

Zone 4 and Zone 5  
District Forum  
and  
Opportunity Management  
Session Notes

September 30<sup>th</sup> and October 1<sup>st</sup>

West St. Modeste, Labrador

## Background

In the summer of 2009 zones 4 and 5 agreed to jointly host a district forum for the Cartwright – L'anse au Clair region. The purpose of the forum was to:

- Share knowledge of current and future development and issues in the district and the province
- Identify challenges and priorities for the district
- Identify proactive strategies and initiatives for economic development throughout the district
- Identify expanded opportunities for partnerships and collaboration in a effort to better utilize financial and human resources
- Offer Opportunity Management professional development to resource persons and volunteer leaders

While both zones had an interest in the opportunity management process, there was no expertise at the local level. Ted Lomond, of NLREDA, was engaged to provide support and advice with this process. Agreement was made for an initial two day forum. One half day would be dedicated to information sharing on issues important to attendees and would provide background information for informed planning. One and one half days would be a facilitated opportunity management session.

## Engagement

Representatives from a variety of community groups and government departments were invited to the session. This included all municipalities and local service districts from Cartwright to LAnse au Clair, a variety of development organizations including three development associations, SmartLabrador, Labrador Straits Historical Development Corp., Battle Harbour Historic Trust, private business, EAS staff, and zone board staff and volunteers. Government departments and agencies including Dept. of Labrador and Aboriginal Affairs, Dept of Natural Resources ( Agriculture and Mines branches), INTRD, HRLE, Service Canada and ACOA.

53 from a registered 56 people attended the session<sup>1</sup> with 40 attending for the entire two day session. In addition to registered delegates business people from the region attended the luncheons.

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<sup>1</sup> See attached delegate list

## Information Sessions

Resource persons from Destination Labrador, Nalcor Energy, Department of Natural Resources Mines Branch, the MHA, Parks Canada and NLREDA gave presentations on the following topics:

- Geological Information and Opportunities in the District
- Lower Churchill Project
- Application Process for Red Bay UNESCO World Heritage Nomination
- District Overview and Demographics
- Tourism Opportunities and Directions
- Energy Rebate Programs and Alternate Energy Study

## Networking Sessions

Networking tables were made available to participants. Each table was assigned a resource person/s and some guiding questions. Participants chose the areas of interest. This process allowed for more discussions and in a short time frame. It also provided participants with the option to discuss the topics most relevant to them.

Topics:

- Devolution of LMDA programs to province
- Funding Programs, Priorities and Questions
- Tourism
- Mineral Exploration
- Human Resources
- District Issues and Discussions

Resource Persons:

- Lorraine Hinks, Service Canada
- Agnes Drover, HRLE
- Rex Goudie, ACOA
- Ina Jeffries, INTRD
- Vicki Noseworthy, CBDC
- Randy Letto, Destination Labrador
- Norm Mercer, Dept of Natural Resources, Mines Branch
- Yvonne Jones, MHA
- Karen Davis, Office of the MP

## Opportunity Management

Ted Lomond, Executive Director of NLREDA facilitated the session on Opportunity Management. Participants were given an overview of the OM process and related resource materials. They were provided with the opportunity to engage in the process. For many participants this was a new process and anecdotal feedback indicates there were various levels of understanding. It is recognized that there is a need for further learning and practice with this process.

Notes from the Opportunity Management session are contained in Appendix 1.

## Suggested Next Steps

These recommendations are draft recommendations. There may be others. Participants will be given the opportunity to make additions.

### **RECOMMENDATION #1**

Assessment criteria be reviewed by participants and zone boards. Recommendations for changes and additions be made by November 15, 2009

### **RECOMMENDATION #2**

Zones 4 and 5 establish working groups to filter the initiatives in their 3 year SEP's through the stage gate decision making process.

### **RECOMMENDATION #3**

Both zones 4 and 5 develop assessment criteria for partnership initiatives

### **RECOMMENDATION #4**

Both regions recognize there will be industry specific or issue specific assessment criteria that may need to be developed and may not be the same for both zones.

### **RECOMMENDATION #5**

NLREDA, INTRD, ACOA, CBDC and other relevant partners commit to continued engagement in the OM process with zones 4 and 5

# Appendix A

Process Notes

Priority Areas

Assessment Criteria

# Environmental Scan

## PEST Review

Political, Economic, Social, Technological

### Political

Transportation Minister vacancy

Federal election?

New municipal leaders

Bi-elections

Equipment such as CDLI capabilities not available to communities

Point Amour Tower closing due to policy/regulatory change

MHA, MP in opposition

Policy changes if government changes

UNESCO

Decisions related to MV Bond

Regionalization/centralization policies

Foreign workers need for Canadian papers if on cruise lines that dock

Land Claim settlements

### Economic

Lower Churchill Development

Highway connection

Air Labrador pullout

Economic downturn and turnaround

Canadian Dollar

UNESCO

Downturn in fishery...HR issues

Pulp and Paper Industry cutbacks

Health cuts

Price of Oil ..effects on industry/cost of living

Migrant workforce

Global Shifts ( China and India's growing middle class)

Road connection...impact on ferry and airlines

## Social

Health cuts

H1N1 effect on workforce/visitors

Drug and Alcohol use and abuse

Migrant workforce

Aging population

No Post Secondary presence and life long learning

Acute Care needs

People with disabilities/ marginalized groups inclusion

Declining population

Educational programming cuts

Student job reductions

Human resources

Fewer volunteers

Limited recreational facilities and programs

Limited K-12 system

No childcare facilities

## Technological

Provincial broadband Initiative

Rare Earth minerals used in hybrid technologies and other advancements

Innovation

Wildberry technological equipment

Cell coverage

CDLI

Wind energy

Facebook, Youtube, Twitter

Government equipment not available to the community

# BrainStorming

Priority Areas Bolded

## Tourism

### **Tourism Packaging with Bonne Bay and Other Packages \*\*\*\*\***

Labrador Highway Packaging

Destination Marketing

Agriculture Tours

GeoTourism

Winter Tourism packaging with Quebec ...also needs product development

Marketing Retirement Home option...summer homes, home swapping

### **Themed Learning Tours....archeological, botanical etc.\*\*\*\*\***

Facility for interpretation for burial mound at Lanse Amour

Interpretation about Cartwright at Lodge Bay?

### **Mealy Mountain National Park \*\*\*\*\***

Development of Trapper Line Tilts?

Regional Interpretation Centre

Geohighway Map/Interpretive signs

Frozen in Time/sleepy communities.....Marketing ?

Natural Marine Conservatory

Salmon Fishing (regional LAC – Cart. Plan

Economuseum?

Culinary tourism

Cluster tourism facilities

### **Experienced based tourism with existing operators\*\*\*\*\***

Restoration of abandoned communities

Subsidized ferry system to Battle Hr.

Improved winter trail system

Centre of Excellence for Tourism – within the district

## New Business Opportunities

Partridgeberry Juice and partridgeberry flavored Water

### **Wildberry Research and Development\*\*\*\*\***

Reindeer Farming

### **Specialized Lumber\*\*\*\*\***

### **Forestry Coop\*\*\*\*\***

More species Utilization in plants

Higher end secondary products

Multispecies Plant

Berry processing facility tied to harvesting

Berry products...nutraceuticals

**Lower Churchill Opportunities \*\*\*\*\***

- Housing
- Catering
- Construction
- Clothing and supplies

**Prospecting\*\*\*\*\***

- Training and Development
- Servicing
- Awareness and seminars
- Mineral sampling competition

Feed Kitchen- mink farming

Agriculture Development

Safe House- women

Social supports, additions, counseling

Long Term Care Facility ( SE Labrador)

Services for Seniors

Survival Camp ( Outward Bound)

Corporate Retreats

Traditional Craft Development

Child Care

Zipline tours

Long Term Processing Plant (Agriculture)

Organic Farming

Local production in Veg.

Infrastructure

**Hydro Development\*\*\*\*\***

Gridline to Coast...tied to Lower Churchill Development

**Alternative Energy...hydro, wind, small river development, tidal energy..Straits\*\*\*\*\***

**Year Round Ferry Service\*\*\*\*\***

**Blacktop, pavement\*\*\*\*\***

**Regional Airport\*\*\*\*\***

Bus Transit

Road to Norman Bay, William's Hr. and Black Tickle

Tunnel across the Straits

Ferry Dock in Labrador

**Trade School -- possibly.....Prior Learning Assessment Centre, skilled trades for Lower Churchill,**

**Centre for IT Applications in remote Areas\*\*\*\*\***

Marina...SE Labrador

Improved cell phone coverage  
Restore video conferencing to general public  
Improved Internet/ broadband  
Highway pulloffs

#### Other

Fair gas pricing – uniform rates  
Blackfly treatment  
Increased government representation from all Depts  
Geology support  
Prospector Resource Centre  
Rural Secretariat Awareness  
Goods and Service Policy..Island Comparable  
Uniform gas prices  
Improvements to ferry reservation system  
Improving Accessibility across borders

#### Research and Human Resource Development

Fishery Harvesting and processing Sector Labour Market Analysis  
Small Business Training for those doing independent contracts  
**Recruiting Workers...immigrants and retired workers**  
**Fire Training Centre...St. Lewis**  
Future fishery opportunities  
Benefits of regionalization...will it increase capacity  
Increased exploratory fishery

# Screening Ideas through the Funnel

## Initial Screening Questions

## Gate 1

1. Can we do anything about it?
2. Is there general support?
3. Does it improve quality of life?
4. Is someone else already doing it?

Secondary Investigation...Dump the things that don't make it through Gate 1

## Secondary Assessment Criteria

## Gate 2

1. Is it consistent with the strategic directions and plans of the region?
2. Is it consistent with provincial strategic plans and directions? Or can it get departmental support? ( not against policy, regulations, strategic directions etc)
3. Does the expertise exist or is it available?
4. Does it create new wealth? (jobs, wages, revenue, direct and indirect impacts, working conditions)
5. Are partners available? (Does it have a champion)
6. Do we have the Human Resource and infrastructure capacity to take this on? (Local investment, financing, HR)
7. Is somebody already doing it? (competitive impact)
8. Are there immediate benefits?
9. Is it environmentally sustainable? (green, comply with regulations, environmentally sustainable)
10. Is there or can there be public and regional support? (process, does it have a chance to get support)
11. Does a business case exist? (sustainable)

# Appendix B

## Participant List

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