



**LABRADOR STRAITS
DEVELOPMENT
CORPORATION**

Regional Economic Development Board

STRATEGIC ECONOMIC PLAN 2011-2014

April, 2011

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Executive Summary

The following Strategic Economic Plan was developed in consultation with communities, businesses, municipalities, organizations, industry groups, and residents within the Labrador Straits region. Additionally, the plan was informed through a review of reports and plans from a variety of regional, Labrador, and provincial associations, agencies and government departments.

This strategic economic plan sets the direction for economic development in the Labrador Straits region. It is intended to be a living document. Obviously it has been developed at a particular time considering the current environment and the anticipated future environment of the region. It identifies the strategic economic sectors in the region and how the LSDC can best support, build and stabilize these sectors within the mandate of the LSDC and the capacity of the region and partners to affect development.

The LSDC board of Directors is committed to the Opportunity Management process and has been working to inform themselves and the region of this process and its benefit to sound economic development planning. Although the OM process is new to the REDB process, many of its elements have been used in the region in the past. This includes brainstorming and using logic model planning for initiative development. The board has developed evaluation criteria for initiative decision making and is committed to learning and utilizing stage gate decision making. We are interested in make good decisions in economic development planning that will have real impact over time. This document outlines broad strategic directions. As annual plans are developed currently and into future years the OM process will be utilized to plan for initiatives and activities with measurable outcomes and deliverables.

PLANNING PROCESS

The development of this plan was informed through a number of mechanisms. This has included a variety of consultation mechanisms including:

- Planning and consultation sessions with regional committees and industry groups
- Review of a wide variety of regional, Labrador, and provincial plans including those of government and sector associations
- Consultation sessions with targeted populations including business, municipalities, industry associations and the general public
- On line survey developed by the LSDC
- One on one interviews
- Discussions with neighbouring REDB's on potential areas of collaboration
- LSDC committee recommendations
- Data collection from a variety of sources

Although many initiatives and strategies were suggested during these consultations and reports there was a need to prioritize and focus on those that can be reasonably achieved, those that the region has the power and resources to affect, and those that are within the mandate and core functions of the Labrador Straits Development Corporation. The core functions of the LSDC outline the mandate of the organization.

ORGANIZATIONAL VISION, MISSION AND MANDATE

LSDC VISION

We envision the Labrador Straits as a regional community, with a diversity of interests and ideas, which capitalizes on its strengths, values all types of learning and works together with an understanding of how to effectively manage change in order, to meet basic needs, support a stable business environment, and sustain natural and cultural resources.

LSDC MISSION

The LSDC aims to collaborate with and support regional stakeholders to develop long term economic development plans and initiatives that lead to a stable, growing, and innovative business community.

LSDC MANDATE (CORE FUNCTIONS)

These 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.

BOARD OF DIRECTORS 2010/11

NAME	POSITION	STAKEHOLDER GROUP
Gaius Trimm	President	Business
Sheila Chubbs	1 st Vice President	Municipalities
Deborah Barney	2 nd Vice President	Member at Large
Sylvain Drudge	Secretary	Member at Large
Nancy Fillier	Treasurer	Fisheries
Wilson Belben	Director	Member at Large
Dwight Howell	Director	Southern Labrador Development Association
Frank Flynn	Director	Labrador Fishermen's Union Shrimp Company
Phillip Bridle	Director	Labrador Straits Historical Development Corporation
Jamie Pye	Director	Eagle River Credit Union
Vacant	Director	Education
Vanessa Normore-James	Director	Women's Institute
Ian Ryland	Director	Youth
Agnes Pike	Ex Officio	Past President

2011-2014 STRATEGIC DIRECTIONS

NATURAL RESOURCE OPPORTUNITIES

FISHERY

The fishery in the Labrador Straits is comprised of harvesting and primary processing. The Labrador Fishermen's Union Shrimp Company is the only fish processor in the region. They have a processing facility in L'Anse au Loup. Their main production is primary processing of species caught inshore in the Straits and some species caught by offshore fleets. Species include cod, turbot, scallop, capelin, herring, and mackerel. The company has determined expanding into secondary processing is not within their near future plans. This is primarily due to the ability of the company to compete in the mass market due to high transportation costs.

There are currently approximately 100 harvesters in the Labrador Straits. Approximately 60 operate locally and 40 participate in offshore fleets. Four harbour authorities exist in the Labrador Straits: Red Bay, L'Anse au Loup, Forteau, and L'Anse au Clair. In addition there are several fishermen's committees and a fishery advisory group which work closely with the LSDC. Fishery infrastructure is operated and maintained by a number of players. This includes harbor authorities, fishermen's committees, municipal councils, the LFUSC, and private enterprise.

While the fishery is a highly regulated industry there are some areas where the LSDC can support this critical economic sector. This is primarily in the areas of fish harvester training, infrastructure maintenance and development, and participation in exploratory fisheries. Additional opportunities may exist in secondary processing niche markets.

STRATEGIC GOAL

Support and help stabilize the fishing industry in the Labrador Straits

STRATEGIC DIRECTIONS

- Maintain and develop critical fishery infrastructure in the Labrador Straits region
- Build capacity within the sector to participate in exploratory fisheries
- Support harvesters in acquiring regulatory training
- Explore opportunities in value added processing and niche market secondary processing

LSDC SUPPORTS

- Develop and maintain existing communication mechanisms between the LSDC and sector players
- Partner with industry players in maintaining and securing critical infrastructure through infrastructure planning, proposal development, and project management
- Assist harvesters in participating in regulatory training through coordination and logistical planning with harvesters, industry associations and educational institutions
- Assist harvesters in participating in exploratory fisheries by providing application and proposal support and liaison with regulatory authorities
- Explore opportunities in value added processing and niche market secondary processing in cooperation with research institutions, government agencies, and local bodies

STRATEGIC PARTNERS

Labrador Straits Fishery Advisory Group
Harbour Authorities
Fish Harvesters
Labrador Fishermen's Union Shrimp Company
Municipalities
FFAW
Marine Institute/MUN

ANTICIPATED ECONOMIC IMPACTS

- Extended weeks and hours of employment for harvesters and processors
- Reduced operational costs for fishing enterprises
- Assist in stabilization of existing enterprises
- New opportunities identified will result in job creation and job stability
- Support stabilization of the fishing industry in the Labrador Straits

WILDBERRY INDUSTRY

A number of wildberry species are native to the Labrador Straits and surrounding regions. These include cloudberries (bakeapples), lingonberries (partridgeberries), and crowberries (blackberries). Traditionally these berries have been harvested for personal use and also sold in bulk to local collectors and a private enterprise processing jams and syrups. The Labrador Straits Development Corporation has been working with the private sector, government partners, and other community agencies to support the development of this industry in the Labrador Straits region and southern Labrador. In 2010 a Wild berry Strategic Plan was developed for the region which outlines strategic directions in developing the industry. The plan identifies harvesting as the critical issue to be resolved before further development is possible. Additional research activities in assessing the unique properties of Labrador berry species, improved cultivation techniques, and mapping of growth areas have also been identified as important.

STRATEGIC GOAL

Assess and support the development of the wildberry industry in the Labrador Straits

STRATEGIC DIRECTIONS

- Implement a harvesting pilot project in the Labrador Straits and southeastern Labrador
- Support private sector partners in stabilizing and expanding commercial opportunities for wildberry products
- Support and help identify research activities associated with building the wildberry industry
- Provide liaison between private sector, LSDC, government partners, and research partners
- Encourage dialogue and information sharing with neighbouring regions on wildberry industry developments

LSDC SUPPORTS

- Coordinate, maintain, and support wildberry sub-committee of the LSDC
- Proposal writing for research and wildberry development activities
- Participate in and support research activities including assisting in identifying research priorities, liaison between research partners and regional partners, monitoring research activities with partners, and assist obtaining funding for research activities,
- Project coordination of wildberry harvesting pilot project upon receipt of funding

STRATEGIC PARTNERS

Labrador Preserves
Department of Natural Resources
Southeastern Aurora Development Corporation
Southern Labrador Development Association
Nova Scotia Agricultural College
ACOA/INTRD
Agriculture Canada
National Research Council

ANTICIPATED ECONOMIC IMPACTS

- New job opportunities
- Trained workforce
- New business development including private sector, cooperative or public/private partnership
- Help stabilize and expand existing business and jobs
- Increased knowledge capital in the region resulting in new opportunity identification

MINERAL EXPLORATION

The Geological Survey of Newfoundland and Labrador in late 2010 released a comprehensive geology and mineral potential report along with a series of state of the art maps for the Southern Labrador region. This includes mapping in the Labrador Straits, Southeastern Labrador, and areas along the TransLabrador Highway to central Labrador. This report is used as a basis by mineral exploration companies and local prospectors to inform their field work in regions. In addition the report and associated maps can be used for land use planners and local quarry operators.

While exploration and mineral development opportunities may be long term in development there are things the local region can do to support current and future exploration activity. There are currently three prospectors in the Labrador Straits area with approximately eighteen in the southeastern Labrador region and sixteen in central Labrador. In addition to these local prospectors there are a number of exploration companies staking claims in the southern Labrador region. Areas of interest include rare earth minerals, base metals such as nickel, cobalt and copper, and uranium deposits.

STRATEGIC GOAL

Create local and regional awareness of mineral exploration opportunities

STRATEGIC DIRECTIONS

- Provide opportunities for local education of current exploration activity
- Provide opportunities for local prospectors to engage with exploration companies
- Increase opportunities for local businesses to supply and service exploration activity

LSDC SUPPORTS

- Liaise with the Department of Natural Resources, Mining Division and exploration companies in an effort to promote awareness of activity in the
- Facilitate Field Excursion to include exploration companies, local prospectors and Natural Resources personnel through tour coordination, administration activities, PR activities, and funding identification.
- Provide local businesses and prospectors with information on exploration companies working in the region

STRATEGIC PARTNERS

Department of Natural Resources, Mining Division
Southeastern Aurora Development Corporation
Local Prospectors
Mineral Exploration Companies

ANTICIPATED ECONOMIC IMPACTS

- Strengthen existing enterprises through contract opportunities resulting in job creation, increased hours of work, and business stability and profits
- Increase exploration activity in Eastern Labrador
- Increase in capacity to identify mineral deposits resulting from expanded exploration

TOURISM DEVELOPMENT OPPORTUNITIES

The Department of Tourism in 2009 developed a strategic plan entitled *Uncommon Potential* which identified several strategic directions for tourism development in the province. In addition to using this guiding document the LSDC works with regional and Labrador partners to develop strategic initiatives in the tourism sector. These include private business, the Labrador Straits Historical Development Corporation, the Labrador Coastal Drive Tourism Association, Destination Labrador, the Southeastern Aurora Development Corporation, Parks Canada, SmartLabrador and government partners. In 2008 the LSDC completed a comprehensive tourism development plan.

Tourism visitation numbers, as determined by major site operators, indicate the number of visitors to the region has remained fairly constant for the last number of years, leveling out around the 10,000 mark. With the opening of the Trans Labrador Highway, service industry providers have seen an increase in business from western and central Labrador resident traffic travelling through the region to and from Newfoundland. This increase has not translated into site visitation numbers and indicates an opportunity in this market to extend the stay of Labrador travelers. Additionally, the province is having success with its marketing campaign, and it is necessary for Labrador site operators and tourism businesses to position themselves to be ready for targeting this market. Additional opportunities exist within the North Atlantic Cruise Industry market and making sure Red Bay and the Labrador Straits becomes a destination of choice North Atlantic cruise itineraries.

Challenges in the tourism sector, identified by key players, include human resource recruitment and retention in a seasonal industry, transportation issues specifically related to the Strait of Belle Isle ferry service and Trans Labrador Highway, and HR and financial capacity within the industry to explore new opportunities.

STRATEGIC GOAL

Increase capacity within the tourism sector to ensure growth and development

STRATEGIC DIRECTION

- Ensure completion of UNESCO World Heritage Designation Application for the Basque Whalers of Red Bay
- Position Red Bay as a destination of choice for the North Atlantic Cruise Industry
- Support the Labrador Coastal Drive Tourism Association to grow and develop
- Support Labrador Straits tourism businesses to participate in *Uncommon Potential* strategic directions
- Ensure the Labrador Straits region and Labrador Coastal Drive is prepared to have a presence within the provincial marketing campaigns
- Ensure effective and efficient communication between all sector players including site operators, private business, DMO's, social enterprises, provincial tourism agencies, and government partners
- Build and improve on existing tourism products in the Labrador Straits region
- Support research and information sharing regarding transportation issues affecting the industry

LSDC SUPPORTS

- Participation and support of Labrador Straits Cruise Committee, UNESCO committee, emerging and existing tourism related working groups, and Labrador Coastal Drive Tourism Association
- Proposal development support for initiatives
- Organizational assistance to nonprofit tourism operators and industry association
- Identification of and support to facilitating training in the region as identified by industry players
- Organizational, logistical, and knowledge sharing support to industry players in participating in provincial, Labrador, sector, and regional marketing and tourism development initiatives
- Identifying and securing critical physical, information technology, and knowledge based infrastructure through research and funding program identification.

STRATEGIC PARTNERS

Labrador Straits Historical Development Corporation
 Labrador Coastal Drive Tourism Association
 Tourism Operators
 Destination Labrador
 Municipalities
 SmartLabrador
 Parks Canada
 Department of Tourism, INTRD, ACOA

ANTICIPATED ECONOMIC IMPACTS

- Increase in visitation numbers
- New market identification
- Diversify product offerings and target markets
- Increase in tourism product offerings
- Create employment and increase in hours/weeks of work for tourism and service industry workers
- Improved planning and coordination of tourism initiatives and strategies

LOWER CHURCHILL DEVELOPMENT OPPORTUNITIES

The Lower Churchill development has been identified by Nalcor Energy as the number one priority for the corporation. For the past year the corporation has been engaging with the Labrador Straits Development Corporation and other key stakeholders to educate and consult with stakeholders on the scope of the project.

This development is the largest development to occur in the region in recent history. Preparing for the project so that the business community, municipalities, and local residents can be positioned to take advantage of short term and long term opportunities are critical. The challenge will be ensuring the region has the capacity to take advantage of these opportunities. This is in terms of organizational capacity, human resource capacity, and knowledge capacity. It is a development that will require cooperation by all organizations, municipalities, businesses, and government agencies to ensure full opportunities are realized.

STRATEGIC GOAL

Position the private sector, municipalities, organizations, and residents to take advantage of Lower Churchill Development opportunities and mitigate any negative impacts

STRATEGIC DIRECTIONS

- With partners, create regional knowledge and awareness of the project scope
- Assist regional partners in preparing to plan for the development and take advantage of opportunities associated with the project
- Work with Nalcor and sector partners to mitigate negative impacts

LSDC SUPPORTS

- Provide liaison and communication support to Nalcor and regional/sector partners
- Assist in planning, development and implementation of activities and initiatives which increase the capacity of municipalities, private enterprise, and residents to take advantage of opportunities
- Coordinate activity and administer intervener funding for the EIS

STRATEGIC PARTNERS

Nalcor Energy
Municipalities
Private enterprise
Tourism sector players
ACOA/INTRD
CBDC's
Fishery sector partners

ANTICIPATED ECONOMIC IMPACTS

- Employment generation
- Increased business opportunities for private enterprise
- Improved planning capacity for municipalities resulting in improved tax base
- Training opportunities and knowledge building for new and existing workforce

REGIONAL COOPERATION

Current and future regional economic development in the Labrador Straits requires regional cooperation. The influences of an aging population, out migration, and negative population growth are placing stresses on all necessary stakeholders in economic development. This includes private business, development organizations, non profits involved in economic development activities, and municipalities. These stresses are directly related to human resource availability and knowledge capital. The region has the opportunity to recognize these stresses and development strategies to mitigate them.

STRATEGIC GOAL

Increase the capacity of the Labrador Straits regional economic development agencies, municipalities, and organizations to realize economic development opportunities

STRATEGIC DIRECTIONS

- Explore areas of municipal cooperation
- Explore areas of private sector/business cooperation
- Identify regional economic development cooperation initiatives with municipalities, businesses and organizations
- Educate regional partners on the benefits of increased regional cooperation
- Build municipal capacity to engage in regional economic development initiatives

LSDC SUPPORTS

- Coordinate and facilitate capacity building activities
- Provide logistical and financial support to regional committees exploring regional cooperation
- Liaise with municipalities and support agencies to build knowledge of regional cooperation
- Provide planning, proposal writing, and project implementation support to regional economic development cooperative initiatives.

STRATEGIC PARTNERS

Municipalities
Regional Development Agencies
MNL
Harris Centre, MUN
Municipal Affairs

ANTICIPATED ECONOMIC IMPACTS

- Increased financial capacity of municipalities to engage in economic development initiatives
- Increased knowledge and human resource capacity of municipalities and organizations
- Increased planning capacity for municipalities and organizations
- Stabilize and grow municipal governance capacity in the region