# Humber Economic Development Board
## *Economic Zone 8*

# Strategic Economic Plan

## April 2011 to March 2014

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# Executive Summary

The Strategic Economic Plan (SEP) 2011 – 2014 has been prepared as a directional guide for strategic economic development in the Humber Economic Zone (Zone 8), encompassing Corner Brook, Bay of Islands-North Shore, Bay of Islands – South Shore, Humber Valley, and White Bay South. The SEP will illustrate for all residents and stakeholders the collaborative work that we intend to complete together in the next three years.

This document was written after careful consideration of issues and opportunities identified throughout the Zone. Through numerous focus groups, meetings, conferences, workshops and general discussions with our many stakeholders, the Humber Economic Development Board (HEDB) learned of the economic development needs, opportunities and wishes in the zone. These were then analyzed by the Board of Directors and staff and particular activities were selected for further analysis. From this group coupled with the work that was completed in the last SEP, the Board chose the initiatives, activities and initial investigations to be developed over the next three years.

The SEP 2011- 2014 will focus on key sectors that affect Zone 8. The main sectors that will be addressed include business, tourism, forestry and agriculture. In addition, work will be completed on improving HEDB's communications and collaboration process throughout the region. These key sectors were consistently identified as important areas of focus. While HEDB is not able to address all the issues that have been identified in the sectors, we will remain aware of these issues and support any other organizations that have a mandate to focus on these issues.

The SEP outlines the strategic initiatives and activities to be undertaken over the next three (3) years. To accomplish these goals, the work will be managed by HEDB's volunteer Board of Directors and professional staff. This significant piece of work will also rely on the strong partnerships formed and new ones to be developed with local organizations, municipalities, regional stakeholders and government departments. HEDB will work collaboratively and strategically to make significant progress on the identified areas of focus.

It is through the SEP 2011-2014 that one will be able to see the strategic direction behind this successful region. HEDB is has a continued commitment to ***Building a Brighter Future*** for Zone 8.

## 1.0 Introduction

Located on the west coast of the province, at the base of the Northern Peninsula, Economic Zone 8 is the 8th largest zone of the 20 in the province and covers an area of 12,511 $km^2$. While major industry has been facing significant challenges in the area, growth is occurring in the areas of small enterprise, tourism, and forestry. This Strategic Economic Plan reflects these areas of growth and other focuses brought forth by stakeholders. Through direct consultation and informal discussions with municipalities, businesses, partners, organizations, government departments, and individuals, the goals and objectives of this Strategic Economic Plan were determined. While all sectors are important to the HEDB, there are four sectors that have been specifically targeted by the Board for particular attention in this SEP. These are: business, forestry, agriculture and tourism.

## 2.0 Strategic Planning Process

This Strategic Economic Plan builds upon the successful economic development work of the Humber Economic Development Board in 2008-2011. It is a natural progression from the work that has been done in growing the capacity of our zone to moving on to the goals and objectives that are presented in this document.

This Strategic Economic Plan was created from a process of consultation and opportunity management for Zone 8. The HEDB is a key player in economic development with many stakeholders throughout the zone. It is from this networking, collaborative work and sharing of information that HEDB has been able to identify, analyze and prioritize the initiatives and activities that are present in this document. The goals that we have set forth are all reflective of identified need within the zone and buy-in from stakeholders and partners who are committed to the development and implementation of these goals.

As well, a number of other methods of opportunity identification were employed. HEDB administered surveys at various meetings and events to seek feedback on issues, potential opportunities, and current areas of focus. Consultations and stakeholder meetings were held with government departments, businesses, representatives of various sectors and communities throughout the zone. From all of these meetings, a list of ideas and opportunities for all sectors was drafted. A public session followed with various stakeholders looking at this list. The participants discussed, analyzed and rated the various opportunities and initiatives to highlight the ones that would be most beneficial or most timely for our zone. The Board of Directors, being representatives of the region, also met to identify and discuss new and ongoing developments. From this entire process of consultation and opportunity management, the goals and objectives were framed. This Strategic Economic Plan was a collaborative effort of stakeholders throughout Zone 8 based on public consultation and opportunity management.

## 3.0 Vision

HEDB envisions an Economic Zone with a strong, diversified economy based on sustainable development.

## 4.0 Mission Statement

To work in cooperation and consultation with funding partners and stakeholders in coordinating, integrating and prioritizing economic development initiatives directed towards sustainable development throughout Zone 8.

## 5.0 Guiding Principles

HEDB agrees to adhere to the following guiding principles in coordinating, integrating, and prioritizing economic development initiatives at the regional level, and linking these activities to those of government departments. We believe that:

- a cohesive, integrated, and coordinated approach should be promoted and applied to attain sustainable economic development, based upon the cooperation of our stakeholders, built upon the strengths of Zone 8, and committed to the well-being of our residents;
- The projects and activities planned, prioritized and supported should be directed toward sustainable development of the region;
- Development in Zone 8 should be facilitated around mutual respect and concern for all persons, stakeholders, organizations, and agencies;
- We should foster the creation of a dynamic, sustainable and progressive environment that will attract people and industries;
- We should provide an objective assessment of development opportunities based upon our commitment to the long term sustainability of the region and equitable access to the benefits of development; and
- Government departments should work in cooperation and consultation with HEDB on all projects relating to Zone 8.

# 6.0 Goals and Objectives

## 6.1 Business

Business development and activity constitutes a major economic generator in Zone 8. Zone 8's strategic location on the west coast of the province and the ease of access by air, road and water gives the business sector an advantage over other regions. Businesses in the region have easy access to the richest markets in the world including Canada, United States and the European Union.

Approximately 40,000 people reside in Zone 8.[1] The City of Corner Brook's location makes it the hub for distribution, service, retail and medical activity for the west coast of Newfoundland. There are a total number of 17,228 businesses in Newfoundland and Labrador, with 1,455 or 8.4% of businesses in Zone 8.[2] The small business sector is crucial to the economic prosperity of the zone. Zone 8 also has a number of small business agencies that can provide business development assistance and general support.

There are several issues facing businesses in Zone 8. These include: lack of office space, out-migration of workers, the mobile workforce (resulting in a lack of employees) and the high Canadian dollar. While these issues can have a negative impact on local businesses, they can also have a positive effect on the economy. The mobile workforce, for example, is having somewhat of a positive effect because families now have a higher disposable income. In smaller communities industry readjustment is happening as the traditional industries are reduced or ended and the community has to re-invent itself. The Humber Economic Development Board has to consider these realities for the communities in which we live and work. HEDB will work strategically to develop initiatives and activities that will result in business development, growth and sustainability. Business activity plays a key role in the economic development of the Zone.

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[1] Source: Census 2006, http://www.stats.gov.nl.ca/statistics/Census2006/PDF/POP_EconZone_Total%20Pop_1991-2006.pdf

[2] Source: NL Statistics Agency, http://www.stats.gov.nl.ca/Statistics/trade/PDF/BR_Zone_2009.pdf

## 6.1 SECTOR: BUSINESS

**Goal:** to increase the knowledge, development and networking capacity of small businesses in Zone 8.

**Objectives:**

1. To develop and/or enhance the business and entrepreneurial skills in two rural areas of the zone through delivery of the Business Wings program.

**Action Items:**

1. Establish a working group to assess how best to adapt Business Wings to the new areas. (Year 1)
2. Meet with working group regularly. (Year 1)
3. Organize introductory session in each area to determine business needs. (Year 1)
4. Write and submit proposal for rural development delivery of Business Wings. (Year 1)
5. Hire Coordinator. (Year 1)
6. Organize and deliver 8-10 Business Wings sessions in White Bay South. (Year 1)
7. Organize and deliver 8-10 Business Wings sessions on the north shore of the Bay of Islands.(Yr 1)
8. Organize a peer mentorship session for each area. (Year 1 & 2)
9. Deliver quarterly Business Wings sessions in Corner Brook to maintain the business knowledge and collaboration already in existence there. (Year 1, 2 & 3)

**Measurables:**

- Establishment of working group
- Interest in topics determined from attendees at introductory sessions
- Adaptation of Business Wings model for delivery in two new areas
- Delivery of peer mentorship session
- Delivery of four Corner Brook sessions
- Participant attendance in all delivery areas
- Participant feedback on program

2. To share resources and business knowledge throughout the region.

**Action Items:**

1. Organize Small Business Week activities throughout the region. (Year 1, 2 & 3)
2. Participate on Business Service Agency Network (BSAN). (Year 1, 2 & 3)
3. Help organize the *Selling to the Public Sector – Reverse Tradeshow*. (Year 1)
4. Facilitating Community Conversation sessions in White Bay South focused on regional collaboration and economic opportunities.(Year 1 & 2)
5. Complete business research and/or proposal-writing for entrepreneurs and organizations, as requested. (Year 1, 2 &3)

**Measurables:**

- Delivery of at least two Small Business Week activities in the region each year.
- Business-based knowledge gained through participation on four BSAN meetings per year which can then be shared with other stakeholders.
- Organization and delivery of the tradeshow.
- Facilitation of at least two Community Conversation sessions in White Bay South annually.
- Entrepreneur or organizations assisted with business development, as requested.

3. To explore the feasibility of a business incubator in Corner Brook.

**Action Items:**
1. Work with NaviGate to establish a working group of business agencies for this activity. (Year1)
2. Establish meeting of the working group and set Terms of Reference. (Year 1)
3. Determine the assets and gaps for such a project. (Year 1)
4. Determine possibility of a City of Corner Brook building being the site for the incubator. (Year 1)
5. Determine feasibility of activity becoming an initiative. (Year 1)

**Measurables:**
- Interest from other business agencies.
- Ability to establish a working group of at least three key organizations, including the City of Corner Brook.
- Terms of reference established.
- Assets and gaps identified.
- City of Corner Brook buy-in.

4. To explore the feasibility of a micro-lending business venture for the zone.

**Action Items:**
1. Investigate micro-lending options that currently exist. (Year 2)
2. Do a fact-finding mission to Community Centre Alliance in St. John's. (Year 2)
3. Explore options for replication in zone 8. (Year 2)

**Measurables:**
- Complete fact-finding mission
- Report written on findings
- Determine whether to proceed

5. To investigate innovations that would allow broadband internet development in White Bay South thereby increasing the capacity of the area.

**Action Items:**
1. Engage White Bay South Readjustment Committee in activity. (Year 2)
2. Research government programs for broadband internet development in rural areas. (Year 2)
3. Research other rural areas that have developed broadband locally. (Year 2)
4. Do a fact-finding mission to one of these identified areas. (Year 2)
5. Complete report on research with recommendations and options for proceeding. (Year 2)

**Measurables:**
- Research completed and report presented on possible options

## 6.2 TOURISM

The tourism sector has been, and will continue to be, a major economic generator in Zone 8. The region has a wealth of natural, historic, cultural and recreational resources that currently or potentially have appeal to regional, national and international travel markets. The region's physical resource base offers numerous outstanding opportunities for multi-seasonal tourism-related activities. White Bay South, Bay of Islands and other rural communities in our zone lack connectivity with their potential tourism attractions, such as hiking trails, heritage properties and cultural tourism and this is an area where HEDB can focus some attention.

Provincial tourism is comprised of both residents travelling throughout Newfoundland and Labrador and non-residents travelling to the province. Newfoundland and Labrador's tourism industry has performed very well during 2010 with an increase of 7.3% over 2009. Tourism-related expenditures are estimated to have reached $410.6M, a 9.6% increase over 2009 levels. The large increase in overall non-resident visitation (7.3%) in 2010 is attributed to an increase in the number of non-resident air visitors (+9%) and unique cruise visitors (+37%) which offset the decrease recorded in the number of non-resident automobile visitors (-2%).[3] This would have a direct effect on the communities in Zone 8. Those that are near the Trans-Canada Highway would see increased visitation from both resident and non-resident tourists as the TCH leads people past or through the communities. The smaller, more rural communities may not see as much tourist traffic and this highlights the need for further development of their tourism potential.

It is an economic strategy of the Humber Economic Development Board to develop initiatives and strategies that feed off of the tourism market and aim to strengthen its presence in the zone. Through this Strategic Economic Plan HEDB aims to enhance some of the current tourist resources, develop others, and generally expand the capacity of the region in its tourism-related goals. Through the work planned in this SEP, the region will be better equipped to attract visitors throughout the zone and particular resources will be developed or improved. All of this will increase the tourist potential of Zone 8 and better position HEDB to work towards multi-season tourism opportunities.

[3] Source: Department of Tourism, Culture and Recreation, Provincial Tourism Performance 2010 and Early Tourism Outlook 2011

## SECTOR: TOURISM

**Goal:** to develop and/or enhance the cultural, recreational, and heritage resources in Zone 8.

**Objectives:**

1. Revitalize the Tourism Working Group.

**Action Items:**
1. Bring stakeholders and past partners together to discuss the revitalization of the working group. (Year 1)
2. Draft a Terms of Reference for interested parties. (Year 1)
3. Hold public consultations to identify some tourism-related goals. (Year 1)
4. Develop initiatives for the zone based on identification and available opportunities. (Year 2 & 3)
5. Create sub-committees to deal with specific initiatives. (Year 1)

**Measurables:**
- Development of the working group.
- At least twenty people in attendance at the public consultations.
- Development of at least two tourism-related initiatives.

2. Increase capacity of Deer Lake region to operate as hub for trail and back country snowmobiling.

**Action Items:**
1. Engage industry to interest them in being a part of this project. (Year 1)
2. Form a Snowmobile sub-committee. (Year 1)
3. Draft a Terms of Reference for interested parties. (Year 1)
4. Develop and facilitate a focus group with all stakeholders. (Year 1)
5. Identify priority activities to improve capacity for snowmobiling in area. (Year 1)
6. Action items from priority list, e.g. MOUs, business plan, funding proposals, etc (Year 1)
7. Assessment of back country sites in order to be selected for touring product. (Year 1)
8. Select three back country sites for development. (Year 1)
9. Identification of assets and gaps in area for back country snowmobiling. (Year 1)
10. Work to bridge identified priority gaps. (Year 1, 2 & 3)
11. Secure funding for needed amenities. (Year 2)
12. Development of amenities for back country snowmobiling. (Year 2 & 3)
13. Work with DMO to finalize the touring product for marketing. (Year 3)

**Measurables:**
- Creation of a sub-committee.
- Engagement of stakeholders through participation at meetings and focus groups.
- Development of a list of assets and gaps for the area.
- Report on amenities to be developed
- Funding secured
- Development of at least three necessary amenities for general snowmobiling.
- Selection and development of at least three sites for back country snowmobiling.
- Development of promotional plan for marketing back country snowmobiling to domestic market.

3. Increase capacity for land base development at the base of Marble Mountain.

**Action Items:**
1. Develop Terms of Reference for development work. (Year 1)
2. Write proposal for funding for consultant's work. (Year 1)
3. Secure funding. (Year 1)
4. Work with consultant to ensure accurate report. (Year 1)
5. Write business plan for the development of the base. (Year1)

**Measurables:**
- Proposal funded
- Consultant hired
- Report completed on potential development for base
- Business plan written

4. Develop and market a Regional Cultural Heritage Plan based on selected cultural assets.

**Action Items:**
1. Formally establish the heritage working group with municipalities and tourism groups. (Year 1)
2. Submit proposal for funding to hire an individual to assist in detailed research regarding the chosen assets and communities. (Year 1)
3. Bring all municipalities together in a planning workshop to decide on the priority assets to be packaged within the region. (Year 1)
4. Facilitate Community Capacity Building workshop on packaging tourism products. (Year 1)
5. Complete development plan for the initially chosen assets. (Year 1)
6. Work in conjunction with the municipalities and the tourism working group to develop proposals for funding and begin the development of the main assets. (Year 1)
7. Continue the development of the main assets into established heritage sites. (Year 2)
8. Develop and distribute marketing materials to promote the initial assets. (Year 2)
9. Select other assets from the list to develop and extend the cultural heritage project. (Year 2)
10. Complete development plan for the Phase II of asset development. (Year 2)
11. Work in conjunction with the municipalities and the tourism working group to develop proposals for funding for Phase II assets. (Year 2 & 3)
12. Develop and distribute marketing materials with new assets included. (Year 3)

**Measurables:**
- Heritage working group established
- Proposal funded
- Meeting held with municipalities
- Delivery of a Community Capacity Building workshop
- Development Plan created
- At least four assets enhanced to a point where they can be a part of the project in first year.
- Marketing materials created and revised, as project expands.
- At least one other asset developed per year and added to the strategy.

5. Develop a local cuisine guide.

**Action Items:**
1. Work with City of Corner Brook to take inventory which local restaurants that offer Newfoundland cuisine. (Year 1)
2. Investigate the story behind the local foods. (Year 1)
3. Create a guide that highlights local foods and the restaurants that serve them. (Year 1)

4. Print a limited number of guides and distribute to Visitor Information Centres, hotels, etc. (Year 1)
5. Add a digital copy of guide to City of Corner Brook and HEDB website for download and advertise with the printed guides. (Year 1)

**Measurables:**

- Development and distribution of a printed and digital local cuisine guide for Corner Brook.

## 9.3 FORESTRY

The forest industry continues to be a major contributor to the economy of Zone 8 and the province. The province's forest sector consists of the newsprint industry, the lumber industry, and a small number of value-added industries. The forestry sector has been a major concern from an economic point-of-view because of the decline in newsprint shipments to worldwide markets (807.8 thousand metric tonnes in the year 2000, 265.0 thousand metric tonnes in the year 2009) and the decrease in lumber/sawmill production (89.8 millions of foot board measure in 2007 to 61.0 millions of foot board measure in 2009). While these areas are facing challenges and have to adjust their own operations, the positive side is that they continue to pump money into the economy through employment and use of services. Corner Brook Pulp & Paper Ltd (CBPP) is a prime example of this. In 2009 employment related to CBPP (direct, indirect and induced) totaled 2455. The total expenditures by CBPP spent in Zone 8 alone were $107.3 million. This is significant to the economy throughout Zone 8.

With the concern for the newsprint industry and, in turn, the lumber industry, our region is beginning to diversify in its use of the forest. New opportunities are arising in forest-related businesses. HEDB is working with its partners in the forest sector to develop strategic initiatives and activities that will target needs in this sector.

[4] Source: Department of Natural Resources, http://www.nr.gov.nl.ca/nr/forestry/statistics/index.html

## 6.3 SECTOR: FORESTRY

**Goal:** To develop new opportunities and businesses from the forest.

**Objectives:**

1. To engage in resource development with the Local Community Network (LCN) Advisory Committee.

**Action Items:**

1. Organize and participate in the White Bay South (WBS) Forest Network meetings. (Year 1, 2 & 3)
2. Work with partners at WBS Forest Network meetings to identify and assess opportunities for forest-based development. (Year 1, 2 & 3)
3. Engage partners at the LCN Advisory Committee meetings in discussion on forest-based opportunities that can lead to activities or initiatives. (Year 1, 2 & 3)
4. Investigate the possibility of a Mountain Bike Master Plan. (Year 1)
5. Investigate possible changes to the Humber Valley Farmers' Market to make it more viable. (Yr 1)
6. Investigate the potential for greenhouse and/or academic research facility. (Year 1)

**Measurables:**

- Opportunities in forest-based development identified resulting in activities and/or initiatives.
- Determination of future activity or initiative from Mountain Bike Master Plan.
- Determination of future activity or initiative from Humber valley Farmers' Market.
- Determination of future activity or initiative from greenhouse and/or academic facility.

2. To develop a forest products co-operative that will incubate small businesses in White Bay South.

**Action Items:**

1. Write proposal for Business Development Coordinator. (Year 1)
2. Formally establish the forest co-operative working group starting with the current partnership and building as deemed necessary by the group. (Year 1)
3. Write proposal for second Community Capacity Building (CCB) workshop on co-operative development. (Year 1)
4. Do fact-finding mission/meetings with Bell Island Community Development Co-operative. (Year 1)
5. Deliver second Community Capacity Building workshop. (Year 1)
6. Work to engage community in co-operative concept. (Year 1)
7. Develop and submit proposal for funding for co-op planning and start-up. (Year 1)
8. Advertise Request for Proposals (RFP) once funding is secured. (Year 1)
9. Hire consultant. (Year 1)
10. Work closely with consultant on planning and start-up. (Year 1)
11. Continue supporting the businesses that are coming about in the White Bay region. (Year 1)

**Measurables:**

- Proposal written and funding secured for Business Development Coordinator position
- Working group established for forest co-operative.
- Proposal written for CCB on co-operative development.
- Funding secured for CCB on co-operative development.
- CCB on co-operative development delivered.
- Proposal written for co-operative planning and start-up.
- RFP sourced and consultant secured

- Stakeholder buy-in to join co-operative.
- Business support provided to all businesses formed from co-operative.

## 9.4 AGRICULTURE

The agricultural industry of Newfoundland and Labrador is a major economic generator for the province and is significant in Zone 8. According to the Newfoundland and Labrador Farm Guide, there are close to 600 commercial farms in our province. The agriculture and agrifood sector in Newfoundland and Labrador provides direct and indirect employment for 4,000 people on farms and in the secondary processing sectors. Farm production has almost doubled in the past 28 years, with sales in 2009 reaching close to $112 million.[5]

The Humber Valley is considered to be a major agricultural area in the province. Agriculture has traditionally been located in the communities of Nicholsville, Cormack, Reidville, Pasadena, Steady Brook and Little Rapids. Here the production varies from dairy, strawberries, honey and vegetable crops to mink. The farm lands in our zone are under pressure of being utilized for other uses as farms close down and farmers retire. It is important that these lands are not lost to urban development. It is expected that some revitalization of the agriculture sector will occur in the future, taking advantage of consumer interest in food security and eating locally produced food.[6]

While there is a lot of value in the agriculture industry, many resources are left untapped and under-developed. As well, supports to farmers to address issues that they encounter like labour shortage, food security needs and opportunities to diversify with secondary processing are needed. According to Statistics Canada, Newfoundland and Labrador accounted for less than 1% of Canada's 229,373 farms in 2006, unchanged from 2001.[7] The Humber Economic Development Board is aiming to target initiatives and activities that assist in developing the agriculture industry and help with the sustainability of this industry in the region. It is recognized that this sector must be a priority in economic development.

[5] Source: Newfoundland & Labrador Farm Guide, http://www.nr.gov.nl.ca/nr/publications/agrifoods/nl_farm_guide.pdf

[6] Source: Corner Brook-Humber Valley Regional Plan, http://www.cbhvregionalplan.ca/project%20background.html

[7] Source: Statistics Canada, http://www.statcan.gc.ca/ca-ra2006/analysis-analyses/nf-tn-eng.htm

## 6.4 SECTOR: AGRICULTURE

**Goal:** To identify opportunities and implement solutions to agricultural-related issues in the zone, including food security, value-added opportunities and infrastructure related to agriculture.

**Objectives:**

1. To develop a Regional Exhibition Grounds.

**Action Items:**
1. Meet with the Town of Reidville and surrounding communities to discuss sharing of joint venture and adding this to their municipal infrastructure plans. (Year 1)
2. Formally establish a working group. (Year 1)
3. Establish Terms of Reference for the working group. (Year 1)
4. Apply for and acquire Crown land for the exhibition grounds. (Year 1)
5. Create a business plan for its development and operations. (Year 2)
6. Write proposal to fund fact-finding mission to assess a similar venue. (Year 2)
7. Complete one Community Capacity Building workshop for working group. (Year 2)
8. Write proposal for development of infrastructure. (Year 2)
9. Hire staff. (Year 2)
10. Build infrastructure. (Year 2 & 3)
11. Market as a regional provincial asset. (Year 3)

**Measurables:**
- Towns agree to work collectively and add this to their municipal infrastructure plans.
- Land acquired
- Business plan developed
- Fact-finding mission and follow-up report completed
- One CCB workshop delivered
- Funding secured for infrastructure development
- Staff hired
- Infrastructure completed
- Marketing started in province

2. To organize and/or participate in activities that will help improve local food security.

**Action Items:**
1. Continue to participate in regional Kitchen Table discussions on identified agricultural sectors. (Year 1, 2 & 3)
2. Organize farmers' focus groups. (Year 1 & 2)
3. Investigate the potential for greenhouse and/or academic research facility. (Year 1, 2 & 3)
4. Develop a local food campaign to connect producers to restaurants. (Year 2 & 3)

**Measurables:**
- Attend at least five Kitchen Table discussions annually.
- Organize and deliver two farmers' focus groups annually.
- Report on greenhouse potential.
- Connect at least five producers to restaurants.

3. To engage local producers in increasing their production and products.

**Action Items:**
1. Work to engage farmers in discussion on agricultural needs and gaps. (Year 1)
2. Investigate opportunities to reduce the labour shortage in agriculture. (Year 2)
3. Organize sessions with farmers in identify ways to take advantage of secondary processing and adding value to their businesses. (Year 3)

**Measurables:**
- Report on the opportunities to reduce labour shortage.

## 9.5 COMMUNICATIONS & COLLABORATION

HEDB understands that in order to do its work effectively, it must have strong communications and collaboration with its many stakeholders. HEDB aims to improve communications, through both internal and external means, so that all stakeholders, including industry, government-line departments, business support agencies, businesses and individuals know what is happening at HEDB. We also will strive to collaborate more with all of the stakeholders noted above and ensure that our partners are invested in the economic development work happening in Zone 8.

### 6.5 OTHER: COMMUNICATIONS & COLLABORATION

**Goal:** To use communications and collaboration to increase economic development knowledge and activities in Zone 8.

**Objectives:**

1. To promote HEDB activities and accomplishments through internal and external media.

**Action Items:**
1. Promote HEDB activities in the quarterly newsletter. (Year 1, 2 & 3)
2. Publicize HEDB's IBP, SEP and accomplishments on our website through monthly updates. (Year 1, 2 & 3)
3. Write regular press releases and send to local media regarding accomplishments and initiatives. (Year 1, 2 & 3)

**Measurables:**
- Development and distribution of four newsletters annually.
- Twelve updates per year made on HEDB work progress on website.
- At least four press releases per year picked up by media.
- At least twelve meetings per year completed with individual stakeholders.

2. To increase communications and collaboration with stakeholders.

**Action Items:**

1. Increase dialogue with municipalities in an effort to identify opportunities for partnership. (Year 1, 2 &3)
2. Engage government-line departments in discussions on potential opportunities in identified sectors. (Year 1, 2 & 3)
3. Meet with each Regional Development Association to share knowledge and discuss opportunities for collaboration. (Year 1, 2 & 3)
4. Meet annually with stakeholders to discuss accomplishments and potential new partnerships. (Year 1, 2 & 3)

**Measurables:**

- Meet with a minimum of three municipalities each year to discuss partnership opportunities.
- At least three government departments engaged in discussions on sector-specific opportunities.
- At least four meetings in total per year with the RDAs.
- An annual meeting delivered with various stakeholders in attendance.

3. To enhance economic development knowledge and research in the zone through collaboration.

**Action Items:**

1. Participate on local and provincial committees that arise that will enhance collaboration and/or sector-based knowledge. (Year 1, 2 & 3)
2. Participate monthly on the White Bay Industry Adjustment Committee. (Year 1, 2 & 3)
3. Participate on the Town of Deer Lake's monthly EDC meetings and act as an economic development resource for them. (Year 1, 2 & 3)
4. Participate in quarterly DAWN meetings to enhance regional collaboration. (Year 1, 2 & 3)
5. Attend annual NLREDA conference for professional development and information-sharing. (Year 1, 2 & 3)
6. Participate in other conferences and events that enhance knowledge of economic development and/or specific initiatives. (Year 1, 2 & 3)

**Measurables:**

- At least one new initiative and/or activity resulting from attendance at the White Bay South Industry Adjustment Committee.
- Collaboration on at least one activity or identification of an initiative resulting from attendance at EDC meetings.
- Information-sharing between zones resulting from the four Development Alliance of Western Newfoundland (DAWN) meetings per year.
- Professional development and/or information-sharing resulting from the Newfoundland and Labrador Regional Economic Development Association (NLREDA) Conference.
- Increased sector-based knowledge from attendance at a minimum of two conferences annually.

3. To facilitate Community Capacity Building workshops, as needed.

**Action Items:**

1. Deliver at least four Community Capacity Building workshops as requests are made by stakeholders. (Year 1, 2 & 3)
2. Deliver one Community Capacity Building workshop with the Board of Directors. (Year 1, 2 & 3)
3. Deliver at least two Community Capacity Building workshops as needed to enhance initiatives. (Year 1, 2 & 3)

**Measurables:**
- At least five Community Capacity Building workshops in total delivered annually.

## 7.0 Communication Activities

HEDB has taken many steps since 2005 to be regionally and provincially recognized. This begins with the HEDB logo which represents our five (5) sub-zones and our objective to *Build a Brighter Future.* We also identify strongly with the partnership organization, Newfoundland and Labrador Regional Economic Development Association (NLREDA) and use their logo on all documentation to recognize the provincial presence that NLREDA gives all zone boards.

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HEDB is well known in its sub-zones through the many organizations that we work with on a daily basis and the initiatives that we play a lead role in bringing to fruition. We recognize that there is a continued need for HEDB to communicate its activities and achievements to all stakeholders throughout the year. We need to have direct contact with community councils, organizations, and all stakeholder groups. Through the goals set forth in the *Communications and Collaborations* section of the SEP we will be able to improve communications in our region and ensure that HEDB is seen as an important organization in economic development in the region.

To ensure information-sharing and communication remains a key area of work, HEDB is committed to the following communication activities:

- Establish, distribute and promote a quarterly HEDB newsletter;
- Ensure current information on HEDB activities and initiatives is available on the HEDB website;
- Write regular press releases to media to highlight work and achievements;
- Do interviews with media, as necessary;
- Do presentations at events throughout the region and province that will highlight the economic development work that is currently happening at HEDB;
- Organize information-sharing sessions with partner agencies and organizations;
- Continue to share information and collaborate with other zonal boards;
- Continue to connect with the provincial organization - NLREDA;
- Connect regularly with municipalities throughout the zone;
- Ensure dialogue on activities and initiatives are occurring with government-line departments;
- Ensure funding partners are regularly updates and aware of issues and successes;
- Participate on local, regional and provincial committees, events and conferences that will allow HEDB to promote its work; and
- Introduce the components of the Strategic Economic Plan 2011-2014 to communities and stakeholders throughout the region.

## 8.0 Monitoring and Evaluation

HEDB engages in a process of on-going assessment of its Strategic Economic Plan and activities and Initiatives in general. We will assess the relevancy and appropriateness of the various components of the plan in response to the ever changing environmental conditions. This is critical to strategic planning and to supporting the SEP as a living document. Recognizing this, HEDB has placed a high level of priority on the SEP monitoring process.

The first line of monitoring starts with the staff. The Executive Director is responsible for ensuring that all components of the plan proceed on schedule and for ensuring staff are proceeding with initiatives. The second line of monitoring is the Monitoring and Evaluation Committee whose task is to receive and assess quarterly progress reports from HEDB staff. On a quarterly basis, the Executive Director will provide the Monitoring and Evaluation Committee with a brief written report outlining any progress or issues with projects. The Monitoring and Evaluation Committee will keep the Board abreast of any environmental changes that may affect the plan and will periodically review the implementation of the SEP and report back to the full Board. As a part of this quarterly process, the Executive Director will also meet with representatives of the Department of Innovation, Trade and Rural Development (DINTRD) and ACOA to provide an update on the activities of HEDB.

The third line of responsibility for monitoring and controlling the implementation of the plan rests with the Board of HEDB. The Board is ultimately accountable for the implementation of the SEP. A monthly report is tabled at each board meeting so that the Board is regularly updated at the meetings about progress on initiatives. At the meeting issues and concerns as well as progress and successes are discussed. In cases where the monitoring process detects problems and the problems can be corrected with action by the Board, the control process will involve taking the appropriate action to ensure that the implementation process gets back on schedule. In cases where environmental changes occur that are beyond the control of the Board, the control process may involve revising the plan in order to accommodate the changes. Furthermore, the Board, in conjunction with the Monitoring and Evaluation Committee and staff, will formally review and update the SEP on an annual basis.

The Board is also considering options to be implemented this coming year to ensure better monitoring and more involvement of the Board members in the work of the SEP. In addition to these monitoring events, HEDB also provide updates each year at the Business Support Agencies Network and the Great Humber Joint Council. HEDB is also committed to continually receiving input from stakeholders through a variety of means on an annual basis to receive feedback and further input into the SEP to assure it is current and relevant.

## 9.0 Appendices

A. Board list

B. Staff list

Appendix A

## Board of Directors List 2011-2012

Representing RDA-North Shore Bay of Islands – Tony Blanchard (Chairperson)

Representing RDA-Humber Valley – Glenda Garnier (Vice-Chair)

Representing Education Post-secondary – Andrea Barrett (Secretary)

Representing Labour – Arlene Sedlickas (Treasurer)

Representing Municipalities Bay of Islands – Alfred Park (McIvers)

Representing Municipalities City of Corner Brook – Donna Luther

Representing Municipalities Humber Valley-White Bay South – Jean Kelly (Howley)

Representing Business City of Corner Brook – RJ Locke

Representing Business Humber Valley-White Bay South – Ruth Story (Reidville)

Representing the NL and Lab Organization of Women Entrepreneurs – Marvella Coates

Representing CBDC – Eli Bishop

**Ex-Officios**

Representing ACOA – Sonya Lane

Representing INTRD – *vacant* – current contact is Sheila Earle

Representing Service Canada – Joanne Duhart

Representing HRLE – Lana Bannister

Appendix B

## Staff List 2011-2012

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|---|---|
| Executive Director | Valerie Simms-Anderson |
| Executive Assistant | Carolann Brenton |
| Economic Development Officer | Gordon Hancock |
| LCN Coordinator (WBS) | Nathan Wareham |
| Business Wings Coordinator | Andrew Hibbitts |
| Agriculture Resource Coordinator | April Elms |