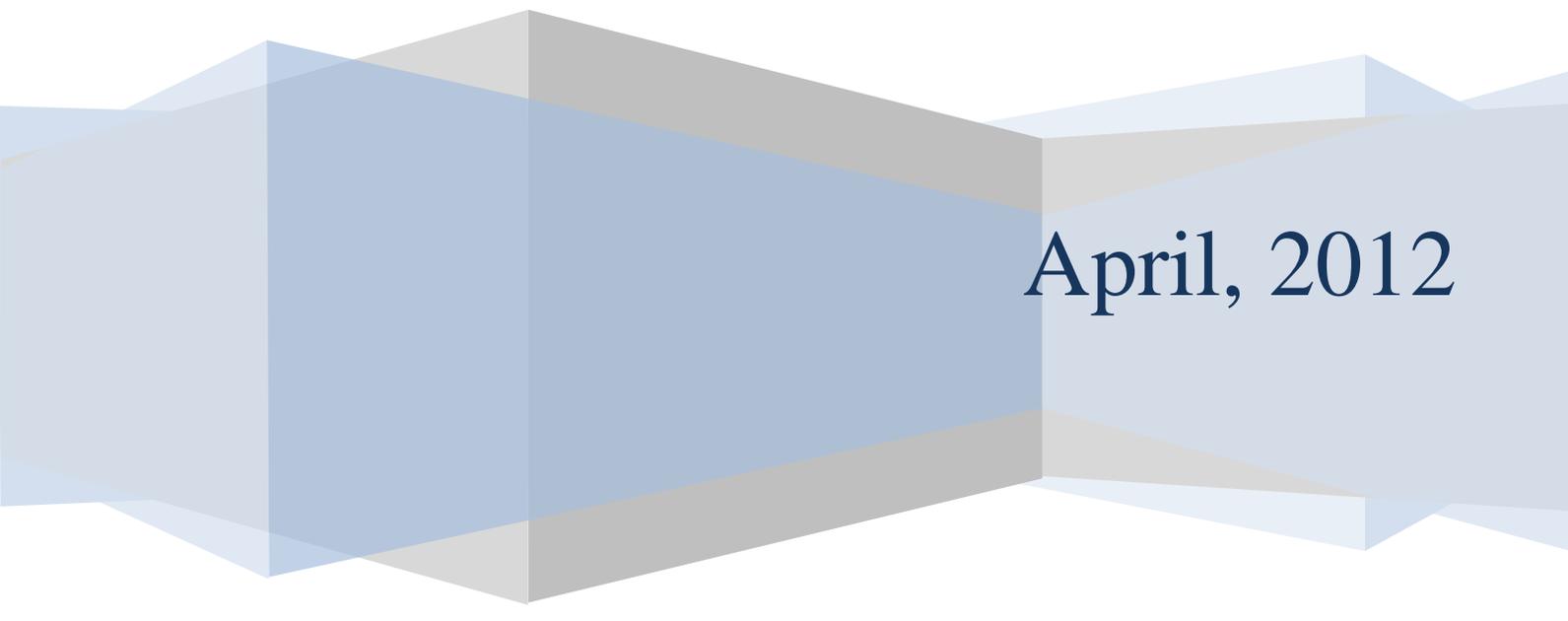




Strategic Economic Plan

April 1, 2012 to March 31, 2015

A large, abstract graphic composed of overlapping, semi-transparent geometric shapes in shades of light blue and grey, creating a sense of depth and movement. The shapes are layered, with some appearing to be in front of others, and they have a jagged, crystalline appearance.

April, 2012

TABLE OF CONTENTS

| | |
|--|-----------|
| EXECUTIVE SUMMARY | 1 |
| 1.0 INTRODUCTION | 3 |
| 2.0 METHODOLOGY | 3 |
| 3.0 VISION | 5 |
| 4.0 MISSION STATEMENT/MANDATE | 5 |
| 5.0 GOALS AND OBJECTIVES | 6 |
| 5.1 FISHERY | 7 |
| 5.2 NATURAL RESOURCES | 10 |
| 5.3 TOURISM | 12 |
| 5.4 BUSINESS DEVELOPMENT | 16 |
| 6.0 COMMUNICATION ACTIVITIES | 21 |
| 7.0 MONITORING AND EVALUATION | 21 |

Executive Summary

Economic Zone 6 which encompasses communities from Anchor Point North – to St. Anthony and East to Englee has experienced various challenges over the past decade, but continues to move forward successful initiatives for the region. Various positive changes have stemmed from successful initiatives delivered by Nordic's board and staff. Technological advances that has brought high speed internet to the region and a new regional wood yard that has helped diversify the forest industry has and continues to ensure Nordic is leading economic development in the region. These changes have brought with it opportunities on a national and global level that has enabled community leaders to engage in real economic opportunities.

Challenges still exist today and there is no one organization that can solve every issue for the residents of the region or implement every idea that is generated. Economic conditions can change yearly as we are still recovering from a global economic recession. As a result of these economic conditions, and with the completion of several initiatives in the previous SEP, an updated Strategic Economic Plan, which is a compilation of goals and objectives for the next three years, has been developed.

The Strategic Economic Plan, April 2012 – March 2015 is representative of opportunities identified by industry stakeholders and residents in economic zone six. Nordic Economic Development Corporation's board, staff and partners have rigorously analyzed opportunities identified in the region utilizing the opportunity management process. All priority sectors of the economy have been broken down into four sectors in this SEP: Fishery, Natural Resources, Tourism and Business. These sectors include areas noted in opportunity identification such as fishery, forestry, mining, tourism, business development, education and transportation. All input was very valuable and was carefully considered through the opportunity management process and Nordic's Board of Directors and staff sends out their gratitude to all stakeholders in the zone as it must be acknowledged that their participation and idea generation toward quality initiatives has helped to shape this plan. This process helped identify initiatives that have the most potential to move forward within the region and those that have measurable outcomes that will ensure long term economic benefits for the entire region.

Over the lifetime of the SEP the strategies and priorities of municipalities are and will be very important components as to how it will continue to be shaped and implemented. Municipal governments have a much larger role than in the past in leading economic development in their respective communities. It is through that increased responsibility in business engagement, planning and economic development that Nordic will continue to build existing partnerships and create new ones with local communities.

It is and will be through partner engagement, commitment, and dedication that Nordic Economic Development Corporation will deliver on initiatives that have a long term economic impact on the region. It is also the goal of the board to continue to move forward initiatives that provide sustainability, are regional in scope and are linked to government priorities. Nordic's mandate which is to stimulate economic growth remains steadfast and the revised SEP reaffirms this notion.

Once again, the volunteer Board of Directors that guide Nordic Economic Development Corporation must be thanked for their dedication in identifying quality initiatives. They work diligently to help facilitate opportunity identification through teamwork at the board level and by working closely with staff members. Staff should also be recognized for their dedicated efforts to incorporating new processes into the development of this plan. Board members and staff have utilized the opportunity management processes to once again move forward quality initiatives for the long term economic benefit of the region.

The board and staff would not be able to move forward without the supportive partnerships with the Atlantic Canada Opportunities Agency, the Department of Innovation, Business and Rural Development, and other government agencies that have provided guidance for this plan. All businesses, non-profit organizations and any other groups who have worked with Nordic over the years and have provided input must also be recognized for their contribution.

1.0 Introduction

Nordic Economic Development Corporation has been encouraging economic growth in Economic Zone 6 for more than a decade now and has gone through many changes to ensure quality initiatives move forward.

Economic Zone 6 has a large geographic region consisting of 35 communities on the Great Northern Peninsula from Anchor Point north to St. Anthony and east to Englee. (Figure 1) The total land area of 6,112 km encompasses 11 municipalities and 24 un- incorporated communities.

Figure 1



Despite the vastness of the region, there are common challenges for communities, business and industries. These include but are not limited to, shrinking tax bases, improper infrastructure, lack of a skilled labour force, lack of secondary processing and manufacturing opportunities. This updated Strategic Economic Plan identifies objectives that will assist in alleviating some of these challenges that communities and businesses are facing and to identify opportunities that can be developed in the region. It will be through collaboration with the identified groups in the SEP that the economic development process will move forward.

Nordic's board and staff have succeeded in maintaining positive partnerships with many stakeholders in the region. This has been recognized by our partners and at the provincial level by receiving two partnership awards in the past decade in 2001 and 2011. These partnerships have brought positive results because of the engagement and the consultations that have taken place with residents and groups throughout the region. This is done on a continual basis to ensure the strategic economic plan is reflective of the goals of the people of the region. The plan is a "living document", as situations can change from year to year that may affect the outcome of identified initiatives.

2.0 Methodology

The goals and objectives highlighted in this plan have been selected through an opportunity management process that involved various forms of consultation. Consultation has taken place with different industries through meetings, planning sessions, focus groups, business site visits and direct contact with stakeholders on specific initiatives identified. This included consultation with government line departments on identified initiatives that have potential in the region.

Nordic's staff and board organized, facilitated and attended meetings that identified opportunities with various groups and organizations throughout the region. These included meetings, session and workshops such as the Rural Revitalization from our Forests Conference, Craft Industry Development Workshop, meetings with the Straits Regional Network, Fisheries Research Steering Committee, Great Northern Peninsula Heritage Network Cluster Project meetings, Limestone Barrens Planning Session, Economic Development & Collaboration Workshop, Investment Attraction Workshop, MNL ICSP & Economic Development Workshop and various individual meetings with Town's, businesses, RDA's and other regional groups looking for opportunities in the region. These workshops and meetings has helped Nordic conduct a true analysis of the regional economy to identify new opportunities.

Additional background research was also conducted to ensure all opportunities were reviewed prior to updating the SEP. This included review of our existing SEP, forum reports, minutes, and notes from various focus sessions, ICSPs and government documents. These included documents such as the Rural Revitalization Conference Final Report in which potential opportunities were identified, Fuel Wood Consultant Report, Forestry Labour Market Report, Whelk Test Fishery Report, St. Anthony Port Boat Launch Business Plan, Diagnostic of Harvesting Operations Report, marketing/action plans from Grenfell, French Shore and other groups, government documents from Tourism, IBRD, DNR, DFA and other documents relevant to sector development in the region.

Nordic also developed an additional crafters survey which was distributed to businesses and residents in the zone to provide the ability for additional feedback. The survey consisted of questions that would help identify opportunities in the craft industry and to find out additional information on where people would like to see their region in the future. It was decided to utilize today's technology and deliver the survey via surveymonkey.com. This helped with cost efficiency and faster distribution. This also provided residents, who were not a part of stakeholder sessions or group meetings, the ability to help with idea generation for new opportunities in craft development and other areas if noted in the region. Much of the feedback coincided with input that other stakeholders had already noted and was very beneficial in reiterating that the board and staff are moving in the right direction with opportunity identification. This helped the board and staff prioritize ideas specific to the needs of the communities and the region as a whole.

Nordic board and staff also held meetings with stakeholders and government partners to discuss all research gathered and possible recommendations for initiatives. Nordic discussed research results among board members, confirmed priorities with the related in line government departments and reviewed relevant sector related reports to ensure each potential initiative was analyzed based on outputs that are attainable, measurable and serve a real economic need for the region. All goals and objectives noted in this SEP have been analyzed based on acknowledgement of current industry trends, environment conditions and the economic viability behind each one. All research conducted and opportunities identified have gone through the opportunity management process which has fleshed out realistic attainable objectives for the region.

3.0 Vision

The vision of Nordic Economic Development Corporation is **“To develop and promote economic growth through strategic partnerships by maximizing our resources while protecting our environment.”**

4.0 Mission Statement/Mandate

By 2014, Nordic Economic Development Corporation will have stimulated economic growth, through a diversified economy, for business and non-profit sector development. This will be accomplished through the promotion of diversified economic initiatives, partnerships and new market availability.

The Nordic Economic Development Corporation takes a lead role in stimulating and strengthening the economy within the local region through its five core functions:

- ✚ Develop and coordinate the implementation of a strategic economic plan (SEP) in the zone supported by an integrated business plan.
- ✚ Develop a strong partnership with municipalities in the 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, CBDCs 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.

5.0 Goals and Objectives

There are four main goals outlined in four different sectors of the economy for Economic Zone 6. These goals are broken down into achievable objectives that can be implemented within the next three years. Nordic Economic Development Corporation will focus on these goals and objectives and ensure a plan is followed to develop and promote a diversified economy for the zone. NEDC will achieve these goals with the support of other partners such as, municipalities, business and other community groups.

The four major goals identified for this region over the next three years are:

1. A viable and diversified fishing industry that utilizes traditional species and new species opportunities.
2. Promote and support the growth of existing and new opportunities for maximum utilization of the region's natural resources.
3. To support and enhance developments and identified opportunities in the tourism industry.
4. To promote, facilitate and support innovative business development to enhance the economic and entrepreneurial environment in the region.

5.1 FISHERY

Goal: A viable and diversified fishing industry that utilizes traditional species and new species opportunities.

Objectives:

1. Identify secondary processing opportunities in the region: Development of secondary processing pilot project.

Action Items:

1. Consult with DFO/DFA on regulations, licenses required and available funding for project.
2. Establish steering committee with DFO, DFA, Northern Lights Seafood's, IBRD, MBRDC and fish harvesters in the region.
3. Develop proposal/terms of reference, in partnership with Northern Lights Seafood's, to look at secondary processing opportunities, technology and markets available for packaged processed herring.
4. Follow up on preliminary results and source costs for technology, distance to markets
5. Implement test trials/runs of various methods of processed herring and packaging (I.E: Herring Roe-Boxed, Smoked Herring-plank vacuum packaged; Marinated Herring – Bottled)
6. Gather results for final report to be presented to processor and steering committee.

Measure: Secondary processing pilot project begins at a processing plant in the region.

Indicators:

-  Terms of Reference drafted and accepted by steering committee.
-  Implementation of test trials begins.

Supports: DFA, DFO, Northern Lights Seafood`s

Start Date: April 1st, 2012

End Date: March 31st, 2013

2. Revitalize fishery cooperative in the Straits region.

Action Items:

1. Meet with fish harvesters to reestablish cooperative in the Straits region
2. Assist with development of a new cooperative work plan.
3. Identify fishing supplies wholesalers for bulk supply to cooperative.
4. Develop plan to negotiate cooperative prices with processors.

Measure: Straits fishing cooperative has been revitalized and operating.

Indicators:

- ✚ Fisherpersons increase savings in operations through coop bulk pricing.
- ✚ Work Plan developed for fishery cooperative.
- ✚ Cooperative supplying fishing supplies to members.

Supports: Federation of Cooperatives, industry, business

Start Date: April 1st, 2013

End Date: March 31st, 2014

3. Promote development of shrimp shell processing facility in the region.

Action Items:

1. Meet with stakeholders to discuss terms for establishing facility(s) in the region.
2. Consult with various government departments on regulations and licenses required for proposed facility.
3. Follow up on preliminary research of investor companies and source costs for technology and construction/renovation of facility.
4. Develop MOU with all partners to look at establishment of shrimp shell processing facility.
5. Assist with development of business plan for proposed facility.

Measure: Shrimp shell processing facility operations begin.

Indicators:

- ✚ MOU signed by all partners for development of facility.
- ✚ Business plan developed and presented to partners.
- ✚ Construction begins on new shrimp shell facility.

Supports: Federation of Cooperatives, industry, business

Start Date: April 1st, 2013

End Date: March 31st, 2015

4. Identify potential opportunities through the establishment of a Turbot test fishery in the region.

Action Items:

1. Consult with DFA on regulations for test fishery.
2. Establish steering committee with SABRI, DFO, DFA, processor(s) & fisherpersons in the region.
3. Develop a proposal for a turbot test fishery in the region.
4. Gather research and results from test fishery for final analysis to be presented to DFA, DFO and fisherpersons.

Measure: Turbot test fishery is approved and begins in region.

Indicators:

-  MOU signed by all partners for test fishery terms.
-  Proposal drafted and submitted for funding.
-  Presentation of final report on turbot test fishery in region.

Supports: Industry, DFA, DFO, SABRI

Start Date: April 1st, 2013

End Date: March 31st, 2015

5.2 NATURAL RESOURCES

Goal: Promote and support the growth of existing and new opportunities for maximum utilization of the region's natural resources.

Objectives:

1. *Development of Bee Farming Feasibility Project – Phase 1 & 2*

Action Items:

Phase 1

1. Draft and submit proposal for additional assistance in completing bee farming feasibility project.
2. Compile a database of information on the environmental conditions required for bee species.
3. Identify potential risks, threats and challenges to bee farming.
4. Research and assess production rates and practices of bee farming to increase industry development.
5. Complete comparison of bee farming in Ireland, Great Britain, Finland, Iceland and Greenland.
6. Research and determine the start-up, overhead and operational costs of bee farming in the region.

Phase 2 (Continuation of 20 month proposed project – This will involve utilizing preliminary results for actual bee hive testing.)

7. Outline the detailed operations of bee farming.
8. Test and evaluate the introduction of bee farming to EZ6 through the construction of a fully functional demonstration bee farm.
9. Communicate all results to new and existing farmers, general public and government departments – through fact sheets, an operational manual, reports (research, feasibility, operational) disseminated via our web site and public information sessions across the region.

Measure: Bee hive testing begins at designated site(s) in region.

Indicators:

-  Letter of concept accepted and proposal completed for submission.
-  IBRD, ACOA & DNR and other government support, other stakeholder commitment and engagement.
-  Partner and funding commitment from Agri-Flex Fund – Phase 2.

Supports: DNR, municipalities, business, industry

Start Date: April 1st, 2012

End Date: March 31st, 2014

2. Work with the Great Northern Peninsula Forest Network and Northern Peninsula Forest Resources Association to sustain and diversify the industry.

Action Items:

1. Support and organize a meeting with the NPFRA, DNR and partners in its discussions on future harvesting operations in Districts 17 & 18.
2. Attend forest management meetings with stakeholders.
3. Assist with identification of new opportunities in the forest sector.
4. Assist with research needed for forest certification.
5. Work with the forest harvesting companies for delivery of Smart Driver Training Program to employees.

Measure: Expressions of Interest received for development of forest related business.

Indicators:

- ✚ New usage for resources creates new products and employment.
- ✚ Existing businesses are sustained and grow.

Supports: GNPFN, Industry, DNR, ACOA, INTRD

Start Date: April 1st, 2012

End Date: March 31st, 2015

3. Promote the development of a pellet conversion demonstration centre at College of the North Atlantic in St. Anthony.

Action Items:

1. Work with CNA-St. Anthony Campus on sourcing funding for the pellet conversion and demonstration centre proposal.
2. Promote education and training in installation and maintenance of pellet furnaces and stoves.

Measure: College of the North Atlantic-St. Anthony constructs new pellet conversion centre at campus.

Indicators:

- ✚ CNA-St. Anthony receives approval to move ahead with establishment of pellet conversion centre.
- ✚ Funding is secured for construction of new pellet centre at college.

Start Date: April 1st, 2012

End Date: March 31st, 2014.

4. Encourage, support and promote a collaborative approach to Agriculture development in the region:

Action Items:

1. Engage the business community and plan informative session among regional stakeholders, government and exploration companies to discuss potential opportunities identified in the region.
2. Research identified opportunities for viability.
3. Identify stakeholders willing to foster organizational approach to sector.
4. Assist with new initiatives that arise i.e. research, proposal writing & creating partnerships.

Measure: New business(s) in Agriculture are developed.

Indicators:

-  Session on Agriculture opportunities has been organized.
-  Additional research completed on identified opportunities.

Supports: DNR, municipalities, business, industry

Start Date: April 1st, 2012

End Date: March 31st, 2013

5.3 TOURISM

Goal: To support and enhance developments and identified opportunities in the tourism industry.

Objectives:

- 1. Partner with Grenfell Historical Society (GHS) to help enhance The Grenfell Interpretation Centre for added revenue generation opportunities.**

Action Items:

1. Facilitate meetings and planning sessions with GHS and partners on objectives of project.
2. Assist with development of Grenfell Properties Enhancement Proposal.
3. Help identify funding sources for submission of proposal.

Measure: Renovations begin on enhancement project.

Indicators:

-  Several meetings held with GHS staff and board.
-  Draft proposal submitted for review.
-  Proposal completed and submitted for funding

Supports: ACOA, IBRD, LG Health, TCR, Town of St. Anthony

Start Date: April 1st, 2012

End Date: March 31st, 2014

2. Promote development of a Textile Learning Centre in Conche.

Action Items:

1. Work with French Shore Historical Society to identify partners in establishing learning centre.
2. Develop proposal, in partnership with French Shore Historical Society, to seek additional funding resources to establish learning centre.
3. Identify and promote education and training opportunities with establishment of learning centre.

Measure: Textile Learning Centre opens.

Indicators:

-  Partners meet to initiate terms for creation of new learning centre.
-  Educational institution(s) partners with group to identify education and training opportunities.
-  Proposal is submitted for establishment of new learning centre.

Start Date: April 1st, 2012.

End Date: March 31st, 2014.

3. Promote development of Longs Braya Festival in the Straits region.

Action Items:

1. Work with Straits Regional Network and community stakeholders for the development of a Longs Braya Festival and to further expand the Iceberg Festival activities in the region.
2. Work with towns, all communities and local development groups to encourage further festival development engagement and activities from their regions.
3. Work with the Longs Braya and Iceberg Festival planning committees to ensure opportunity is presented for entire Straits region to be included in both festival activities.

Measure: Longs Braya Festival dated selected and promoted.

Indicators:

-  Consultation with various stakeholders throughout region identifies possible new events for festival.
-  New activities/events have been identified from all areas in the region to be included in the festival.

Supports: WDMO, municipalities, industry

Start Date: April 1st, 2013

End Date: March 31st, 2014

4. Partner with French Shore Historical Society and Town of Conche to assist with the extension to the French Shore Interpretation Centre.

Action Items:

1. Develop proposal for architectural design of proposed centre extension.
2. Work with stakeholders and funding partners to identify available funding for required infrastructure enhancement.
3. Work with funding partners, consultant and other stakeholders to review, assess and confirm appropriate design to house tapestry.
4. Help facilitate meeting with consultant and all partners for presentation of final report and design

Measure: Construction on proposed centre extension has begun.

Indicators:

-  Proposal has been drafted for design of proposed centre extension.
-  Architectural Design for centre extension is completed.
-  Proposal is submitted for construction of centre extension.

Supports: ACOA, INTRD, TCR, Town of Conche

Start Date: April 1st, 2011

End Date: March 31st, 2013

5. Partner with the Great Northern Peninsula Heritage Cluster (GNPHC) to promote and provide assistance with delivery of initiatives relevant to heritage groups in Zone Six.

Action Items:

1. Assist with development of action plans for heritage groups in Zone Six.
2. Provide support on overall action plan for GNPHC.
3. Assist with implementation of action plans for Zone Six heritage groups.
4. Provide assistance for training, funding and other resource needs of GNPHC members while ensuring maximum benefit for Zone Six members.
5. NEDC will assist with implementation of a FAM Tour and additional year two initiatives for Zone Six heritage groups.

Measure: GNPHC Pilot Project consultants have completed assessment.

Indicators:

-  Heritage groups completed required action plans.
-  Draft consultant report has been released to group for review.
-  Increased awareness of heritage sites noted as part of GNPHC.

Supports: Red Ochre, TCR, Heritage Groups, WDMO, INTRD, ACOA

Start Date: April 1st, 2011

End Date: March 31st, 2013

6. Partner with Town of St. Anthony on upgrades at Fishing Point.

Action Items:

1. Attend meetings with the Town of St. Anthony and other potential partners on further development of Fishing Point.
2. Assist with development of terms of reference for the architectural design for proposed changes needed at Fishing Point.
3. Assistance provided with development of a proposal for redevelopment/renovation of Fishing Point trails and viewing sites.
4. Consult with provincial government, SABRI, Parks Canada and other stakeholders for appropriate new signage to be installed at Fishing Point.

Measure: Construction on redevelopment of Fishing Point begins.

Indicators:

-  Design work has been awarded to consultants for completion.
-  Proposal has been drafted for new developments at Fishing Point.
-  New signs have been designed to reflect new developments.

Supports: ACOA, INTRD, WDMO, SABRI

Start Date: April 1st, 2013

End Date: March 31st, 2015

7. Partner with Town of Flower's Cove on White Rocks Trail Enhancement and Seniors Trail development.

Action Items:

1. Facilitate a meeting with Town of Flower's Cove, Straits/St. Barbe Chronic Care Corporation and other partners to identify objectives of proposed development.
2. Work with Town of Flower's Cove on proposal development for White Rocks and Senior's trail.

Measure: Increase in numbers on enhanced trail system.

Indicators:

-  Objectives identified for proposed work.
-  Proposal developed for funding submission.

Supports: ACOA, IBRD, AES, TCR, Town of Flower's Cove

Start Date: April 1st, 2012

End Date: March 31st, 2013

5.4 BUSINESS DEVELOPMENT

Goal: To promote, facilitate and support innovative business development to enhance the economic and entrepreneurial environment in the region.

Objectives:

1. Lead development of St. Anthony & Area Business Sustainability Initiative.

Action Items:

1. Develop inventory database of available commercial infrastructure in region and add to websites.
2. Draft work plan/proposal for investment/business attraction profiles, web page and other promotional materials as resources permit.
3. Facilitate Investment Attraction Community Readiness Workshop with DFAIT.
4. Collection of Information, deciphering and layout of content for business/investment attraction profiles/web page content for Town of St. Anthony & Area.
5. Establish inventory list of interested businesses, collect information, confirmation of commitment of partner businesses and layout of content/logistics for small business promotion (i.e.: Think, Shop, Buy Local) campaign.
6. Presentation of packages and web content to partners at St. Anthony & Area Chamber of Commerce Luncheon and during Small Business Week activities.
7. Launch small business promotion campaign during Small Business Week.
8. Plan Small Business Saturday event(s) throughout the region.

Measure: Investment profiles completed and small business promotional activities launched.

Indicators:

-  Business /Chamber/Municipality buy-in of small business promotion objectives.
-  ACOA, IBRD & DFAIT support, Business Committee commitment and engagement.
-  Partner commitment from Town of St. Anthony for investment profiles activity.

Supports: Town of St. Anthony, ACOA, IBRD, DFAIT, St. Anthony & Area Chamber of Commerce, CBDC Nortip and other municipalities, institutions & businesses

Start Date: April 1st, 2012

End Date: March 31st, 2013

2. Lead and organize daycare development for the Straits region.

Action Items:

Phases 1 & 2:

Phase 1 – 2011-2012:

1. Assist with establishment of a Straits Daycare non-profit board and incorporation.
2. Needs assessment survey created and distributed for daycare in Straits region.
3. Establish partnership with LG Health, Child, Youth & Family Services to source funds for new daycare centre.
4. Identify guidelines and processes for establishing nonprofit daycare centre.
5. Establish daycare centre at identified central location in region.

Phase 2 – 2012-2013:

1. Develop proposal/RFP to source funds for development of comprehensive detailed 5 year business plan for operation of the daycare centre.
2. Supervise building upgrades as per standards identified in CYFS proposal.
3. Draft job description and Ad development for hiring of ECE staff.
4. Establishment of protocols and guidelines, .i.e. child care programming, etc.
5. Initial administration – Simply Accounting setup, records management, parental and child guidelines documentation.
6. Assist with identification of training needs for staff and board
7. Assist with planning and facilitation of CCB module and operational training for staff and board.
8. Provide guidance on a 5 year business plan development and facilitate presentation of final business plan to newly established board of directors, funders and other partners.

Measure: Daycare Centre has opened for business.

Indicators:

-  Daycare Board of Directors has been established and incorporated.
-  Partnership created with identified stakeholders and potential funding sourced.
-  Commitment determined from board and staff for business planning and training.
-  Proposal/RFP draft completed and submitted for review/funding

Supports: CYFS, LG Health, FRC, CEN, CYN, Municipalities

Start Date: April 1st, 2011

Start Date: March 31st, 2013

3. Lead and organize development of Senior’s Housing in the Northern Peninsula East region.

Action Items:

Phase 1 – 2012-2013:

1. Deliver needs assessment surveys for senior’s housing in Northern Peninsula East region & complete report analysis.
2. Assist with establishment of a non-profit board and incorporation.
3. Develop proposal/RFP to source funds for development of business plan and feasibility cost analysis for a senior’s housing facility.
4. Assist with identification of development policies and required licenses required for non-profit run senior’s facility.
5. Provide guidance on business plan/cost analysis development and facilitate presentation of final business plan and cost analysis to newly established board of directors, funders and other partners.

Phase 2 – 2013-2014: (Pending Initial Analysis)

6. Create action items list from business plan.
7. Implementation of business plan objectives & action items.

Measure: Business plan & feasibility cost analysis complete.

Indicators:

-  Establishment & incorporation of the non-profit board.
-  Proposal submitted for business plan/cost analysis funding.

Supports: Health & Community Services, ACOA, IBRD, LG Health, Ministerial Association, Town of Englee and other municipalities.

Start Date: April 1st, 2012.

Start Date: March 31st, 2014.

4. Partner with Town of Anchor Point on development of facility to support new business development opportunities.

Action Items:

1. Facilitate meeting with town and other partners on plans for new facility.
2. Develop a proposal for proposed new facility.
3. Identify funding options for submission of final proposal.

Measure: Proposal submitted for construction of new facility.

Indicators:

-  Proposal drafted for review by all partners.
-  Funding has been sourced for proposed facility proposal.

Supports: Town of Anchor Point, AES, ACOA, IBRD

Start Date: April 1st, 2012.

End Date: March 31st, 2013.

5. Promote the development of a storage facility and dockside infrastructure to support viability of industry diversification.

Action Items:

4. Partner with municipalities, business and other industry stakeholders to review feasibility analysis & proposed work for port in the region.
5. Identify economic impact with businesses locally and globally.
6. Review export development opportunities with new infrastructure.
7. Identify & source potential funds for proposed infrastructure.

Measure: A storage facility and dockside infrastructure have been installed at designated port in the region.

Indicators:

-  Business/economic case identified to proceed with required infrastructure.
-  Funding has been sourced for proposed dockside infrastructure proposal.
-  Construction on proposed work begins.

Supports: Municipalities, business, ACOA, INTRD, SCH

Start Date: April 1st, 2013.

End Date: March 31st, 2015.

8. Provide assistance to community-based organizations with capacity building and training in order to develop economic opportunities.

Action Items:

1. Promote the CCB Program to various groups in the region.
2. Promote, organize and facilitate organizational governance session(s) to enhance capacity building throughout the region.
3. Partner with CBDC Nortip, Western School District, Advanced Education & Skills and Red Ochre to help deliver Youth Essay Contest that will identify new economic opportunities in region.

Measure: Increase capacity for groups in the region to enhance their organizational governance.

Supports: IBRD, AES, CBDC Nortip, Western School District, College of the North Atlantic

Indicators:

-  Delivery of CCB Module sessions and empowerment within the region.
-  Delivery of Organizational Governance Session in region.

Start Date: April 1st, 2012

End Date: March 31st, 2015

9. Support and promote municipalities and local service districts in their economic pursuits.

Action Items:

1. Provide data to partnering municipalities on trail counter information installed on local trails.
2. Work with municipalities in the region and MNL to identify training opportunities for economic planning and development.
3. Work with municipalities to assist in delivery of ICSP initiatives.

Measure: Communities are moving forward with proactive economic planning

Indicators:

-  Economic plans are developed and implemented by municipalities.
-  Emphasis and promotion on tourism development due to collection of data.
-  Regional collaboration initiatives are identified.

Supports: Municipalities, IBRD, ACOA, MNL

Start Date: April 1st, 2012

End Date: March 31st, 2015

6.0 Communication Activities

It is important that NEDC utilize effective mediums for communication and that messages on board activities are delivered to audiences that include businesses, levels of government, residents, municipalities, and stakeholder groups within the region. The following measures will be taken and the list can be modified for effective distribution to the community at large:

- Website updates
- News releases
- Letters/memos to targeted audiences
- Stakeholder meetings
- Special events
- Advertising
- Workshop/seminar information
- Annual reports
- Email contact

7.0 Monitoring and Evaluation

As with any plan, this SEP is a living document and will endure change and modifications due to the environment conditions that we live in and those that will occur in the future. The key for success will be close monitoring and evaluation of its effectiveness in direction to real economic development in the zone. Due diligence by all partners involved is a requirement for a successful outcome.

NEDC's Board of Directors along with its sub-committees and staff will advise and review the Strategic Economic Plan on an annual basis and will report to funding partners on the progress of the outlined objectives. The Board of Directors in their reviews will consult with the partners involved and with all recommendations considered will identify actions as to successful implementation of identified initiatives.