



Integrated Business Plan September 1, 2010 - August 31, 2011

July 2010

Please accept this document as a blueprint for the operation of our Board for the upcoming year. Our Board has made significant efforts to adapt to the new way of doing business by taking advantage of all available training as well as being directly involved in the development of the Integrated Business Plan.

We have gone as far as we could to develop a plan that will move the economic agenda of Zone 9 onward over the next 12 months. The plan is based on the wishes of the community which were prioritized through a funneling process and through other meetings with Board and staff to streamline initiatives. There has been preliminary discussion with partners outlined in the plan who are supportive of our concepts but of course will not commit funding if required without the official proposal being in place.

We look forward to working with you in the months ahead to improve the economic well being of our communities, region and province.

Core Function (CF1) – Develop and coordinate the implementation of a Strategic Economic plan (SEP) in the zone supported by an Integrated Business Plan.

Initiative CF1-A - #1: Create a data base of Natural Resources in the Bay St. George region.

Description:

The lack of a comprehensive database of the Natural Resources in our area has slowed development of this sector. This initiative builds on the work we have done in the past such as the work done by Natural Resource researcher Len Muise followed up by the Meyers' Report of 2006 which identified a number of opportunities in the Natural Resource sector some of which have been capitalized on since the report was released. Examples include bringing the industry together at a symposium in Stephenville which has grown into an annual event for the Western Region known as the "International Gas Symposium." As well as new business start ups in the sand and gravel export and domestic use. One of the issues facing those requiring information such as the availability of land for agriculture and other resources available in the region; is that while work has been done by many, there is no one place to go to get that information. Industry players are willing to share much of the work they have done but there is no real dollar value to doing so and currently they have no depositary for their information. Natural Resources also have a wealth of information; however, it has to be reviewed to collect relevant data for our region and the west coast in general. A Steering Committee comprised of representation from the partners involved in this project will be put in place to guide this process.

Applicable Indicators CF1:

Long term benefits/impact to the region – Successful completion of this initiative will provide existing businesses and new entrants with a readily available resource inventory of all known natural resources in the region providing sound data for those wishing to expand business as well as those new businesses interested in the natural resource sector.

This project builds on work done by us and others over the years but will be the first time work done by all will be available in one place. An example of how this document will be used outside the actual Natural Resource sector will be its inclusion as part of a business attraction piece that we will work on in partnership with the Town of Stephenville. This document will assist with maintaining existing jobs as well as creating new opportunities.

Sustainability – The Long Range Regional Economic Development Board will work in partnership with Town Councils, the Bay St. George Chamber of Commerce, Local Service Districts and Development Associations to distribute the information and

update it annually. Public sessions will be held throughout the region and the Long Range Regional Economic Development Board will act as a clearing house for the information acquired. Also, this database will be published on our website.

Regional Scope – This initiative will encompass the whole geographic area of our Zone with spin off for other regions as well.

Linkages to Government priorities – This project will support several government priorities and will use the government's definition of the natural resource sector which includes forestry, agrifoods, mining, geology, oil and gas and energy to identify content to be included in the database. This initiative ties directly to government priorities and because of the diversity of the natural resource sector, crosses many boundaries and will strengthen the potential for growth in the sector. Successful completion of this initiative will increase the capacity of all communities in our Zone by providing them with information on existing resources in their area and the potential development of previously unknown reserves. This initiative will increase the potential for growth in the region assisting them in their efforts to overcome some of the economic challenges they face

Partner Engagement – The Zone Board will engage local community groups in this process. Initial discussions have been held with a significant number of towns and Local Development Associations who are committed to assisting with the project. We will also have representation from the Western NL Oil & Gas committee. The Department of Natural Resources, also involved, will provide us with guidance and information they have available. We have a commitment from industry to have input as well as playing a role in aftercare. The College of the North Atlantic will partner with us as well. We will of course require (as always) the ongoing support and guidance of our funders – ACOA and INTRD. For the purpose of this project, a key partner is the Department of Human Resources, Labour and Employment who will provide funding for the human resource piece of this project.

Expected Outcomes:

- A complete inventory of natural resources in our Zone.
- Growth in capacity in rural communities.
- Increased awareness of the potential in our region both within our boundaries and outside.
- Ongoing working relationship with the partners involved.

Resources Required:

- Representation from Zone Board to lead Steering Committee.
- Staff person to do research and compile database.
- Office space.
- Supervision and office support.
- Funding from Human Resources, Labour and Employment

Lead:

- Long Range Regional Economic Development Board

Partners:

- Human Resources, Labour and Employment
- Department of Natural Resources
- Towns in the region
- Area Development Associations
- College of the North Atlantic
- Industry

Tasks and Timelines:

Task	Who	Timelines
Set up Steering Committee	Long Range RED Board	Sept. 2010
Develop & Submit proposal for funding	Long Range RED Board	Oct. 2010
Hire staff	Long Range RED Board	Mid-Nov. 2010
Meetings of Steering Committee	Long Range RED Board / Staff person	Bi-monthly
Carry out research / internet / meetings, etc.	Long Range RED Board / Staff person	Dec. – July 2011
Review information and compile database	Long Range RED Board / Staff person	Aug. 2011

Initiative CF1-A - #2: Assessment of bird watching potential in Zones 9 and 10.

Description:

While having the raw resource (birds) to be a world class destination for bird watchers, we have not capitalized on its potential. The Codroy Valley Wetlands has been identified under the Ramsar Convention as a World Heritage Site and is world renowned for its wildlife; in particular its species of birds. The Sandy Point / Stephenville Crossing area is also growing in prominence with some 79 species of birds, many quite rare such as the Piping Plover frequenting the area. The Cape St. George / Mainland area is also becoming known for its colony of nesting Gannets and its Kittiwake colony. Groups in each area have been working to promote this resource; unfortunately in isolation of each other therefore missing out on the synergies that could be generated by working together. Our objective is to develop a strategic plan in partnership with those in Zones 9 and 10 who have been or want to be involved in this process resulting in a go forward strategy allowing the region to reach its full potential in this growing industry.

Applicable Indicators CF1:

Long term benefits/impact to the region – The long term benefits of this project will include the ability to capitalize on all the available resources in our region by working together thereby growing the tourism sector, enhancing jobs that currently exist in the sector and creating new opportunities.

Sustainability – Partners involved in this initiative will accept the responsibility for its sustainability.

Regional Scope – This project will impact all communities in Zones 9 and 10.

Linkages to Government priorities – The Department of Tourism continues to strengthen its position in the national and international tourism marketplace and the interest in NL Birding is a growing segment of the tourism industry. Eastern NL is widely recognized for its bird sanctuaries and draws thousands of tourists each year. By developing interest in other bird colonies on the west coast it will increase the number of identified colonies and the diversity of the birds for viewing.

This project will strengthen the capacity of communities in Zones 9 and 10 to capitalize on existing economic development opportunities as well as allowing the region as a whole to address some of the economic challenges they face.

Partner Engagement – Discussion has been held with the partners identified who are supportive of this initiative. These partners will act as a Steering Committee and they will identify other resources that should be brought to the table at their initial meeting.

Expected Outcomes:

- A strategic plan providing the framework for development of bird watching as a key attraction for our region.

Resources Required:

- Active Steering Committee
- Proposal Writer
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Lead:

- Long Range Regional Economic Development Board

Partners:

- Marine & Mountain Zone Corporation
- Department of Tourism

- Nature Conservancy
- Town of Cape St. George
- Town of Stephenville Crossing
- Codroy Valley Wetlands Committee

Tasks and Timelines:

Task	Who	Timelines
Initial meeting – Steering Committee	Long Range RED Board	Oct. 2010
Proposal for Capacity	Long Range RED Board	Oct. 2010
Deliver training	Long Range RED Board / INTRD	Nov. 2010
Develop proposal	Long Range RED Board	Dec. 2010 – Jan. 2011
Engage consultant	Long Range RED Board / Steering Committee	Feb. 2011
Research / Develop final report / plan	Consultant	March – Aug. 2011

Initiative CF1-A - #3: Social media training for Tourism operators.

Description:

Technology has changed the way the tourism industry does business and the way travelers research and book their travel. Many operators in the area have only the basic knowledge on using the Internet; and have not felt the need for more than the basics – until now. Operators are beginning to realize the importance of the Internet and social media for expanding their business. In order to be competitive in the industry it is necessary to understand and utilize the various available tools associated with the Internet that can draw tourists to an area. In order to launch new marketing strategies, manage customer relations and book travel bookings, operators must become knowledgeable about using various Internet tools; particularly Social Media.

Over the past year, the Long Range Regional Economic Development Board has worked with the Department of Tourism and Hospitality Newfoundland Labrador (HNL) to bring training to Zone 9 that increase awareness on the direction of the tourism industry. After several sessions, participants indicated a need for more Internet training, specifically as it relates to the tourism industry. Consultations with other operators not attending the training have indicated their support for social media training.

The Long Range Regional Economic Development Board has had preliminary conversations with the College of the North Atlantic and other partners regarding Social Media training as it relates to the tourism industry. As a follow up, the Long Range

Regional Economic Development Board has agreed to work with the partners to increase the capacity of the tourism operators for Internet use.

We anticipate submitting a proposal for a coordinator to implement this project. In the event we are unable to secure funding we expect to utilize work term students and existing RED Board staff.

Applicable Indicators CF1:

Long term benefits/impact to the region – The long term benefits to the industry will allow operators the ability to keep pace with changing traveler behaviors. Training will help the operators remain competitive.

Sustainability – The Long Range Regional Economic Development Board will work with the College of the North Atlantic and other partners to create a communication link with all parties so that the partners are better able to respond to the training needs of the regional tourism industry.

Regional Scope – This initiative will be available for tourism operators within Zone 9 and 10. In the event there are training seats available the opportunity for training will extend beyond Zones 9 and 10.

Linkages to Government priorities – The provincial government has indicated that training and development is critical to the growth and success of the tourism industry. According to Uncommon Potential, online tools and technologies illustrate the consumer experience and help travelers plan and book trips. This has already had a significant impact on destination selection [online July 2010].

Partner Engagement – There have been discussions with all partners involved on the training concept. Further discussions are required with the operators to identify the specific training needs and with the College to determine the available expertise to facilitate the training. The Department of TCR is aware that we are planning to undertake social media training for tourism operators and they are in support of the initiative.

Expected Outcomes:

- Tourism operators more knowledgeable of what the Internet provides.
- A cost effective research tool for tourism operators – people more willing to share information.
- Increased global competitiveness for tourism operators; cost effective and targeted marketing.
- Savvy online participants.
- More relationships.
- Strengthened tourism industry.

Resources Required:

- LRREDB staff to oversee the coordination
- Collaboration and input from the tourism operators
- Facility for training
- Expertise in social media and the tourism industry
- Funding to assist with the implementation
- Hire coordinator / shared position

Lead:

- Long Range Regional Economic Development Board

Partners:

- College of the North Atlantic
- Southwest Coast Tourism Network
- Hospitality Newfoundland Labrador
- Tourism Operators
- Department of Tourism
- INTRD

Tasks and Timelines:

Task	Who	Timelines
Consult with tourism operators	Long Range RED Board	Sep 2010
Hold discussions with partners for input into training strategy	Long Range RED Board	Oct. – Dec. 2010
Develop a draft Training Strategy	Long Range RED Board / staff person, College/HNL	Jan. 2010
Strategy reviewed by tourism operators	Long Range RED Board / staff person	Jan. – Feb. 2011
Implement training	Long Range RED Board / staff person	Feb. – Apr. 2011
Evaluation / Reports	Long Range RED Board / staff person	May 2011

Initiative CF1-A - #4: Grow out of male dairy calves.**Description:**

Currently in excess of 2000 dairy calves (bulls) are born and go directly to waste disposal. This occurs simply due to the inability of dairy operations to cost effectively manage this potential resource. This is a problem in the dairy industry world wide. Preliminary work we have done with the industry indicates this resource has the potential to contribute to the growth of the industry. A comprehensive analysis of the potential is required to provide a proper cost benefit analysis. This would be accomplished in partnership with the industry. Calves would be raised at varying periods of time with animals taken to slaughter in order to determine optimum times for most return on inputs. Key to the success of this initiative will be proper record keeping and input from specialists with the Department of Natural Resources (agriculture). The return to the industry, if the product was sold quartered with no secondary processing of any kind would be a minimum of 1.6 million dollars providing a real opportunity to someone already in the beef industry or as an add on to other mixed farming operations.

Applicable Indicators CF1:

Long term benefits/impact to the region – The long term benefits of this project vary with the outcome. We are confident this work will result in extra income for those in the dairy industry who currently spend money to dispose of calves being able to get a cash return for them and for those who become involved in the grow out of these animals. A worst case scenario would be that unforeseen circumstances would determine that the cost benefit analysis is not positive which would have the benefit of providing those interested with the ability to make an informed business decision.

Sustainability – The cost benefit analysis will determine the sustainability. There will be available product and market as long as we have a dairy industry and people to consume product.

Regional Scope – The successful completion of this project will benefit the dairy industry throughout the province.

Linkages to Government priorities – Our Government has made a significant investment in agriculture and the dairy industry in particular thus showing their commitment to the industry and to our rural communities. This project compliments and supports most government priorities in relation to the natural resource sector and rural Newfoundland and Labrador.

Partner Engagement – Discussions have been held with all partners involved to date. A Steering Committee will be put in place to guide this process insuring expertise is involved to insure the optimum chances for a positive outcome. There will be a place at the table for ACOA and the Department of Innovation, Trade and Rural Development as well as the partners mentioned earlier. We have sought the input of the partners

already despite their being no formal Committee in place. The Committee will be officially struck before moving forward with proposal development.

Expected Outcomes:

- Cost benefit analysis for grow out of dairy calves (bulls).
- Use of presently wasted resource.
- Extra revenue for dairy farmers.
- New or expanded farming operations.

Resources Required:

- Zone Board lead person
- Support from the partners
- Proposal writer
- Project manager
- Office support

Lead:

- Long Range Regional Economic Development Board

Partners:

- Whitecliff Farms
- Department of Natural Resources (agriculture)
- College of the North Atlantic
- Human Resources, Labour & Employment
- Bay St. George South Area Development Association

Tasks and Timelines:

Task	Who	Timelines
Formalize committee	Long Range RED Board	Sept. 2010
Write proposal	Long Range RED Board	Sept. - Oct. 2010
Hire manager	Long Range RED Board / Committee	Nov. 2010
Prepare site	Long Range RED Board / Committee	Dec. 2010 - J an. 2011
Initial salvage of calves	Whitecliff Farms	Feb. 2011
Grow out of calves	Whitecliff Farms – first kill	Aug. 2011
Grow out of calves	Whitecliff Farms – second kill	March 2011
Grow out of calves	Whitecliff Farms – third kill	Feb. 2012
Grow out of calves	Whitecliff Farms – final kill	Aug. 2012
Final Report	Manager / RED Board	Sept. 2012

Initiative CF1-A - #5: Island of the Roses - Ramea**Description:**

The fishery sustained Ramea for generations which of course resulted in terrible consequences when the fishery closed. Many made the assumption that the community would quickly die without the historical support provided by the fishery. However, some 18 years later, half the population remains and is determined to do so. This of course has resulted in looking at new ways to generate economic development in the community.

Tourism plays an important and growing role in this regard. In November 2009, the Southwest Coast Tourism Network (SWCTN) held their Annual General Meeting and planning session in Port aux Basques. During the AGM, the stakeholders broke into smaller discussion groups to identify projects that would build the tourism industry in Zones 9 and 10. "Ramea – Island of Roses" was identified as a potential project. The basic concept of this project is to showcase Ramea through roses. It is envisioned that the existing landscape, houses, walkways, businesses and tourist attractions would display roses in some fashion. In addition, some additional infrastructure, such as gazebos and arbors, may have to be constructed. The vision would be to market Island of the Roses as a key tourist attraction for the Island of Ramea as well as for the South West Coast tourism region. The action item from this AGM was to approach the Long Range Regional Economic Development Board to explore their interest in securing funding for a workshop to further explore this potential tourism product.

The strong community support gives this project a real chance for success. Key to this is the support we can provide in conjunction with other partners in relation to research and development.

Applicable Indicators CF1:

Long term benefits/impact to the region – The long term benefits from this initiative will be a strategic plan allowing the community to grow the tourism sector in the future.

Sustainability – Once completed, the Town of Ramea will take responsibility for maintenance and up-keep.

Regional Scope – While Ramea will be the destination, tourism establishments throughout the region will benefit from increased tourism traffic.

Linkages to Government priorities – This project ties directly to the province's tourism strategy and when completed will add not only to the tourism sector but locally to the health and wellness of the community. The provincial government's commitment to rural Newfoundland and Labrador will be strengthened by this project.

Partner Engagement – A Steering Committee of all partners will be put in place and in order to insure participation when necessary, video conferencing and conference calls will be used for communication. We have buy in from the partners and will insure this is maintained by developing a work plan outlining the roles and responsibilities of all players.

Expected Outcomes:

- A strategic plan outlining a direction for the growth of tourism in the community and region.

Resources Required:

- Person from the Zone Board to lead the project.
- Expertise from the Botanical Gardens and other nursery operators.
- Direction from Steering Committee (time).

Lead:

- Long Range Regional Economic Development Board

Partners:

- Town of Ramea
- Ramea Economic Development Corporation
- Ramea Tourism Committee
- Southwest Coast Tourism Network
- Department of Tourism
- MUN's Botanical Gardens & other nursery expertise
- Department of Innovation, Trade and Rural Development

Tasks and Timelines:

Task	Who	Timelines
Plan and organize a strategic planning workshop	Long Range RED Board	Sept. – Oct. 2010
Deliver workshop	To be determined	Nov. 2010
Compile plan	Long Range RED Board	Dec. 2010 – Jan./Feb. 2011
Present to the community	Long Range RED Board	March 2011

Initiative CF1-A - #6: Aboriginal Business Gala

Description:

Over 50% of the population in our Zone is of Aboriginal heritage and a significant percentage of the business community is comprised of Aboriginal people. The issue has been “because of a less than proud past in dealing with Aboriginals”, getting people to come forward and proudly declare their Heritage and take their rightful place in the community. The Long Range Regional Economic Development Board in partnership with the Aboriginal Community Business Advisory Committee will host a gala / networking session recognizing Aboriginal businesses in our Zone.

Applicable Indicators CF1:

Long term benefits/impact to the region – The initial project which began last year identified and recognized more than 64 Aboriginal business operators in zone 9. This will be an annual event and to date a database of more than 140 businesses have been identified for this year. The long term benefit to this region is that of the 900 registered businesses, a large percent is owned and operated by aboriginal people. As a result of this project Ulnooweg Development Group Inc. originally operating out of St John’s has re-located their Newfoundland office to Stephenville, offering financing and support resources to aboriginal businesses for new start ups, purchasing existing business and expansion. The long term effect will be that more business operators will have the financial support to start-up and/or expand creating economic development in zone 9.

Sustainability – The Aboriginal Community Business Advisory Committee will insure the growth of this initiative.

Regional Scope – This initiative will involve business from all areas in our Zone.

Linkages to Government priorities – The growth of small business is a key priority for government and this initiative supports this priority as well as promoting our diversity.

Partner Engagement – We have worked with the Aboriginal Community Business Advisory Committee for several years and provided support on a number of initiatives. We have developed an excellent working relationship and share the burden on all joint tasks.

Expected Outcomes:

- Better informed business community.
- Local businesses mentoring each other.
- New pride in heritage.
- Workshops and resources

Resources Required:

- Human resource
- Office support
- Office space
- Supervision

Lead:

- Long Range Regional Economic Development Board

Partners:

- The Aboriginal Community Business Advisory Committee
- Human Resource Labor and Employment
- Ulnooweg Development Group

Tasks and Timelines:

Task	Who	Timelines
Continue to work on developing an Aboriginal database	Aboriginal Community Business Advisory Committee and Support staff	Oct. 2009- Oct. 2010
Official Opening of the new Ulnooweg Development Group Inc Office	Aboriginal Community Business Advisory Committee/Long Range Regional Economic Development Board/ Ulnooweg Development Group	November 12, 2010
Host 2010 Aboriginal Business Gala	Aboriginal Community Business Advisory Committee	November 13, 2010

Initiative CF1-A - #7: Beautification of Walk-A-Ways Trail entrance (Phase II)
Description:

Walking and hiking have become important activities for health and recreation for locals and visitors. Exit surveys carried out by the Department of Tourism Culture and Recreation indicate visitors extend their vacations and indeed return when there are quality walking / hiking trails in a region. Research has shown that visually pleasing

areas in communities have major influences on user satisfaction. It further adds to the appeal of the town for perspective new residents and fosters pride for existing residents.

In 2009, eight kilometres of the Walk-A-Ways trail network was completed. The start of the trail system begins with the WE Care Trail near the Kindale Library in Stephenville. A large sign, located at the trail entrance, provides a map and description of the trails within the network. Each trail has its own sign at the beginning of that particular section. Although the trails were completed in 2009 the beautification around the trail signs were not done. The trails are functional but not aesthetically inviting. As a resource on the Walk-A-Ways Committee, the Long Range Regional Economic Development Board has agreed to undertake the beautification of the trail entrances.

Applicable Indicators CF1:

Long term benefits/impact to the region – Trails support an active life and therefore contribute to a healthy lifestyle. Trails attract tourists to communities and tourism create jobs and puts money into local economies. They encourage people to appreciate the environment and make the region more desirable.

Sustainability – The Walk-A-Ways Network is working closely with the Town of Stephenville and the Long Range Regional Economic Development Board to ensure the trails are maintained.

Regional Scope – The Walk-A-Ways Network is interested in expanding the network of trails to include surrounding communities. They have presented the trail concept to the towns of Kippens and Stephenville Crossing as well as the communities of Noel's Pond and Gull Pond.

Linkages to Government priorities – According to the Department of Tourism, Culture and Recreation, the trail division promotes trail development done in collaboration with community groups ideally composed of municipalities, local businesses, recreational interests, and interested community stakeholders, thereby enhancing the long term sustainability of community trails. Properly regulated and maintained trails could then be promoted as provincial and regional assets to tourists while contributing to the recreational needs of the residents and the resident traveler [online July 2010].

Partner Engagement – There have been many discussions and site inspections regarding the beautification of the trail entrances. The partners have come to an agreement on what needs to be done and the Long Range Regional Economic Development Board will carry out the partners requests.

Expected Outcomes:

- Increased use of the trails.
- Community awareness.
- Increase volunteer to maintain the trails.

Resources Required:

- Funding to purchase plants / shrubs
- Design expertise
- Long Range RED B / staff to monitor project

Lead:

- Long Range Regional Economic Development Board

Partners:

- Walk-A-Ways Committee
- NL Power
- Department of Tourism (trail division)
- Town of Stephenville

Tasks and Timelines:

Task	Who	Timelines
Meet with landscaper to identify a plan and cost	Long Range RED Board	Aug. 2010
Source funding	Long Range RED Board	Sept. 2010
Hire landscaper	Long Range RED Board	Sept. 2010
Monitor project	Long Range RED Board	Sept. 2010

Initiative CF1-B - #1: Implementation Committee – Agriculture Study**Description:**

The Long Range Regional Economic Development Board in partnership with the Marine & Mountain Zone Corporation recently completed an industry assessment of the agriculture industry in Zones 9 and 10. The issue now is to move the recommendations forward in partnership with the industry. The industry has been very receptive to the report but because of history is anxious to move some of the ideas in the report forward sooner rather than later; hence the birth of this initiative and the next logical step.

Applicable Indicators CF1:

Long term benefits/impact to the region – Successful completion of this initiative will result in tangible work being carried out guided by government and the industry insuring agricultural growth into the future.

Sustainability – Built into the go forward strategy will be the resources for various projects that will make them viable in the long term.

Regional Scope – Industry players from the whole region, ie: Zones 9 and 10 will identify initiatives beneficial to the region and the province.

Linkages to Government priorities – The growth of small business, the growth of rural Newfoundland and Labrador, innovation and technology, health and wellness, sustainability of our province – all priorities of Government which this project will address.

Partner Engagement – We have a history of working closely with Zone 10 and through work done in the agriculture sector; we have a good working relationship with the industry. The Department of Natural Resources funded our study and we would like to be part of the implementation process. We of course work on a daily basis with our funding partners and we plan to engage our partners by continuing our working relationship with those we have worked with in the past and by approaching any outside expertise we may need.

Expected Outcomes:

- A committee with the expertise / skills to prioritize recommendations in the report and recommend a go forward strategy (implementation)

Resources Required:

- Diverse cross section of individuals from industry, Government and community groups all bringing different skills to the table (committee)
- Office support
- Budget for travel

Lead:

- Long Range Regional Economic Development Board

Partners:

- Industry players
- Marine & Mountain Zone Corporation
- Department of Natural Resources
- Department of Innovation, Trade and Rural Development
- Atlantic Canada Opportunities Agency

Tasks and Timelines:

Task	Who	Timelines
Set up Committee & Develop Terms of Reference	Long Range RED Board	Sept. 2010
Initial Meeting	Long Range RED Board	Sept. 2010
Monthly meetings	Long Range RED Board	Sept. 2010 – March 2011
Review report	Long Range RED Board	Sept. 2010
Develop initial to do list	Long Range RED Board	Oct. 2010
Identify doables for 2011	Long Range RED Board	Nov. 2010
Identify #1 long term objective	Long Range RED Board	Dec. 2010
Prioritize remaining initiatives	Long Range RED Board	Jan. – Feb. 2011
Strategy for summer	Long Range RED Board	March 2011

Initiative CF1-B - #2: Coordination of training for Secondary Processing of animal products.
Description:

One of the major weaknesses in agriculture is the lack of secondary processing in the sector. This limits the one slaughter house in our region to a seasonal operation which causes the proponent to operate far below capacity as well as creating issues for local farmers who need butchering when the facility is closed. We are working with Loch Leven Slaughter house to resolve this issue by providing training to existing staff and others in the processing of value added products.

Applicable Indicators CF1:

Long term benefits/impact to the region – Successful completion of this project will strengthen the existing business allowing it to operate year round creating full time employment for existing seasonal staff and others. The project will enhance the employability of others who take advantage of the training. This project will enhance the capacity of the community and allow existing farmers to expand their operations.

Sustainability – The long term sustainability of this initiative will be assured because of the ability of the businesses to expand their operations and access trained staff.

Regional Scope – The expansion of this service will provide people in the western area of the province with a service that is not currently available such as year round sale of animal products and the people trained will come from various communities in the region.

Linkages to Government priorities – This project will provide a quality work force currently unavailable in the region provide an opportunity for business expansion; therefore creating more meaningful employment. This initiative will provide a real opportunity for increasing the quantity of beef and pork produced in the area.

Partner Engagement – Partners will be engaged through one on one initial contact to explain the concept and give rationale for project and benefits of going forward. A committee of partners will then be put in place so all players are involved throughout the whole process.

Expected Outcomes:

- Trained workforce allowing Loch Leven Slaughter house to move into full time production versus its current seasonal operation.

Resources Required:

- Slaughter house facility
- Product for processing
- Educators
- Students
- Funding

Lead:

- Long Range Regional Economic Development Board

Partners:

- Loch Leven Slaughter house
- College of the North Atlantic
- Department of Natural Resources
- Department of Innovation, Trade and Rural Development
- Human Resources, Labour & Employment
- Service Canada

Tasks and Timelines:

Task	Who	Timelines
Engage partners	Long Range RED Board	Sept. 2010
Arrange meetings	Long Range RED Board	Sept. – Dec. 2010
Monitor training	Long Range RED Board	Jan. – April 2011
Logistical support	Long Range RED Board	Jan. – April 2011

Initiative CF1-B - #3: Research project – Identify products for secondary processing.**Description:**

There has been a lot of discussion surrounding the secondary processing of local berries, vegetable products and meats. There is no clear indication of whether these products should be bottled or canned, as well as what products should be pursued to optimize viability. The Long Range Regional Economic Development Board has agreed to take the lead on behalf of the partners outlined below to identify the feasibility of processing locally available products. Year one will require a developed proposal, hiring of staff to research the opportunities and determining what should be the core product or products.

Applicable Indicators CF1:

Long term benefits/impact to the region – The long term benefits resulting from this initiative will include the ability of new or existing businesses to develop a product currently not available, creating employment opportunities based on renewable resources. Another long term benefit spin off will be increased agriculture production.

Sustainability – Businesses that use the information gathered in this process will insure the sustainability of each initiative.

Regional Scope – While the focus of this work is primarily Zone 9, the information gathered would be applicable in any area with the same resources we have or even similar. The benefits definitely go beyond even regional.

Linkages to Government priorities – While touching many government priorities, research and innovation certainly come to the fore as does the strengthening of community capacity using our natural resource and growing our rural economy based on renewable resources, touch on most if not all government priorities.

Partner Engagement – Preliminary discussions have been held with most partners and we are following up with a one on one discussion with the Government Services Centre. A Terms of Reference will be developed outlining the roles and responsibilities of all partners.

Expected Outcomes:

- A strong working committee of resource people.
- Development of a proposal to secure funding for a staff person.
- A document outlining products with the most potential from an environmental and cost benefit point of view.

Resources Required:

- Office & office support
- Steering Committee
- Proposal Writer
- Staff person to do research, analysis and compile report
- Industry support

Lead:

- Long Range Regional Economic Development Board

Partners:

- Bay St. George South Area Development Association
- Town of Stephenville
- Department of Natural Resources
- Department of Innovation, Trade and Rural Development
- College of the North Atlantic
- Government Services Centre
- Human Resources, Labour & Employment
- Industry

Tasks and Timelines:

Task	Who	Timelines
Set up committee	Long Range RED Board	Oct. 2010
Develop proposal	Long Range RED Board	Oct. – Nov. 2010
Hire staff person	Long Range RED Board	Dec. 2010
Research	Long Range RED Board / staff person	Jan. – April 2011
Cost benefit analysis on products	Long Range RED Board / staff person	May – June 2011
Final report and recommendations	Long Range RED Board / staff person	July 2011

Initiative CF1-B - #4: A new community centre for Bay St. George South.**Description:**

The issue to be resolved is the current community centre / town hall is no longer fit for use. The Local Service District of Bay St. George South is the largest local service district in the province with a population of 1500 representing eight communities. The building they currently operate from out of has issues due to its age which from a health

and wellness perspective make it a hazard for staff and the general public. As well, the facility would require major construction upgrades to accommodate the new fire truck recently purchased as well as resolving issues with mold, etc. The group has requested the assistance of the Long Range Regional Economic Development Board with their efforts to have a new state of the art, multi-use community centre constructed.

Applicable Indicators CF1:

Long term benefits/impact to the region – The building will provide the community with the ability to operate in a professional manner in respect to the delivery of community service and economic development. Ie: strengthen community capacity. The building will be constructed in an environmentally friendly way and be an example for others to model which will result in long term savings from the point of view of cost of operations and friendliness to the environment.

Sustainability – The Local Service District of Bay St. George South in partnership with the Bay St. George South Area Development Association will provide for operational and maintenance costs for the building.

Regional Scope – The building will service all communities in the Bay St. George South region and will be constructed using state of the art technology and will be an acceptable template for other areas wishing to move their communities forward.

Linkages to Government priorities – This project will strengthen community capacity and will provide community infrastructure which will serve the community for generations and a focal point for long term economic development of the communities in our area.

Partner Engagement – Preliminary discussions have been held with all partners identified to date who may contribute to the success of this initiative. A terms of reference will be put in place at the initial meeting to outline roles and responsibilities of all players.

Expected Outcomes:

- Site plan for facility.
- Design of the building.
- Proposal ready for submission to funders.

Resources Required:

- Meeting area
- Active resource committee
- Community participation
- Resource person to compile proposal

Lead:

- Long Range Regional Economic Development Board

Partners:

- Local Service District of Bay St. George South
- Municipal and Provincial Affairs
- Bay St. George South Area Development Association
- Human Resources, Labour & Employment
- Department of Innovation, Trade and Rural Development
- Atlantic Canada Opportunities Agency

Tasks and Timelines:

Task	Who	Timelines
Establish committee	Long Range RED Board	Oct. 2010
Community consultation	Long Range RED Board	Nov. – Dec. 2010
Investigate possible funding sources	Long Range RED Board	Jan. 2011
Compile proposal	Long Range RED Board	Feb. 2011
Public review	Long Range RED Board	March 2011
Submit proposal	Long Range RED Board	March 2011

Initiative CF1-B - #5: Establish a working group of Post Secondary institutions to identify new research and development opportunities in support of economic development.

Description:

As part of the planning process for the economic development plan for the town, we invited all those involved with post secondary education in the area to a meeting. Surprisingly, this was the first time this had happened and it became obvious early into the meeting that there were many issues in common and possible synergies that could be taken advantage of by these groups working together. The Regional Economic Development Board has been tasked with establishing an official working group to identify new research and development opportunities that will enhance economic development.

Applicable Indicators CF1:

Long term benefits/impact to the region – The business and community groups represented on the committee will cover the costs of participants representing them insuring the committee has a long and productive future. The opportunities identified

combined with cost efficiency that will evolve due to these groups working together will sustain the initiative.

Sustainability – Partners will commit individually to make this initiative sustainable.

Regional Scope – Opportunities identified will affect the region as a whole with monetary benefits across many communities.

Linkages to Government priorities – This project will increase the capacity of partnering groups and Bay St. George communities as a whole. This project will provide opportunity for communities in the region to overcome some economic development issues they currently face.

Partner Engagement – Preliminary discussions have been held with partners and we will bring everyone together in September to start work on Terms of Reference which will outline the roles and responsibilities of each partner.

Expected Outcomes:

- Catalogue of available research capacity held at Post Secondary institutions in the region.
- Identification of joint projects that would benefit all partners.
- Active working group with long term objectives.

Resources Required:

- Representation (Human resource from each partner)
- Meeting facilitation
- Report writer

Lead:

- Long Range Regional Economic Development Board

Partners:

- Western College
- College of the North Atlantic
- Marine Institute
- Town of Stephenville
- Department of Education
- Department of Innovation, Trade and Rural Development
- Atlantic Canada Opportunities Agency

Tasks and Timelines:

Task	Who	Timelines
Call initial meeting	Long Range RED Board	Sept. 2010
Develop Terms of Reference	Long Range RED Board	Oct. 2010

Initiative CF1-B - #6: Plan and coordinate a Multicultural Expo**Description:**

The Long Range Regional Economic Development Board has been involved in celebrating Multiculturalism Day for the past two years. The first year, we partnered with the College of the North Atlantic and others to display and of course sample foods from various countries that are represented in our community. Year two, we set up a community radio station for a full week and used that venue to highlight our diverse community. We plan on expanding the event this coming year to not only highlight the culture of our various people but include business operators and the products they produce.

Applicable Indicators CF1:

Long term benefits/impact to the region – Awareness of our diverse culture and the business opportunity it presents.

Sustainability – The Long Range Regional Economic Development Board and the Aboriginal Community / Business Advisory Committee accept the responsibility of maintaining and enhancing this event.

Regional Scope – We have immigrants living throughout our Zone and will be inviting others from different parts of the west coast of the province.

Linkages to Government priorities – Immigrants are one of the strengths in our communities often overlooked. This project will highlight some of these strengths thereby enhancing the capacity of our communities allowing us to address some of the economic challenges we face.

Partner Engagement – We will be calling partners who have worked with us in the past together to form an official Steering Committee and will be adding other resources to address the change in format.

Expected Outcomes:

- More awareness of the multicultural diversity of our community.

Resources Required:

- Active Steering committee
- Business involvement
- Venue
- Proposal writer
- Coordinator

Lead:

- Long Range Regional Economic Development Board
- The Aboriginal Community/Business Advisory Committee

Partners:

- Western College
- College of the North Atlantic
- Town of Stephenville
- Human Resources, Labour and Employment
- Community Education Network
- Aboriginal communities and groups
- Francophone community and groups (ARCO)

Tasks and Timelines:

Task	Who	Timelines
Steering committee	Long Range RED Board	Nov. 2010
Write proposal	Long Range RED Board	Dec. 2010
Hire Coordinator	Long Range RED Board	Jan. 2011
Host Event	Long Range RED Board & Partners	March 2011

Initiative CF1-B - #7: Expand walking trail in the Town of Kippens.**Description:**

During the Integrated Community Sustainability Plan process and the LRREDB Community Consultations, the expansion of Kippens trail was identified as a need for the town. The group was informed of the involvement of the LRREDB with the Walk-A-Ways trail system. During the development of the Walk-A-Ways, the LRREDB gathered significant information on trail development, as well as built valuable partnerships with the Department of Tourism - Trail Division. The LRREDB offered their experience and assistance if Kippens were to move forward with trail expansion. The Town of Kippens

has requested assistance with meeting facilitation between the Walk-A-Ways and trail experts, as well as proposal writing.

Applicable Indicators CF1:

Long term benefits/impact to the region – The trail will promote mental, social, health and physical fitness through everyday activities. Trails help build “community” by creating a green infrastructure of trails and greenways in neighbourhoods.

Sustainability – There is no major sustainability issue with regards to the Long Range Regional Economic Development Board’s involvement in this initiative. The Town of Kippens has indicated that the upkeep of the trail, when finished, will be the responsibility of the town.

Regional Scope – The expansion of the trail in Kippens will eventually connect with the Walk-A-Ways System in Stephenville. The expansion will increase the marketability of the Walk-A-Ways for tourism as it will create a longer interconnected trail system.

Linkages to Government priorities – According to the Department of Tourism Culture and Recreation, the trail division promotes trail development done in collaboration with community groups ideally composed of municipalities, local businesses, recreational interests, and interested community stakeholders, thereby enhancing the long term sustainability of community trails. Properly regulated and maintained trails could then be promoted as provincial and regional assets to tourists while contributing to the recreational needs of the residents and the resident traveller [online July 2010].

Partner Engagement – All partners have had some preliminary discussions on the importance of trails for local residents and visitors. The Department of Tourism is in support of expanding trails and the Walk-A-Ways are also anxious to expand trails to develop a regional trail system

Expected Outcomes:

- The outcome will be a funding proposal that allows trail development in Kippens and developed partnerships between local and provincial expertise on trail development.

Resources Required:

- Long Range RED Board staff and time.

Lead:

- Long Range Regional Economic Development Board

Partners:

- Town of Kippens
- Walk-A-Ways Trail Committee
- Department of Tourism - Trails Division
- Department of Natural Resources

Tasks and Timelines:

Task	Who	Timelines
Meet with Town mayor and Chief Operating Engineer	Long Range RED Board	Aug. 2010
Set up meeting between Walk-A-Ways and Town of Kippens	Long Range RED Board	Sept. 2010
Write proposal	Long Range RED Board	Sept. 2010

Initiative CF1-B - #8: Develop and implement an operational plan in partnership with groups and organizations within the town to coordinate tourism related activities and events.

Description:

Every year there are dozens of events and festivals that take place in and around Stephenville. The events and festivals often take place in isolation and because there is no communication mechanism in place, it is common to see many events happen at the same time. When this happens, event organizers struggle to find accommodations in and around Stephenville, as well as find activities for participants to enjoy during their free time. Tourism operators, the Bay St. George Chamber of Commerce and the Long Range Regional Economic Development Board often receive inquiries for a schedule of events for the area but there is no one central location for an up to date schedule of events for the region.

In 2009, the Long Range Regional Economic Development Board had preliminary discussions with the Town of Stephenville about making the area an event destination that would attract tourists to the area. The topic also surfaced when the Town held their community consultations in October 2009.

In order to organize tourism related activities, partner organizations will have to work together toward a synchronized approach. It is expected that several consultations are needed to ensure a collaborative approach.

Applicable Indicators CF1:

Long term benefits/impact to the region – Coordinated and planned approaches for activities will assist tourism operators provide better service to visitors. Travelers are drawn to areas with organized activities and destination development often creates linkages that stimulate economic growth. It provides an opportunity for tourism operators, community groups, and businesses to get together to expand their own organization and strengthen the region. Rather than working in isolation; a coordinated approach would encourage the adoption of a more unified approach to destination's marketing activities - including its most potent promotional messages to visitors.

Sustainability – A better informed and more engaged area can respond more consistently to requests for local and regional happenings. Just the process of bringing everyone together will give stakeholders an opportunity to see the benefits. The initial intent is to hire a Coordinator under the Job Creation Partnership; however if the proposal is rejected we may have to expand the geographic area and ask for a financial contribution from each of the partners.

Regional Scope – Stephenville is important to tourism and as the hub of the region it provides services to visitors. Stephenville is also linked very closely to the surrounding communities and therefore will also include them in the coordination of activities, events and festivals.

Linkages to Government priorities – The expansion of the tourism industry in Zone 9 is directly linked to the government's strategy to expand the tourism industry for the province. The Department of Tourism, Culture and Recreation's mandate is to support the development of sustainable economic growth in the tourism and cultural industries; support the arts and foster creativity; preserve the province's cultural heritage and historic resources and recognize their importance; and promote participation in recreation and sport and support sport development.

Partner Engagement – To date there have been discussions with the Town of Stephenville, Stephenville Leisure and Recreation Council and the Southwest Coast Tourism Network on the need for a more organized approach for festivals, events and activities. Each of these organizations has agreed that the best approach is to gather input from all stakeholders to ensure an inclusive approach to coordination.

Expected Outcomes:

- A Steering Committee dedicated to making the area a four season destination.

Resources Required:

- Dedicated person to plan, organize, implement and record meetings
- Meeting place
- Financial support - meeting costs / transportation (out of area participants), coordinator salary and expenses

Lead:

- Long Range Regional Economic Development Board

Partners:

- Town of Stephenville
- Town of Kippens
- Stephenville and Kippens Leisure Councils
- Southwest Coast Tourism Network
- Accommodations owners

Tasks and Timelines:

Task	Who	Timelines
Identify organizations, businesses, towns, partners, etc to be invited for consultations	Long Range RED Board	Oct. 2010
Write proposals for funding for meetings	Long Range RED Board	Oct. 2010
Prepare concept presentation and discussion document	Long Range RED Board	Oct. 2010
Facilitate focus & discussion meetings	Long Range RED Board	Oct. 2010 – March 2011
Develop a Planning Committee	Long Range RED Board	March 2011
Develop go forward strategy	Long Range RED Board	March 2011
Write proposal for Event Coordinator	Long Range RED Board	March 2011
Hire Event Coordinator	Long Range RED Board	May 2011
Monitor evaluate	Long Range RED Board / Committee	May 2011 – Aug. 2011

Initiative CF1-B - #9: Create experiential tourism package for St. George's.**Description:**

According to the Canadian Tourism Commission, creating “wow” experiences - the ones you remember long after you’ve arrived back home - is what sets Canada apart in the competitive tourism marketplace. Consumers today want more than just a trip or a hotel stay - they want a living, breathing experience. Newfoundland and Labrador are

also working to tell consumers that they can get the ‘wow’ experience in NL. The Government of NL is investing in training workshops to help tourism operators enhance their business as well as increase the quality of experiences for visitors so that visitors will go home and talk about long after they return from their vacation.

In Zone 9, there is a significant opportunity for the ‘wow’ experience however there are only a hand full of tourism operators who organize and market experiential tourism. Zone 9 requires more tourism products, attractions and organized experiences for visitors.

A Committee consisting of members from the key historic and cultural groups in St. Georges have come together to weave a story that tells the history of St. Georges. The Committee will work with local artisans and cultural leaders to develop a package that provides an emotional connection to the place during their visit.

Applicable Indicators CF1:

Long term benefits/impact to the region – Tourism is a key driver of meaningful jobs and supports over 12,730 jobs annually in NL. In addition to creating employment opportunities it helps preserve cultural and history for future generations.

Sustainability – Tourism is sustainable when a positive experience among locals, tourism companies and visitors is created. Individuals involved in tourism have to stay on top of industry needs and changes. It is the intent of the Committee to be inclusive during the development process and to responsible to the industry players.

Regional Scope – While initiative is local, it is dependent on tourism businesses within and out of Zone 9 to be truly successful. Partnerships are essential and it is anticipated that after this venture becomes established then other areas will want to coordinate and expand their own local activities.

Linkages to Government priorities – Uncommon Potential – a vision for NL Tourism says: “Newfoundland and Labrador will be a leading tourism destination offering an authentic and exotic experience through the ‘creativity’ brand pillars of our people, culture, and natural environment” [online, July 2010]. The Department of Tourism has seven strategic strategies to increase tourism, one of which is to develop tourism products. The development of experiential tourism in St. George’s fits within the government’s strategy of product development.

Partner Engagement – Preliminary discussions have been held with all partners. The Sandy Point Heritage Society and the Museum have been the key leaders so far in the project and have worked with engaging other community groups and artisans. At the moment, the Long Range Regional Economic Development Board is guiding the process with the understanding that in the future a partner from St Georges will maintain this initiative once it gets established, and the main role for the Long Range Regional Economic Development Board will be to provide support.

Expected Outcomes:

- A strong working committee of resource people.
- Development of a proposal to secure funding for a staff person.
- A document outlining products with the most potential from an environmental and cost benefit point of view.

Resources Required:

- Long Range RED Board staff to oversee the process
- Western Destination Marketing Organization support and guidance
- Department of Tourism (Western) support and guidance
- Southwest Coast Tourism Network support and guidance
- Coordinator
- Financial assistance
- Office Space

Lead:

- Long Range Regional Economic Development Board

Partners:

- Sandy Point Heritage Society
- K'tagmakuk Mi'Kmaq Museum
- Local Artisans

Tasks and Timelines:

Task	Who	Timelines
Expand Committee	Long Range RED Board / Existing Committee	Sept. 2010
Evaluate pilot project	Long Range RED Board / Committee	Sept. 2010
Hire staff person	Long Range RED Board	Sept. 2010
Develop experiential tourism package	Long Range RED Board / staff person / Committee / participants	Nov. 2010 – Feb. 2011
Create partnerships & market package	Long Range RED Board / staff person / Committee / participants	Feb. - May 2011
Evaluation and recommendations	Long Range RED Board / staff person / Committee / participants	Oct. 2011

Core Function (CF2) – Develop a strong partnership with municipalities in the zone that incorporate the strategies and priorities of municipalities in the economic planning process.

Initiative CF2-A - #1: Establish a Bay St. George investment advisory group to provide advice on business prospecting to the Stephenville town council in the development of marketing materials and implementation of the investment attraction strategy.

Description:

During the Town of Stephenville's strategic planning consultation process there were many conversations on whether or not the businesses community in the area was thriving or merely surviving. Antidotal indicators pointed to the fact that businesses were doing just fine; however through the sharing of antidotal information it was identified that there was really no measure in place that could accurately measure the regions economy. During the BR&E interviews, carried out in 2004, businesses reported obstacles that make it difficult to either establish themselves or expand their business. Some red flag issues were solved immediately however issues relating to systemic problems were put on the back burner as there was no mechanism in place to address these problems.

As the strategic planning process continued, the Town of Stephenville, LRREDB, and businesses realized, if organized, regional expertise could provide advice to the Town on ways to improve the business climate, provide accurate information on the status on the overall health of the business community and assist in developing an investment attraction strategy.

Applicable Indicators CF1:

Long term benefits/impact to the region – An advisory group created from experts in the region may conceivably come from various communities. The advisory sessions will be open to communities in the region.

Sustainability – The sustainability of the Advisory Group will depend on a central group to bring people together. The Long Range Regional Economic Development Board will undertake this initiative.

Regional Scope – The successful completion of this project will benefit the entire region. The expertise of the Advisory Group will be available to other Towns and Local Service Districts.

Linkages to Government priorities – The government of NL is committed to reducing red tape in order to reduce administrative and regulatory inefficiencies in

order to improve the efficiency and effectiveness of government services. Bringing experts together from various fields in the business community will allow a wide array of knowledge and perspectives that will contribute to an attraction strategy.

Partner Engagement – Discussions with most of the partners have already taken place and each agrees it is worthwhile to move forward with this initiative.

Expected Outcomes:

- Businesses become engaged
- Towns receive up-to-date and accurate input from business
- Town can be prepared to handle difficulties in an economic downturn
- A more organized approach to starting a business in Stephenville / area

Resources Required:

- Zone Board lead person
- Support from the partners
- Office support

Lead:

- Long Range Regional Economic Development Board

Partners:

- Town of Stephenville
- Chamber of Commerce
- Community Business Development Corporation
- Innovation Trade and Rural Development
- College of the North Atlantic
- Local business

Tasks and Timelines:

Task	Who	Timelines
Identify expertise and partners	Long Range RED Board	Jan. 2011
Invite individuals to discuss process and go forward strategy	Long Range RED Board	Feb. 2011
Facilitate 4 focus groups	Long Range RED Board / Committee	Feb. - July 2011

Initiative CF2-A - #2: Tourism Icon for Bay St. George South.**Description:**

The Bay St. George south area has many attractions but has been unable to identify a specific icon for the area that could be used as a marketing tool for the area. Agriculture is one of the key sectors in the area and the area is home to one of the largest dairy operations in Canada as well the area has five rivers in their boundaries which are home to Atlantic salmon. One river, “Highlands” is known for its number of large fish with a record fish of 52 pounds being caught there. Other attractions such as Robinsons’ Head and Ship Cove area are known for its scenery and abundance of fossils. It is necessary to do a detailed study to determine what should be used as the icon for the area to promote tourism.

Applicable Indicators CF1:

Long term benefits/impact to the region – Successful completion of this initiative will assist the growth of tourism in the Bay St. George South area and the region as a whole.

Sustainability – The Bay St. George South Area Development Association and the Local Service District of Bay St. George South in partnership with local tourism operators will insure the sustainability of this project.

Regional Scope – A properly marketed icon in the area will benefit tourism operators throughout the region.

Linkages to Government priorities – This project will enhance the capacity to the communities in the area to grow the tourism sector and will result in another piece of the puzzle being solved which will enable communities to resolve some of the economic challenges they face.

Partner Engagement – Discussions have been held with the partners involved in this project who have agreed to be active players and provide resources at their disposal to insure the success of this initiative

Expected Outcomes:

- Identification of icon for the area
- Enhanced marketing capability
- Enhanced capacity in the area
- Stronger tourism sector

Resources Required:

- Strong Steering Committee

- Input from community
- Proposal writer
- Office support

Lead:

- Long Range Regional Economic Development Board

Partners:

- Department of Tourism
- Bay St. George South Area Development Association
- Local Service District of Bay St. George South
- Department of Innovation, Trade and Rural Development
- Atlantic Canada Opportunities Agency
- Local Tourism Committee

Tasks and Timelines:

Task	Who	Timelines
Official committee	Long Range RED Board	Jan. 2011
Develop proposal	Long Range RED Board	Feb. 2011 – May 2011

Initiative CF2-A - #3: Community Gardens on the Port au Port Peninsula.**Description:**

Although 77% of the households in western Newfoundland reported that household members ate a healthy diet, 27% wanted to change their eating habits by decreasing fatty foods, and 25% wanted to eat more fresh fruits and vegetables. **Forty-six percent of the households reported that they were concerned about unhealthy eating habits.** When asked to explain why households were concerned about their diet, responses included that they were unable to afford a healthy diet, they did not have the time to prepare healthy meals, overeating, and there were too many readily available, fast foods. The Canadian Community Health Survey reported that the Western region had the lowest percentage of individuals with very good to excellent health as compared to all other regions in NL (Newfoundland Center for Health Information, 2007).

Through personal communications schools reported that most prepared lunches for the students consist of processed food. When the parents were asked for a reason why process food was used the response was affordability of fresh produce.

During the LRREDB 2010 community consultations, Community Gardens was identified as a need for the Port au Port Peninsula, and the LRREDB was asked to get

involved in the organization and planning process. As a response, the LRREDB will collaborate with Association régionale de la côte ouest inc (ARCO) and the Town of Cape St George to bring community leaders of the Peninsula together to increase awareness of these health issues and plan a minimum of two community gardens on the Peninsula.

Applicable Indicators CF1:

Long term benefits/impact to the region – These gardens will promote healthier eating habits and raise awareness of the health risks associated with unhealthy eating habits.

Sustainability – The long term sustainability of this initiative will be assumed by the Towns and the schools / community centers.

Regional Scope – Although this project will result in a minimum of two communities on the Port au Port Peninsula, we anticipate other communities throughout the region will become interested in the project and how we were able to create it. Once the process is identified, we will be able to share our experiences with other communities throughout the region.

Linkages to Government priorities – This project will support the provincial government's strategic direction of improving population health. The government's plan and its priorities focus on supporting individuals, groups and communities to take action for health and wellness. By working together and using our diverse expertise we can create comprehensive health and wellness programs that build on existing initiatives and develop new ones [online 2010].

Partner Engagement – There have been some preliminary discussions regarding the need and viability of community gardens. A community garden committee will be formed of interested parties across the peninsula.

Expected Outcomes:

- Two community gardens.
- Improved healthy eating habits.

Resources Required:

- Funding
- Project Coordinator
- Community Leaders

Lead:

- Town of Cape St George
- Co - lead Long Range Regional Economic Development Board,

- Co - lead Association régionale de la côte ouest inc

Partners:

- École Notre Dame du Cap
- Centre scolaire et communautaire Sainte-Anne
- LSDs and Towns interested
- Western Heath Authority
- Western Regional Wellness Coalition
- Human Resources Labour and Employment
- Stephenville Sustainability Committee

Tasks and Timelines:

Task	Who	Timelines
Project proposal	Long Range RED Board and ARCO	Sept. 2010
Engage partners	Long Range RED Board, Town of Cape St George and ARCO	Oct. – Dec. 2010
Community awareness	Long Range RED Board, ARCO, Town of Cape St George and partners	Sept. – Dec. 2010
Project coordinator hired	Long Range RED Board, Town of Cape St George, ARCO and committee	Feb. 2011
Garden in place	Community gardens committee	May – Sept. 2011
Launching, communications	Community gardens committee	August 2011

Core Function (CF3) – Develop partnerships in planning and implementation with Chambers of Commerce, Industry Associations, labour organizations, post secondary institutions, CBDCs, and other zones that advance and support economic and entrepreneurial environment of a zone.

Initiative CF3-A - #1: Promote the agricultural events and support traditional annual events such as the Port au Port Fall Fair and Bay St. George South Farm Days.

Bay St. George South Farm Days

Description:

This is an annual event that promotes agriculture in the region. The most active area is the Bay St. George South area due to the amount of farming activity in the area and the work done by the Local Development Association. We have participated since the inception some six years ago. This celebration draws a significant number of people from outside the area and increases the awareness of the industry throughout the region.

Lead:

- Long Range Regional Economic Development Board leads the promotion of this event.

Other Partners:

- Farmers
- Business outlets
- The Bay St. George South Area Development Association
- Local Service District of Bay St. George South
- Three Rivers Lions Club
- Royal Canadian Legion in Jeffreys

Role of the Long Range Regional Economic Development Board:

- Assist with compilation and printing of agenda identifying events and participants.
- Participate in opening events.
- Responsible for the advertising of events.

Port au Port Fall Fair**Description:**

Port au Port hosts the only annual Fall Fair in our region. This fair has a history which goes back over twenty years and is growing on an annual basis. Agriculture is the key focus of the fair; however, there are other products such as arts and crafts playing an every increasing role in the event. We are entering our 6th year supporting this event which has resulted in an ever increasing number of partners and participants being involved. Key to success is promotion and that is the primary role we play.

Lead:

- Long Range Regional Economic Development Board will again in the coming year be responsible for the promotion of this event.

Other Partners:

- Port au Port Economic Development Association
- Gravels Walking Trail Committee
- Department of Natural Resources

Role of the Long Range Regional Economic Development Board:

- Promote event in all available media.
- Assist with set up of the event by identifying vendors, etc.

Initiative CF3-A - #2: Promote and support Bay Expo.**Description:**

Bay Expo has been an annual event for over the past 10 years. It provides business in the area the opportunity to show their wares and includes a significant number of businesses from outside the region. The Long Range Regional Economic Development Board has been involved with Bay Expo for over 10 years.

Lead:

- The lead group for Bay Expo is the Bay St. George Chamber of Commerce.

Other Partners:

- Long Range Regional Economic Development Board
- Stephenville Theatre Festival

- Newfoundland Aboriginal Women's Network (NAWN)
- Bay St. George Community Employment Corporation
- Other community groups

Role of the Long Range Regional Economic Development Board:

- Assists with the coordination and promotion of this event.
- Sponsors a new emerging business annually.

Expected Outcomes:

- Bay Expo results in greater awareness of local businesses which results in increased business.

Initiative CF3-A - #3: Promote and support Small Business Week activities.**Description:**

We have been involved in Small Business Week since the inception of the Board. Strong partnership has made it possible for us to host a full week of activities for many years now. We rotate partners so everyone chairs the committee at one time or another thus sharing the work load evenly across the board.

Lead:

- The W.E. Cormack Entrepreneurial Institute takes the lead on Small Business Week activities.

Partners in the Institute:

- Long Range Regional Economic Development Board
- CBDC Long Range
- Bay St. George Chamber of Commerce
- Bay St. George Community Employment Corporation
- College of the North Atlantic
- Rural Secretariat
- Department of Innovation, Trade & Rural Development
- Newfoundland Aboriginal Women's Network (NAWN)

Other Partners:

- Atlantic Canada Opportunities Agency
- Downtown Business Association
- Town of Stephenville

- Human Resources, Labour and Employment

Role of the Long Range Regional Economic Development Board:

- Participate in the planning of the event.
- Write up proposal for funding to acquire a guest speaker.
- Host one day of activity for small business week.

Expected Outcomes:

- The end result of Small Business Week is a stronger business community and increased community awareness.

Initiative CF3-A - #4: Promote and support the Southwest Coast Tourism Network (SWCTN).**Description:**

The Southwest Coast Tourism Network started in Zone 9 as a result of work done by the Department of Innovation, Trade and Rural Development with a local tourism business network. It became obvious that there were benefits to working together and that the whole region would benefit if we were to expand to Zone 10. We approached the Marine & Mountain Zone Corporation and from that partnership, the Southwest Coast Tourism Network was born. We have been directly involved and while the group has grown in capacity; they still rely on the Zone boards for support. Everyone involved is aware of the end goal of having the group completely self sufficient.

Lead:

- The Long Range Regional Economic Development Board

Other Partners:

- Marine & Mountain Zone Corporation

Role of the Long Range Regional Economic Development Board:

- Continue to sit on the Committee as a resource.
- Facilitating meetings.
- Provide office support.
- Participating in ongoing projects.

Expected Outcomes:

- A self sufficient group.

Initiative CF3-A - #5: Promote Life Long learning.**Description:**

The Long Range Regional Economic Development Board has been involved with the Community Education Network (CEN) for 14 years. CEN is currently one of the larger employers in the area with a budget of over 4 million dollars and employs 225 people. While this is very significant, the important work tends to be overlooked; that being early intervention programs working with those in our society who are most disadvantaged. Every dollar invested gives society (government) a return of 14 to 1.

Lead:

- The Board of Directors of the Community Education Network

Other Partners:

- Long Range Regional Economic Development Board
- Department of Education
- College of the North Atlantic
- Human Resources, Labour and Employment
- Department of Justice
- Department of Health

Role of the Long Range Regional Economic Development Board:

- Sit on the committee as a resource.
- Providing input to the running of a multi-million dollar operation.

Expected Outcomes:

- The result of these efforts is a healthier community that will be stronger economically and socially.

Core Function (CF4) – Undertake capacity building and provide support to stakeholders to strengthen the economic environment of the zone.

Initiative CF4-A - #1: Meeting management workshop for any organization involved in having meetings.

Description:

Capacity is a major issue in all our communities. During our consultation process, one of the weaknesses identified was a lack of training in relation to managing a meeting. We committed to providing training for Chairs and Vice Chairs of as many groups as possible.

Lead:

- The Long Range Regional Economic Development Board will take the lead on this.

Other Partners:

- Department of Innovation, Trade and Rural Development

Role of the Long Range Regional Economic Development Board:

- The Board will develop a proposal to obtain funds through Capacity training to provide meeting management training.

Expected Outcomes:

- More functional groups in our area.

Initiative CF4-A - #2: Capacity building modules for organizations / business groups.

Description:

We will as historically respond to requests as they come in.

Lead:

- Long Range Regional Economic Development Board

Other Partners:

- Department of Innovation, Trade and Rural Development

Role of the Long Range Regional Economic Development Board:

- Promote the program.
- Write the proposals.
- Look after the financial management.

Expected Outcomes:

- The result of each program delivered is a stronger community with more capacity.

Initiative CF4-B - #4: Capacity building for the Board - two modules to be determined by the Board.

Description:

Past Board members find the capacity training very beneficial. Even those who were previous participants find the training worth while. Our Board will participate in two modules in the year ahead.

- 1) Legal liabilities of volunteer groups
- 2) Meeting management

Lead:

- The Long Range Regional Economic Development Board

Other Partners:

- Department of Innovation, Trade and Rural Development

Role of the Long Range Regional Economic Development Board:

- Apply for funds making it possible to deliver the modules.
- Participate in the training being offered.

Expected Outcomes:

- The result will be a stronger Board of Directors and staff.

Core Function (CF5) – Coordinate and facilitate linkage with federal / provincial government departments and agencies in support of the strategic economic plan.

Initiative CF5-A - #1: Host a round table discussion with government line departments regarding the IBP.

Description:

We will host a meeting of all government departments relevant to our IBP to discuss the document.

Initiative CF5-A - #2: Host a meeting with the funding partners on the IBP.

Description:

We will hold a meeting with all potential funders identified in our IBP.

Initiative CF5-A - #3: Host a meeting with municipal leaders and development associations about IBP.

Description:

We will host a meeting / 'Round Table' discussion with municipal leaders and development organizations to discuss our IBP.

Core Function (OC) – Operation Compliance

OC-1: Board members representing priority sectors as identified in the SEP.

OC-2: Percentage of Board members participating in professional development workshops through the CCB program.

OC-3: Required documents received on the required date of submission as per renewal letter.

OC-4: Number of quarterly claims submitted at the beginning of each quarter.

OC-5: Annual review and adherence to Board's Policies and Procedures Manual.

NLREDA Support

Description:

We will continue our support of the provincial group by providing input on issues that arise and by serving on provincial committees and on the Board of Directors of NLREDA.