



Year End Report

September 2008 to August 2009

Prepared by:

LONG RANGE REGIONAL ECONOMIC DEVELOPMENT BOARD

August 31, 2009





September 25, 2009

Mr. Manuel Hackett
Atlantic Canada Opportunities Agency
P.O. Box 1060, Station 'C'
St. John's, Newfoundland
A1C 5M5

Dear Mr. Hackett:

Enclosed is a brief report on our activities over the past twelve months.

Despite ongoing challenges, we feel that our area is moving in a positive direction and there is very little happening in our Zone that we are not involved with at some level.

We look forward to working with our funding partners and the community at large to grow our area in the months ahead.

Thank you for your continued support.

Yours very truly,

Lloyd Harnum, Chairperson
Long Range RED Board

encl.





September 25, 2009

Ms. Sheila Earle
Department of Innovation, Trade and Rural Development
P.O. Box 2006, Mill Brook Mall
Corner Brook, NL
A2H 6J8

Dear Ms. Earle:

Enclosed is a brief report on our activities over the past twelve months.

Despite ongoing challenges, we feel that our area is moving in a positive direction and there is very little happening in our Zone that we are not involved with at some level.

We look forward to working with our funding partners and the community at large to grow our area in the months ahead.

Thank you for your continued support.

Yours very truly,

Lloyd Harnum, Chairperson
Long Range RED Board

encl.

c.c. Mark Felix, INTRD



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Appendix A – Integrated Business Plan Summary 2009 - 2010

I. Introduction

Please accept this brief report on our activities for the past year. We have touched on most of our key activities as it is just not feasible nor productive to elaborate on all our activities most of which are dealt with at our quarterly sessions as well as our regular contact with our funding partners.

We feel we have had a successful year from the perspective of Board and staff development as well as the work done in the community. We have developed a significant number of new partnerships with the private sector and community groups and played a role in having more municipalities in our region work together.

We of course end each year with a feeling of not having done enough, lamenting lost opportunities, etc. However, we take comfort in our accomplishments and while our view is biased, we feel that given the resources at our disposal, we have done well. We leave the unbiased view of our activities to reader of this report.

II. Management and Operations

Board Members:

| Name | Position | Geographical Area |
|-------------------|-----------------------|---|
| 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 | French Culture Representative |
| Cator Best | Director | Port au Port East, Point au Mal, Fox Island River & Kippens |
| Randy Lieb | Director | Burgeo, Ramea, Grey River & François |
| Susan Fowlow | Director | Stephenville, Cold Brook, Noel's Pond & Gull Pond |
| Nathan Dennis | Director | Port au Port Peninsula |
| George Lee | Director | St. George's, St. Theresa's, Flat Bay & Barachois Brook |
| Anne Hart | Director | Aboriginal Representative |

Staff:

| | | |
|-----------------|-------------------------------------|-------------------|
| John MacPherson | Executive Director | Staff |
| Debra Coughlin | Economic Development Officer | Staff |
| Sheila Hawco | Administrative Assistant | Staff |
| Mandy Jesso | Bilingual Community Liaison Officer | Contractual Staff |
| Robin Marche | Natural Resource Planner | Contractual Staff |

Management and Operations Goal: To develop and maintain Board capacity.

- 1) To conduct annual staff appraisals.
- 2) To conduct semi-annual review of Board and Committee structures using historical data to evaluate growth of new process.

- 3) Provide capacity training for Board and Staff as identified by Board and Staff.
- 4) Quarterly meetings with ACOA and INTRD to ensure compliance with Statement of Work.

Initiatives for 2008-2009:

Governance / Policy / By-laws

A committee was struck to review our policies and procedures along with our by-laws. The committee held several meetings to review existing policies and by-laws and brought recommendations for improvements to the Board. After a careful review of the recommendations brought forward, some changes were recommended by the Board members not serving on the committee. The new policy was adopted on March 18, 2009. A copy of our new By-laws are attached at Appendix #

The Long Range RED Board was invited by CBDC Long Range to partner together in a Board Governance session that was held on April 6th at the Holiday Inn in Stephenville. Six Board members participated in this session. They all felt it was a very informative and productive session.

Board meetings

Eight Board meetings were held from September 2008 to August 2009 along with 35 sub-committee meetings.

Board Retreat

On January 9th and 10th of 2009, all Board and staff members of the Long Range RED Board participated in a Board Retreat. This strategic planning session was facilitated by Mark Felix from the Department of Innovation, Trade and Rural Development and funding was acquired through the Communities Taking Charge program to help with the costs of hosting this retreat.

The following objectives were discussed at this retreat:

- To gain understanding of the role of the Board, staff, Board member, Executive and sub-committees.
- To provide an overview of strategic planning.
- Revisiting our vision.
- Review Board's work plan.
- To explore internal and external communications.
- To review the role of the sub-committees.
- To elect Executive and establish sub-committee leads.

Additional work done within Management and Operations not identified in our Statement of Work for 2008/2009

Partnerships:

- Multi-Cultural Day was celebrated on March 21, 2009. The Long Range Regional Economic Development Board initiated a celebration and helped coordinate the celebration with the College of the North Atlantic.
- We provided feedback to the Harris Centre on how to make the Harris' Centre's 5 year plan more relevant to the on-going work in the communities.

- We were approached by Fédération des francophones de Terre-Neuve et du Labrador to coordinate a session on Immigration and the integration processes for newcomers. The focus was to help the public better understand the immigration process and to tighten the links with the governments.
- The nature conservancy of Canada approached us to assist them to coordinate the Greening our Environment session.

III. Natural Resources

Natural Resources Committee

Chair: Cynthia Downey

Resource person: John MacPherson

Natural Resources Goal: To provide companies with the necessary means to capitalize on opportunities.

Initiatives for 2008-2009:

Inform local business and the general public of existing and emerging opportunities. As we become informed about changes in the natural resource sector, we will share this information throughout the zone with local municipalities and businesses. This work continues on a regular basis. Besides community meetings, we use the Bay St. George Chamber of Commerce as a connection with local business, funnelling information from the oil and gas sector. In regards to aggregate exploration, agriculture and fishery; we gather this information from government agencies and one on one meetings with industry players.

Additional work done within Natural Resources not identified in our Statement of Work for 2008/2009

- The West Coast Oil and Gas Committee met to discuss the symposium that was held in Corner Brook in the fall of 2008. The final report, issued by CBCL, did not have the information that was required and therefore the report was not accepted until additional information was provided.
- CNLOPB - A consultant was hired to conduct a Southern NL Environmental Assessment. The proposal was developed and circulated, and the submissions from the consultants are currently under review.
- North Range Resources gathered some information on previous peat studies in the area. We facilitated meetings with various funding agencies on their behalf.

IV. Tourism

Tourism Committee

Chair: George Lee

Resource person: Debra Coughlin

Tourism Goal: To strengthen the tourism industry in Zone 9 linked to existing or new tourism products in the region.

Initiatives for 2008-2009:

1. Meet with industry players to identify industry training needs on customer service and conduct research.
2. Hire a coordinator to evaluate the effectiveness of the Resource Binder, make changes and share results with other Zone Boards.
3. Continue to connect with local groups and be informed of local events and add them to the weekly calendar of events.
4. Bring trail groups together to develop a plan for a trail system for the area.

Update on Tourism Initiatives for 2008/2009:

1. Industry training needs and customer service training.

Customer service has been identified as a primary reason why customers return to a business. However, in the current business climate, businesses are often understaffed and customer service is sometimes compromised. Businesses indicated a need for customer service training but also pointed out it is often not feasible because there is not enough relief staff and / or the cost of training is costs too much for a smaller business. It was also noted that larger regions have more opportunity for training and information sessions, than do the rural communities. After we evaluated the situation we decided to put together a customer service training session for the zone but hosted on the south west coast.

The training, held on June 05 and 06, was titled Soaring to Excellence and also included a familiarization tour of Ramea and Burgeo. Funding for this was obtained through Service Canada under the Job Creation Partnership, and the Department of Innovation Trade and Rural Development's Community Capacity Building program. We held several meetings with business owners / managers who identified specific customer service skills that needed improvement in the region. There were three primary reasons for the session: 1) to bring customer service training to the southwest coast 2) to showcase the southwest coast 3) to familiarize the front line employees working in other areas of the zone about the area of the southwest coast.

This information was shared with the College of the North Atlantic's tourism instructors who committed to developing a presentation on the needs of the business community for customer service training. A coordinator was hired to coordinate the project and liaise with the business community and to engage community members from the southwest coast in the creation and implementation of the project.

Representatives from the four communities on the Southwest Coast were consulted with the design of the session and how it would roll out. This method was very time consuming but extremely valuable as people commented that the process made them more included in Zone activities.

A trained facilitator, within the tourism sector, utilized the College's presentation and delivered the Customer Service session and the Communication session was delivered by a Capacity Building Facilitator.

As we progressed with developing a training program we kept our challenges in mind and tried to be creative enough to encourage participation and generate interest for future training. The training was a combination of on theory, experiential learning and fun activities. Each attendee received a photo journal of the trip (see attached). Feedback from the business community and the attendees has been extremely positive and there have been inquiries for future training.

2. Hire a coordinator to evaluate the effectiveness of the Resource Binder, make changes and share results with other Zone Boards.

We were fortunate to tap into a highly skilled Community Studies student who wished to complete her second work term with us. She reviewed the Resource Binder and completed the updates. Maintaining follow up care with the projects we undertake is always a challenge as it takes a large amount of human and financial resources. So far, we have been fortunate and have tapped into talented people.

3. Continue to connect with local groups and be informed of local events and add them to the weekly calendar of events.

Updating the calendar was handed over to the southwest coast tourism coordinator to coordinate for zones 9 and 10 for 2009. The coordinator's position ends September 11, 2009 and there are no plans at the moment for the 2010 season.

4. Bring trail groups together to develop a plan for a trail system for the area.

The Walk-A-Ways is guided by a group of people interested health and wellness and community development. The Walk-A-Ways Committee envisioned a trail system that linked the communities of Kippens, Stephenville, Stephenville Crossing, Noels Pond and Long Gull Pond. Power-point presentation for the network's vision was given to each council for their feedback. It was decided to start work with the Town of Stephenville as they were the first to come on board. The Long Range REDB recognized the value in an organized trail system to the region and continues to support the project. In the initial stages a great deal of effort was put into learning about trail development, engaging trail groups within the province and developing a comprehensive check list of requirements. The following were consulted for their expertise and advice: Brent Humphries - Corner Brook Stream Development; Andy Hennebury - Department of Tourism Produce Development Officer; International Appalachian Trail Carl Simms - Western Representative; Towns of Kippens, Stephenville, Stephenville Crossing, Noel's Pond, Long Gull Pond Grand Concourse - St. John's; Laurie Hawkins - Acting Area Habitat Biologist - Dept of Fisheries and Oceans

V. Agriculture

Agriculture Committee

Chair: Nathan Dennis

Resource person: John MacPherson

Agriculture Goal: To increase productivity and sustainability in the agriculture industry.

Initiatives for 2008-2009:

1) Collect data to develop a position paper to support the need for agriculture.

1) Collect data to develop a position paper to support the need for agriculture.

We met with Zone 9 farmers to discuss agriculture issues as it relates to doing business. In addition there have been meetings with Zone 10 on the broad spectrum of agriculture, the Agriculture Policy Framework and the need to bring farmers together under some form of structure. What the structure will be still needs to be determined. We are working with Zone 10 and are being supported by a Resource Committee of the following: the Rural Secretariat and the Department of Agriculture and the Department of Innovation Trade and Rural Development on a proposal to study agriculture in both zones. A request for a proposal (RPF) was

called for with only one response. A second call was issued, reaching out to a wider field which was much more successful. We have selected AgriPoint out of Nova Scotia as our consultant. A contract has been signed with the Department of Natural Resources (Agriculture) and work will start shortly.

Additional work done within Agriculture not identified in our Statement of Work for 2008 / 2009.

- Two potential new farming entrants approached us for information on the agriculture industry in our region. They were connected with the Department of Agriculture and provided names of other farmers that would be a good source of knowledge.
- We met with milk farmers to discuss protein issues.

VI. Fisheries and Aquaculture

Bay St. George / Port au Port Peninsula Marine and Coastal Resource Steering Committee

Chair: Barry Noftal

Resource person: Debra Coughlin

Marine and Coastal Steering Committee Goal: To work on local issues consistent with the coastal and ocean management priorities of the provincial and federal governments.

The Marine and Coastal Management Committee maintains a solid core group of people who are committed to fostering ocean stewardship and advancing an integrated approach to coastal and oceans management for the Bay St. George / Port au Port Peninsula area. Over the past year the committee has consulted with the community to learn of local issues, and became informed on the provincial and federal plans for an integrated approach to coastal management. From the community consultation and planning workshops the following themes emerged: Education, Advocacy, Collaboration/Partnership and Membership/Recruitment. A copy of the Strategic Plan is available upon request. The Long Range RED Board has been heavily involved in building capacity for the committee, engaging stakeholders and developing a 5 year strategic plan. In 2009 / 2010 the committee will add the actionable items to the plan.

Additional work done within Fisheries not identified in our Statement of Work for 2008 / 2009.

- BSG South was successful with a proposal that we assisted them with to expand their fish holding facilities.
- We met with local entrepreneurs in Bay St. George South and presented a case for secondary processing. We also provided a letter of support on behalf of Atlantic Canada Eel Ltd.
- We were approached for assistance by a proponent for guidance in an aquaculture initiative on the Port au Port Peninsula. We provided a list of resource people to assist with the development of his business.
- The Bay St. George South Harbour Authority requested support in writing a proposal to access funds for under ACOA's CAF program.

VII. Business Development and Support

BR&E Committee

Chair - Randy Lieb

Resource Person: Debra Coughlin

Business Development Goal: To increase and strengthen economic activity in the region.

Initiatives for 2008 - 2009

- 1) Implement a Three-Phase Power system in Bay St. George South.
- 2) Assist seniors to create an action network to address existing gaps in the services in the region.
- 3) Hold round table discussions with the business community.
- 4) Support the development of an electronic database for business and community agencies.

1) Implement Three-Phase Power.

Construction of infrastructure related to this project is ready to start. We have had ongoing discussions over the past year with all players involved in this project besides partners directly involved; we have had ongoing discussions with Newfoundland Power. We approached the Department of Innovation, Trade and Rural Development to see if the contract could be amended to increase their contribution from 18% to 25%. We are pleased to report that this commitment was forthcoming and all the ducks are in a row for this project to start. We have had ongoing discussions with our private sector partner who (as was to be expected) did everything in his power to have the amount of his contribution made as low as possible. ACOA and INTRD has been made aware of each step in this process.

This project consumed a lot of time over the past year. We made contact with Hydro either face to face or by phone or email on 27 different occasions. We reported to our funding agencies on this project on 9 separate occasions and we had contact with our private sector partner on 7 occasions. While time consuming at the end of the day, it is all worth while. The long term economic benefit of the Bay St. George South area will be felt for generations. Installation of power should be completed in early 2010.

2) Support the development of an electronic data base

There have been several meetings with employment and business agencies to discuss ways and means to solve some of the human resource issues facing businesses in our region. Developing a database with and for business and community agencies has been identified as one of the solutions.

3) Round table discussions with the business community.

In early December, we held the first Round Table information session. The goal of this particular session was to update community stakeholders on the activities of selected organizations / agencies in the community. Round table get togethers generally allow us to hear what other organizations are up to as well as they provide an opportunity for us to inform others about our activities. The following provided updates on the organizations: Municipalities NL - Wayne Ruth - Past Chair; Southwest Coast Tourism Network - Odelle Pike and Town of Stephenville - Tom O'Brien – Mayor.

Initially, we envisioned round table discussions to be a tool for getting feedback from the business community on their needs or any issue they might be having. As the year progressed, and the Business Builder sessions were implemented, we realized that the Business Builder sessions also helped us meet our objective for the Round Table discussions. Rather than duplicate efforts we decided to utilize the Business Builders Sessions to assist business as well as gain information from them.

4) Small Business Week

Again this year, we had a full week of activities most of which were well attended. The week consisted of an opening and closing luncheon. We had another successful Community Living celebration along with sessions on website development; business basics; an introduction to bookkeeping and a business information session from Revenue Canada. This is made possible because of the partnerships we have formed with CBDC Long Range, the Department of Innovation, Trade and Rural Development, the Atlantic Canada Opportunities Agency, the Bay St. George Chamber of Commerce, the College of the North Atlantic and BDC.

Additional work done within Business Development not identified in our Statement of Work for 2008/2009.

- The Business Builder sessions were a joint effort with the Long Range Regional Economic Development Board, the Department of Innovation, Trade and Rural Development, the College of the North Atlantic, Human Resources, Labour and Employment and the Community Employment Resource Centre (CERC). Two sessions, in a series of four sessions, have been completed on 'Recruitment and Retention'. The feedback from the business community has been extremely positive. The biggest suggestion for improvement has been to extend the length of the sessions (and to have more salt beef in the soup☺.) Past presenters have indicated they have had follow up calls from participants. The final two sessions in this series will be held in the late fall of 2009.
- An offshore investor is interested in developing a senior's complex in the Robinsons' area.
- We are working with Dr. Lesley McGregor providing support in marketing and expanding her business.
- We provided assistance to a local entrepreneur with a business plan and proposal for Aboriginal Business Canada.
- We financially supported four groups who would not have been able to participate in Bay Expo
- Meetings were held with Bill Alexander to discuss study on feasibility of wood pellets and Northern Harvest Seafoods on a possible aquaculture project.
- We met with MHA Joan Burke and MHA Tony Cornect to discuss wood pellet potential for our area. Also, Minister Burke was able to access information that we had difficulty obtaining, regarding fuel consumption in government buildings within the zone.
- We met with the Marine Institute (SERT Centre) to discuss expansion plans and possible support from the Zone Board.

VIII. Social Development

Social Economic Development Committee

Chair – Susan Fowlow

Resource Person: Debra Coughlin

1) Assist seniors to create an action network.

Our seniors' population continues to grow and become of ever increasing importance to our economy. We have been directly involved with several businesses over the past year who are looking to capitalize on this sector by establishing businesses that will meet the needs of seniors. We act as a resource to these businesses providing assistance with business plan development and evaluation; arranging meetings with various government and funding agencies as well as connecting them with possible investors from the private sector.

Previous research and personal communication with seniors indicated that seniors often go outside the region to shop for goods and services not available in Zone 9. We believed that connecting the business community could reduce travel outside the zone for seniors and potentially increase business opportunities for business within the zone. Considerable time was spent trying to generate interest among other stakeholders to bring this initiative to fruition. However there was insufficient uptake in partnering organizations and the interest waned in the Social Economic Development Committee who oversaw this initiative. It was decided that the time and resources could be better spent working in another area; one that will engage more community / business participation.

2) Aboriginal Business/Community Advisory Committee

Chair – Anne Hart

Resource Person – John MacPherson

The Aboriginal Business/Community Advisory Committee will strive to promote economics for all aboriginal businesses in Bay St George region, Zone 9. The Committee was formed under the mandate of the Long Range Economic Development Board in 2006. The committee members represent the following aboriginal bands: Flat Bay Band, Benoits First Nation, Indian Head First Nations and the Port au Port Band. The committee also includes a Chairperson, a co-chair and 2 members at large, to represent business owners who are not registered within a Band Council. The Committee operates under the mandate of the Long Range Economic Development Board. The Chair of the committee is held by a Board of Directors on the Long Range Regional Economic Development Board.

Objectives:

- To provide administrative support to the committee.
- To liaise with other organizations on a regional and provincial level which have common goals.
- Maintain a database of aboriginal businesses.
- To advocate on behalf of our members wherever possible to improve access to programs and services in business support for new and expanding businesses.
- To organize and plan regular monthly meetings.
- To prepare minutes and agendas.
- To assist in planning community sessions related to the Aboriginal businesses - Gala Event.
- To receive, document and forward any correspondences regarding small business operation.

IX. Communications

Communications: To inform the general public, community, stakeholders and partners on the work of the Long Range Regional Economic Development Board in the region.

Initiatives for 2008-2009:

- 1) Hold opportunity identification sessions in each of the sub-regions.

- 2) Work with CBDC Long Range to develop a joint newsletter.
- 3) Complete a Long Range RED Board newsletter.
- 4) Continue to update our webpage.
- 5) Support traditional / annual events in the Zone.
- 6) Circulate a brochure that lets people know who we are, what we do, our plan and how to contact us.
- 7) Engage media sources to cover activities. We try to engage the media as much as possible to promote our activities however; we are identified as a business and our activities are often seen as potential advertising dollars.

Opportunity Identification Workshops

We held opportunity identification workshops in each of the sub-regions of our Zone. We partnered with the CBDC on this initiative as they had identified the same piece of work in their plan. We used the CCB module as our guide in this process. The sessions were well attended with 31 people participating in the process. 117 ideas were put forward and this was narrowed down to 35 through the screening process. We are pleased to report that three of the ideas put forward have been acted upon by entrepreneurs who have started a business based on ideas from the workshops.

Additional work with Communications not identified in our Statement of Work for 2008/2009.

In response to our recession, the Federal Government announced two new programs to be delivered through the Atlantic Canada Opportunities Agency - Recreational Infrastructure Canada (RInC) which was geared to recreational infrastructure and the Community Adjustment Fund (CAF). We were given a heads up by ACOA that there may be an opportunity in the near future so we were promoting the programs before they were announced encouraging people to have proposals ready for when the call came. We met with the Local Development Associations, Town Councils, Harbour Authorities and Local Service Districts. We assisted with proposal development both research and actually wrote up several proposals for groups who were interested. We also assisted the WE Cormack Entrepreneurial Institute develop, compile and submit a proposal for upgrades to the Centre. We of course, have taken some criticism because none of the proposals we were involved with were approved. You were out here suggesting we get proposals in; why? Would we do this again? Absolutely as it is better in our view to shoot for the hoop and miss than not even get into the game.

X. Other

Capacity Building

During the past year, we were extremely active in implementing the Capacity Building initiative. We promoted economic development by accessing funds through the Capacity Building modules for eleven (11) different organizations. Out of the eleven, five were funded under the Capacity Building Program and six received funds under the Poverty Reduction section of the Capacity Building Program. We would like to thank the Department of Innovation, Trade and Rural Development for their continued support and help in the implementation of this beneficial and worthwhile program.

- Bay St. George South Area Development Association – Strategic Planning Session
- Bay St. George Residential Support Board – Strategic Planning Session
- Community Education Network – Annual General Meeting
- Long Range RED Board – Front Line Labour Training Session
- Indian Head Mi'kmaq Women's Association – Capacity Builder Workshops

- Newfoundland Aboriginal Women's Network (NAWN) – Strategic Planning Session
- Stephenville Theatre Festival – Strategic Planning Session
- Western Newfoundland Destination Marketing Organization – Strategic Planning Session
- Zones 9 and 10 Tourism Workshop – Strategic Planning Session
- Long Range RED Board – Board Retreat – Strategic Planning Session
- District Alliance of Western Newfoundland (DAWN) – Strategic Planning Session

Municipal Involvement

We partnered with the Town of Cape St. George and the local CBDC to deliver an internship program in the town. Our funding partner was the Atlantic Canada Opportunities Agency. This initiative was very successful and resulted in excellent training for interns with a lasting piece of work being delivered to the town as well as bringing towns on the Port au Port Peninsula together to collaborate on ideas.

We held discussions with the Town of Kippens on several occasions to discuss possibilities of working with them on a planning initiative. We met with the Town of Ramea and as a result, contacted Small Craft Harbours to discuss additional berthage for the area. We were informed that funds would be requested through the budgetary process to dismantle the existing structure and for the new structure that will be put in place. Allowing for the dismantle of the existing structure may provide additional berthage in the short term. We are pleased to report that funding has been approved for this project.

We have been quite active with the Town of Stephenville over the past year. We have held meetings with the Economic Development Committee of the town on an ongoing basis. We developed a Terms of Reference for a planning process and we were ready to do a proposal for funding when ACOA stepped up to the plate and offered to put one of their opportunity based teams in place to develop the plan. Of course we accepted their offer and the process is well underway. We look forward to a positive plan to guide the town by the end of the calendar year.

We met with the Town of Burgeo on two occasions providing information on various government programs and assisted with the development of a proposal for CAF funding. We also held public sessions on two occasions in Burgeo to discuss business opportunities for the area.

We worked with several of the Local Service Districts in our Zone as well over the past year.

XI. Challenges to Community Economic Development

The more things changed, the more things stay the same. In good times, most of us are satisfied to let things slide. Therefore in bad times, we are forced into a reactionary mode which often does not address the real issues. Those of us involved in community economic development have difficulty getting support for long term sustainable development because of this. There is no shortage of lip service to the concept of long term planning. There has never been a long term development plan supported (from the grass roots level right through to the seat of power) put in place for our province, this in our view remains a major challenge facing us in the economic development field.

Human Resource capacity in our area is a challenge we deal with every day. At the volunteer level, there is a lack of leadership and where the leadership does exist, the community groups and municipalities do not have the financial resources necessary to attract qualified staff.

There is an issue with literacy right across our country. Unfortunately, we face a rate that is 10+% higher than anywhere else in the country. Our rate is in excess of 50%. This poses challenges to all areas of our community in particular to economic development.

The primary sector of our economy is retail. Ironically, this is the only sector which is ineligible for government support. This of course results in challenges growing the sector while support is non-existent, the sector is regulated to near death. This is a definite challenge to community economic development.

Our challenging demographic poses many challenges. We have an aging work force; a dwindling supply of youth and we have a dramatic number of people leaving the work force (retiring). This results in a constant state of flux at both the private sector and government level resulting in a lack of continuity. Things are changing so rapidly that you may end up working with several new people on a project that only runs for a year resulting in constant education / re-education.

Government programs for the most part do not fit the needs of the people, in particular in more rural areas. This results in millions of dollars left sitting year after year all the while government is promoting various programs and communities and businesses are crying out for help but “never the two shall meet.”

Human nature can be a real challenge. We (the collective we) tend to operate in vacuums oblivious of others only to find out down the road that several of us were flat out doing the same thing. The challenge I guess is communication. We need to quite simply talk to each other.

Turf protection does still raise its ugly head on occasion and without fail, slows or stops the economic development process.

We feel a real challenge to us is getting the day job done while keeping our stakeholders, fellow board members, funding agencies and the general public aware of ongoing activities. The amount of time we have to allot for staff to deal with this is a real challenge at times and does detract from the real process.

XII. Conclusion

We like most are quick to point at others when an initiative falls apart for reasons beyond our control and perhaps fail to recognize the vast majority of people both in business, community groups and government agencies who make it possible to accomplish what we do. Our funding partners, Atlantic Canada Opportunities Agency and the Department of Innovation, Trade and Rural Development play a dual role in providing funds as well as human resource support and guidance at the field level where we live as well as from corporate office. The Department of Natural Resources, both agriculture and forestry departments worked with us over the past year as did the Rural Secretariat. The Department of Tourism; the Department of Municipal Affairs; the Department of Fisheries and Aquaculture along with Human Resources, Labour and Employment play an ever increasing role with us. We worked closely with the Ocean's Management branch of the Department of Fisheries and Oceans as well as the Small Craft Harbours branch of D.F.O. We had support from the Canadian Food Inspection Agency and the Federal Department of Agriculture. We also had great support from Service Canada this year. Most of all, our thanks to businesses in our Zone, community groups and municipalities who slug it out with us for little or not remuneration to make our communities a better place to live. We are fully aware of the fact that without you all, we would instead of struggling to prioritize what goes in this report, we would have nothing to say.

XIII. Proposed Budget for September 2009 - 2010

**Long Range Regional Economic
Development Board
Proposed Budget
September 1, 2009 to August 31, 2010**

| Expenses | Budget | Expended | Balance |
|--|------------------|-----------------|------------------|
| Rent | 14,000 | 0.00 | 14,000 |
| Board Travel / Committee Travel / Meetings | 12,000 | 0.00 | 12,000 |
| Staff Travel | 12,000 | 0.00 | 12,000 |
| Telephone / Norstar / Cell | 12,000 | 0.00 | 12,000 |
| Photocopying / Facsimile | 1,500 | 0.00 | 1,500 |
| Postage / Courier | 500 | 0.00 | 500 |
| Workshops & Training | 1,500 | 0.00 | 1,500 |
| Annual General Meeting | 900 | 0.00 | 900 |
| Communications | 9,000 | 0.00 | 9,000 |
| Legal and Audit | 2,100 | 0.00 | 2,100 |
| Bank Charges | 600 | 0.00 | 600 |
| Website/Internet | 900 | 0.00 | 900 |
| Computer Hardware / Software | 800 | 0.00 | 800 |
| Insurance | 1,700 | 0.00 | 1,700 |
| Membership / Conference Registration | 1,500 | 0.00 | 1,500 |
| Pan Provincial Association Membership | 1,750 | 0.00 | 1,750 |
| Misc | 500 | 0.00 | 500 |
| Office Furniture / Supplies | 1,500 | 0.00 | 1,500 |
| Subtotal | \$74,750 | \$0.00 | \$74,750 |
| Human Resources | | | |
| Executive Director | 58,950 | 0.00 | 58,950 |
| Executive Assistant | 32,583 | 0.00 | 32,583 |
| EDO | 41,216 | 0.00 | 41,216 |
| MERC / Employee Benefits | 15,001 | 0.00 | 15,001 |
| Subtotal | \$147,750 | \$0.00 | \$147,750 |
| Total | \$222,500 | 0.00 | \$222,500 |
| Revenue | | | |
| ACOA | 166,875 | 0.00 | 166,875 |
| REDB PrePaid | 125 | 0.00 | 125 |
| DITRD | 55,500 | 0.00 | 55,500 |
| | \$222,500 | 0.00 | \$222,500 |

XIV. Financial Statement

Project Income Summary

| Project | | | Revenue | Expense |
|-----------------------|------|---|-------------|------------|
| RED Board | 4003 | ACOA Funding | 124,190.68 | |
| 09-01-08 - 08-31-09 | 4004 | DITRD Funding | 55,500.00 | |
| | 5001 | Rent | | 23,991.68 |
| | 5003 | Board Travel | | 9,664.79 |
| | 5006 | Staff Travel | | 11,536.81 |
| | 5008 | Bay Expo | | 1,200.00 |
| | 5009 | Telephone | | 11,286.29 |
| | 5012 | Photocopy/Fax | | 1,425.31 |
| | 5015 | Postage/Courier | | 316.43 |
| | 5019 | Workshops & Training | | 1,249.60 |
| | 5020 | Retreat | | 52.03 |
| | 5022 | DAWN Meeting | | 120.92 |
| | 5024 | Board Meeting | | 601.48 |
| | 5027 | AGM/Workshops | | 610.00 |
| | 5036 | Communications | | 7,685.89 |
| | 5039 | Legal/Audit | | 2,048.50 |
| | 5042 | Bank Charges | | 616.87 |
| | 5045 | Web Site/Internet | | 660.92 |
| | 5048 | Computer Hardware/Software | | 830.68 |
| | 5051 | Insurance | | 1,553.20 |
| | 5054 | Membership/Conferences Pan Provincial Assoc. | | 263.53 |
| | 5055 | Membership | | 1,750.00 |
| | 5057 | Misc. | | 405.77 |
| | 5060 | Office Furniture/Supplies | | 1,567.90 |
| | 5064 | Committee Meetings | | 2,487.11 |
| | 5066 | Wages | | 128,992.32 |
| | 5072 | EI Expenses | | 3,112.04 |
| | 5075 | CPP Expense | | 5,804.64 |
| | 5078 | WCB Expense | | 872.20 |
| | 5081 | Employee Benefits | | 4,716.57 |
| | | | <hr/> | <hr/> |
| | | | 179,690.68 | 225,423.48 |
| Revenue minus Expense | | | (45,732.80) | |