



**LABRADOR STRAITS  
DEVELOPMENT  
CORPORATION**

Regional Economic Development Board

Integrated Business Plan

Final Report

June 1, 2009 to April 30, 2010

April 30, 2010

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## Executive Summary

The following report aims to outline the activities, status, deliverables, and outcomes of the initiatives outlined in the LSDC 2009/10 Integrated Business Plan. All initiatives involved private industry engagement and government department consultation where appropriate. This was completed through a variety of mechanisms including sector specific working groups, regional and district forums, document and concept paper submissions, and other communication and consultation activities appropriate within the region. Some of these mechanisms are reported here in this report and some are evident in the IBP.

As there is no standardized reporting mechanism for regional economic development boards, the LSDC has aimed to provide as much detail as possible to inform agencies of the deliverables and outcomes of initiatives. Regional staff of INTRD and ACOA may be able to provide additional detail where necessary and LSDC staff and board are available to provide further clarification.

The report was developed along the same structure as the letter of offer signed by the LSDC and funding agencies. Appendix items have been added to provide additional information and to support agencies in understanding the full scope of activities of the LSDC as it attempts to build capacity in the region and coordinates economic development in the Labrador Straits.

# Final Report

## 1.0 Opportunity Identification

1.1 Objective: The LSDC will work with industry stakeholders and municipalities to advance the wild berry industry in the Labrador Straits.

Activity #	Actioned Activities	Status	Deliverables	Outcomes
1	Plan and Participate in a Scandinavian Learning Tour and disseminate a report containing recommendations for industry advancement	Completed	Learning Tour report completed with recommendations	Private industry gained knowledge of harvesting techniques and strategies employed by other jurisdictions  Two of the recommendations from learning tour report incorporated into 2010/11 IBP
2	LSDC to lead the experimentation of lingon and crow berries on peat bog farm	Completed for 2009/10 and ongoing	Preliminary growth data collected by Dept of Natural Resources	Current growth rates are impressive. Additional research needs to be completed to improve growth rates and cultivation in order to determine the implications for mass cultivation and commercial viability. 3 more years of research required.
3	LSDC to work with partners to develop a proposal for implementation of a prescribed lingonberry barren burn to support new growth	Completed	Proposal submitted for funding.	Currently under review; Growing Forward Program.
4	LSDC to develop a proposal for funding to determine the viability of cranberry growth on Labrador peat bog	Completed	Proposal and funding	Environmental Assessment being completed. Currently under review; Department of Environment and Conservation.
5	LSDC to partner with Dept of Natural Resources to implement a trial bake apple plot to	Completed	Bakeapple plot developed and data collection completed	Two sections of the Peat Bog Farm, rhizome cuttings were

	determine whether productivity is increased through cultivation		in effort to increase yield production	<p>completed spring of 2009. The results of this experiment will not be known until the bake apple plants start flowering in the spring of 2010.</p> <p>Increased yields can inform whether cultivation plots are possible and viable for commercial production.</p>
6	LSDC to work with SADC and industry stakeholders to develop a wild berry strategy for both economic zones.	Completed	<p>Proposal and funding</p> <p>Second draft completed with recommendations.</p>	<p>Received \$52,483 for the Growing Forward Program to complete Wild berry Strategy for Zones 4 and 5.</p> <p>Report will be finalized by June 15, 2010, at that time information will be shared with the private sector and industry representatives.</p>
7	LSDC to work with the municipality of Red Bay and private industry to obtain funding for infrastructure and equipment upgrades to the drying facility allowing for increased research and development.	Completed And Revised	<p>Identification of necessary upgrades and cost analysis completed by Nova consultants under the direction of working group. (Town of Red Bay, CFIA LSDC , and Department of Natural Resources)</p> <p>Chatham Biotech consultation to determine equipment required for processing berries and cost analysis.</p> <p>Completed proposal but proposal was not submitted.</p>	<p>The chemical analysis completed on the crowberries that were harvested in 2008 did not meet the standard required by Chatham Biotech. This coupled with the high price of raw product led to the company deciding not to proceed at this time.</p>

1.2 Objective: The LSDC will work with industry stakeholders to further enhance and develop the tourism industry in the Labrador Straits.

	Actioned Activities	Status	Deliverables	Outcomes
8	LSDC will coordinate local participation in the 2009/10 Newfoundland and Labrador Cruise forum	Revised  NL Cruise form will now take place in the fall of 2011. Initiatives associated with are incorporated into 2010/11 IBP	Forum materials preparation and participation	Cruise committee held 2 teleconferences with CANAL to outline the necessary work to be completed for the forum.  Cruise Committee will complete this work in 2010/11. Integrated into 2010/11 IBP
9	LSDC to assist in the development, facilitation, and compilation of an onsite evaluation of cruise passengers at Red Bay	Completed	1. Final Report on Passenger Survey July/2009  2. Parks Canada Visitor Information Survey April/2010  See Appendices	Cruise committee to continue passenger surveys (online) in 2010.  Results from survey led to development of Phase 2 infrastructure project at Red Bay.  Identification of improved shopping area facilities.
10	The LSDC will work with industry partners to facilitate meetings and workshops around developing experiential tourism products for local operators	Completed	5 businesses and 2 site operators participated in Tourism packaging workshop.	2 businesses developed packages for Summer 2010 provincial campaign. (3 packages)
11	LSDC will assist Destination Labrador to support local tourism operators participating in an online marketing pilot project.	Revised	Local promotion	Provincial tourism development strategies have required revision to this initiative. It is currently under review between Destination and Labrador and the Dept of Tourism.

12	LSDC to support local steering committee and the municipality of Red Bay to ensure the port infrastructure project is completed on schedule	Completed	Port Infrastructure upgrades including docking facilities and aesthetic improvements	\$ 266,000 secured 5 temporary jobs Local business procurement (approx. 70%) Harbour Authority organized to ensure provision of docking fees collected from cruise industry in an effort to sustain and maintain infrastructure.
13	LSDC will support the Red Bay UNESCO steering committee with planning and public awareness during the nomination process	Completed	Newspaper article AGM presentation Municipal Joint Councils Presentation Several Red Bay community public information sessions	Significant awareness of the project in Red Bay. Support for the designation from municipalities Application on schedule
14	The LSDC will support the LSHDC to secure funds and implement the strategic highway and trail enhancement project along Labrador Coastal Drive.	Completed (Funding received and project Phase 1 ongoing)	Funding received	Funding received for Phase 1 Construction to be completed by Fall 2010

1.3 The LSDC will identify and promote business opportunities as it relates to major transportation changes in Labrador

	Actioned Activities	Status	Deliverables	Outcomes
15	LSDC will continue to work with the multizonal committee to complete the Business Opportunities Study and disseminate results to residents and industry stakeholders	Completed	Final Report forwarded to funding agencies (Winter 2010)  Report distributed to key stakeholders.  Posted on LSDC website with promotional email sent to stakeholders and extensive contacts in region.	Report was weak in the identification of opportunities for zone 5.  Private business taking a wait and see attitude toward impacts.  Some businesses (retail and trucking) indicate an increase in volume upon completion of the road in the fall of 2009.  Report findings on traffic flow used to inform transportation discussions between the LSDC, private enterprise, and the Department of Transportation
16	LSDC, using the results, will organize and industry forum to discuss the new opportunities and possible partnerships to take full advantages of Labrador's rapidly changing transportation infrastructure	Revised and Ongoing	Revised and Ongoing	Final report was not received until late January 2010 (original target date for final report was Sept 2009)  Business community feedback was more focused on traffic numbers and implications for the free movement of goods and people to and from the region and the resulting impacts on current private industry players (retail, trucking, tourism) As a result several meetings were held with the LSDC formed advisory group consisting of LSDC, SADC, LTAC members and private enterprise. This resulted in documents and correspondence being forwarded to transportation officials. Additional meetings were held with transportation officials.

## 2.0 Capacity Building

2.1 The LSDC will work to ensure there is proper capacity in the fishing sector and that core infrastructure requirements are identified to better enhance industry growth.

	Actioned Activities	Status	Deliverables	Outcomes
17	LSDC with the fishery advisory committee will develop and deliver a training needs survey to local fish harvesters. The results will assist FAC with a training plan as part of the SEP process	Completed	Training needs survey was formulated and sent to all Fish Harvesters in Zone 5.	Identified potential training opportunities and time lines when Fish Harvesters were willing to complete the training initiatives.
18	LSDC will assist in the coordination of training delivery to harvesters for a ROCM radio course, oil spill response training and the delivery of Small Vessel Operation Proficiency Program	Completed	LSDC coordinated with Marine Institute and EAS Office an Oil Spill Response Course for early December 2009. Organized an ROCM Radio course for March 08 - 19, 2010. Organized SVOP course for March 08 – 19, 2010.  Fish harvesters contacted with training dates and information	Training courses did not proceed because of the lack of interest from the fish harvesters who had through the survey indicated interest.  LSDC to re-evaluate coordinating training in consultation with fishery advisory group.
19	LSDC staff will assist local partners in developing proposals for funding for various fishery related infrastructure requirements.	Completed and ongoing.	Prepared JCP Proposal and application for L'Anse au Loup Fishermen's Committee for new slipway.  Working with the Capstan Island Fishermen's Committee to secure land and appropriate permits	The L'Anse au Loup Fishermen's Committee project is currently under review by HRLE staff, decision pending.  The appropriate permits have been secured for the Capstan Island

			to develop a proposal to submit to the JCP program to remove and rebuild a slipway in the community.	project. The land application has been sent to Crown Lands for approval.
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2.2 The LSDC will assist organizations and municipalities in the Labrador Straits to build capacity and enhance the volunteer sector.

	Actioned Activities	Status	Deliverables	Outcomes
20	LSDC will identify and coordinate the delivery of two INTRD capacity building modules to interested volunteer groups and employees	Completed	Meeting Management Module on December 09, 2010 to Forteau Community Group  Presented Group Dynamics Module on February 22, 2010 to Forteau Community Group	Eight persons trained  Eight persons trained
21	LSDC will support municipalities as they develop their collaborative ICSP.	Completed (March 2010)	Joint meetings coordinated by LSDC  Draft terms of reference for ICSP consultant developed  Completed collaborative ICSP for 5 municipalities. (Lanse au Clair, Forteau, Lanse au Loup, West St. Modeste and Red Bay)	All five municipalities have completed the ICSP requirement and are now eligible for federal gas tax funding.  Comprehensive listing of community and regional initiatives of which some fit within the mandate of the LSDC. (One collaborative initiative incorporate into LSDC 2010/11 IBP)

### 3.0 Proactive Strategies for Addressing Change

3.1 LSDC will support stakeholders in developing recruitment and retention practices for the region.

	Actioned Activities	Status	Deliverables	Outcomes
22	LSDC will lead the development of a rural website pilot program to recruit and retain newcomers to economic zones 4 and 5.	Completed	www.southernlabrador.ca	<p>1<sup>st</sup> regional recruitment website completed for the province of Newfoundland and Labrador for the Office of Immigration and multiculturalism.</p> <p>Feedback from Office of Immigration extremely positive. SmartLabrador positioned to secure further contracts in other regions for their content management system.</p> <p>Recruitment tool for employers developed and currently being used by Labrador Grenfell Health and local businesses</p>
23	LSDC will develop a comprehensive contact listing of youth who have migrated from the region for the purposes of distributing local employment opportunities	Revised		<p>Labrador Metis Nation has proposal submitted to develop a HR and skills database tool that will be community inclusive. This funding is just for the development of the tool.</p> <p>LSDC and SADC have entered into</p>

				<p>discussions with LMN to partner on data collection.</p> <p>LSDC and SADC have submitted concept paper to HRLE for data collection piece. Preliminary feedback is HRLE will not comment on concept paper they are requesting a full proposal that will be completed as part of 2010/11 IBP</p>
24	The LSDC will support INTRD, where appropriate in advancing the implementation of BR&E initiatives as identified by INTRD and the local business community	Completed	Meetings and sessions with private enterprise on Human Resource availability issues	<p>There were no specific deliverables identified by INTRD.</p> <p>The LSDC coordinated information sessions with Service Canada, private enterprise and Dept of Immigration and Multiculturalism to share information on foreign workers program.</p> <p>Private enterprise investigating foreign worker recruitment</p>

3.2 LSDC will work with municipalities and other stakeholders to identify realistic and alternate energy sources for the region.

	Actioned Activities	Status	Deliverables	Outcomes
25	The LSDC will investigate a partnership with Memorial University to engage a team to research energy alternatives	In progress/ revised	Research team	A concept paper has been submitted to the Harris Centre. A research team has not been identified.  The 2010/11 IBP outlines the gathering of expertise partners for energy initiative (See 2010/11 IBP)

#### 4.0 Management and Operations

4.1 The LSDC will undertake a number of initiatives to ensure effective management of board and staff.

	Actioned Activities	Status	Deliverables	Outcomes
26	LSDC will continue to conduct business in accordance with its policy and procedure manual and continue to monitor and review the document on a regular basis	Complete and ongoing	Revised and updated policy manual	The LSDC currently operates within its policy manual.  Policy sub committee is currently revising the policy manual and will have completed for 2010/11
27	LSDC will maintain its current partnerships by meeting with stakeholder groups on an as needed basis to update the Strategic Economic plan and update stakeholders on the status of its yearly Integrated Business Plan	Complete	AGM District Forum Several stakeholder and industry meetings	Revised and new initiatives added to Strategic plan that have been incorporated into 2010/11 IBP
28	LSDC will discuss progress of its statement of work quarterly with officials of INTRD and ACOA	Complete as per availability of officials	Progress reports and discussions Feedback from officials	Regular discussions have occurred between staff and officials. INTRD field staff

				attend board meeting since fall of 2009. As performance based funding indicators require increased accountability there is a need for regularly scheduled meetings, reports, and feedback
29	LSDC will continue to maintain and monitor the organization's website	Complete	Relevant and public documents posted to website	Open and ongoing communications.
30	LSDC will conduct one capacity Building Module during the 2009/2010 fiscal year for board and staff	Complete	Workshop delivery	<p>A selection of board members attended opportunity management training in Sept 2009 along with regional stakeholders at district forum.</p> <p>Two board members attended Performance Management training in March 2010</p> <p>All board members participated in Performance Funding training in March 2010</p> <p>1 LSDC staff person trained in INTRD Capacity building train the trainer</p>

# Appendices

- Activities and Initiatives by Performance Indicator Summary Table
- Overview Meetings, Information Sessions and Training Completed
- Core Function Activities
- Documents Completed and Available

Activities and Initiatives by Performance Indicator

Summary Table

Performance Indicator	Initiative and /or Activity # and Additional Information
CF1 – A Quality of Initiatives in Annual IBP	See 2010/11 IBP
CF1-B Number of non commercial and commercial initiatives that the board provided direct assistance during the development phase as per the IBP strategic directions	<p align="center"><b><i>Initiatives in 2009/10 IBP</i></b></p> <p>1.1 Research and Development of Wildberry Industry</p> <p>1.2 Tourism Industry Advancement Activities / Cruise Industry Development</p> <p>1.3 Transportation Changes and associated Business Opportunities Activity</p> <p>2.1 Development of Capacity and Core Infrastructure for Fishing Industry</p> <p>2.2 Municipal Planning and Support</p> <p>3.1 Business Retention &amp; Expansion Initiative</p> <p>3.2 Fostering and promoting alternative and green energy solution</p> <p><b><i>Additional Initiatives</i></b>                      Development of Craft Industry (Proposal development and implementation of 2 technical skills development initiatives)</p> <p>Craft and Agriculture Fair planning and implementation participation  <i>(Craft Development identified in 3 year SEP)</i></p>
CF1-C Percentage of initiatives completed as stated in the IBP for the current contract.	All initiatives completed within timeframes. Some activities were revised. See above report.

<p>CF1-D Demonstrated comprehensive and formalized consultation process including government departments</p>	<p>All initiatives involved consultation with relevant government departments, industry players, municipalities, development groups and private enterprise. This included initiative specific working groups, forums, consultations, formal and informal meetings and presentations. (Partners identified in IBP were fully engaged)</p>
<p>CF2-A Percentage of collaborative initiatives between Municipalities and zone boards</p>	<p>The following initiatives were identified as collaborative initiatives with municipalities in the zone and have been completed.</p> <ul style="list-style-type: none"> <li>1.1 Research and Development of Wildberry Industry Cruise Industry Development</li> <li>1.2 Tourism Industry Advancement Activities</li> <li>2.2 Municipal Planning and Support</li> <li>3.1 Business Retention &amp;Expansion Initiatives</li> </ul>
<p>CF3-A Number of initiatives/events co-sponsored with groups defined in CF-3</p>	<p>Nalcor Sessions – Public Consultation on Lower Churchill Development District Forum / Opportunity Management Session Scandinavian Learning Tour Tourism Packaging Workshop Foreign Worker Program Information Session Development of regional recruitment and retention website</p>
<p>CF4-A Number of Capacity building sessions that increase the ability and desire of individuals, groups and or organizations within the region to effectively participate in economic development activities</p>	<p>Nalcor Sessions – Public Consultations and dissemination of information District Forum / Opportunity Management Session Delivery of Group Dynamics CCB Module to local organization Delivery of Meeting Management CCB Module to local organization Tourism Packaging Workshop Foreign Worker Program Information Session Numerous proposal support activities</p>

CF4-B Number of CCB modules delivered to board and staff as part of the board's professional development	Opportunity Management LADR Workshop, MNL ICSP Training Cooperative Training Hiring for Retention, MUN Junior Achievement Facilitation
CF5-A Number of government line departments that were consulted linked to priority sectors identified in the SEP and IBP.	All relevant government departments were associated with initiatives and activities highlighted in the IBP were consulted as required.
OC-1 Board Members Representing priority sectors identified in the SEP	Board composition includes business, tourism, municipalities, fishery and sector development groups. During 2009/10 the LSDC began a board structure review and consultation process. An ad hoc working group will continue this in 2010.
OC-2 % of board members participating in professional development workshops through the CCB program	Opportunity Management/ Stage Gate Decision Making Participation by 5 board members and 3 staff
OC-3 Required documents received on the required date of submission as per the renewal letter	All documents with the exception of final report submitted on time. In the past final report submitted after year end. There was previously no issue with this timeframe.
OC-4 Number of Quarterly claims submitted at the beginning of quarter	All claims submitted on time.
OC-5 Annual review and adherence to Board's Policies and Procedures Manual	Board has a policy sub committee that has reviewed the existing policy and will make recommendations to the board.

## Overview Meetings, Information Sessions and Training Completed

To support activities and initiatives in the IBP, SEP and core functions of Regional Economic Development Boards a wide variety of sessions, meetings and activities are required. The following list provides a brief overview of some of these sessions to April 30, 2010. The list is an overview and not a comprehensive listing of session/meeting participation.

- 8 regular board meetings
- 2 initiative/activity/regional specific board meetings
- 1 funding partner and board meeting
- 2 regional consultation specific meetings ( Consultations are also ongoing through other meeting listed here)
- 17 tourism related meetings
- 11 fishery related meetings
- 12 other industry/business related meetings
- 8 days training/PD development sessions including board and staff
- 36 days of attendance by board/staff at industry conferences and sessions, initiative specific events and activities.

## Core Function Activities

The LSDC is often requested to assist and support activities which are not necessarily identified in the IBP and SEP but are within the core functions of REDB's. As the region lacks the on the ground availability of government departments, industry associations, business associations, post secondary institutions and labour organizations it often falls upon to LSDC to fill needs required to advance business and economic development. This section is intended to give an overview of additional activities and support requested and provided by the LSDC in 2009/10. It is not a comprehensive list of all activities.

- 5 JCP proposal development support to municipalities, private enterprise, and community groups
- 1 proposal support for exploratory fishing activity
- 3 proposals for cultural and craft development activities
- Staff time and commitment to Annual Craft and Agricultural fair (proposal development support, planning and implementation)
- Midnight Madness coordination for retail business
- 2 proposal support for community groups
- 1 brief preparation support for community group
- 1 regional prebudget document preparation and presentation
- 2 brief submission preparations for business community on transportation related needs and challenges

## Documents Completed and Available

1. Scandinavian Learning Tour Report, LSDC
2. Red Bay Infrastructure Final Report, LSDC
3. Opportunity Management/District Forum Final Report, LSDC
4. Maasdam Passenger Survey Report, LSDC
5. Business Community/LSDC Transportation Brief to Department of Transportation and Works, LSDC
6. Pre-Budget Consultation Brief, LSDC and SADC
7. Parks Canada Visitor Survey, Parks Canada
8. UNESCO Status Report and Timeline, UNESCO Working Group
9. Office of Immigration and Multicultural Recruitment Website Final Report, LSDC
10. Wild berry Strategy Draft, LSDC/SADC and Opal Consultants
11. Labrador Straits Integrated Community Sustainability Plan, Municipalities and GLMC
12. TransLabrador Highway: Transportation Impacts and Business Opportunities Study, AMEC and Opus International