	32,583	33,561
EDO	40,016	41,216	42,453
MERC / Employee Benefits	18,954	19,522	20,108
Subtotal	\$147,836	\$152,271	\$156,839
 Total	 \$222,500	 \$222,500	 \$222,500
 Revenue			
ACOA	166,875	166,875	166,875
REDB PrePaid	125	125	125
DITRD	55,500	55,500	55,500
	\$222,500	\$222,500	\$222,500

VIII. Acknowledgements

Thanks to everyone who helped us prepare this document, in particular the Atlantic Canada Opportunities Agency offices of Corner Brook and St. John's; the Stephenville and Corner Brook offices of the Department of Innovation, Trade and Rural Development; the Natural Resources offices located in Corner Brook and St. George's; the Corner Brook office of the Department of Tourism; the Stephenville branch of the College of the North Atlantic; the Stephenville office of the Rural Secretariat and the Stephenville Community Development Committee (task force).

APPENDIX 'A'

Meeting notes from Consultation Process

Ferry Service – the boat needs repairs and there are some scheduling problems with connectivity from Francois. A discussion took place in regards to the Vessel Replacement Strategy that is currently underway.

Fish Plant/Fishery – there was a discussion on the potential for licensing in the fishery. There are ongoing discussions with Danny Dumarais in regards to the welk industry. Currently there are twenty fishers and twelve enterprises in Ramea. There was talk about secondary processing as well.

Broadband – BBS

Water Distribution System – needs to be upgraded. A discussion took place around this as the residents of Ramea would like to use the gas tax rebate to do this upgrade but they are not allowed to use it.

Burgeo Road – needs to be resurfaced. This was supposed to have been started. This is our main road for supplies and should be done.

Trails – people needed the trail once the cod moratorium came into place. A discussion took place about trails – IAT is making big headway and there is a major tourism growth when it comes to hiking.

Service lots – ample supply of service lots (40-50) for anyone interested in building in Ramea.

5.0 Adjournment

Before the meeting was adjourned, the Chair thanked everyone for coming and the meeting was adjourned at 8:55 p.m.

**Long Range Regional Economic Development Board
Strategic Planning Process Minutes
February 26, 2008
Stephenville, Cold Brook, Noel's Pond, Gull Pond – Holiday Inn**

Attendance: **15 People from the community**

Lloyd Harnum - Bay St. George South/Fischells to Highlands
Sam Organ - Rural Secretariat

Staff:

Debra Coughlin - Economic Development Officer
Sheila Hawco - Administrative Assistant

1.0 Call to Order

The Long Range RED Board met at the Holiday Inn in Stephenville on February 26, 2008. Lloyd Harnum welcomed everyone and called the meeting to order at 7:00 p.m.

2.0 Introduction

Lloyd then introduced himself and the other RED Board Staff present at the meeting. He then welcomed Sam Organ from the Rural Secretariat who will be facilitating the meeting tonight. Sam then asked everyone to take a moment and introduce themselves.

6.0 Review of the Past Three Years

At this time, Sam brought regrets from John MacPherson who was unable to be here tonight. Sam informed everyone that the RED Board has five core functions and one of those core functions is to develop and implement a three year Strategic Economic Plan. In order to do this, we must have community consultations throughout the Zone. We need your feedback and input on what the Zone Board should be working on for the next three years. Tonight is your opportunity to identify things that should be in the SEP but remember that the Board does have some limitations.

Sam then handed things over to Debra Coughlin who briefly identified some things that the Zone board is working on. She then went on to reiterate that we are present tonight to hear about the challenges and opportunities facing your community. Where should we go and how do we move forward?

7.0 Opportunity Identification

Land Use Planning – Bob Diamond

Land use planning for the province is impacting economic development. Outside of municipalities, there is no land use planning occurring. It seems that developments are occurring adhoc throughout Western NL. It seems that this is being raised at a provincial level as well. Who is ultimately

responsible to take this on? Zone Board? Province? It has to be dealt with but the question is how do we deal with it? How does the Zone Board fit in? Bring the issues to the table and initiate discussions! Who should drive the process?

Land Use Planning

- ↔ Municipalities
- ↔ Local Service Districts
- ↔ Community Committees
- ↔ Government
- ↔ Others

Tourism – Indian Head Rod and Gun Club Association – Sid White, Pat Lake

The members representing this association were concerned with what the town of Stephenville has in mind for their area. It was suggested that the Zone Board could facilitate a meeting between Gull Pond, Noel's Pond and the town of Stephenville. In regards to tourism, a discussion took place around the rail bed, atv'ing and snowmobiling and the hiking trails. The clubhouse at Gull Pond is in sad shape and they don't have the finances to fix it up. There are also some crash sites in the area that could generate tourism. Gull pond also has some sail boats that need to be refurbished and there was some talk around sailing lessons.

Hiking – Bob Diamond

A discussion took place in regards to all the hiking trails in the area. Stephenville could be the hub but a system has to be put in place for all the trails. There's more than just the Appalachian Trail. We must improve on the trail system that we already have here. An inventory needs to be done on all the trails in the area. It was suggested that a weekend Hiking Festival could take place.

Coastal Route – George Lee

This needs to be done to connect the communities of Flat Bay, St. George's and Fischells to Stephenville. This would be a tremendous boost to the tourism industry. There was also a concern around the safety of traveling on the TCH with the transport trucks. It was felt that seniors would feel more comfortable using the coastal route along with many other people.

Secondary Processing – needs to be upgraded. A discussion took place around this as the residents of Ramea would like to use the gas tax rebate to do this upgrade but they are not allowed to use it.

Retirement Community – needs to be resurfaced. This was supposed to have been started. This is our main road for supplies and should be done.

8.0 Adjournment

Before the meeting was adjourned, the Chair thanked everyone for coming and the meeting was adjourned at 8:55 p.m.

**Long Range Regional Economic Development Board
 Strategic Planning Process Minutes
 March 4, 2008
 St. Theresa’s, Flat Bay, St. George’s, Barachois Brook – Rec. Plex**

Attendance: **5 People from the community**

- Lloyd Harnum - Bay St. George South/Fischells to Highlands
- Charlie Foote - St. Theresa’s, Flat Bay, St. George’s, Barachois Brook

Staff:

- Debra Coughlin - Economic Development Officer
- Sheila Hawco - Administrative Assistant

1.0 Call to Order

The Long Range RED Board met at the Recreation Complex in St. George’s on March 4, 2008. Lloyd Harnum welcomed everyone and called the meeting to order at 7:10 p.m.

2.0 Introduction

Lloyd then introduced himself and the other RED Board Staff present at the meeting. He then welcomed everyone to the meeting and asked that we go around the table and introduce ourselves. He then called upon Debra Coughlin to give a brief overview of the past three years.

9.0 Review of the Past Three Years

At this time, Debra informed everyone that the RED Board has five core functions and one of those core functions is to develop and implement a three year Strategic Economic Plan. In order to do this, we must have community consultations throughout the Zone. We need your feedback and input on what the Zone Board should be working on for the next three years. Tonight is your opportunity to identify things that should be in the SEP but remember that the Board does have some limitations.

Debra Coughlin then identified some things that the Zone board is working on. She then went on to reiterate that we are present tonight to hear about the challenges and opportunities facing your community. Where should we go and how do we move forward?

10.0 Opportunity Identification

Coastal Route – George Lee

This has been talked about for years – communities need to be linked together. This could be a major economic driver for the area.

Calvin White – maybe we need to do some bartering in order to get this done. We may have to close some other roads (Flat Bay road) in order for us to get this done. We have to look at what we are

going to get in return if we go ahead with the Coastal Route. There is a decline in population and this coastal route will bring access to regional availabilities. All kinds of savings could be addressed if the coastal route came to be – long term savings. The Coastal Route issues needs to be revisited. Another presentation has to be put together and presented to government. We must prove that this route will reduce expenses for the betterment of the communities involved and show that no business will be drastically impacted.

- ↵ Pros / cons for Coastal Route
- ↵ Felt it was cost effective
- ↵ Declining population would support this
- ↵ Cost saving for Government
- ↵ Oil boom may increase population
- ↵ Shorten distance between communities in Bay St. George South
- ↵ Utilize existing infrastructure
- ↵ Study the possibility

St. George's / Recreation Centre – Charlie Foote and Ray Chant

A discussion took place about the Rec Plex in St. George's. This could be an enhanced product for the tourism industry. We must start promoting the services we have here. If the Coastal Route came into being, it would be a shorter drive to the Rec Plex. With the price of gas today, this is a major concern. A major piece of the work is already done but we need to do more!!!! St. George's has the infrastructure in place to help grow the economy. With the declining population, it is difficult to keep things going.

Support Mechanism for Local Service Districts – Calvin White

A discussion took place in regards to this. We need trained personnel to take care of the water systems in the communities. People put in place that are qualified and can access training. Currently, this is done by a group of volunteers and it is not working very well. We need government to take a look at this and put some money into it. We would like the RED Board to help with this – start promoting this idea. This could possibly save the government some money in the long run in regards to maintenance of these systems.

Marketing our Area – Charlie Foote

We need to start marketing our area to people who want to come back here to live.

- ↵ Retirees
- ↵ Do we have what it takes here?
- ↵ Comparable services
- ↵ We have to change the mindset of people – educate them and work together.
- ↵ Need a plan. Municipal governments need to get together and discuss this.

Highway Maintenance – we need adequate highway maintenance. With the frequent travel to the airport in Deer Lake and the hospital in Corner Brook, something has to be done about the plows and their schedules for clearing the snow.

Community Outreach

- ↵ RED Board presence in schools and colleges.
- ↵ Not doing a good enough job of communicating what we do. We are just too busy doing.
- ↵ We need to develop a strategy to do this.
- ↵ We need to educate the youth about the quality of life versus the chase after the almighty dollar.
- ↵ Target youth before they decide to hit the road.
- ↵ Need a youth voice on the Board.
- ↵ In order to do all of this, we need the school support.

11.0 Adjournment

Before the meeting was adjourned, the Chair thanked everyone for coming and the meeting was adjourned at 8:35 p.m.

**Long Range Regional Economic Development Board
Strategic Planning Process Minutes
March 6, 2008 – Town Hall
Stephenville Crossing, Mattis Point, Gallants, Black Duck Siding**

Attendance: 1 Person from the community

- Cynthia Downey - Stephenville Crossing, Mattis Point, Gallants & Black Duck Siding
- Mark Felix - Department of Innovation, Trade & Rural Development

Staff:

- Debra Coughlin - Economic Development Officer

1.0 Call to Order

The Long Range RED Board met at the Town Hall in Stephenville Crossing on March 6, 2008.

2.0 Introduction

Cynthia then introduced herself and the other RED Board Staff present at the meeting. She then welcomed everyone to the meeting and asked that we go around the table and introduce ourselves. She then called upon Debra Coughlin to give a brief overview of the past three years.

12.0 Review of the Past Three Years

At this time, Debra informed everyone that the RED Board has five core functions and one of those core functions is to develop and implement a three year Strategic Economic Plan. In order to do this, we must have community consultations throughout the Zone. We need your feedback and input on what the Zone Board should be working on for the next three years. Tonight is your opportunity to identify things that should be in the SEP but remember that the Board does have some limitations.

Debra Coughlin then identified some things that the Zone board is working on. She then went on to reiterate that we are present tonight to hear about the challenges and opportunities facing your community. Where should we go and how do we move forward?

13.0 Strengths

Stable Community

- ↔ Close to Stephenville
- ↔ Housing availability
- ↔ Taxes
- ↔ New homes being built – people coming home to retire
- ↔ Excellent service - snowclearing

Employment

- ↕ Senior's Home
- ↕ College of the North Atlantic
- ↕ Skinner's Pharmacy
- ↕ Irving Gas Bar
- ↕ Colemans
- ↕ Building Suppliers / Contractors

Community has Land Management Plan

- ↕ Wetlands – Jewel of NL Wetlands

14.0 Opportunities

- ↕ Signage – Wetlands – lookout signs; bird watching
- ↕ Coordinate Wetlands meeting between Codroy and Stephenville Crossing
- ↕ Trailways – Gut bridge needs work

15.0 Adjournment

Before the meeting was adjourned, Cynthia thanked everyone for coming and the meeting was adjourned at 8:35 p.m.

**Long Range Regional Economic Development Board
Strategic Planning Process Minutes
March 7, 2008
Tenants of the WE Cormack Entrepreneurial Institute**

Attendance: **9 People from the building**

Staff:

John MacPherson - Executive Director
Debra Coughlin - Economic Development Officer
Robin Marche - Natural Resources Planner
Mandy Jesso - Bilingual Community Liaison Officer

Protocol for Business Prospecting

- ↪ Need package, who, what, when, where and how
- ↪ Got to get act together
- ↪ Single point of contact
- ↪ Need to do homework on companies
- ↪ Need to focus on BR&E for future of small business in rural communities

Support for Small Business

- ↪ Job fairs
- ↪ Supply services, availability of workers

Coastal Route

- ↪ Is it on the radar for tourism

Lack of understanding that a living can be made in Rual NL

- ↪ Need community outreach
- ↪ Market to keep people / draw people

Focus and act on opportunities

- ↪ Act on what we have
- ↪ What do people want in communities
- ↪ Don't chase pipe dreams / big business – put money into what we have

Research

- ↪ Changing demographics
- ↪ Business opportunities

- ↪ Take advantage of CAN
- ↪ Military needs

Opportunities

- ↪ Tourism / Cultural Heritage
- ↪ Coastline
- ↪ Identify opportunity, protect and promote it
- ↪ Demographic shifts to urban
 - Welcome Wagon (need??)
 - Welcome package
 - Link military to community groups
 - Identify / accept successful NL business to set up business

Lobby for Change

- ↪ Need to get together to get our points forward (forestry) – diplomacy
- ↪ People are restricted / control to voice their opinions
- ↪ Are programs suitable for economic growth

Development of Growth Centres affects planning for agencies

Engage Communities

- ↪ Need to be effective at engaging community members
- ↪ Help build capacity
- ↪ Create a true democratic base

Communities need to dialogue

- ↪ Communities need to work together
- ↪ Communities should join forces

What should the organizational structure of CDC look like when they leave

- ↪ Where to from here?

**Long Range Regional Economic Development Board
 Strategic Planning Process Minutes
 March 10, 2008
 Bay St. George South, Fischells to Highlands – Area Development Association**

Attendance: 9 People from the community

Lloyd Harnum - Bay St. George South/Fischells to Highlands

Staff:

John MacPherson - Executive Director
 Debra Coughlin - Economic Development Officer
 Sheila Hawco - Administrative Assistant

1.0 Call to Order

The Long Range RED Board met at the Area Development Association Office in McKays on March 10, 2008. Lloyd Harnum welcomed everyone and called the meeting to order at 7:00 p.m.

2.0 Introduction

Lloyd then introduced himself and the other RED Board Staff present at the meeting. He then turned the meeting over to John MacPherson, the Executive Director for the Long Range Regional Economic Development Board.

16.0 Review of the Past Three Years

At this time, John asked if we would take a moment and go around the table and introduce ourselves. He then went on to explain to everyone why we are here this evening and gave a brief overview of the RED Board.

17.0 Opportunity Identification

Fishery

A discussion took place in regards to the development of Crabbes River in order to bring in other vessels to the area to generate revenue. In order for this to happen, some things have to be done.

- ↪ Dredging – at least a cost of 120 thousand dollars
- ↪ Three Phase Power
- ↪ Property acquisition sorted out
- ↪ Fresh water supply – ice maker
- ↪ Roof over the pool so we can pack lobsters here – job creation

Year 1 – an engineering study will have to be done. In order for this to happen, you will need 20% of non-government money.

Year 2 – a comprehensive business plan will need to be done. Where is this coming from?

Agriculture

- ↵ Cost associated with farming is rising constantly
- ↵ Need government to believe in the Agriculture industry
- ↵ Growth in lamb is rising
- ↵ Loss intelligence in are for Agriculture
- ↵ Need Agriculture Rep. For the area
- ↵ Potential for mixed farming
- ↵ Continuity of human resources
- ↵ Agriculture NL needs a shake up – Danny Williams needs to come to the table; we need an Agriculture Minister; Marketing strategy; put some dollars into Agriculture
- ↵ Need government officials aware of the farming industry

Tourism

- ↵ Increase in litter and car wrecks
- ↵ Working with Zone 10 on tourism map / brochure
- ↵ Put money into sustaining the T-Rail
- ↵ Need increase in community support (Capacity Building)
- ↵ Change in demographics is affecting the volunteers
- ↵ Highway Signage – Three Rivers Scenic Drive – need partners to accomplish this. The private industry; Area Development Association
- ↵ Trail inventory and proper signage (land ownership)
- ↵ Pond restocking
- ↵ Maintaining our culture – cultural heritage
- ↵ Beautification – look outs – clean environment
- ↵ Recycling issue

18.0 Adjournment

Before the meeting was adjourned, the Chair thanked everyone for coming and the meeting was adjourned at 9:00 p.m.

**Long Range Regional Economic Development Board
Strategic Planning Process Minutes
March 26, 2008
Port au Port Peninsula - Cape St. George French Centre**

In attendance:

Bridget Benoit	Travis Young
Bernadette Benoit	Bob Cormier
Tony Cornect	Alvin Felix
Wayne Deaves	Catherine Fenwick
Debra Coughlin	Johnny MacPherson
Lloyd Harnum	Mandy Jesso

After introductions Mandy presented a slideshow on the attractions on the Port au Port Peninsula and presented the concept of the slogan; “Faissons le tour bien oui” “Let’s do the Loop”. The slogan idea was inspired by Mariette Mulaire from Manitoba who visited the group in May 2007 and told how a town’s image in Manitoba was revitalized through the efforts of a slogan. Mandy indicated the businesses on the Port au Port completed a survey on the slogan and the majority agreed it was a good idea.

After the presentation, the group suggested a few more ideas that could be added to the presentation:

- Bird colony
- Rare birds
- Photo of the crash site
- Fields and wild flowers

Other suggestions to boost the tourism industry also included the development of a website and a means of getting the message out about local happenings. Re newsletter, or brochure

A discussion took place as to whether or not the new slogan “Faissons le tour bien oui”, “Let’s do the Loop” would interfere with the current theme of The French Ancestor Route. Some felt it would be too confusing, others felt the slogan and the theme were too separate entities and would not conflict. It was decided another meeting to discuss a “where to from here” would need to take place. Mandy will draft several ways in which to present the slogan for future discussion.

There was also discussion that the expression “Faissons le tour bien oui” should be written in the Mi’Kmaq language since aboriginal revitalization is on the rise. The majority of attendees felt that French and English should be the only two languages on any signs as both languages are Canada’s official languages. In addition there were questions as to the possible confusion that another language on the signs might pose.

Concerns of the community:

- Trail development. Some felt a rough handed approach was currently happening with regard to trail development and felt there was a lack of consultation with the community before decisions were made.
- Activities are offered in school but not outside of school. It was expressed that some children do not have the same access to activities that are offered at the French school. It was further noted that

programs should also be offered outside of school hours. In response, it was added that after school programs are open to the community and English school and programs have been offered to the community after school but the participation rate was low and transportation after school hours were a problem.

- **Communication.** Many expressed the need for better communication among groups, businesses and organizations. Although a brochure and website was offered as a solution others suggested that would require human resources and money to make it a reality. Even if money could be raised to develop the initial solution, the maintenance would continue to pose additional problems.
- **Opportunities need action.** There are many opportunities on the Port au Port Peninsula that requires someone to start the ball rolling. Dinner theatre, boat tours, historical culture development (Red Island). The group was informed about an information sharing session workshop that the RED Board and the Town of Cape St. George are working on to see if various ideas are feasible.
- **Agriculture.** Agriculture is not a primary industry on the Port au Port Peninsula; however there it was noted that one farm on the PAP provides silage to a farm in BSGS. It was recognized that there are opportunities in agriculture especially if farms work with one another and extend relationships outside one's own area.

Several times throughout the evening an attempt was made to introduce other areas of business development, such as expansion in agriculture and natural resources however the group naturally retreated to culture and tourism development as their primary focus.

**Long Range Regional Economic Development Board
Strategic Planning Process Minutes
March 31, 2008 – 50+ Club on Hynes' Road
Kippens, Port au Port East, Point au Mal, Fox Island River**

Attendance: **10 People from the community**

Louis MacDonald - Kippens, Port au Port East, Point au Mal, Fox Island River

Staff:

Debra Coughlin - Economic Development Officer

Sheila Hawco - Administrative Assistant

1.0 Call to Order

The Long Range RED Board met at the 50+ Club on Hynes' Road in Port au Port East on March 31, 2008.

2.0 Introduction

Louis MacDonald welcomed everyone to the meeting and asked that we go around the table and introduce ourselves.

19.0 Discussion

- ↵ Need to be pro-active
- ↵ RED Board needs higher profile
- ↵ Business needs? Small Business
- ↵ Other sectors – farming / fishing

20.0 Agriculture

- ↵ Expand slaughterhouse in Picadilly
- ↵ High potential
- ↵ Provincial regulations high
- ↵ Sheep farming expanding
- ↵ Designated Minister for Agriculture
- ↵ Protect agriculture from collapsing – easy to get swallowed up by larger companies
- ↵ West Bay pasture – 5 Year plan.

21.0 Land use issue

- ↵ How will this affect our future
- ↵ Being eaten up by urban expansion

22.0 Tourist Chalet

- ↔ Signage – chalet in good location but just not visible enough.
- ↔ Needs a mix of seniors and youth at high traffic tourist stops.
- ↔ Better qualified staff.
- ↔ Bilingual people working the chalet.

23.0 Networking / Partnering

- ↔ Communities / Associations need to be in tuned with each other.
- ↔ Need joint issues / agenda to be cohesive unit.
- ↔ Regional government
- ↔ RED Board to sit with the Town of Kippens to work on their Town Strategic plan.
- ↔ Meet with the Joint Council.

24.0 Came for:

- ↔ More knowledge of the Strategic Plan and the role of the RED Board.
- ↔ Focus on own town but supportive of surrounding communities – issues facing towns (infrastructure).
- ↔ Keep informed about local happenings.
- ↔ Learning / information sharing.
- ↔ Stress importance for agriculture in area.
- ↔ Focus on strengths of volunteers.
- ↔ West Bay Pasture – 5 year plan.
- ↔ Need coordinator at PAPEDA.
- ↔ Better communication – good to know what is happening.

25.0 Adjournment

Before the meeting was adjourned, Debra thanked everyone for coming and the meeting was adjourned at 9:00 p.m.