

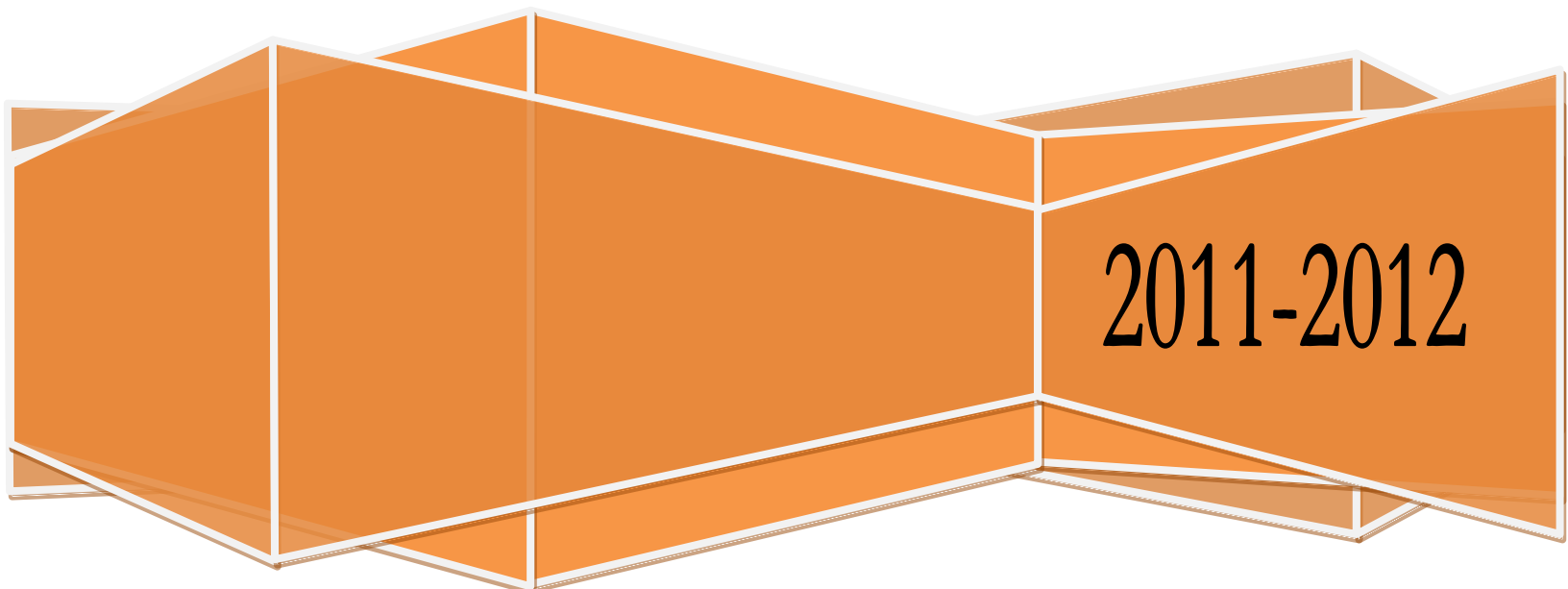


Regional  
Economic  
Development  
Boards



# Integrated Business Plan

Humber Economic Development Board



2011-2012

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# Integrated Business Plan

**Fiscal Year:** 2011-2012  
**Board Approval Date:** April 28, 2011  
**Date of Submission:** April 29, 2011

## Governance

<p><b>Board representative of priority sectors</b></p>	<p>The Board is currently under diagnostics and, while the desire to restructure is present, the Board is waiting for the diagnostic assessment and report to be complete before proceeding with any changes.</p> <p>The current representatives of priority sectors are:          RJ Locke– Business Rep          Marvella Coates- Business Rep          Eli Bishop – Business Rep</p> <p>Other Board members represent municipalities, labour, education and regional development associations.</p>
<p><b>Board seats are up for renewal throughout the coming fiscal year</b></p>	<p>The Board is currently under diagnostics and this process will help determine how best to restructure the Board. Because of this restructuring, the seats that will be up for renewal in the coming year are impossible to determine.</p>
<p><b>Planned review of Board’s Policies and Procedures Manual</b></p>	<p>The Policy Committee has set the review of the Board’s Policies and Procedures Manual as a priority in this coming year. The first meeting on this is set for May 2, 2011.</p>
<p><b>Diagnostic processes the Board has undergone and systemic changes to internal OM processes</b></p>	<p>The Board is currently finalizing a diagnostic review with ACOA and the resulting document will be the guide to the changes necessary to improve the organizational processes.</p>

## **Initiative I**

### **Forest Products Co-operative: Development and Incubation of Small Businesses in White Bay South.**

<b>Description</b>	<p>The traditional industries in White Bay South are no longer providing meaningful employment and economic sustainability in the region and therefore industry adjustment is taking place. In order to effectively adjust the industries in White Bay South we must create employment through business start-up and expansion.</p> <p>The Humber Economic Development Board will lead its partners on the Local Community Network Advisory Committee (Nordic Economic Development Corporation, the Red Ochre Regional Board, and Model Forest of Newfoundland and Labrador) in the development of a co-operative business. In 2003 the Gambo-Indian Development Association and a number of zone boards became the founding members of the Blueberry Industry Co-op. The founding members will be similar in nature for this co-op. The operation of a business is not normally the role of a zone board, but they present a unique opportunity to engage local people in collective ownership and expand community development principles into the business sector. <sup>1</sup></p> <p>The development of this co-operative will allow people to develop their business ideas and engage in professional development while alleviating the associated risk. The direction, thus far, has been in developing opportunities derived from the forest and this theme will continue. This project intends to develop small businesses from the forest through using the co-operative model, increase business and related skills, and increase the employment in the region.</p>
<b>Fit with CFI-A</b>	<b>Long Term Benefits/Impact</b> – In order to effectively bring about long-term benefits and impact within the region there must be considerable effort put into enterprise development and the creation of employment. There will be enterprises developed and employment generation as a

<sup>1</sup> Information retrieved from Module II: Co-operatives and the Community Development Process URL: [http://www.intrd.gov.nl.ca/intrd/regionaldev/Mod\\_II\\_Handbook.pdf](http://www.intrd.gov.nl.ca/intrd/regionaldev/Mod_II_Handbook.pdf)

result of an incubating co-operative.

**Sustainability-** Sustainability is often the more difficult one to establish in the short-term. It is not obvious in that the businesses are not yet started; however, businesses of this nature exist in other locations and many are quite successful. Horticultural mulch, wreaths and mushrooms, for example, are products the province imports almost exclusively and therefore the opportunity to produce these locally is incredible. Using a co-operative model will increase the likelihood of success as many studies place them at twice the likelihood of success over traditional business models.<sup>2</sup> Co-ops although in many cases, for profit, do not hold profit making as a primary function and therefore does need to cover operations, but mainly focuses on the needs of its members.

**Regional Scope-** The partners in this case span regions and include Humber Economic Development Board, RED Ochre Regional Board Inc., the Model Forest and the Nordic Economic Development Corporation. Businesses to flow from this co-operative could begin in any of the partner zones once it has been established. The co-operative will also work closely with the forest networks established in WBS and the Great Northern Peninsula.

**Linkages to Government priorities-** Strengthening the forest sector by increasing economic activity in that sector will, in turn, enhance the economic viability of the region. A region can only survive if there are viable businesses and jobs to support the people. The businesses that are created will enhance community capacity to overcome economic challenges in the region and will assist in the industry adjustment currently taking place in the rural communities.

**Partner Engagement-** The initial partnership consists of the Humber Economic Development Board Inc., Model Forest of Newfoundland & Labrador Nordic Economic Development Corporation and the Red Ochre Regional Board Inc. The partnership recognizes that it is not advantageous to either board to create competing businesses. As a

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<sup>2</sup> Information retrieved from Module I: Basics of Co-operatives URL:  
[http://www.intrd.gov.nl.ca/intrd/regionaldev/Basics\\_of\\_Co\\_operative.pdf](http://www.intrd.gov.nl.ca/intrd/regionaldev/Basics_of_Co_operative.pdf)

	result we will come together to form a co-operative.	
<b>Initiative Origin</b>	<p>The idea originated out of the Regional Forest Network in White Bay South. For two years the Humber Economic Development Board in partnership with the Model Forest has hired an LCN coordinator to establish the forest networks and lead them in the direction of non-traditional forest utilization as a business opportunity. One project that has been on the horizon since the first year was a wreath-making initiative. The initiative was piloted last year in White Bay South with a group of women who had a desire at the time to start a wreath business. What we discovered was that they were more interested in becoming employees and making wreaths rather than taking the risk to operate a business. It quickly became evident that the White Bay South area did not have the necessary entrepreneurs to bring about business development in the forest industry. The potential is overwhelming when it comes to the non-timber portion of the forest; however the lack of private uptake is a barrier. In an effort to establish and incubate these businesses it was decided that the Humber Economic Development Board would lead in the development of a forest co-operative.</p>	
<b>REDB Lead</b>	Economic Development Officer	
<b>REDB Supports</b>	INTRD, HRLE, Rural Secretariat and the Forest Networks.	
<b>Partner Supports</b>	RED Ochre Development Board, Nordic Economic Development Corporation, Model Forest of NL, Business Development Officer (Partnership employee between HEDB and the Model Forest).	
<b>Supporting Documentation</b>	<p>Community Capacity Building proposal for Workshop 1</p> <p>MOU with Model Forest (Appendix A)</p> <p>Basics of Co-operatives</p> <p>Co-operatives and Community Development</p>	
<b>Activities/Timelines</b>	HEDB will formally establish the forest co-operative working group starting with the current partnership and building as deemed necessary by the group.	<b>May 2011</b>

	<p>HEDB will write proposal for second Community Capacity Building workshop on co-operative development.</p> <p>HEDB and partners will do a fact-finding mission/meetings with Bell Island Community Development Co-operative.</p> <p>HEDB will organize and secure facilitator to deliver the second CCB workshop delivered for proposed founding members of the co-operative.</p> <p>HEDB to develop and submit funding proposals for co-op planning and start-up.</p> <p>HEDB and partners will jointly work to engage community in co-operative concept, including small businesses that have started prior to the development of the co-op.</p> <p>Once funding is secured, HEDB will put out an RFP.</p> <p>HEDB will hire a consultant to develop co-operative business plan, membership structure, legal structure and By-laws.</p> <p>HEDB and partners will work closely with consultant on planning and start-up.</p> <p>HEDB will continue to support the business ideas that are coming about in the White Bay region.</p>	<p><b>June 2011</b></p> <p><b>June 2011</b></p> <p><b>August 2011</b></p> <p><b>August 2011</b></p> <p><b>Ongoing</b></p> <p><b>November 2011</b></p> <p><b>December 2011 – March 2012</b></p> <p><b>December 2011- March 2012</b></p> <p><b>Ongoing</b></p>
<b>Gate Keepers</b>	<p>The Performance Based Funding (PBF) criteria have been discussed above and we feel the initiative meets all five. The idea of incubating businesses as Economic Development Boards and the Model Forest and at the same time building capacity for the ownership transfer to local residents is based on the idea that there must be a champion.</p> <p>There are many funding options for this project including the federal program Innovative Cooperative Projects Program which provides up to</p>	

	<p>\$75,000.00 for the first two years, Community Capacity Building in terms of the capacity building needed to implement such a project, Regional Sectoral Diversification Fund (INTRD), Co-operative Equity Investment Fund (CEIF), Innovative Communities Fund (ICF), Business Development Program, HRLE and Service Canada Programming for wage subsidies and training</p>
<p><b>Advancement Criteria</b></p>	<ul style="list-style-type: none"> <li>• Local buy-in.</li> <li>• Community Capacity Building co-operative modules.</li> <li>• Securing funding for the initial start-up.</li> </ul>
<p><b>Quarterly Updates</b></p>	<p><b>Quarter 1: April 2011 – June 2011</b> <i>Details</i></p> <p><b>Quarter 2: July 2011 – September 2011</b> <i>Details</i></p> <p><b>Quarter 3: October 2011 – December 2012</b> <i>Details</i></p> <p><b>Quarter 4: January 2012 – March 2012</b></p>

## **Initiative II**

### **Business Wings: Enhancing the Business and Entrepreneurial Skills in Rural Communities**

#### **Description**

This initiative is unique in that it focuses on rural areas that are facing challenges in industry adjustment and require training to adapt to new opportunities. It is about evolving to identify and serve the business needs that are not currently being met in these areas as well as to share a proven program with rural communities. HEDB will lead the formation of a working group to determine how best to support the business and entrepreneurial needs in these areas through the model of the Business Wings program. We will bring the program to two rural communities and provide participants with skill-sets that will empower them to create new small businesses and maintain sustainable enterprises in their region. This program is a revised version of the highly successful Business Wings program that has been delivered in Corner Brook, helping more than 100 registered participants at various business levels.

The Business Wings program will be offered in White Bay South and on the Northshore of the Bay of Islands. Having experienced major industry adjustment both areas, we will first focus on having the aspiring and established entrepreneurs highlight their particular business-related needs during the introductory session. The response in each community will determine the topics for eight to ten business builder sessions in each area. In White Bay – South, the sessions will alternate between two locations, most likely Hampden and Jackson’s Arm, to allow accessibility to the program. Business Wings in this area will also provide an important connection between this initiative and the forest co-operative one, as Business Wings will provide entrepreneurial training and enhance the skills of the co-op members as they work to be business owners (although the two initiatives are not dependent on the other). This initiative will address the particular business needs in each area and adapt the model to fit with the communities. *Business Wings: Rural Development* aims to provide the training that can empower people in these areas to find solutions to the issue of lack of industry.

The focus of Business Wings is to provide aspiring, new and established entrepreneurs with an opportunity to enhance and grow their business. It provides them with networking and training sessions, the opportunity to exchange resources with other entrepreneurs, and the opportunity to work together with others to identify business challenges and growth opportunities. This will make each individual entrepreneur stronger and more competitive.

**Fit with CF1-A**

**Long Term Benefits/Impact** – The Business Wings program promotes entrepreneurship as a viable employment option, instead of leaving the province to seek other opportunities. Business Wings has supported many of its members in getting their business idea off the ground and starting their businesses, creating self-employment and, in some cases, employment for others. At the end of 2010, there were 78 registered members. That number increased to over 100 members in 2011.

**Examples from past participants:**

Lisa Freake is a current Business Wings member and started attending sessions in Phase II with her business idea. Freake says that Business Wings gave her the business background she needed to help launch her business, as she had no education relating to business. Her business, called *Learn*, has been open for three years and employs 5 people. She continues to attend Business Wings sessions because she is hoping to expand her business and hire more people. “The program was great for me”, says Freake, “Everything I have learned has been as I go. I do not have a business degree to back me up, so the Business Wings program has been an excellent source of information for me.”

Shawn Monahan joined Business Wings in 2009, just as he was starting up his own companies *Xxcel Designs* and *Xxcel Infrared*. Since joining, he has participated in every session and training opportunity offered. Through Business Wings he learned the basic of accounting and what professionals to go to and who to seek help from in starting his business. “It’s a room full of resources, there’s always something to learn,” says Monahan. Monahan is an architectural designer and certified thermographer and he designs residential homes and commercial structures and also works on municipal infrastructure.

**Sustainability-** Business Wings meets sustainability through the process of business knowledge transfer. It assists with the creation and sustainability of businesses through networking and training workshops. The demand for Business Wings has continued to grow each year in Corner Brook. The program has helped to establish sustainable businesses in the region and provided a network that local entrepreneurs can utilize to find resources and obtain new knowledge. The HEDB Board is committed to the program because many viable business ideas are turning into sustainable businesses that are operating in our economic region. The program also helps businesses diversify and expand, creating long-term employment opportunities for the owners and the people they employ.

	<p><b>Regional Scope-</b> This year Business Wings program will focus on delivery in two rural regions. The sub-zone of White Bay-South will have delivery alternate between the communities of Jackson’s Arm and Hampden, but be offered to any business owner in the area. The second sub-zone will be the north shore of the Bay of Islands. This will include any business from Hughes Brook to Cox’s Cove.</p> <p><b>Linkages to Government priorities-</b> The initiative is certainly in line with government departments. Business Wings is all about assisting businesses to develop, expand, diversify, compete, improve productivity, and, at the end of the day, improve the likelihood of success. It will also focus on areas that are going through industry re-adjustment and so the skills gained will enhance the capacity of the areas. Business development is vital to community growth and development and Business Wings plays a critical role in achieving this.</p> <p><b>Partner Engagement-</b> HEDB has had discussions with the Rural Secretariat and the Department of Human Resources, Labour and Employment (Labour Market) about the business needs of the White Bay South area, in particular. They are committed to sitting at the table with us and being a part of the working group since it will help to build skills in the area and helping the local economy in both areas.</p>
<b>Initiative Origin</b>	<p>Business Wings took flight in 2006 as an initiative of HEDB and ever since it has been rapidly changing to meet entrepreneurial-related needs. Since 2010, the program has been open to participants of all ages while it initially catered to youth only (18 to 35). Because of the high demand from individuals that did not meet the youth-focused criteria, in 2010 Business Wings opened its doors to entrepreneurs without age restriction. The decision to make this change has proven to be a great advantage with increased membership.</p>
<b>REDB Lead</b>	<p>Business Wings Coordinator Executive Director (Co-Lead)</p>
<b>REDB Supports</b>	<p>Atlantic Canada Opportunities Agency, Department of Innovation, Trade and Rural Development, and Community Business Development Corporation</p>
<b>Partner Supports</b>	<p>College of the North Atlantic, Academy Canada</p>

<b>Support Documentation</b>	<ul style="list-style-type: none"> <li>• Feedback surveys, re: business session interests</li> <li>• Media coverage (The Western Star, Corner Brook Cafe)</li> <li>• Final reports for previous years, including growth statistics</li> <li>• Testimonials based on sessions delivered</li> <li>• White Bay South Community Conversation Report</li> </ul>																						
<b>Activities/Timelines</b>	<table border="1"> <tr> <td data-bbox="483 516 1166 632"> HEDB will establish a working group to assess how best to adapt Business Wings to rural delivery with Rural Secretariat and Dept of HRLE. </td> <td data-bbox="1174 516 1435 632"> <b>September 2011</b> </td> </tr> <tr> <td data-bbox="483 663 1166 747"> HEDB will coordinate regular meeting of the working group. </td> <td data-bbox="1174 663 1435 747"> <b>October 2011- March 2012</b> </td> </tr> <tr> <td data-bbox="483 779 1166 863"> HEDB will organize introductory session in each area to determine business needs </td> <td data-bbox="1174 779 1435 863"> <b>January 2012</b> </td> </tr> <tr> <td data-bbox="483 894 1166 978"> HEDB will write and submit proposal for Business Wings: Rural Development </td> <td data-bbox="1174 894 1435 978"> <b>October 2011</b> </td> </tr> <tr> <td data-bbox="483 1010 1166 1094"> HEDB will initiate annual Request for Proposals for the delivery of training sessions. </td> <td data-bbox="1174 1010 1435 1094"> <b>November 2011</b> </td> </tr> <tr> <td data-bbox="483 1125 1166 1209"> HEDB will assess proposals and select the training institution to deliver Business Wings. </td> <td data-bbox="1174 1125 1435 1209"> <b>December 2011</b> </td> </tr> <tr> <td data-bbox="483 1241 1166 1293"> HEDB will hire a coordinator. </td> <td data-bbox="1174 1241 1435 1293"> <b>January 2012</b> </td> </tr> <tr> <td data-bbox="483 1325 1166 1482"> HEDB will revise and distribute promotional materials to business support agencies in an effort to spread awareness and accessibility of the program </td> <td data-bbox="1174 1325 1435 1482"> <b>January 2012</b> </td> </tr> <tr> <td data-bbox="483 1514 1166 1566"> HEDB will source delivery space in new areas. </td> <td data-bbox="1174 1514 1435 1566"> <b>January 2012</b> </td> </tr> <tr> <td data-bbox="483 1598 1166 1713"> HEDB will organize and have training institution deliver 8-10 tailored Business Builder seminars in White Bay South sub-zone </td> <td data-bbox="1174 1598 1435 1713"> <b>February – November 2012</b> </td> </tr> <tr> <td data-bbox="483 1745 1166 1860"> HEDB will organize and have training institution deliver 2 open-forum discussions/mentorship sessions in the White-Bay South sub-zone </td> <td data-bbox="1174 1745 1435 1860"> <b>February – November 2012</b> </td> </tr> </table>	HEDB will establish a working group to assess how best to adapt Business Wings to rural delivery with Rural Secretariat and Dept of HRLE.	<b>September 2011</b>	HEDB will coordinate regular meeting of the working group.	<b>October 2011- March 2012</b>	HEDB will organize introductory session in each area to determine business needs	<b>January 2012</b>	HEDB will write and submit proposal for Business Wings: Rural Development	<b>October 2011</b>	HEDB will initiate annual Request for Proposals for the delivery of training sessions.	<b>November 2011</b>	HEDB will assess proposals and select the training institution to deliver Business Wings.	<b>December 2011</b>	HEDB will hire a coordinator.	<b>January 2012</b>	HEDB will revise and distribute promotional materials to business support agencies in an effort to spread awareness and accessibility of the program	<b>January 2012</b>	HEDB will source delivery space in new areas.	<b>January 2012</b>	HEDB will organize and have training institution deliver 8-10 tailored Business Builder seminars in White Bay South sub-zone	<b>February – November 2012</b>	HEDB will organize and have training institution deliver 2 open-forum discussions/mentorship sessions in the White-Bay South sub-zone	<b>February – November 2012</b>
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	<p>HEDB will organize and have training institution deliver 8-10 Business Builder seminars in the North Shore-Bay of Islands sub-zone.</p> <p>HEDB will evaluate the pilot</p> <p>HEDB will submit final report to the HEDB</p>	<p><b>February – November 2012</b></p> <p><b>December 2012</b></p> <p><b>December 2012</b></p>
<b>Gate Keepers</b>	<p>The initiative is in line with CF1-A Criteria and its impact is well felt in the region. The program has been highly successful and has reached the point where it is ready to bring its knowledge to rural areas. The funding programs are still in existence and initial discussions indicate that there are no obvious reasons why funding for Business Wings in the rural areas of Zone 8 could not be funded again. The Humber Economic Development Board will champion this initiative for these regions, especially since it supports the work being done in the forest co-operative initiative.</p>	
<b>Advancement Criteria</b>	<ul style="list-style-type: none"> <li>• Funding approval for Business Wings Programs</li> <li>• Buy-in of entrepreneurs in the two areas</li> <li>• Selection of successful proposal under the annual RFP</li> </ul>	
<b>Quarterly Updates</b>	<p><b>Quarter 1: April 2011 – June 2011</b> <i>Details</i></p> <p><b>Quarter 2: July 2011 – September 2011</b> <i>Details</i></p> <p><b>Quarter 3: October 2011 – December 2012</b> <i>Details</i></p> <p><b>Quarter 4: January 2012 – March 2012</b> <i>Details</i></p>	

## **Initiative III**

### **Regional Cultural Heritage Plan: Selection and Development of Cultural Assets throughout the Zone**

<b>Description</b>	<p>This initiative will build on the foundation of identification work and municipal partnership that was completed in 2010-2011. It will focus on developing cultural heritage sites or buildings that will eventually comprise a cultural tour of Zone 8. The initiative will involve working directly with local municipalities and heritage groups in the strategic selection of the assets to be improved or developed and determining what the needs are for each site to be fully developed. We will develop or improve some of the selected assets to where they are market-ready. The idea is that the assets are interesting alone, but together they represent a truly amazing experience that could attract tourists to travel throughout our zone, including residents and non-residents.</p> <p>The municipalities that have indicated interest in being a part of this project are: Cox's Cove, McIvers, Gillams, Meadows, Irishtown-Summerside, Corner Brook, Deer Lake, Humber Arm South, Cormack, Reidville, Howley, Jackson's Arm, and Hampden (Appendix B).</p>
<b>Fit with CF1-A</b>	<p><b>Long-term Benefits/Impacts</b> – The communities in this initiative are having to adapt to changes in their local economies. While adaptation is a slow process and requires a great deal of support and mobilization, this initiative will act as a catalyst toward diversifying and strengthening the economy in the areas where assets are selected for development or improvement. It will build on the growing tourism market and incorporate some of the natural beauty and cultural expression that exists, but is currently undeveloped. The long-term benefits include employment, business development and revitalization that come with increased tourism in a region or community.</p> <p><b>Sustainability-</b> The Regional Plan attempts to improve sustainability communities, but also for the tourism and cultural assets operating within them. By grouping assets and having them marketed as a themed package, the likelihood of attracting tourists or visitors to the assets increases exponentially. Together the assets will create sustainability. As well, the municipalities and their heritage groups will maintain the sites as tourism assets after this initiative is completed.</p> <p><b>Regional Scope-</b> The results of the asset mapping document identified many undeveloped cultural heritage assets located throughout out the region. Assets of significant value can now be developed into a tourism</p>

	<p>product that will later be marketed by the Destination Management Organization (DMO) as a themed marketing plan.</p> <p><b>Linkages to Government priorities-</b> The initiative is certainly in line with government priorities. It will enhance community and regional capacity through the development of this tourism-based initiative. In some cases, it may strengthen community infrastructure in rural communities, depending on which assets are selected for improvement or development. It will also use the strengths and assets already identified in the community and turn them into opportunities to overcome economic difficulties in these areas. In essence, the entire project will enhance the capacity of each community involved and the region in general.</p> <p><b>Partner Engagement-</b> The municipalities that have indicated interest in being a part of this project are: Cox’s Cove, McIvers, Gillams, Meadows, Irishtown-Summerside, Corner Brook, Deer Lake, Humber Arm South, Cormack, Reidville, Howley, Jackson’s Arm, and Hampden. Nearly all communities in the region will be supports for this initiative, but the selected few that actually become the package will be the municipal partners in that they will be expected to contribute as much as they receive. The re-established tourism working group will as well be a partner for this initiative.</p>
<b>Initiative Origin</b>	<p>The idea for this initiative originated as a result of reviews of community ICSP’s, Annual Heritage Conference, general meetings, and public consultations. The model for this initiative is based on the Norwich 12 initiative carried out in the UK City of Norwich. The Norwich 12, although quite encompassing and rich in its history, does still represent the idea behind this initiative. HEDB built the foundation work for the Regional Cultural Heritage Plan into its 2010-2011 Integrated Business Plan. It was about collaborating as a region to gather information and understand the various cultural heritage assets that exist in Zone 8 that are currently undeveloped in some way whether it be structure, concept or marketing. The initiative set the foundation for future development and included these main activities:</p> <ul style="list-style-type: none"> <li>• Encourage municipalities to think about their cultural assets and the value they bring or could bring to a community.</li> <li>• Bring municipalities to the table to think regionally about the assets that should be developed.</li> <li>• Mobilize community heritage groups to get involved.</li> <li>• Collect municipally completed asset documents outlining their</li> </ul>

	<p>priorities for assets, the assets development needs and the municipalities contribution willingness.</p> <ul style="list-style-type: none"> <li>• Community capacity building for all municipalities.</li> </ul>								
<b>REDB Lead</b>	Economic Development Officer								
<b>REDB Supports</b>	Memorial University's Harris Centre, the municipalities from the ones listed that are not selected as main attraction sites, Grand Lake Centre of Economic Development, Deer Lake Economic Development Committee, and Museum Association of Newfoundland and Labrador.								
<b>Partner Supports</b>	The partners for this project will be the municipalities that get chosen because they have assets of significant value for development. The Tourism Working Group, once established, will also be a partner of this initiative. In consultation with DMO, it was decided that DMO would be involved once the product development is complete and they could take over the marketing of the product (Appendix C).								
<b>Support Documentation</b>	<ul style="list-style-type: none"> <li>• Asset Mapping Documents</li> </ul>								
<b>Activities/Timelines</b>	<table border="1"> <tr> <td>HEDB will formally establish the heritage working group. The group will engage municipalities in the selection of initial assets whether they are developed or to be developed.</td> <td><b>June 2011</b></td> </tr> <tr> <td>HEDB will submit proposal for funding to hire an assistant to do detailed research regarding the chosen assets and communities. <i>Note: If no funding is secured for position, HEDB staff will still proceed with this project. However, the number of assets developed may change to reflect the amount of work required from core staff and the level of development needed for particular sites.</i></td> <td><b>June 2011</b></td> </tr> <tr> <td>HEDB will bring all municipalities together in a planning workshop to decide on the priority assets to be packaged within the region. The compiled list from phase 1 will be used to aid in decision making.</td> <td><b>July 2011</b></td> </tr> <tr> <td>HEDB will write proposal for Community Capacity Building workshop on packaging tourism products.</td> <td><b>July 2011</b></td> </tr> </table>	HEDB will formally establish the heritage working group. The group will engage municipalities in the selection of initial assets whether they are developed or to be developed.	<b>June 2011</b>	HEDB will submit proposal for funding to hire an assistant to do detailed research regarding the chosen assets and communities. <i>Note: If no funding is secured for position, HEDB staff will still proceed with this project. However, the number of assets developed may change to reflect the amount of work required from core staff and the level of development needed for particular sites.</i>	<b>June 2011</b>	HEDB will bring all municipalities together in a planning workshop to decide on the priority assets to be packaged within the region. The compiled list from phase 1 will be used to aid in decision making.	<b>July 2011</b>	HEDB will write proposal for Community Capacity Building workshop on packaging tourism products.	<b>July 2011</b>
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HEDB will write proposal for Community Capacity Building workshop on packaging tourism products.	<b>July 2011</b>								

	<p>HEDB will organize and secure facilitator to deliver Community Capacity Building workshop on packaging tourism products with assistance from Department of Tourism, Culture and Recreation (Appendix D).</p> <p>HEDB will complete Development Plan for the initially chosen assets.</p> <p>HEDB will lead in the development of proposal for funding and begin the development of the identified main assets in conjunction with the municipalities and the Heritage Working Group. Shovels are to break ground on actual development this year.</p>	<p><b>August 2011</b></p> <p><b>September 2011</b></p> <p><b>September – March 2012</b></p>
<b>Gate Keepers</b>	<p>The CF1-A criteria have been discussed above and we feel the initiative meets all five. There have been a significant number of municipalities that have stepped forward with assets they would like to develop. There have also been numerous meetings and conversations with many of the municipalities. Throughout the gathering process the champions became obvious from municipalities and other community groups that aided in the collection of asset information. There are numerous funding sources available for business development, tourism development, heritage development, and wage subsidies. We will be exploring many of these as the initiative unfolds.</p>	
<b>Advancement Criteria</b>	<ul style="list-style-type: none"> <li>• Selection of key assets</li> <li>• Having resources necessary to advance the assets</li> <li>• Development or improvement of key assets</li> </ul>	
<b>Quarterly Updates</b>	<p><b>Quarter 1: April 2011 – June 2011</b> <i>Details</i></p> <p><b>Quarter 2: July 2011 – September 2011</b> <i>Details</i></p>	

	<b>Quarter 3: October 2011 – December 2012</b> <i>Details</i>
	<b>Quarter 4: January 2012 – March 2012</b> <i>Details</i>

## **Initiative IV**

### **Land Base Development Plan for the Base of Marble Mountain**

<b>Description</b>	<p>Marble Mountain is a significant economic generator for the Humber Valley region with just the ski hill, the ski chalet and Marble Villa. However, there is room for further development at the base of the mountain. The land exists for multiple businesses to be established at the base and make Marble Mountain a year-round attraction and further boost to the local economy. Before any development can happen in the area, the Marble Mountain Development Corporation (MMDC) needs to have a plan that indicates how the base of the mountain could potentially be developed, including water and sewer and business placement. A consultant would be needed to create a comprehensive, multi-year development plan for the base area land. This would provide the basis for MMDC to declare itself open for further business development and expand its tourism potential in a four-season operation.</p>
<b>Fit with CF1-A</b>	<p><b>Long-term Benefits/Impacts</b> -The initiative will certainly demonstrate improvements to regional infrastructure. The purpose of the land development report and the business plan is to ensure that Marble Mountain has a comprehensive, well-researched plan for development. Once they advertise as being “open for business development,” Marble Mountain should attract new businesses that want to start in the area. This will be followed by new customers and new jobs as the development advances through the plan in subsequent years.</p> <p><b>Sustainability</b> - The initiative will be self-sustaining. The consultant’s report will provide the committee with the information it needs to proceed with a staged development at the base of the mountain based on a multi-year plan. The Marble Mountain Corporation would continue to own the land and control the land assembly but would rent the land to businesses that want to set up in the area. The rent for the land would then fund subsequent development.</p> <p><b>Regional Scope</b> - Marble Mountain is an asset of the entire Western region. The business it generates directly benefits the communities of Corner Brook, Steady Brook, and Pasadena with indirect benefits extending beyond that. Further development at the base of Marble Mountain would attract new users to the region and make it competitive to other markets.</p>

	<p><b>Linkages to Government priorities</b> - This initiative will enhance regional capacity through the development of a strategic development plan followed by increased community infrastructure as the development plan gets implemented.</p> <p><b>Partner Engagement</b> - HEDB will work closely with the Development Committee of the Marble Mountain Development Corporation to complete this piece of work.</p>	
<b>Initiative Origin</b>	The Marble Mountain Development Corporation approached the HEDB to enter discussions about the possibility of leading this project. The HEDB, having already considered the possibility of partnering with Marble Mountain on a project to enhance winter tourism, agreed. This initiative fits directly into the tourism-focused work we have identified for the next year and is outside of the capacity of the MMDC as a Crown corporation.	
<b>REDB Lead</b>	Economic Development Officer Executive Director (Co-lead)	
<b>REDB Supports</b>	Department of Innovation, Trade and Rural Development (DINTRD)	
<b>Partner Supports</b>	Marble Mountain Development Corporation (Appendix E)	
<b>Support Documentation</b>	<ul style="list-style-type: none"> <li>• Previous Marble Mountain engineering reports</li> <li>• Marble Mountain Development Plan</li> </ul>	
<b>Activities/Timelines</b>	HEDB will form of Marble Mountain development committee.	<b>May 2011</b>
	HEDB will develop Terms of Reference to guide consultant's work.	<b>May 2011</b>
	HEDB will write proposal for the funding for this development work.	<b>July 2011</b>
	HEDB will write and advertise Request for Proposals (RFP).	<b>September 2011</b>
	HEDB will select consultant.	<b>October 2011</b>
	HEDB will work with consultant to ensure	<b>October 2011–</b>

	<p>compliance.</p> <p>HEDB will write business plan for Marble Mountain development.</p>	<p><b>January 2012</b></p> <p><b>March 2012</b></p>
<b>Gate Keepers</b>	<p>The CF1-A criteria have been discussed above and we feel the initiative meets all five. The Marble Mountain Development Committee will champion this initiative with funding sources likely coming from the Department of Innovation, Trade and Rural Development.</p>	
<b>Advancement Criteria</b>	<ul style="list-style-type: none"> <li>• Partner engagement in establishing committee</li> <li>• Funding approved for consultant's report</li> <li>• Consultant's report completed</li> <li>• Business Plan completed</li> </ul>	
<b>Quarterly Updates</b>	<p><b>Quarter 1: April 2011 – June 2011</b> <i>Details</i></p> <p><b>Quarter 2: July 2011 – September 2011</b> <i>Details</i></p> <p><b>Quarter 3: October 2011 – December 2012</b> <i>Details</i></p> <p><b>Quarter 4: January 2012 – March 2012</b> <i>Details</i></p>	

## **Initiative V**

### **A Snowmobile-friendly Hub: Engage Industry to Improve Amenities in Deer Lake and Facilitate the Development of a Back Country Touring Product**

#### **Description**

This initiative will have two focuses. The first one will be on improving the amenities needed for snowmobiling in the Deer Lake area; this could include accommodations, staging areas and parking areas. These are essential for the comfort, enjoyment and safety of snowmobilers who currently travel to the region to partake in the groomed trails. While snowmobiling amenities may seem like a piece of work for the Newfoundland and Labrador Snowmobile Federation (NLSF), their work is actually more focussed on maintaining the groomed trails and regulating the use of the trails. This industry-focussed development will be spearheaded by HEDB and will engage partners like the Snowmobile Federation of Newfoundland and Labrador, Department of Tourism, the Deer Lake Economic Development Committee and industry. With this collective of stakeholders, HEDB will be able to identify the assets and gaps in the region and work with partners to identify and work through solutions, making the Deer Lake area more snowmobile-friendly.

A second focus will be an exploration of a back country riding product. Deer Lake would again be the jumping off point for the back country experience since it is the central location point for accessing groomed trails and the many different backcountry destinations, such as Lewis Hills, Sink Hole, the Bowl, and Gaff Topsails. The development of the amenities as mentioned above will be a significant benefit to this piece of the initiative as well as to those who only want to use the groomed trails. The work here will include the exploration of the various back country destinations, GPS mapping of the selected sites, and identification of the amenities needed at destination points beyond Deer Lake. This will also be a time to initially engage industry partners who can provide guided tours.

Eventually this product will be developed as either a guided or self-guided tour. It would be initially targeted at residents of the province with the potential to develop into other markets in subsequent phases. As well, the committee will work with DMO to create a marketing strategy to promote this asset as *Snowmobiling with a Destination*. While many snowmobilers come from around the province and beyond, there is still a large untapped tourism market. Marketing this backcountry experience, coupled with improved amenities in general, will create another economic generator in Western Newfoundland.

**Fit with CF1-A**

**Long-term Benefits/Impacts** - The impact of this initiative would be increased winter tourism and improved regional infrastructure. The improved amenities in the area and the development of staging areas and signage will benefit the communities in attracting snowmobilers. This will, in turn, increase the revenue generation in the towns, particularly Deer Lake, through accommodations, gas, food and other consumables. As well, the back country riders will eventually be accessing the Snowmobile Federation trails as gateways to the backcountry so this will result in increased trail pass sales and revenue for the NLSF. It can later also help diversify some businesses, such as outfitters, who could provide guided tours or facility rentals during their off-season.

**Sustainability** - The sustainability of this initiative is based on industry buy-in. The development of amenities will be the work of businesses in the area to attract snowmobiling customers. They would be responsible for maintaining the amenities that are developed and this would assist them in attracting new customers. Once the signage, staging areas and guide tools are created, the snowmobiling initiative will be self-sustaining.

The sustainability of the back country touring product is difficult to assess. It will be an identification piece of work that is necessary to the sustainability of the product. It will then depend on the municipalities, the Snowmobile Federation, DMO, local businesses and other stakeholders to sufficiently promote the backcountry snowmobiling concept. As long as the level of marketing and service provision remains, then the initiative can sustain itself and even grow into new markets, such as non-domestic ones.

**Regional Scope** - While the starting off point would be in Deer Lake for this phase of development, the initiative is regional in scope with the snowmobile destinations being at each end of the region and throughout. The back country product will take in west of Corner Brook, to north of Cormack, to east of Howley, and northwest of Deer Lake.

**Linkages to Government priorities** - The province of Newfoundland and Labrador has identified winter tourism as an area of growth and potential since most tourism currently happens in the summer season. The snowmobiling initiative will increase regional capacity by developing a competitive product that is not offered anywhere else and will draw consumers to travel throughout the region. The project will build on the

	<p>strengths of the region and use many of the assets that already exist, including groomed trails, good signage for snowmobilers, lots of snow and outstanding beauty in the back country. By improving snowmobile amenities in Deer lake, the project will also be improving local infrastructure and, with it, the economic spin-offs of the snowmobiling product.</p> <p><b>Partner Engagement</b> - HEDB currently has a strong working relationship with the Town of Deer Lake’s Economic Development Committee which is vital to success. Also prior partnerships from the initial research component of this initiative with the Snowmobile Federation and the Town of Deer Lake have been revitalized and strengthened based on the potential of this project.</p>
<b>Initiative Origin</b>	<p>The Humber Economic Development Board led the exploratory phase of this project that looked at developing Deer Lake as a snowmobile hub for the province in 2008. This took a couple of years of fact-finding and research that strongly supports this initiative. The working group that was handling the research disbanded as a result of reasons unrelated to the work itself. The Deer Lake Economic Development Committee, composed of members of the Deer Lake town council and other stakeholders, were the main partners in this initiative. With a new council elected and a new EDC formed with a very action-oriented group of individuals, these partners are more than willing to revive the idea and be a partner in its execution.</p>
<b>REDB Lead</b>	Executive Director
<b>REDB Supports</b>	Department of Tourism (Appendix F)
<b>Partner Supports</b>	<ul style="list-style-type: none"> <li>• Deer Lake Economic Development Committee (Appendix G)</li> <li>• Snowmobile Federation of Newfoundland and Labrador (Appendix H)</li> </ul>
<b>Support Documentation</b>	<ul style="list-style-type: none"> <li>• Province’s First Snowmobile Hub by Town of Deer Lake in April 2008</li> <li>• Final Report on the Finding Mission to New Brunswick in February 2007</li> <li>• Final Report on the Snowmobile Hub Planning Session in December 2006</li> <li>• Snowmobile Hub Implementation Advisory Committee Terms of Reference</li> </ul>

<b>Activities/Timelines</b>	<p>HEDB will start engaging industry to interest them in being a part of this project.</p> <p>HEDB will form of Snowmobiling sub-committee.</p> <p>HEDB will develop Terms of Reference for the sub-committee.</p> <p>HEDB will continue to engage industry partners to participate in work.</p> <p>HEDB will develop and facilitate a focus group with all stakeholders.</p> <p>HEDB will identify areas that need development so the amenities required for snowmobiling are available in the region.</p> <p>HEDB will create a sub-Committee will action priorities set out at stakeholder focus group. Actions may include proposals for funding, business plans, MOU's, etc.</p> <p>HEDB and its partners will jointly assess the back country sites in order to be selected for touring product.</p> <p>HEDB will select three back country destinations for development.</p> <p>HEDB will investigate the assets and gaps in these areas for back country touring.</p> <p>HEDB will lead partners to work on bridging identified priority gaps for focus group and back country touring.</p>	<p><b>June 2011</b></p> <p><b>July 2011</b></p> <p><b>August 2011</b></p> <p><b>Ongoing</b></p> <p><b>October 2011</b></p> <p><b>October 2011</b></p> <p><b>November 2011 – March 2012</b></p> <p><b>January 2012</b></p> <p><b>January 2012</b></p> <p><b>January 2011 – March 2012</b></p> <p><b>December 2011 – March 2012</b></p>
<b>Gate Keepers</b>	<p>The CF1-A criteria have been discussed above and we feel the initiative meets all five. Various collaborations have brought forth numerous partners and supports in this initiative including the Town of Deer Lake's Economic Development Committee, the Newfoundland and Labrador Snowmobile Federation, the Department of Tourism, Culture and</p>	

	Recreation, Zone 8 Tourism Working Group, the Deer Lake Chamber of Commerce, etc.
<b>Advancement Criteria</b>	<ul style="list-style-type: none"> <li>• Partner engagement in establishing sub-committee</li> <li>• Land acquisition or usage for staging areas</li> <li>• Business support in being snowmobile-friendly &amp; providing amenities</li> <li>• Business support in developing and providing guided tour option</li> <li>• Financing for staging areas and signage</li> </ul>
<b>Quarterly Updates</b>	<p><b>Quarter 1: April 2011 – June 2011</b> <i>Details</i></p> <p><b>Quarter 2: July 2011 – September 2011</b> <i>Details</i></p> <p><b>Quarter 3: October 2011 – December 2012</b> <i>Details</i></p> <p><b>Quarter 4: January 2012 – March 2012</b> <i>Details</i></p>

## **Integrated Business Plan 2011-2012**

### **Commercial and Non-Commercial Initiatives/Activities**

<b>Activity/Organization</b>	<b>Description</b>	<b>Frequency</b>
<b>Business Service Agency Network (BSAN)</b>	<p>The BSAN consists of a group of organizations and government departments who support business development throughout Zone 8.</p> <p>The network has evolved into a great information-sharing forum. The meetings are hosted by different organizations quarterly. An information binder has been developed which includes information about the organizations and programs or initiatives that are currently active and is continuously updated. The quarterly meetings have proven to be a great means to discuss and promote upcoming and new initiatives/programs throughout the zone. Partnerships on activities and initiatives are often formed as a result.</p>	<b>Quarterly</b>
<b>White Bay South Forest Network meetings</b>	<p>These quarterly meetings with White Bay South Forest Network are organized by the HEDB LCN Coordinator for White Bay South to move the initiatives and activities of the LCN project further. The Forest Co-operative initiative will be moving forward with aid from this group. The buy-in from this group is vital to the development and success of the co-operative initiative.</p>	<b>Quarterly</b>
<b>Board Community Capacity Building</b>	<p>Board to consider options and select a module from the Community Capacity Building Program as part of its Board development.</p>	<b>December 2011</b>
<b>Selling to the Public Sector Reverse Trade Show</b>	<p>Humber Economic Development Board will be a planning partner for the upcoming Reverse Trade Show being hosted by the Department of Innovation, Trade and Rural Development in Corner Brook, Fall 2011.</p>	<b>Fall 2011 – Single Occurrence</b>

	<p>The Reverse Trade Show - a twist on the traditional trade show - provides a forum for sellers to promote their products and services to potential buyers (exhibitors). The show will give Newfoundland and Labrador firms the opportunity to visit the booths of public sector entities to learn how to sell their goods and services to these entities. This will be a great opportunity for local businesses to explore public sector supply opportunities and for public sector entities to expand their supplier base.</p>	
<b>Small Business Week</b>	Organize and participate in small business week activities in two rural communities in the zone.	<b>October 2011</b>
<b>Jackson's Arm Development Plan</b>	<p>The Stanley Ford Heritage Property has been a project of the Humber Economic Development Boards since 2007 and the Heritage Society in Jackson's Arm is ready to think about the future. Last year HEDB developed a proposal that did receive funding to hire and train staff in proper preservation and collection techniques for historic items. The staff is responsible for the collection of tangible and intangible assets.</p> <p>Jackson's Arm Heritage Society would like HEDB to update the development plan to include a new section known as Janes Point. This may develop into an HEDB initiative in terms of its development in the future. The collection of buildings are destined to become a tourist destination with amenities.</p>	<b>May 2011</b>
<b>Farmers' Focus Group</b>	<p>Agriculture is a priority sector for the Humber Economic Development Board and although represented in some of our initiatives there is a desire and need to do more in this sector. We recognize that it is important to hear</p>	<b>November 2011</b>

	<p>directly from actual farmers about their issues and needs. This activity is an effort to bring together a group of farmers to discuss challenges and priorities in the agricultural sector. It is an attempt to engage industry, gather primary research, and begin the path of meeting on-the-ground needs. The focus group may lead to other activities or initiatives based on the information gathered.</p>	
<p><b>Local Community Network Advisory</b></p>	<p>Quarterly meetings occur between the Humber Economic Development Board, RED Ochre Regional Board Inc., Nordic Economic Development Corporation and the Model Forest. These meetings govern the direction of the Local Community Networks. All decisions regarding it flow through this management group.</p>	<p><b>Quarterly</b></p>
<p><b>Agriculture Kitchen Table Meetings</b></p>	<p>Following the Harris Centre Regional Conference in Corner Brook a group of interested stakeholders began meeting every couple of months to discuss various agricultural themes. The main group has split to include sub-groups focused on the following areas:</p> <ul style="list-style-type: none"> <li>• Soils and Lands</li> <li>• Public Education</li> <li>• Training/Labour issues</li> <li>• Food Security/Food Policy/Agricultural Regulation</li> <li>• Crop Development and new products</li> <li>• Innovation and Infrastructure</li> </ul> <p>HEDB will continue to be a part of this group; the direction in which it will proceed will undoubtedly lead to other activities and/or initiatives as the creation of collaborative opportunities was a common goal of the group.</p>	<p><b>Bi-Monthly</b></p>

<p><b>White Bay South Community Conversation: Workshop 2 (CCB)</b></p>	<p>The first workshop brought forth the major challenges the residents encounter, the top four priorities for the region, and the initial action items to move toward realizing the priorities.</p> <p>In the second session, HEDB and its partners will bring together participants in all four priority groups for a first meeting. The focus of this is for each group to begin identifying some actions and time-frames around the priority as well as identifying actions needed to build a strong project group, e.g. training, additional group members, leadership etc. This session will also be an opportunity for the groups to meet some of the organizations and individuals who are available to provide support and assistance with the projects.</p>	<p><b>May 2011 – Single Occurrence</b></p>
<p><b>Business Wings Quarterly Sessions in Corner Brook</b></p>	<p>HEDB will offer quarterly Business Wings sessions in the Corner Brook area about various business builder topics. This will be a means of maintaining the relationship, networking and continuing the development of business knowledge with previous Business Wings clients and aspiring entrepreneurs.</p>	<p><b>Quarterly</b></p>
<p><b>Business Incubation Site in Corner Brook</b></p>	<p>NaviGate approached HEDB about the possibility of developing a business incubation site in Corner Brook. This is based on some research completed by NaviGate in 2007 and interest in the idea from the City of Corner Brook. The work in this activity would involve bringing government and business agencies together to create a working group. The group will explore the viability of such a business incubator and possible sites for the incubator, including City of Corner Brook property. This activity may lead into an HEDB initiative depending on the results of the investigation completed at this time.</p>	<p><b>June – December 2011</b></p>

<p><b>Local Cuisine Guide</b></p>	<p>Corner Brook has a significant amount of traditional cuisine served in various restaurants within the city. There is a communication gap, however, between the tourist and the restaurant in that it is not always easy to know where to get traditional foods. HEDB will research and develop a local cuisine guide for Corner Brook. It will be professionally-designed and will include descriptions of traditional foods, recipes, and locations in which the traditional food item can be found within the city. HEDB will offer a printed copy of the guide as well as a digital copy that can downloaded from the HEDB and City of Corner Brook websites (Appendix I). Through discussions with the City of Corner Brook and the Department of Natural Resources, it was decided that this was a valuable activity with which to proceed (Appendix J).</p>	<p><b>February 2012</b></p>
<p><b>Regional Exhibition Grounds</b></p>	<p>This idea originated out of meetings and collaborations with the Reidville Town Council and the Grand Lake Centre of Economic Development. There are a significant number of festivals, events, farmers markets, and exhibitions occurring in the Humber Valley region and there is certainly a growing desire to have many more. There is an identified need for a facility that could house these events and would likely attract events from across the island. To further investigate the feasibility of this activity and the possibility of it becoming an initiative, HEDB will do some preliminary work. HEDB will meet with the Town of Reidville and surrounding communities to discuss sharing of joint venture and adding this to their municipal infrastructure plans. HEDB will establish a working group to discuss the feasibility of this activity and will also assist the working group to apply for Crown land for the exhibition grounds.</p>	<p><b>August 2011</b></p>

<b>Proposal for Business Development Coordinator</b>	HEDB will assist the Model Forest of NL in writing the proposal to hire a Business Development Coordinator. The position will support businesses and business ideas that will eventually flow into the forest products co-operative as well as support the LCN projects that are ongoing in the White Bay South area.	<b>May 2011</b>

**Municipal Collaboration**

Collaborations have been reflected in CF1-A. Please see above.

**Co-Sponsored Events**

The following co-sponsored events have been identified for the current fiscal year:

- Small Business Week: HEDB will organize activities with local planning committees in the communities.
- White Bay South Community Conversation: HEDB will work with HRLE, Rural Secretariat and other partners to organize and facilitate this session.
- Local Cuisine Guide: this will be a joint venture of HEDB and the City of Corner Brook to develop a guide on traditional foods at restaurants in Corner Brook.
- Business Incubation Exploration: HEDB and Navigate will explore the feasibility of starting a business incubation site in Corner Brook.

## Capacity Building

The following CCB workshops have been identified for the current fiscal year:

- CCB workshop on co-operative development
- CCB workshop on product packaging
- Community Conversation in White Bay South
- Industry focus group on amenities development

## Government Consultation

As noted above, we engaged in significant government consultation through in-person contact, phone calls and emails. Documentation of this is noted in the Appendices.

## Opportunity Management

The Board and staff adhere strongly to the Opportunity Management process. The Board includes the following elements of Opportunity Management the process:

- 1. Identifying economic development opportunities**
- 2. Evaluating & prioritizing opportunities**
  - **Developing criteria, deliberating & ranking**
- 3. Driving opportunities**
  - **Assigning leads, accountability & action plans**
- 4. Constant monitoring**
  - **Advance: Commit additional resources to move the idea forward**
  - **Rework: More investigation / rethinking**
  - **Kill: Stop working on idea & move on**

The Board has made a commitment that Board meetings will be initiative-focused and we will invite government-line departments and stakeholders to present their perspectives on the priority sectors within the region.

The Board has been very active participating in public meetings, business site visits, sector symposiums, focus groups, municipal roundtables, economic development committee meetings, regional conferences, stakeholder round table discussions, etc. If there has been a meaningful meeting in Zone 8 related to our priority sectors we have been there or have created the discussion. We work very hard with stakeholders to identify gaps in the zone,

develop initiatives and activities, evaluate them and move forward on those that move through the Opportunity Management funnel.

On numerous occasions, such as with the Harris Centre Regional Conference, Agriculture Opportunity Session, Kitchen Table Sessions, Public Forum, White Bay South Community Conversation and many others, we have broke into strategic groups focusing on particular sectors or opportunities and have utilized components of the OM process to barrow down ideas and end up with workable initiatives, activities, partnerships, etc. OM for HEDB is occurring on a day-to-day basis. We are in constant contact with government and stakeholder supports and partners fine-tuning and moving initiatives and activities forward.

The Humber Economic Development Board has and will continue to be in close contact with initiative stakeholders and partners to ensure we are working closely to move initiatives forward and that we are contributing as a team in their implementation. HEDB provided regular reports to stakeholders, initiative and activity partners and funding partners. The quarterly meetings are wonderful opportunities to report and to, if necessary, indicate a reworking or end of an initiative for external reasons.

## Appendices

Appendix A.....	MOU with Model Forest
Appendix B.....	Sample Pages from Municipalities Cultural Assets Mapping Report
Appendix C.....	Confirmation of Partnership with DMO (email)
Appendix D.....	Email exchanges with Carl Simms of Tourism
Appendix E.....	Confirmation of Partnership with MMDC (email)
Appendix F.....	Confirmation of Partnership with Dept. of Tourism (email)
Appendix G.....	Confirmation of Partnership with Town of Deer Lake/EDC (letter)
Appendix H.....	Confirmation of Partnership with Snowmobile Federation (email)
Appendix I.....	Confirmation of Partnership with City of Corner Brook (email)
Appendix J.....	Confirmation of Discussion with DNR (email)