



Integrated Business Plan  
2011-2012

Submitted To:  
ACOA  
INTRD

May 1, 2011

## Table of Contents

Background .....	3
Initiatives 2011/2012	
Cruise Industry Infrastructure Development.....	7
Wild Berry Harvesting Pilot Project .....	10
Municipality of Red Bay Broadband Access.....	13
Haul Out Facility Infrastructure .....	16
Lower Churchill Preparedness and Readiness .....	18
Activities 2011/2012	
Geological Field Trip for Explorationalists .....	21
Blackfly Feasibility Study.....	23
Tourism Intercept and Business Promotion Campaign .....	25
Basque Whalers Snowmobile Trail Development .....	27
Craft and Agriculture Fair .....	28
Midnight Madness .....	29
Tourism Technology Development at Point Amour .....	30
Whelk Survey .....	31
Appendix	
Appendix 1 – OM Assessment Criteria .....	<b>Error! Bookmark not defined.</b>
Appendix 2 – Labrador Preserves (Letter of Intent) .....	<b>Error! Bookmark not defined.</b>
Appendix 3 – Municipal Match Funding Commitments.....	<b>Error! Bookmark not defined.</b>
Appendix 4 – Pre Consultation Document.....	9
Appendix 5 – Proposed Budget.....	10

## Background

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The Labrador Straits Development Corporation developed, in consultation with regional partners, has developed a 2011-2014 strategic economic plan for the Labrador Straits. While the three year plan outlines long term strategic goals and directions, this Integrated Business Plan outlines the directions of the LSDC for the period of June 2011 – May 2012. The priorities for this year have been taken from the three year strategic economic plan and have been revised and further developed through ongoing consultation.

The Labrador Straits Development Corporation has as its mandate five core functions focused on economic development. These core functions are determined by the government and funders, specifically the Atlantic Canada Opportunities Agency and Innovation, Trade and Rural Development. The five core functions are:

- Develop and coordinate the implementation of a strategic economic plan (SEP) in each zone supported by an integrated business plan.
- Develop a strong partnership with municipalities in each zone that incorporates the strategies and priorities of municipalities in the economic planning process.
- Develop partnerships in planning and implementation with Chambers of Commerce, Industry Associations, Labour organizations, post secondary institutions, CBDC's, and other zones that advance and support the economic and entrepreneurial environment of the zone.
- Undertake capacity building and provide support to stakeholders to strengthen the economic environment of the zone.
- Coordinate and facilitate linkages with federal/provincial/municipal government departments and agencies in support of the strategic economic plan.

In addition to the REDB core functions the Labrador Straits Development Corporation has developed this one year plan with consideration given to the new funding formula and related performance indicators. The LSDC board of directors and staff have participated opportunity management training

and have used this process in the development of initiatives and activities. While this is a new process and will require some time for the REBD to fully understand its implementation, the LSDC has attempted to inform key partners and regional groups on the new changes and their implications for REDB initiatives and activities.

## Development of the Business Plan

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There are many factors that affect economic development in a region. Many of these factors are determined by outside forces. Regional economic development boards have limited power and capacity to address all the issues affecting economic development. Global forces, political climates, federal and provincial policies, while having deep impact on local economies, are often outside of the mandate and scope of the work of regional economic development boards. Accepting this reality it is essential that REDB's focus on the issues they can have an impact on in the local region to effect positive movement toward sustainable and growing economies and industries.

The following initiatives and activities were developed in consultation with private enterprise, municipalities, and organizations within the Labrador Straits region, and our partners in Southeastern Labrador. They have also included consultations with Labrador and provincial organizations, associations and relevant government departments. These consultations included sector specific meetings, community consultations, informal discussions with business and community leaders, discussions with regional agencies and government personnel, online survey and industry or initiative specific working groups. These consultation activities occurred throughout the year. Several specific 2011/12 IBP opportunity identification meetings and teleconferences were held in March 2011 which included two business sector meetings, one municipal leaders meeting and follow up teleconference, and one general public meeting. Prior to these meetings a pre-consultation document was circulated to stakeholders (see Appendix). In addition an online survey ( [http://www.surveymonkey.com/s/ed\\_opportunities](http://www.surveymonkey.com/s/ed_opportunities) ) was circulated in March, 2011 through the LSDC comprehensive email listing and regional list serve [news@dashed.ca](mailto:news@dashed.ca) to engage additional feedback. Potential initiatives were filtered through the boards assessment criteria developed as a result of the opportunity management process (see Appendix). Some of the initiatives outlined in this 2011-2012 IBP build upon ongoing initiatives in the region and initiatives following naturally from the 2010/11 Integrated Business Plan .

The LSDC makes every attempt to be proactive in activity planning and attempts to develop a work plan that contains action items that can be measurable to ensure agencies can assess performance and ensure accountability. Although many initiatives are suggested during the various consultation activities there is a need to prioritize and focus on those that can be reasonably achieved in the time frame, those that the region has the power and resources to affect, those that are within the mandate and core functions of Regional Economic Development Boards, and those that can be measured against the REDB performance indicators as developed by the funding agencies.

The key indicators for measuring the quality of initiatives are:

- LONG TERM BENEFITS/IMPACT TO THE REGION – The initiative must demonstrate employment generation and show improvements to regional infrastructure.
- SUSTAINABILITY – The initiative should demonstrate it can generate revenue for future operational and development costs. Or the proponent for the initiative has the financial capability to sustain the initiative once completed, i.e. a municipality.
- REGIONAL SCOPE – The initiative must be a regionally-based project or can demonstrate benefits to more than one community within the zone.
- LINKAGES TO GOVERNMENT PRIORITIES – The initiative must enhance community or regional capacity through the development of competitive, productive, strategic sectors; strengthen community infrastructure in rural communities to improve their economic development capability; to enhance communities' capacity to overcome economic development challenges and take advantage of their strengths, assets and opportunities presented.
- PARTNER ENGAGEMENT – The board should demonstrate a partnership approach to the development and implement of the initiative. These partnerships should be sustained after the initiative is completed.

There are a number of initiatives and activities happening in the region which will require the support of the LSDC. It is often difficult to plan for these as they are often requested on an as needed basis. This includes committee representation, requests for research and information, proposal writing support, and liaison roles. These items have **not** been included in the IBP as they are addressed as needed but do require the resources of the LSDC and need to be considered in any performance or evaluation processes. In addition, a variety of administrative functions are required. These are often not reflected in the IBP but do require staff, volunteer board member, and the financial resources of the organization.

## Observations from Consultation Process

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A number of key observations were made during a variety of consultation sessions. Some have been observed or indicated in group sessions, some have been identified over the course of the last few years of working with business, municipal, and industry leaders. These are important to consider as the region moves forward with economic development. They are also important for officials outside the region to understand as they provide a context for the initiatives being proposed for the region.

Demographic Changes in the Labrador Straits have occurred and are still evolving in the region. The primary changes that effect economic development are population decline and aging population. These trends affect the regions ability to plan for opportunities as availability of expertise, volunteer engagement in boards and committees, and an aging demographic among the business community, has and will in the future, affect the region's ability to mount and move forward new opportunities and initiatives. Limited expertise and human resource capacity available locally requires more effort and resources to evaluate potential opportunities. It also requires the LSDC to work more closely with those in the private sector, municipalities, and development groups to pool resources. These challenges of human resource and expertise availability are expected to persist into the future.

## Initiative Charter

<b>Initiative Title</b>	<b>Cruise Industry Infrastructure Development</b>
<b>Initiate Description</b>	<p>This initiative is a continuation of securing necessary port infrastructure for the Town of Red Bay to position the port as a destination of choice for cruise lines.</p> <p>The following initiative under Phase 3 will focus on the interior structure of the Old Fish Plant developed into a reception area ensuring there is an interior space /shelter to be utilized for welcoming ceremonies, orientation activities, tendering waiting area, shopping, demonstrations, and other functions. This will be an ideal location for business to set up to sell products to the cruise ships that frequently visit the area.</p> <p>Development work for this initiative began in March, 2011. The infrastructure work outlined will commence August 1, 2011 and finish November 25, 2011.</p>
<b>Fit with CF1-A Criteria</b>	<p><b>Long-term Benefits/ Impacts:</b>          Opportunities as a result of increased visits from cruise ships will be of benefit to businesses in the region. These include food services, transportation services, shore excursion offerings, and craft sales.</p> <p>In order to achieve our goals on a long term basis, attracting additional cruise ships to Red Bay will depend on our ability to meet the needs of the cruise ship passengers and industry standards. This proposal attempts to address additional issues identified by the Steering Committee and is part of the long term plan for the region’s cruise ship industry.</p> <p><b>Sustainability:</b>          A fee based structure has been established and promoted by the Red Bay Harbour Authority and the Red Bay Town Council. Landing fees for passengers were implemented in 2010 with incremental increases planned for the next 5 years. When the upgrades have been completed to the facility the revenues generated from passenger and cruise landing fees will be used to ensure maintenance and upkeep.</p> <p><b>Regional Scope:</b>          Red Bay is an anchor attraction for tourism in the Economic Zone 5; it is a site of national and world significance and is a National Historic Site. The Basque Whaling presence at Red Bay is currently being presented as having World Heritage significance through the UNESCO world heritage designation application process. The UNESCO application is being led by a committee consisting of representation from the municipality of Red Bay, Parks Canada, LSHDC, destination Labrador and the LSDC.</p> <p>There are a variety of tourism operators doing business in the town and throughout the region who depend on the site both for marketing and the delivery of their tourism products. Operators located in the region and those from outside the region offer shore excursions to passengers which have impact on the business community in Red Bay and the business community in the Labrador Straits. This includes other site operators, tour guides, restaurants, and bussing contractors.</p>

	<p>On an annually basis Red Bay attracts approximately 8,000 to 10,000 tourist per year and approximately 10 cruise ships per year. Red Bay has among the highest cruise visitation of rural ports in the province as demonstrated by CANAL cruise statistics.</p> <p><b>Linkages to Government Priorities:</b>  Government agencies have demonstrated support through the funding of phase 1 and 2. There is an evolving market globally for unique tourism experiences. Red Bay has the potential to appeal to this segment of the market. The designation of the Red Bay National Historic Site, the development of the Parks Canada Interpretation facilities and the inclusion of Red Bay on the list of Canadian sites to be nominated to the UNESCO World Heritage List have been major steps forward for the attraction itself and the region as a whole. The Department of Tourism, provincially and Parks Canada, federally are committed to the development of Red Bay National Historic Site as an anchor attraction bringing tourist and cruise ships to the region.</p> <p><b>Partner Engagement:</b>  Partners for this initiative include Town Council of Red Bay, Labrador Straits Development Corporation, Labrador Straits Historical Development Corporation, Destination Labrador, and Parks Canada. In addition, CANAL has developed a campaign entitled <i>Cruising the Edge</i> which promotes northern cruise excursions to cruise lines. The regional committee has members who are members of CANAL and provide necessary linkages to developments</p> <p>Innovation, Trade and Rural Development and Atlantic Canada Opportunity Agencies have provided financial support for Phase 1 and 2 and have recognized the site as an anchor attraction for the region.</p>
<b>Initiative Origin</b>	<p>For several years leading up to 2011, the Town of Red Bay and its regional partners, including Parks Canada, the Labrador Straits Historical Development Corporation, the Labrador Straits Development Corporation and Destination Labrador, have been working on a plan to provide for necessary shore infrastructure for cruise passengers and cruise lines. In 2008 a plan was developed to utilize the existing vacant fish plant for this purpose. Exterior renovations have been completed, a sewer system has been installed, and necessary ground work has been completed. In addition, floating docks have been installed.</p> <p>This phase will focus on the interior component of the facility based on the plan completed in 2008 by Nova Consultants.</p>
<b>REDB Lead</b>	Bruce Moores (Economic Development Officer)
<b>REDB Supports</b>	Philip Bridle, LSHDC Director on the LSDC
<b>Partner Supports</b>	The following partner organizations are committed to the development of this Initiative and have formed a committee with a draft terms of reference. These partners are, Town of Red Bay, Labrador Straits Development Corporation, Labrador Straits Historical Development Corporation, Destination Labrador and Parks Canada. Funding partners include Department of Innovation, Trade and Rural Development and the Atlantic Canada Opportunity Agency.
<b>Supporting Documentation</b>	Proposal developed and forwarded to ACOA and INTRD. Consultants report entitled, "Development Plan for the Adaptive Reuse of the Former Fish Plant Facility Red Bay, NL completed in 2008 by Nova Consultants.
<b>Target Date</b>	<b>Action</b>
<b>April 29, 2011</b>	<ol style="list-style-type: none"> <li>1. 1<sup>st</sup> Draft proposal completed and submitted to ACOA and INTRD for funding. <ul style="list-style-type: none"> <li>• Budget for Proposal completed by Nova Consultants</li> </ul> </li> </ol>

<b>August 1, 2011</b>	2. Project starts date. <ul style="list-style-type: none"> <li>• Project will be administered by the Red Bay Town Council with support from LSDC</li> <li>• Regular meetings will be scheduled to update partners on project progress</li> </ul>
<b>November 25, 2011</b>	3. Project completion date <ul style="list-style-type: none"> <li>• Final report prepared by LSDC with recommendations for future development in consultation with committee</li> <li>• Financial report prepared by Town of Red Bay and added to final report</li> </ul>
<b>Gate Keepers</b>	<b>Process</b>
<b>Red Bay Harbour Authority, Red Bay Town Council, LSDC</b>	The committee by consensus will determine future recommendations for further infrastructure development. The LSDC will have representation on the committee.
<b>Advancement Criteria</b>	
What conditions should be met prior to advancing the initiative further?	
This is the 3 <sup>rd</sup> phase of infrastructure requirement as identified in infrastructure plan	
Additional infrastructure requirements will have to be identified by committee if necessary	
LSDC will evaluate whether their support of further infrastructure meets with regional needs and government funding priority	

## Initiative Charter

<b>Initiative Title</b>	<b>Wild Berry Harvesting Pilot Project</b>
<b>Initiative Description</b>	<p>The purpose of the pilot project is to gather information and data to determine whether a sustainable business model exists for the harvesting of wildberries in the Labrador Straits and Southeastern Labrador.</p> <p>Information collected will include labour costs, production numbers, transportation costs, quality control requirements and associated costs, earnings derived from harvesting and other factors impacting harvesting.</p> <p>Information collected will inform REDB's and private sector whether a business case exists for harvesting wildberries.</p> <p>The work associated with this initiative will be ongoing throughout the year. The Harvesting Pilot Project will commence mid July and finish October 31. Training for harvesters will take place early summer and completed before the end of July. A project manager will be hired in June, 2011. This initiative may require a multiyear approach.</p> <p>The Labrador Straits Development Corporation and the Southeastern Aurora Development Corporation have requested funding in the amount \$170,876 from ACOA, Natural Resources, and INTRD to address harvesting and inventory issue in the wild berry industry. Additional discussions are being held with the Department of Agriculture, CAAP program to determine funding eligibility.</p>
<b>Fit with CF1-A Criteria</b>	<p><b>Long-term Benefits/ Impacts:</b></p> <p>The development of the wild berry industry will positively affect the economy of Economic Zone Five. The following is a list of benefits that are associated with this initiative:</p> <ul style="list-style-type: none"> <li>• Support existing local enterprise to acquire a reliable supply of wildberries for current and future secondary processing opportunities</li> <li>• Partial inventory completed for bakeapples and partridgeberries from L'Anse au Clair to Cartwright, includes GPS location and marsh classification which is useful for future harvesting</li> <li>• Employment opportunities for residents</li> <li>• Determining whether a stable supply of wild berries can be identified to supply buyers</li> <li>• Trained harvesters in Good Agriculture Collection Practices in Economic Zones 4 and 5</li> <li>• Identification of the best business model for harvesting, purchasing and distribution of wild berries</li> <li>• Increase supply of raw product for secondary processing sector</li> </ul> <p><b>Sustainability:</b></p> <p>The purpose of the harvesting pilot project is to determine sustainability of wildberry harvesting in the region. Currently harvesting is completed by local residents and there is no dependability of supply for secondary processors. To grow opportunities in secondary</p>

	<p>processing there is the need to determine the cost of harvesting so that it can become a legitimate enterprise and can meet supply demands. Determining cost of harvesting will inform the types of secondary products that can be produced.</p> <p>This pilot requires initial investment as there is no harvesting private enterprise existing in the region.</p> <p><b>Regional Scope:</b> The Labrador Straits Development Corporation and the Southeastern Aurora Development Corporation (zones 5 &amp; 4) have identified further development of the wild berry industry in Southern Labrador as priorities in their 2010-2011 business plans. Through consultation with private enterprise and other stakeholders within the regions, it is evident that development work and research is needed to further advance the industry.</p> <p>From a regional perspective stakeholder groups include; all municipalities from L’Anse au Clair to Cartwright, residents who are looking for additional work to increase family incomes, and businesses who are currently involved in the purchasing and processing of wild berries.</p> <p><b>Linkages to Government Priorities:</b> Development of the wild berry industry is documented in the Northern Strategic Plan for Labrador. This activity is also within the Research and Development plan of the Department of Natural Resources. Representation on the Wildberry subcommittee includes representation of 2 members from the Department of Natural Resources and 1 member from the INTRD. The Canadian Agriculture Adaptation Program’s mandate is to assist the Canadian Agribased product sector to seize opportunities, respond to new and emerging issues and pilot solutions to new and ongoing issues in order to adapt and remain competitive.</p> <p><b>Partner Engagement:</b> Partners for this initiative include the Department of Natural Resources, Southeastern Aurora Development Corporation, Innovation, Trade and Rural Development, Labrador Preserves, Southern Labrador Development Association, Atlantic Canada Opportunity Agencies and Saskatchewan Herb and Spice Association.</p>
<p><b>Initiative Origin</b></p>	<p>The Labrador Straits Development Corporation recognizes the potential of the wild berry industry to generate economic activity. The Labrador Straits Development Corporation in consultation with the Southeastern Aurora Development Corporation (zones 5 &amp; 4) identified further development of the wild berry industry in Southern Labrador as priorities in their 2008-2011 SEP. Through consultation with private enterprise and other stakeholders within the regions, it is evident that development work and research is needed to further advance the industry.</p> <p>Labrador Preserves, a local secondary processing company has an opportunity to expand into the North American market with an international company. Securing a dependable, consistent, and cost effective supply of raw product is critical to move this opportunity forward.</p> <p>In 2009 both economic development zones commissioned a study entitled “Labrador Wild Berry Strategic Development Plan - A Strategy to Expand the Capacity of the Wild Berry Industry in Southern Labrador”. Completed in the fall of 2010, this report identifies the significant economic potential and positive impacts of further development of the wild berry industry. Further to identifying the potential this industry holds, the report outlines recommendations and priorities needed to increase wild berry harvesting capacity within the Southern Labrador region while continuing a focus on research and development of the resource. Determining harvesting capacity and costs was highlighted as a first action step.</p>

<b>REDB Lead</b>	Bruce Moores, Economic Development Officer
<b>REDB Supports</b>	Jamie Pye, Eagle River Credit Union Director on the LSDC Barbara Marshall, Executive Director Roxanne Notley, Executive Director SADC
<b>Partner Supports</b>	Cleon Moores, INTRD Jane White, Department of Natural Resources Peggy Hancock, SLDA Stelman Flynn, Pure Labrador Roxanne Notley, SADC Ed O’Rielly, Department of Natural Resources Ina Jefferies, INTRD
<b>Supporting Documentation</b>	Proposal Developed and forwarded to Growing Forward Program, INTRD and ACOA for funding. Wildberry Strategic Plan Commitment letter from Labrador Preserves to purchase berries Committee TOR
<b>Target Date</b>	<b>Action</b>
March 11, 2011	1. Proposal developed and submitted for funding to 4 potential funding agencies/programs
May 15, 2011 June 1, 2011 June 15, 2011	2. Upon funding hire project manager <ul style="list-style-type: none"> <li>• Hire site managers for Economic Zones 4 and 5</li> <li>• Promote and recruit pickers for the project</li> <li>• Complete training and identify logistic work to complete project</li> </ul>
June 30, 2011	3. Harvester Training. Training will be completed by the Saskatchewan Herb and spice Association. Deliver On Farm Food Safety Program to harvesters relating to quality control, collection methods, documentation and tracking, cleaning and the proper storage of berries.
July – October, 2011	4. Initiate a multiyear berry inventory to determine yields, productivity, accessibility, location and berry type for Economic Zones 4 and 5.
July – October, 2011	5. Identify the correct business model to adapt to and move the Wild Berry Industry forward in Economic Zones 4 and 5.
<b>Gate Keepers</b>	<b>Process</b>
<b>LSDC Wild Berry Committee</b>	The LSDC have implemented a subcommittee with a terms of reference comprised of LSDC, SADC, INTRD, Pure Labrador, SLDA and the Department of Natural Resources to oversee and implement this initiative. The committee will be responsible and report back the LSDC’s Board of Director’s at regular Board meetings. Upon completion of the project the committee will make recommendations on further action steps
<b>Advancement Criteria</b>	
What conditions should be met prior to advancing the initiative further?	
Funding approval for the pilot	

Determine whether additional data or information is required to determine business model and sustainability

Identify whether a sustainable business model exists for harvesting.

## Initiative Charter

Initiative Title	<b>Municipality of Red Bay Broadband Access</b>
Initiate Description	The LSDC will work with the Town of Red Bay and partners to assess and determine the most appropriate mechanism for the provision of broadband services to the community. Assessment will include researching current service provision and best practices in rural remote regions, determining the best solution for Red Bay based on a stable business case, and confirming the commitment of INTRD to explore a pilot project with other potential partners including the town of Red Bay, Parks Canada, and other potential funding partners.
Fit with CF1-A Criteria	<p><b>Long-term Benefits/ Impacts:</b> Broadband is considered, in modern economies, an essential infrastructure requirement. The ability to conduct business in any sector is negatively impacted by the unavailability of IT infrastructure, the basic of which is broadband connectivity.</p> <p>Solutions for Red Bay may provide a model for similar rural jurisdictions across the province. These would be areas where the business case does not exist for larger private sector service providers and alternate solutions need to be explored.</p> <p><b>Sustainability:</b> All potential solutions will have to meet a solid business case model. It is anticipated any solution will require a fee based structure to cover operational costs whether managed by the municipality of Red Bay, a private business, or some other delivery agency. Assessment will include criteria based on a solid business case for continued provision and maintenance.</p> <p><b>Regional Scope:</b> Red Bay is an anchor tourism attraction in the Labrador Straits region and is the location of a national historic site. The community with partners such as Parks Canada, the REDB, and the LSHDC is currently undergoing the application and nomination process to have the Basque Whaling presence at Red Bay declared a UNESCO World Heritage site. There are a variety of tourism operators doing business in the town and throughout the region who depend on the site both for marketing and the delivery of their tourism products. Some of these operators are permanently located in Red Bay. Others include seasonal businesses operating in Red Bay and operators who travel to the town on regular schedules throughout the tourist season (bus tours, expedition tour operators etc)</p> <p>Broadband connectivity would improve the ability of these businesses to conduct business, not just from a management perspective but also from a product development perspective. Access to online products and services has become the norm for both business and the customers they serve. This is especially true for the tourism sector. Basic infrastructure such as broadband will allow them not just to offer improved products and services but to compete in the global marketplace.</p> <p>In addition to the tourism industry, Red Bay is positioned at the southern most end of the newly constructed Trans Labrador Highway. Along this highway there is no connectivity except for a few communities. Cell phone service is not available. This positions Red Bay as a</p>

	<p>service area for travelers on the highway including tourists, commercial and resident traffic.</p> <p><b>Linkages to Government Priorities:</b>          INTRD has indicated an interest in assisting the region in finding a solution. While the government broadband program is being re-evaluated, the department has indicated an interest in exploring the possibility of Red Bay being used a pilot case for provision of broadband in rural isolated communities around the province.</p> <p>The Department of Tourism, through its Vision 2020 strategic plan has identified technology infrastructure as a strategic direction. <i>“Tourism businesses in all geographic areas of the province need access to broadband service to provide quality websites, digital information, and online booking services – key marketing tools to engage potential travellers.”</i> As an anchor attraction in Labrador, Red Bay requires this basic infrastructure for business management, marketing, and current and future product development. The Government of NL in the 2011/12 budget announced <i>\$8 million to help address gaps in broadband availability in under-serviced areas</i></p> <p><b>Partner Engagement:</b>          Partners for the initiative include the municipality of Red Bay, SmartLabrador (advisory), and Parks Canada          The regional initiative committee includes staff, councilors, and directors of organizations listed above.          Additional and potential funding partners include INTRD and ACOA</p>
<b>Initiative Origin</b>	<p>The town of Red Bay is the location of an anchor attraction for tourism in the Labrador Straits. Currently Parks Canada operates a number of facilities in the community which interpret the underwater, on land, documented history, and historical significance of the Basque presence in Red Bay. Currently the site receives approximately 10,000 visitors per year during the months of late May to October.</p> <p>In addition to road traffic visitors the community hosts a number of expedition cruises per season and has begun to host larger cruise lines. Opportunity for increased visitation has been outlined in CANAL’s <i>Cruise the Edge</i> marketing program.</p> <p>Private enterprise located in Red Bay and those who operate in Red Bay including tour operators have experienced difficulty in conducting current business and expanding product offerings due to the lack of broadband availability. Parks Canada has recognized this as a problem for their operations and have committed to working with the town to identify a solution that meets both their need and the need of the business community, the municipality and the residents of Red Bay. Current private broadband service providers in the Labrador Straits have concluded the provision of service for the community is not within their operational plans now or into the near future.</p> <p>The town of Red Bay has solicited the assistance of the LSDC to help identify realistic and sustainable solutions to the provision of broadband services.</p>
<b>REDB Lead</b>	Barbara Marshall, Executive Director
<b>REDB Supports</b>	Phillip Bridle, LSHDC Director on LSDC
<b>Partner Supports</b>	Juanita Stone, Councilor, Town of Red Bay Elizabeth Yetman, Town of Red Bay

	Cindy Gibbons, Administrator, Red Bay NHS, Parks Canada Sheila Downer, Smart Labrador Dennis Hogan, INTRD
<b>Target Date</b>	<b>Action</b>
January –March 2011	<ol style="list-style-type: none"> <li>1. Facilitate discussions with INTRD and potential other funding partners to discuss possibility of pilot project for Red Bay. <ul style="list-style-type: none"> <li>• Meet with INTRD officials in St. John’s</li> <li>• Facilitate teleconference discussions between partners and INTRD</li> <li>• Facilitate discussions with ACOA</li> </ul> </li> </ol>
February- May, 2011	<ol style="list-style-type: none"> <li>2. Research rural broadband solutions currently utilized in the province Contact current serve providers to research the variety of wireless and satellite services available. Liaise with INTRD to research options</li> </ol>
May – July, 2011	<ol style="list-style-type: none"> <li>3. Evaluate broadband solutions Develop criteria for evaluation of best solution including : cost, speed, maintenance, quality of service, ease of implementation, capacity etc.</li> </ol>
August-Sept 2011	<ol style="list-style-type: none"> <li>4. Develop proposals and applications for funding</li> </ol>
Sept-Nov, 2011	<ol style="list-style-type: none"> <li>5. Assist town in implementing and monitoring broadband infrastructure project upon funding</li> </ol>
<b>Gate Keepers Who?</b>	<b>Process</b>
	Where, when and how will the decision whether to advance be made?
	The local committee comprised of Town of Red Bay, LSDC, SmartLabrador and Parks Canada reps will lead action items. The LSDC will review initiative status as a part of initiative status updates regularly discussed at board meetings.
<b>Advancement Criteria</b>	
What conditions should be met prior to advancing the initiative further?	
1. Sustainable option or best practice identified that meets the need and capacity of the town to implement	
2. Agreements secured	
3. Funding program identified and funding secured	

## Initiative Charter

Initiative Title	<b>Haul Out Facility Infrastructure</b>
Initiative Description	Conduct a preliminary assessment and based on extent of problem and estimated costs develop a proposal for funding to complete necessary upgrades to haul out/launching facility located at the marine service centre in L'Anse au Diable This facility services vessels from Cartwright to L'Anse au Clair.
Fit with CF1-A Criteria	<p><b>Long-term Benefits/ Impacts:</b> Improvements and upgrades to necessary marine service infrastructure in the Labrador Straits region and neighbouring regions to service fishing fleets. Fleets are dependent on this service to continue operating and without the service located in L'Anse au Diable fleets and enterprises would incur significant costs to access the same service at greater distances. Upgrading and maintaining this facility will help sustain existing jobs in the fishing sector.</p> <p>In addition, the marine service center's ability to maintain their infrastructure and operations directly impacts their current workforce and the additional workforce they hire during peak periods.</p> <p><b>Sustainability:</b> The Labrador Fishermen's Union Shrimp company has agreed to enter into a lease agreement with the owners of the facility to assist in securing funding for this necessary upgrade. The facility will continue to be operated by private enterprise. The lease agreement between the LFUSC and Riteway construction will outline long term maintenance and upkeep.</p> <p><b>Regional Scope:</b> The facility services fishing fleets and enterprises from Cartwright to L'Anse au Clair</p> <p><b>Linkages to Government Priorities:</b> This initiative will see the improvement and stabilization of necessary rural infrastructure for economic development in the fishing industry. In addition it is a partnership solution that builds upon private and public partnership and the regions strengths to overcome economic development challenges experienced by private enterprise in rural areas.</p> <p><b>Partner Engagement:</b> The Labrador Fishermen's Union Shrimp Company, Riteway Construction, and the LSDC have agreed to partner on this initiative to ensure essential fishery infrastructure is maintained in the region.</p>
Initiative Origin	The Marine Services Centre at L'Anse au Diable is owned and operated by Riteway Construction and provides haul-out/launching services, on-land vessel storage, repair and new construction for the fishing and marine fleet from L'Anse au Clair to Cartwright. The wharf for the haul-out /launching facility is deteriorating and major repairs are required in the near future in order for this facility to continue to serve as regional marine centre. The cost to carry out the repairs is beyond the financial capability of Riteway construction and will require support from a community based organization to ensure that the facility can continue to serve as regional facility.

<b>REDB Lead</b>	Bruce Moores, EDO
<b>REDB Supports</b>	Barbara Marshall, Executive Director Frank Flynn, LFUSC director
<b>Partner Supports</b>	LFUSC Riteway Construction ACOA, INTRD
<b>Target Date</b>	
May, 2011	Funding for engineering assessment secured
June 30, 2011	Assessment report completed
July, 2011	Proposal Developed based on assessment
August -Nov, 2011	Work completed
<b>Gate Keepers</b>	
	Frank Flynn, LSDC Bruce Moores, LSDC Barb Marshall, LSDC
<b>Advancement Criteria</b>	
What conditions should be met prior to advancing the initiative further?	
Cost estimates of repair/upgrade work will determine advancement	
Documentation, conditions and agreements of lease arrangement	

## Initiative Charter

<b>Initiative Title</b>	<b>Lower Churchill Preparedness and Readiness</b>
<b>Initiative Description</b>	<p>The LSDC will engage with stakeholders to prepare the region to take advantage of opportunities associated with the Lower Churchill transmission line construction and subsea -cable placement.</p> <ul style="list-style-type: none"> <li>• The LSDC will attempt to secure funds from the Canadian Environmental Assessment Agency to obtain EIS intervener status on behalf three groups: municipalities, fishers, and the tourism industry. This funding will be used to educate the key stakeholders on the scope of the project and will assist planning and preparing the business community and municipalities for the project.</li> <li>• It will also assist in identifying the capacities that exist in the region which include business services and municipal and community services.</li> <li>• Many of the municipalities in the region do not have the human resource or financial capacity to evaluate the scope of the project and its implications on municipal infrastructure, land use planning, and municipal services. This understanding and preparedness is critical if municipalities are to receive any positive economic impact from the project and will assist in mitigating negative impacts. The LSDC will build the capacity of municipalities to understand and plan for the development.</li> <li>• The LSDC will develop a business profile outlining business capabilities, expertise, and services for the region that will be of use to contractors and sub contractors.</li> <li>• The LSDC will liaise with Nalcor Lower Churchill team and regional stakeholders to ensure knowledge of the project in an effort to inform better planning and opportunity identification. Nalcor over the past year has confirmed an interest in working with the LSDC and other stakeholders to make the region aware of the project and to assist in the region being positioned to take advantage of opportunities.</li> </ul>
<b>Fit with CF1-A Criteria</b>	<p><b>Long Term Benefits and Impacts</b></p> <p>The purpose of the EIS intervener status is to prepare the region so that long term benefits may be secured from the project which can include:</p> <ul style="list-style-type: none"> <li>• Municipal infrastructure planning and upgrades</li> <li>• Supporting local businesses to be in a position to obtain contracts and work from the project</li> <li>• mitigating any potential negative impacts to existing sectors including fishery and tourism</li> </ul> <p>Ability to obtain contracts and work from this project will provide local businesses with experience that can be utilized in other areas of the province and in the north.</p> <p><b>Sustainability</b></p> <p>The LSDC has applied for intervener status funding from Canadian Environmental Assessment Agency. Additional applications and proposals from a variety of sources for the regional business profile will be developed.</p>

	<p><b>Regional Scope</b> All key stakeholders in this initiative are located and based in the communities along the Labrador Straits. This includes fishers, municipalities and the business community.</p> <p><b>Linkages to Government Priorities</b> The government of NL has sanctioned this project and it is the number one priority of Nalcor Energy. In addition, the work to be completed is within the core functions of REDB's and meets several PBF indicators</p> <p><b>Partner Engagement</b> The towns of L'Anse au Clair, Forteau, L'Anse au Loup, West St. Modeste and Red Bay have sanctioned the initiative and have agreed to be actively involved. In addition fishers have requested the LSDC lead this initiative. The business community is interested in identifying how they can achieve benefit from the project. Additional support will come from Memorial University , the Labrador Straits Historical Development Corporation, and local development agencies</p>
<b>Initiative Origin</b>	The Lower Churchill Transmission line is scheduled to begin in 2012. Significant work will be completed in and near the Labrador Straits region which will include land based construction and the subsea cable placement. The LSDC has been liaising with Nalcor Energy for the last 18 months to ensure the region understands the scope of the project as in a position to take advantage of opportunities. In addition, regional stakeholders are interested in mitigating any negative impacts on any existing economic sectors
<b>REDB Lead</b>	Gaius Trimm, Business Representative Nancy Fillier, Fishery Representative Sheila Chubbs, Municipal Representative Deb Barney, Citizen at Large
<b>REDB Supports</b>	Barbara Marshall, Executive Director Municipalities
<b>Partner Supports</b>	The towns of L'Anse au Clair, Forteau, L'Anse au Loup, West St. Modeste and Red Bay. Labrador Straits Historical Development Corporation Labrador Straits Fishery Advisory Group Nalcor Energy Lower Churchill Project Team MUN
<b>Target Date</b>	
May, 2011	Focus session on EIS process
June , 2011	Approval of funding for EIS Intervener
June-July, 2011	Securing of expertise (municipal consultant, MUN consultant and tourism consultant) TOR for consultants, logistical planning, contract development, financial administration etc.
July -September, 2011	Development of applications and proposals for business profile and capacities collection
July - ongoing	EIS liaison with local groups, administration of funding
July -ongoing	Engage municipalities in developing priorities for planning resulting from EIS learnings
October, 2011 – March, 2012	Development of business and community profile
May-November,	Explore with municipalities possible training and delivery of MNL development guide series modules <i>Economic Development: Small</i>

2011	<i>Towns Big Industries and/or Economic Crisis Response Program</i> series modified to focus on rapid growth rather than rapid decline
May, 2011 - ongoing	Liaison and coordination activities between Nalcor and local stakeholders including supplier development sessions, and regional planning sessions
<b>Advancement Criteria</b>	
Securing of funding for EIS Intervener Status (affects ability to secure expertise)	
Securing of funding for business profile development ( if funding not available to hire data collector, LSDC may have to do data collection)	

## **Activities 2011/2012**

### **ACTIVITY TITLE:** Geological Field Trip for Explorationalists

#### **ACTIVITY DESCRIPTION:**

The Geological Survey of the Department of Natural resources has released a variety of new data in 2010 which includes a comprehensive report and maps pertinent to prospecting and more advanced mineral exploration in the region. With the opening of the Trans Labrador Highway, areas previously less accessible have become more accessible for exploration and field work. This field trip would facilitate local prospectors, Geological Survey experts, and exploration geologists to explore, learn, and engage with each other as they are exposed to the geology and mineral potential of the region. Of particular benefit is the opportunity for local prospectors to receive hands on training and engagement with exploration geologists in an effort to build capacity in the exploration sector and ultimately lead to new discoveries and mineral sector investment in the region. There is also opportunity to build knowledge capital which may result in geologically based tourism products and knowledge.

The LSDC and the SADC have agreed to complete all financial and logistical planning for this field trip. The committee consists of LSDC, SADC, Geological Survey, and Dept. of Natural Resources representatives. Financial administration will be the responsibility of the SADC.

#### **LINKAGES TO OPPORTUNITY MANAGEMENT AND STRATEGIC ECONOMIC PLAN:**

The LSDC representatives will report to the board on this activity. Upon completion of the field trip and evaluation from participants the committee will make recommendations to the board for future activities and or initiatives in an effort to build capacity and economic activity within the mineral exploration sector. This can only be determined upon completion of the field trip and will determine whether the board continues effort in this sector. Building capacity, knowledge, and activity within the mineral exploration sector has been identified as a strategic direction in the LSDC 2011-2014 Strategic Economic Plan.

**LSDC LEADS:** Wilson Belbin, Director  
Barbara Marshall, Executive Director

Tasks	LSDC Role	Key Partners	Timelines	PBF Indicators
Organize committee meetings	The LSDC and SADC will organize and support all distance meetings.	SADC, Geological Survey of NL, Department of Natural Resources.	March,2011- Nov,2011	CF1-B CF1-D CF3-A CF4-A CF5-A
Field Trip Agenda Development and Field Trip Guide book	LSDC advisory, GS will develop agenda and develop and print Field Trip Guide		June- August, 2011	
Securing of financial resources including proposal writing, securing sponsorships, registration fees	Proposal writing and other sponsorship requests	SADC, and variety of Exploration companies providing partial financial sponsorship	March- June, 2011	
Registration development and facilitation, targeted Public awareness,	Forms, Mark your calendar postcards, emailing and mailing awareness and registration	SADC, GS of NL, Natural Resources	May- June, 2011	
Logistical planning and arrangements	SADC and LSDC will do all logistical planning including transportation, meals, accommodations		June – September, 2011	
Evaluation	Develop and compile evaluations	Field Trip participants,	Sept- Oct. 2011	

## **ACTIVITY TITLE: Blackfly Feasibility Study**

### **ACTIVITY DESCRIPTION:**

As per the 2010/11 LSDC IBP and final report the blackfly feasibility study initiative is currently at the assessment stage for funding. Rationale for the program is contained in the 2010/2011 IBP. It is anticipated funding will be secured in May, 2011. Upon completion of the study the LSDC and municipalities will communicate the results and decisions will be made as to whether the blackfly treatment is a feasible program for municipalities and the region to sustain. The LSDC is committed to sustaining the ad hoc committee and providing administrative, organizational, and logistical support to the committee which is comprised of municipal representatives from: the towns of L'Anse au Clair, Forteau, L'Anse au Loup, West St. Modeste, and Red Bay; Capstan Island and L'Anse Amour community reps; and LSDC representatives.

### **LINKAGES TO SEP AND OPPORTUNITY MANAGEMENT:**

The blackfly program will have a direct impact on tourism product development. Cumulative evaluations from a variety of visitor surveys indicate the blackfly problem affects the success and development of particular outdoor tourism products. The LSDC board of directors in partnership with municipalities and other stakeholders will review the feasibility study upon completion and determine whether the program is feasible. This will determine whether the LSDC, with partners, will advance, rework, or kill this initiative.

### **LSDC LEADS:**

Sheila Chubbs, Municipalities Director  
Barb Marshall, Executive Director

Tasks	LSDC Role	Key Partners	Timelines	PBF Indicators
<p>Organize meetings of committee and keep minutes</p> <p>Administer the blackfly feasibility contract with consultant and funders upon approval</p> <p>Develop presentation and present to municipal leaders results of study</p> <p>Determine action plan for implementation of the program <b>only if</b> it is deemed feasible and municipalities agree to move forward</p>	<p>Communication and minute taking</p>	<p>Town of L'Anse au Clair</p> <p>Town of Forteau</p> <p>Town of L'Anse au Loup</p> <p>Town of WSM</p> <p>Town of Red Bay</p> <p>Capstan Island Rep</p> <p>L'Anse Amour Rep</p> <p>Funding partners</p>	<p>May, 2011- ongoing</p> <p>May-July, 2011</p> <p>September, 2011-04-17</p> <p>October-November, 2011</p>	<p>CF1-A (2010/11)</p> <p>CF1-B</p> <p>CF1-D</p> <p>CF2-A</p> <p>CF3-A</p> <p>CF4-A</p> <p>CF5-A</p>

## **ACTIVITY TITLE:   Tourism Intercept and Business Promotion Campaign**

### **ACTIVITY DESCRIPTION:**

As a result of the Trans Labrador highway connection there is opportunity to promote Labrador Straits and Southeastern Labrador tourism and sales and service businesses in central Labrador. Much traffic is travelling through the region to make transportation connections. The purpose of the promotion campaign is to make travellers and residents of Central and Western Labrador aware of the tourism products, and the goods and services available in the region. There is no Chamber of Commerce or associated business organizations in Zones 5 or 4 which requires the REDB's in these zones to fill the gap that exists. The tourism and business promotion campaign will consist of a direct marketing promotion to residents of Central Labrador only through display booth in a public location, and Cable TV advertisements in Central and Western Labrador.

### **LINKAGES TO SEP AND OPPORTUNITY MANAGEMENT:**

Tourism, business partnership and promotion, and capacity building are essential REDB core functions. In addition the 2011-2014 SEP outlines strengthening, coordinating and facilitating regional economic development activities and initiatives and building capacity for regional cooperative initiatives. The LSDC in cooperation with the SADC will develop an evaluation of the program in the fall of 2011 to determine whether the campaign is valuable to continue or if it should be revised or dropped. This evaluation will include input from the business community and tourism sector.

### **LSDC LEADS:**

Gaius Trimm, President and business director  
Barbara Marshall, Executive Director  
Doreen Belben, Administrative Assistant

Tasks	LSDC Role	Key Partners	Timelines	PBF Indicators
Develop Cable TV ads	Coordinate with tourism and business partners key messages. Write and design ads	SADC,L SHDC, DL, private enterprise in tourism and in retail and service sector	June – August, 2011	CF1-B CF1-C CF1-D CF3-A
Compile and develop print ads for distribution at public display booth	Solicit ads, design and print		June, 2011-04-17	
Finance with SADC cable TV ads and printing of promotional materials	Financial resources		June- August, 2011	
Make logistical arrangements and provide HR to display booth	HR		May – June, 2011-04-17	
Evaluate promotion campaign	Develop and compile evaluations		September – October, 2011	

## **ACTIVITY TITLE:** Basque Whalers Snowmobile Trail Development – Construction of Garage

### **ACTIVITY DESCRIPTION:**

The main priority of the club for 2011 is to build a garage for storage and maintenance of property owned by the snowmobile club. Over the past number of years the snowmobile club has been relying on the good will of individuals for storage of the groomers owned by the Basque Whalers Snowmobile Club. In conjunction to this signage and other material used for marking the trail system is being kept at a number of locations in the area. It's imperative that the Snowmobile Club have a facility that is owned and operated by the club for the purpose of; equipment storage, groomer storage and maintenance and to store signs and markers that would normally be left outside or kept at other locations in the area. The BWSC is a volunteer board and does not have the capacity or the time to develop proposals for club improvement and enhancement. The LSDC will complete and submit the proposal on the clubs behalf and lobby funding agencies for application approval. When the project is completed the LSDC will write the final report and submit it to the funding agencies.

### **LINKAGES TO OM AND SEP:**

The LSDC Economic Development Officer will complete the proposal for the Snowmobile Club and report directly to the LSDC Board at regular Board meetings relating to proposal status and next steps. Tourism is one of the Labrador Strait's largest sectors, employing approximately 150 people from L'Anse au Clair to Red Bay directly and indirectly employing approximately 250. For many years the tourism season in the Labrador Straits has been primarily limited to the summer months. However, winter tourism is becoming one of Canada's fastest growing adventure past times and the Labrador Straits is also seeing this development spread to our region. With a fabulous network of groomed trails throughout the Labrador, the Basque Whalers Snowmobile Club is interested in positioning itself to take advantage of these growing trends.

LSDC lead: Bruce Moores

Tasks	LSDC Role	Key Partners	Timelines	PBF Indicators
Construction of Groomer Shed Proposal and final report	Proposal writing, writing final report and lobbying funding agencies to fund initiative.	Basque Whalers Snowmobile Club, INTRD and ACOA	April 01, to September 15, 2011	CF1-B CF1-C CF1-D CF3-A CF4-A CF5-A

**ACTIVITY TITLE: Annual Craft and Agriculture Fair**

**ACTIVITY DESCRIPTION:**

The SLDA and its partners have been coordinating a Craft and Agriculture Fair since 2003. The Craft and Agriculture Fair was created to enhance and promote craft and agriculture development in the region. A number of workshops are promoted during fair to spark interest and revitalize old craft traditions and generate new ideas so craft producers are able to generate one of kind products that can only be purchased in the region. It also promotes the concept of individuals growing their own vegetables for personal use and the establishment of a mom and pop type operations where individuals sell some of their produce. The LSDC is part of the committee who implements the Craft and Agriculture Fair. Responsibilities include, help with proposal development, identifying key craft and agriculture demonstrators for the fair, fair setup and take down, and other duties assigned by the committee. The LSDC also commits financially to operational cost to ensure the Craft and Agriculture Fair is completed every year.

**LINKAGES TO OM AND SEP:**

The LSDC’s representative on the committee is responsible to report back to the Board at regular Board meetings. A survey will be developed and sent to the participating booth holders to determine if the fair met their expectations and suggestions on ways to improve the delivery of the annual Craft and Agriculture Fair. When the surveys have been returned and analysis completed it will inform the committee on what needs to be improved or changed to enhance the quality of the fair.

LSDC lead: Bruce Moores  
Doreen Belben  
Dwight Howell

Tasks	LSDC Role	Key Partners	Timelines	PBF Indicators
Craft and Agriculture Fair	Craft and Agriculture Fair Committee Participation, Assist with proposal writing and application submission, and setup and facilitation of events at the fair.	SLDA, Private Enterprise, Committee and INTRD.	May 01, to September 30, 2011	CF1-B CF1-D CF2-A CF3-A CF4-A CF5-A
Develop and distribution of survey to booth holders	Survey analysis	SLDA, INTRD, Committee and Private Enterprise	October 03, to October 13, 2011	

**ACTIVITY TITLE: Midnight Madness**

**ACTIVITY DESCRIPTION:**

This was originally an initiative that was sponsored by the Labrador Straits Chamber of Commerce. In 2006 the LSCC could no longer financially retain the services of a full time employee. At that time the LSDC was approached by the LSCC to continue to implement the Midnight Madness program. The business community is one of the key stakeholder groups that make up the LSDC Board structure, therefore, the LSDC agreed to implement the midnight Madness Program on an annual basis. This event takes place in late November or early December and the business community are charged a fee for participation and advertising the event. The Board’s role usual consist of, identifying business participants, highlighting business promotions, developing flyer and sending flyers to all households from Old Forte, Quebec to Charlottetown, NL.

**LINKAGES TO OM AND SEP:**

The LSDC representative will report back directly to the Board at a regular Board meeting. In 2011 the LSDC will develop and issue a survey to participating businesses after the Midnight Madness has been completed, to obtain feedback on the success of this initiative or if there are potential ideas that can improve and enhance business and individual shopper participation. When the surveys are returned and the information reviewed the LSDC will be able to determine if this initiative will be continued or cancelled.

LSDC lead: Gaius Trimm  
Doreen Belben

Tasks	LSDC Role	Key Partners	Timelines	PBF Indicators
Organize Midnight Madness fall event	Coordination of advertisements, design of mail out flyer, and flyer distribution. Financial Administration	Private Enterprise	October 01 – December 15, 2011	CF1-B CF1-C CF3-A CF4-A
Develop survey	Prepare survey, distribute and survey analysis.	Private enterprise	December 15, 2011 to January 15, 2012	

## ACTIVITY TITLE: Tourism Technology Development at Point Amour

### ACTIVITY DESCRIPTION:

Online presence has become an essential marketing tool. The province has developed the newfoundlandlabrador.com website which is the dominant website being utilized by potential visitors. This site contains content generated from regions across the province. It additionally provides links to private enterprise and attractions throughout the province. Social media is also increasingly becoming a dominant marketing tool. In 2010 much of the focus of the HNL Tourism Summit was on educating and encouraging the tourism sector to utilize social media.

In 2011 the LSDC will partner with the Labrador Straits Historical Development Corporation to:

- Update Labrador Coastal Drive website and Point Amour Website
- Develop a blog for Point Amour Provincial Historic Site
- Develop a social media plan for Point Amour Provincial Historic Site

### LINKAGES TO SEP AND OPPORTUNITY MANAGEMENT:

Social media awareness and development is a strategic direction outlined in the 2011-2014 Strategic Economic Plan and technology awareness and online presence is a strategic direction outlined in the Vision 2020 provincial tourism plan. This initiative between the LSDC and the LSHDC will allow the organizations to test tools and strategies which may inform future initiatives with other tourism operators and private enterprise.

### LSDC LEAD:

Barbara Marshall, Executive Director  
 Summer Student, LSDC

Tasks	LSDC Role	Key Partners	Timelines	PBF Indicators
Update LCD website and Point Amour website	Provide direction to summer student	LSHDC, Destination Labrador, Provincial Historic Sites	Summer 2011	CF1-B CF-3A CF4-A
Develop and generate content for Point Amour Blog	Advisory to summer Student		Summer 2011	
Develop social media plan	Advisory and drafting assistance		Fall 2011	

**ACTIVITY TITLE: Whelk Survey**

**ACTIVITY DESCRIPTION:**

In the past Inshore Fish Harvesters have been harvesting whelk and selling the raw materials to the Labrador Fisherman’s Union Shrimp Company Limited. This fishery is conducted primarily near the headlands and the bays. This survey is focused on harvesting whelk in deep water and will encompass the area from the Quebec Labrador Border to Chateau Bay, north of Red Bay. The intent of the survey is to determine resource availability and if it can sustain a commercial fishery. Nordic, Economic Development Board, Zone 6 is proposing to complete a survey on the Newfoundland side of the Strait of Belle Isle. Both surveys will determine what resource is available in the Strait of Belle Isle and if it can be harvested sustainably. The capacity in the fishery to write proposal of this nature and to secure the required funding has always been an issue. Fish harvesters are busy preparing for the next fishing season and then, trying to make a living. The staff of the LSDC will write the proposal and final report for this initiative. The LSDC will ensure the project is completed on time and in a professional manner.

**LINKAGES TO OM AND SEP:**

The LSDC’s staff will complete the proposal in conjunction with an identified fish harvester. The LSDC’s staff representative will report to the Board of Director’s at regular Board meetings on the progress of this initiative. Fish harvesters are always looking for new resources to harvest to supplement fishing income. The fish harvesters have been identified as a key stakeholder group and are represented on the Board of Director’s of the LSDC; the Board works with them on issues and initiatives that will enhance and promote new opportunities in the fishing industry. This initiative will determine for itself, if it will be advanced beyond the survey stage. If the resource is available and can sustain a commercial fishery then it will be harvested.

**LSDC LEAD:** Bruce Moores

Tasks	LSDC Role	Key Partners	Timelines	PBF Indicators
Whelk Survey proposal	Prepare proposal in conjunction with identified fish harvester.	DFA, DFO, LFUSCL and FFAW	May 15, 2011	CF1-B CF4-A CF5-A
Final Report	Prepare final report	DFA, DFO, LFUSCL and FFAW	September 30, 2011	