

Emerald Zone Corporation

Strategic Economic Plan 2008-2011



Regional
Economic
Development
Boards

1.0 Role of the Regional Economic Development Board

Vision

Our vision for the Emerald Zone is that of an informed, educated, innovative and prosperous people living in rural communities as one caring society that works together in developing and sustaining a diversified and environmentally responsible economy.

Mission Statement

We are committed to the development and implementation of a strategic plan that will respond to the economic and social development of the Emerald Zone (Zone 11) by encouraging quality education and training of our human resource, maintaining and enhancing the infrastructure of our communities, developing and adding value to our natural resources through diversification, and utilizing the skills of our people to maintain viable communities; creating a caring, sharing and environmentally responsible society.

Mandate – Five Core Functions

- To develop and coordinate the implementation of a strategic economic plan (SEP) in the zone supported by an integrated business plan
- To develop a strong partnership with municipalities in the zone that incorporates the strategies and priorities of municipalities in the economic planning process

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- To 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 a zone
- To undertake capacity building and provide support to stakeholders to strengthen the economic environment of the zone
- To coordinate and facilitate linkages with federal/provincial/municipal government departments and agencies in support of the strategic economic plan

Roles and Responsibilities

The Emerald Zone Corporation will:

- (a) Develop, maintain, and implement a strategic economic plan for the Emerald Zone.
- (b) Target industries to generate new wealth and equitable employment.
- (c) Provide focus and leadership for economic development activities within the zone.
- (d) Demonstrate commitment to human resource development, entrepreneurial development, labour skills development, public participation, and community education.

- (e) Provide accountability to communities and organizations within the Zone.
- (f) Improve dialogue between communities and organizations in the development and implementation of the strategic economic plan, promoting the importance of regional participation.
- (g) Create mutual benefits for the Society and the economy, coordinating social and economic initiatives.
- (h) Foster lifelong skills building, creating a highly trained labour market.
- (i) Relate education and training to economic development.
- (j) Increase entrepreneurial awareness and develop a more entrepreneurial climate.
- (k) Establish effective links with business, labour, capital, government and educational institutions, both within and outside the zone.

2.0 The Strategic Planning Process

In September 2007, the Emerald Zone Corporation (EZC) began planning for the SEP 2008-2011 document. The first step was to host a meeting where Zone stakeholders could get together and discuss the process to follow and the sectors that should be taken as priorities. Groups such as the Community Business Development Corporation (CBDC) – Emerald, Green Bay Economic Development Association (GBEDA), Springdale Chamber of Commerce, Baie Verte and Area Chamber of Commerce (BVACC), Dorset Trail Tourism Association (DTTA), Green Bay Tourism Association (GBT), the Baie Verte Peninsula Economic Development Association (BVPEDA), and funding agents ACOA and INTRD were invited to attend a day and a half working retreat.

The purpose of the retreat was two-fold: to network with each of the above stakeholders to understand each mandate, and to help the zone board focus on priority sectors for the next three year SEP.

Mr. Dave Vardy, Development Officer (INTRD) facilitated the priority sector session. Subsequently, the priority sectors that were selected for the next three years were Tourism, Agriculture, Aquaculture and Manufacturing/Exporting.

At the EZC regular board of director meetings following the retreat, the SEP process was an item on each agenda and discussed at length. Each director volunteered to sit on a committee for one of the priority sectors agreed upon and be present at the public consultation meetings to be held in early 2008.

Planning for the public/stakeholder meetings started in January 2008. The initial four meetings had to be postponed due to winter conditions. This played havoc with the pre-booked meeting facilitators. Rescheduling had become an issue due to facilitator's prior commitments when arranging new meeting dates. This did push the new meeting dates further into the year – ever closer to a predetermined submission date.

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Personal invitations were sent out to each stakeholder in the priority sectors. Reminders were also sent to each by email. Personal phone calls were also made to each a day before the meeting. There were also large, catchy advertisements placed in the regional newspaper a couple of weeks leading up to meetings. Public announcements were also placed on two radio stations (VOCM and CBC) the day of the meetings.

In addition, for those municipalities that could not make it to meetings, we asked them to provide input through other means. Those who had an interest in the SEP process did refer us to their Economic Action Plan (EAP) that EZC helped develop with them from 2003-2005.

The public consultation meetings were finally held in March/April and May on the Baie Verte Peninsula, Springdale area and Green Bay South. There was good turn out for all meetings and participants ranged from 13 to 33, which were well above average for these types of meetings.

The meeting facilitators were as follows: Mr. Chris Tuck – Tourism Development Officer- Department of Tourism, Culture and Recreation; Mr. Alex Pelley – Sector Specialist – Department of Innovation, Trade and Rural Development; Mr. Merv Wiseman – President of Newfoundland and Labrador Federation of Agriculture; and Ms. Miranda Pryor – Executive Director – Newfoundland Aquaculture Industry Association.

The results of the meetings were electronically prepared by staff at EZC and sent to EZC board members for analysis. A special “Consolidation and Finalization” meeting in May was held for members, facilitated by Mr. Dave Vardy (INTRD). Here, each member as representing their position on the Board, discussed and voted on priorities that were summarized from the SEP public meetings. The draft SEP 2008 – 2011 document was distributed to each director, ACOA and INTRD and what follows in this document are the results of the outlined process.

3.0 Zone Profile

The Emerald Zone is located along the northeast coast of Newfoundland, Canada's most easterly province. Surrounded by an abundance of salmon filled rivers, trout filled ponds, and forest filled with wildlife, everything needed for outdoor recreation is right here in our backyard. A spectacular place to live, the Zone offers beautiful scenery, a pristine environment, and generous hospitality, Newfoundland style.

The Emerald Zone consists of two major areas: the Green Bay region and the Baie Verte Peninsula. Emerald represents the Green in both names. Its color includes the forestry sector, important to the region's logging industry and the fishery sector. The mineral aspect of the name refers to mining and mineral exploration which has a historical significance to the region's economy.

The Baie Verte Peninsula is a land of complex geology and associated mineral deposits that underlie steep, thickly wooded hills. The Town of Baie Verte is the hub of the peninsula. This is another mining town that has known the boom and bust of that industry. From 1963 to 1990, asbestos was mined in an open pit operation.

Green Bay is a land of trees; huge stands of spruce and birch. The Town of Springdale is the main service community for the region. The town offers a wide variety of services. It provides small-town appeal with big-town services.

Newfoundland's Economic Zone 11 consists of 27 municipalities and 15 unincorporated communities. It covers an area of 5,445 square kilometers. This makes it the 13TH largest of the 20 economic zones in the province.

Historically, the Emerald Zone economy has revolved around primary resources such as Forestry, Fishery and Mining. However, in recent years these industries have fallen on harsh times. The EZC has identified 13 priority sectors, from information technology and tourism to aquaculture and manufacturing.

Strategic Location & Transportation

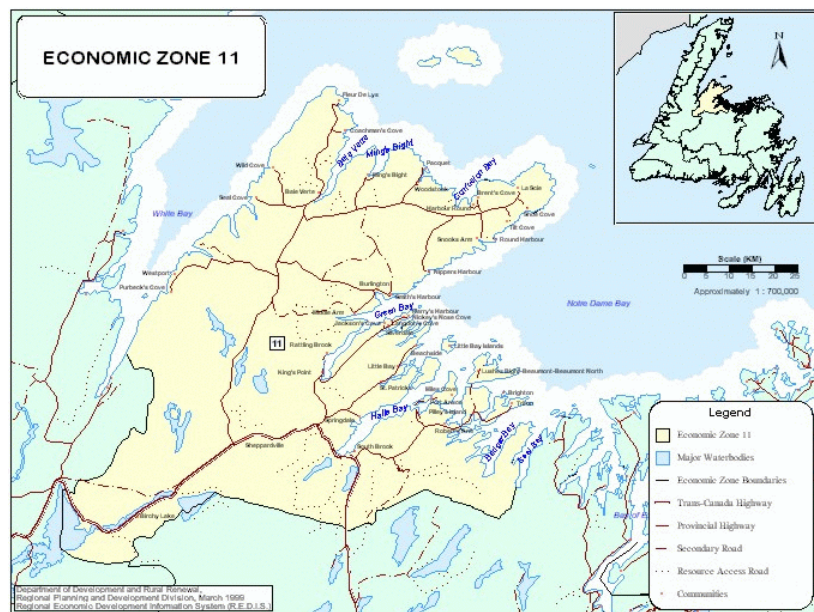
Location is a key component to the success of a new business. Wherever your markets, you can access them from the Emerald Zone. The Emerald Zone is strategically located along the northeast coast of Newfoundland, Canada, serving as a gateway between North America and Europe. It's central location makes for convenient transportation.

The zone is served by the international airport at Gander, the regional airport at Deer Lake, and the unmanned Springdale airstrip. The Springdale airstrip has an 800' by 75' runway located off the Trans-Canada highway, 2 km east of Springdale Branch.

Together, these airports provide the necessary service link to central Newfoundland with the rest of the world.

The Trans-Canada Highway is the major corridor for shipping goods across the province. All routes are well developed in the Zone and worked by international, national and regional carriers. Combined, these carriers are able to ship any freight worldwide at economical rates. The Zone also offers access to a number of deep-water ports; for example, Goodyear's Cove, Middle Arm and Springdale,

Figure 1: Emerald Zone Map



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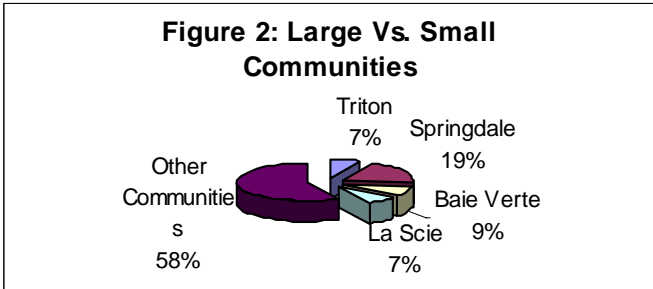
Population

Table 1: Population Dynamics for 2001 and 2006

Communities	2006 Population	2001 Population	% Change
Baie Verte	1,275	1492	-14.5
Beachside	183	174	5.2
Beaumont			
Lushes Bight	275	308	-10.7
Brent's Cove	204	258	-20.9
Brighton	203	233	-12.9
Burlington	376	409	-8.1
Coachman's Cove	93	126	-26.2
Fleur de Lys	320	348	-8
Harbour Round			
Purbeck's Cove Wild Cove	540	448	20.5
Harry's Harbour			
Langdon's Cove			
Jackson's Cove	380	418	-9.1
Rattling Brook			
Nicky's Nose Cove			
Silverdale			
King's Point	670	771	-13.1
La Scie	955	1,063	-10.2
Little Bay	116	135	-14.1
Little Bay Islands	152	176	-13.6
Middle Arm	517	546	-5.3
Miles Cove	140	176	-20.5
Ming's Bight	347	353	-1.7
Nipper's Harbour	151	189	-20.1
Pacquet	210	238	-11.8
Pilley's Island	317	391	-18.9
Port Anson	155	172	-9.9
Robert's Arm	841	886	-5.1
Round harbour			
Shoe Cove			
Smith's Harbour	353	437	-19.2
Snook's Arm			
Tilt Cove			
Seal Cove	331	417	-20.6
Sheppardville			
St. Patrick's	376	334	12.6
South Brook	531	578	-8.1
Springdale	2,764	3,045	-9.2
Triton	1,029	1,102	-6.6
Westport	246	311	-20.9
Woodstock	199	243	-18.1
Zone's Total	14,249	15,777	-13.2

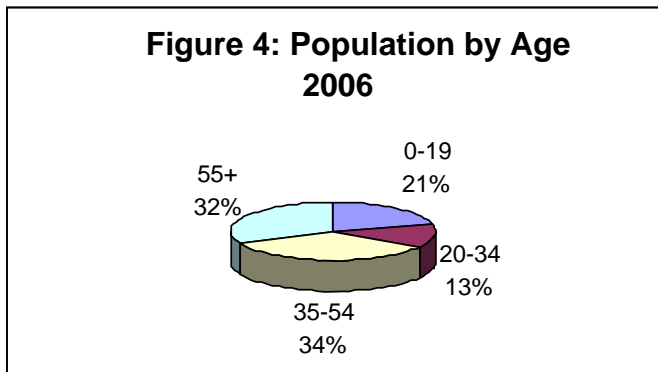
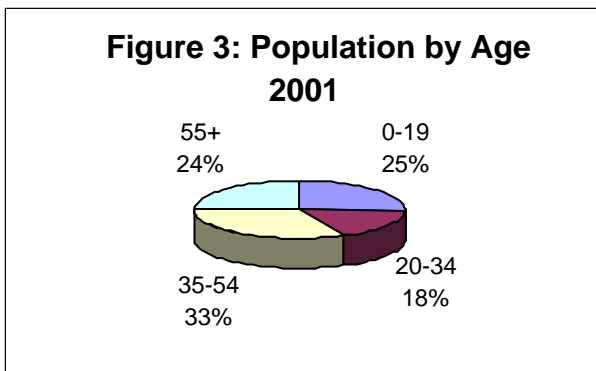
Source: Statistic Canada 2006 Census

Zone 11 is composed of mainly small coastal communities, 58% of the population live in rural communities with less than 1000 people. There are four medium to large communities in the zone which make up the other 42% of the population. There are two towns, Springdale and Baie Verte, which act as service centers for the zone.



Age

Shown below are the Emerald Zone's age profiles for 2001 & 2006. The largest strata is 35 - 54 with approximately 34% (4 770 people) of the population in 2006. The combined age groups from 0 - 34 make up approximately 34% of the 2006 population, compared with the 2001 figures of approximately 43%. The statistics below are not that alarming, but nonetheless they are quite significant, especially if one focuses on the segment of the population which is leaving. It is our youth (0 - 34 strata), who are forced to relocate in order to find employment.



Source: Community Accounts 2006 Census

Zone 11 experienced a 13.2 % decrease in population from 2001 to 2006.

Labour Force

One of the Emerald Zone's most prevalent assets is a stable workforce. The residents involved in the workforce are reliable and highly educated. According to the 2006 Census, approximately 84% of the population is 15 years and over and 64% of this age group is in the labour force. 7780 people participate in the workforce of which, 61% are unemployed.

	Zone 11	Province
Total Population	14,249	505,469
Total Population		
15 years and over	12070	422,385
Labour Force	7,780	248,685
Employed	7,780	202,525
Unemployed	4,770	46,150
Not in Labour Force	4,770	173,705
Unemployment Rate	18.6	20.7
Participation Rate	58.9	58.9

Source: Statistic Canada 2006

Primary industry encompasses the largest percentage (27%) and the sales and service second (26%) largest, of occupation in the zone. Most jobs in the sales and service occupation pay minimum wage or slightly higher. The provincial minimum wage increased from \$7.50 to \$8.00 per hour as of April 1, 2008. Jobs in the sales and service occupation are mostly retail sales clerks. The primary industry sector which encompasses the fishery, forestry and mining is the mainstay of the Emerald Zone.

Table 4: Labour Force by Occupation

Occupation	Amount
Management	280
Health occupations	200
Education	400
Primary industry-specific	1400
Sales and service	1330
Construction and related	335
Office and related	525
Processing and manufacturing	585
Emerald Zone	5055

Source: Statistic Canada 2006

Primary and Secondary

There are 16 schools in the Emerald Zone which are operated by the newly formed Nova Central School District, formerly known as District 5 and 6 School Boards. Within the Zone the school board has 177 teachers responsible for educating the 2 085 students that are currently enrolled in the school system.

Post Secondary

There is one post secondary institution located in the Emerald Zone. College of the North Atlantic offers programs in ABE, Office Administration, Steamfitter/Pipefitter and Multi Skills which includes profiles in Millwright, Machinist and Welding. CNA has one satellite school which offers the ABE program. This school is located in Springdale. The Baie Verte Campus of CNA, also offers an ABE program.

Environmental

The Green Bay Waste Authority is a proactive group dedicated to improving waste management in the region by developing and promoting waste diversion programs in conjunction with developing and upgrading a new regional waste site. Recycling programs include the following: fiber products, beverage containers, scrap metal, vehicle parts, composting materials, paints, waste oil and hazardous waste. The regional waste site is located in South Brook, it serves 13 communities; Brighton, Triton, Pilley's Island, Robert's Arm, Lushes Bight, Beaumont, Beaumont North, Miles Cove, Port Anson, Springdale, South Brook, Rattling Brook and Sheppardville.

Medical Facilities

The Central Regional Integrated Health Authority is the newly formed regional multi-unit Board responsible for the operation of the Baie Verte Peninsula Health Centre and the Green Bay Community Health Centre. The Board also operates the regional referral center located in Grand Falls-Windsor and a number of other hospitals located throughout Central Newfoundland.

The maximum distance from the Central Newfoundland Regional Health Centre, located in Grand Falls-Windsor, to other communities is approximately a 250 kilometer drive from the furthest community in the zone.

La Scie Medical Clinic offers the services of a satellite clinic staffed by one part-time Licensed Practical Nurse, one part-time secretary and a full-time doctor. Badger Bay Medical Clinic, located in Triton, offers services of a satellite clinic staffed by one full-time secretary and one doctor, who visits the town on Tuesday, Wednesday and Thursdays. A clinic in the Robert's Arm Town Hall serves the residents of Robert's Arm, the clinic is staffed by one full-time secretary and two doctors who travel from Grand Falls-Windsor every Monday and Friday.

Tourism & Culture

Off the main highway, along the winding roads of the Northeast Coast, there is a different kind of landscape and a different kind of people. Life is centered on the sea, as it has been for centuries.

The range of activities runs from the passive to the active, from iceberg watching in Backcove, to a rigorous hike to the Haypook on the Alexander Murray Trail.

Whales are a site to see. Over 5,000 humpback whales call the rich waters of North Dame Bay home.

The Dorset Paleo-Eskimo Soapstone Quarry in Fleur de Lys is one of the oldest known mines on the Baie Verte Peninsula and in the world. It is a National Historic Site with a museum which depicts the culture of the Dorset people that mined the soapstone quarry over 1600 years ago. The zone has a number of other interesting museums such as Baie Verte Peninsula Miner's Museum, H.C. Grant Heritage Museum, J.T. Upward Museum, and the Randolph Small's Museum.

The Alexander Murray Trail located in King's Point, is a scenic 10 Km hiking trail along which one can view the spectacular scenery of the Southwest Arm of Green bay.

The Emerald Zone is surrounded by scenic and cultural attractions. Each summer there are a multitude of festivals and events. Several places in the Zone host community events, for example, the annual La Scie Crab Festival. Newfoundland and Labradors characteristics of a unique history, environment, culture, and lifestyle hold the potential for tourism to become a major industry.

Major Industries

According to the 2006 census, the major industries for the Emerald Zone are agriculture, forestry and fishing, manufacturing, sales and services, trades, and other services. These industries contain 60% of the workforce with 5 820 employed. All other industries employ a total of 3 840.

Industry Type	Amt
Agriculture, Forestry, Fishing, and Hunting	1570
Arts, Entertainment, and Recreation	95
Construction	335
Education	375
Finance and Real Estate	180
Health Care and Social Services	595
Manufacturing	770
Other Services	1010
Public Administration	525
Retail Trade	605
Sales and Services	1330
Social Science, Government Service & Religion	425
Trades, Transport & Equipment Operator	1140
Utilities	585
Wholesale Trade	120
All Industries	9660

Table 7: Labour Force by Industry

Source: Statistic Canada 2006

Historically, people in the Emerald Zone have made their living from the land and sea. Although, primary industries are still the mainstay of the region, developments in manufacturing, aquaculture, and tourism seem to be well positioned to be high growth sectors of the future.

Agriculture, forestry, fishing and hunting is the largest industry, with 1 570 people employed in the zone. Most of these people work in Springdale and Baie Verte, which are the service centers for the zone.

Housing

The Emerald Zone offers a variety of housing options to residents of the Zone. According to the 2006 Census, there are 5 570 dwellings in the Zone; the most common is a single detached house with 5 291 dwellings in the Zone. The average dwelling has 7 rooms with 3 bedrooms. There are 4 910 owned dwellings and 675 rented dwellings in the Zone. Average price of a dwelling is \$49,350 and the average gross rent is \$480. Depending on size and location, dwelling selling price and rental rate will vary throughout the Zone.

Currently, due to the oil boom out West and the effects of the offshore oil industry here, and retiring babyboomers, there is a housing crunch in some communities. Municipalities are struggling to find land to supply the demand.

4.0 Agriculture Overview

Agriculture has been a way of life in the Emerald Zone since the area began being settled in the 1850's. Farming was part of the struggle for survival, adding to earnings from fishing, logging or mining. Life was a struggle to be self-sufficient for these earlier settlers who counted on crops and livestock to put food on the table while work in the mines, the woods and the fishery bought other necessities; flour, clothes and manufactured goods. During this time, farming continued to be a subsistence activity, never achieving a commercial importance comparable to other resource sectors. Unlike the western prairie provinces or other areas of this province, settlers to this area were attracted by the bountiful fishery, forestry and mining opportunities. Geography and climate largely conspired against farming on a larger scale.

Although the area's economy grew from its natural resources, farming did not much expand beyond a household activity. The traditional way of household economic activity changed rapidly; however, during WWII and the coming of Confederation in 1949, a cash money, market based economy replaced the credit system of the woods and fisheries. Money replaced household self-sufficiency as more goods, especially food, were store bought instead of home-made. The decline of household subsistence farming saw the emergence of larger local farmers whose produce could now be bought by consumers having cash to spend. The rise of the wage earning economy after 1949 saw the arrival of a consumer economy based upon store bought goods. Occupational specialization replaced the traditional pattern of part-time work in the fisheries, logging or mining to be supplemented with household farming.

The emergence of a market economy encouraged production in certain areas, such as the Kings Point and Rattling Brook area where soil conditions are sufficient to allow commercial farming. Since soil conditions on the Baie Verte Peninsula are not conducive to commercial farming, the remaining agriculture

sector is focused on the Green Bay area. The same economic conditions which produced this new market economy also brought along competition from imported agriculture products. Improvements in transportation opened the area's farmers to competition from larger, lower cost producers in N.S., P.E.I., and elsewhere.

The challenge facing local farmers has been how to meet this competition by expanding output through modern, mechanized methods of production and distribution or whether to remain rooted to the traditional ways in which farming is an extension of household economic activity. For most of the past 25 years, Green Bay farmers have struggled between these two outcomes.

Currently in Newfoundland and Labrador, sales at the farm and processing level has surpassed the \$500 million level. There are over 550 farms of various nature and employs over 6000 people. In the Emerald Zone, there are seven commercial root crop/berry farms and eight livestock farms with about 150 sheep.

4.1 Strengths, Weaknesses, Opportunities & Threats

Strengths

Although the competition is great from our Atlantic neighbours, the efficient transportation and distribution system of the large chains in Canada and the U.S., there is much opportunity for local farmers and potential farmers in Zone 11. This is not a market in which local producers can compete.

Demand for local root crops. These are always favoured by local consumers. The market exists here and the quality of the producers is second to none. The fruits (wild and tame) are also in good supply and in demand.

Abundance of land. The Emerald Zone has land that can be used for a variety of farms including sheep, mink, blueberry, cranberry and seabuck thorne.

Weaknesses

Farmers' Coop. There has been some issues with getting individual farmers to come together to work cooperatively in production, marketing and equipment sharing. This has been in part due to the inactivity of the regional farmers association.

Centralized storage unit. A centralized storage unit was built in the 1980's for farmers. This unit is not being used to its full potential to allow producers to store produce on a mass scale. Currently farmers have to use other storage facilities and additional costs.

Expansion and land acquisition. There is also a larger issue dealing with expansion and land acquisition. There is no provincial land use policy and it makes it very difficult to grow a business if farmers cannot acquire and expand their farmland. Many issues are related to timber rights by paper companies and land exchange.

Government priority. The provincial government has not placed the level of priority on this sector as it has for other sectors. Oil has dominated over the past number of years. Very little money has been allocated for R&D and helping this sector move to produce non-traditional crop types. This sector is not able to compete with the PEIs of the world for potatoes, but there are other crops that we may be able to produce and fetch higher prices.

Opportunities

Supplying provincial market. Newfoundland and Labrador imports 85% of the vegetables consumed here in the province. We also import 85% of the sheep consumed, which is over 1.25 M pounds per year. These numbers show that there is a plenty of room for growth for those wishing to supply the province with just the commodities listed.

Blueberries. The blueberry industry is a billion dollar industry. Newfoundland and Labrador has the highest level of antioxidants in the world [Source:NLFA]. Our berries are also known to be the only maggot free berry in the world. Blueberries grow in every part of the Emerald Zone naturally. There is opportunity for our Zone to claim a share of this large blueberry pie.

Mink. Mink is also a billion dollar industry. There are farms in other zones but none in Zone 11 at this point. We have fish plants that produce offal – an ingredient used in mink food. We have marginal land that could be put to use for this and sheep farming. Just recently, an egg farm in Zone 11 sold its quota to another producer outside the zone. This piece of infrastructure has potential for a mink farm.

Sheep. As mentioned above we import 85% of the lamb we consume. Local fresh lamb is a much better product than frozen imports from the other side of the world. There is an opportunity to develop farms on land that would not be used for any kind of other farming and supply the province with a proper inspection regime to ensure safety and quality.

Threats

Age of farmers. The average age of a farmer in this province is 53. Demographics indicate that our population is aging and regeneration is very

slow. Our farmers are an endangered species. If youth of this province do not look to farming as a career choice, we will have to import all food in the relatively near future.

Multi-national grocery chains. There are also ever increasing threats from the transportation supply chains of multi-national grocery chains. The economies of scale are in their favour. Our farmers rely on transportation to acquire fertilizer, seedlings, equipment and other farming support infrastructure. With global demand for fuel, the profit margin is decreasing substantially. This will also increase the exodus of current farmers from this sector.

Rezoning pressure. There is also a threat of public demand for farmland for housing and recreation development. Prime farming land has been under pressure to have such rezoned for residential use due to babyboomers moving back to Newfoundland to retire.

4.2 Agriculture Sector Strategies

GOAL 1: To establish a viable and competitive agricultural sector in the Emerald Zone (Zone 11)

Objective 1.1 Improve Agricultural production processes and awareness

Target 1.1.1 Identification of Agricultural Land in the Emerald Zone (Zone 11) and Central Zones

Currently, there is no one place any one person or organization can turn to completely identify what land is accessible and useable for types of agriculture. A database of such land identification is necessary if the Agri-foods sector is to be sustainable and grow.

Task 1.1.1.1	
What	Conduct a land inventory of the Emerald Zone (Zone 11)
When	2008-2009, (year one)
Where	REDB Zone 11 Boundary
Who (L=Lead Role)	EZC (L), Central Zone boards, Dept of Agrifoods, NLFA
Why	To create a database of available, leased, private and crown land to identify land for suitable agriculture production. This will allow for new developments and expansion of current operations.
How	Hiring a Land inventory Coordinator; A database will provide invaluable data for farmers, potential farmers, investors and stakeholder organizations. It will be a guide as to where suitable land exists to setup operations for various types of farms.

Target 1.1.2 Promote Agriculture as a business opportunity

The average age of a Newfoundland farmer is 53. Each year farmers retire and either sell the farm or leave it to family members who may or may not pursue this life. This creates a problem for the agriculture sector in Newfoundland and Labrador.

If nothing is done to replace the retiring farmers, within 10-20 years there may be very few farmers left in this province and very few start-ups of new types of farms.

Task 1.1.2.1	
What	Conduct an information and awareness campaign promoting agriculture as a business opportunity.
When	2009-2010, (year two)
Where	REDB Zone 11 (high schools, fairs)
Who (L=Lead Role)	EZC (L) , NLFA, farmers' co-op
Why	To demonstrate the need for young farmers for the Zone; to demonstrate the business opportunities of farming.
How	Produce a zone information package for youth

Target 1.1.3 Host an Agricultural Symposium

Farmers lead a very busy life. There are few opportunities to get together with other farmers in their growing district. A formal gathering for all farmers in the region, along with industry experts and government agencies would deal with issues and provide possible solutions within this sector.

Task 1.1.3.1	
What	Host an Agricultural Symposium
When	2009-2010 (year two)
Where	REDB Zone 11
Who (L=Lead Role)	EZC (L) , NLFA, farmers' co-op
Why	Provide farmers with a forum to discuss issues and solutions; funding awareness.
How	Industry experts & government agencies talk on subjects of interest, provide possible solutions to current issues and have funders highlight programs.

Target 1.1.4 Initiate a Sheep Pilot Project

The Sheep Farm Pilot Feasibility study (SFPP) is a study to investigate the possibility of creating a viable commercial sheep farming industry for the Emerald Zone (Economic Zone 11) in Newfoundland and Labrador. This study will be the impetus to implement the Sheep Farm Pilot Project (SFPP) which will focus on using a section of agriculture land in the Emerald Zone to setup the pilot sheep farm with two sheep farmers partnering under the name “Future Farms”.

The results of this project will provide data on the viability for producing sheep for the local markets, supermarket chains and government institutions in this province.

Task 1.1.4.1	
What	Initiate a pilot project to develop an economic modeling structure for a viable commercial sheep farm
When	2008-2009 (year one)
Where	REDB Zone 11
Who (L=Lead Role)	EZC (L), NLFA, Future Farms
Why	Provide an economic modeling structure for current/potential sheep farmers to operate on a commercial basis
How	A partnership of two sheep farmers piloting the project.

Target 1.1.5 Revitalize the Green Bay Agricultural Cooperative

The once active cooperative has become dormant in recent years. This is mainly due to retirements, lack of interest and the absence of a champion. With the developments of a world food shortage, high fuel costs, high fertilizer costs and many other external factors, there may be a need for the farmers to reactivate the association and work as a group once again.

Task 1.1.5.1	
What	Initiate a meeting of the inactive Green Bay Agricultural Cooperative
When	2008-2009 (year one)
Where	REDB Zone 11
Who(L=Lead Role)	NLFC (L), EZC , NLFA
Why	Due to high costs of fuel, fertilizers, equipment and seed,

	the purchasing power of many will reduce the costs for each.
How	Have the NLFA president facilitate a meeting to create a level of interest in restarting this organization.

Target 1.1.6 Meet with bordering REDBs to discuss cross-zonal initiatives/strategies

Most REDBs have similar issues within their defined borders. Some of these issues can be resolved by joining forces to create a multilateral front. One issue that could be dealt with is concerning blueberry farms and paper company rights. Currently the Central Caucus consists of these zone boards meet twice a year to discuss current issues and updates within each zone. This involves board members. But there may be a need for staff to meet to pursue more detailed strategies and initiatives on cross-zonal common issues.

Task 1.1.6.1	
What	Initiate a meeting(s) with Zones 11, 12, 13 & 14 staff
When	2008-2009 (year one)
Where	REDB Zone 11 or 12
Who	REDBs
Why	Combine financial and human resources to tackle similar issues with each zone.
How	Host meetings for zonal staff to discuss and work out details on cross-zonal initiatives.

Target 1.1.7 “Shop-local” promotion for farmers

Many farmers in this zone sell their products through door-to-door campaigns and vegetable hampers for social clubs or schools. Some get their product into local supermarkets and convenience stores, but there is a lack of signage and information about the local products to attract consumers to buy local verses the imports.

Task 1.1.7.1	
What	“Shop-local” promotion for regional farmers
When	2010-2011 (year three)
Where	REDB Zone 11 or 12
Who (L=Lead Role)	EZC (L), NLFA, Farmers Coop, local supermarkets
Why	To distinguish local produce over imports to increase sales for local producers.
How	Development of stickers and signage indicating local produce.

5.0 Tourism Overview

The province of Newfoundland and Labrador's endowment of a unique history, environment, culture and lifestyle holds the potential for the tourism industry to become a major component of the future economy.

The industry has the potential to attract new dollars to regional economies, while providing local employment in a sustainable manner. The provincial government identified the tourism industry as having significant potential for growth in the future.

The global tourism marketplace is highly competitive, with numerous countries and regions vying for the interest and visitation of tourists. The province's tourism industry, being a relatively late entry into this marketplace, faces considerable challenge in developing and expanding. The province's extensive marine environment, long history, unique culture and rich tradition of hospitality lend themselves well to the development of niche products. Niche products have the advantage that they can be marketed much more cost effectively and affordably when compared to general interest products marketed in mainstream markets.

Perhaps one of the most significant components of any tourism industry is destination awareness. Destination awareness is the knowledge, on the part of a potential tourist, of where a particular destination is, and what it has to offer. Market research has indicated that international market awareness of Newfoundland and Labrador is very low, that is, potential tourists have not heard of the province and do not know what is available here. Increasing the level of market awareness is essential for the development of both the general touring products and special interest niche markets in the province.

In 2007, overall, the number of non-resident automobile, air and cruise visitors to the province reached an estimated 469,200 visitors for the period ending

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November 2007, a decrease of -1.2% over 2006 levels. The number of non-resident automobile visitors to the province reached 123,700 to the end of November 2007, an increase of +4.7% over the same time period of last year.

The number of non-resident air visitors is estimated to have reached 316,900 to the end of November, a decrease of -4.6% over the same period last year.

A review of cruise itinerary information shows 28,700 unique cruise visitors during the 2007 cruise season, an increase of 16% over the 2006 cruise season. Available provincial accommodations occupancy rate reached 50% for the period ending November 2007, an increase of +4.4 points over 2006 levels.

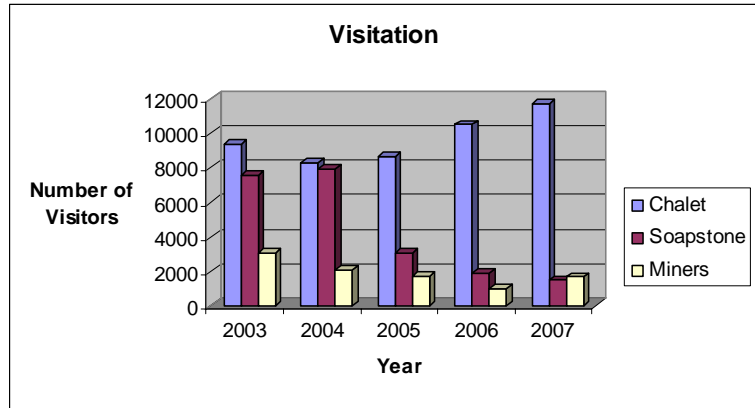
For Zone 11 (Emerald Zone), occupancy rates from 2003 to 2006 for peak season ranged from 35%, 30%, 31%, and 36%. In 2007 the occupancy rate went up to almost 43%. This is an encouraging sign given the fact that there have been very few new main attractions developed in the past couple of years.

With the addition of a new four-star inn located on the Indian River in Springdale, the gap of the higher end accommodations has started to close. This location is also next to the new 7km trail system that runs from the Indian River Falls to the Springdale Wetlands; an added bonus for tourists.

With the development of two new whale pavilions (2009) in the towns of King's Point and Triton, it is expected that traffic will increase in these areas and other attractions will benefit.

Visits to the three main stops/attractions in Zone 11 for the past five years are as seen in the graphic:

The Soapstone Quarry in Fleur de Lys is the oldest known mine on the Baie Verte Peninsula. It demonstrates how early aboriginal groups (1600 years ago) mined the soapstone to




manufacture cooking pots and oil lamps. This quarry is unique in that it is the most extensive and accessible quarry that was mined by the Dorset Paleo-Eskimo that we know of to date.

The Tourist Chalet (VIC) is located on the TCH near Route 390 (Leading to Springdale, King's Point and area, Little Bay and area).

The Miner's Museum is located in Baie Verte. It holds much of the current and historical information of mining on the peninsula.

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See chart below for Provincial indicators of visitation.

 2007 DEPARTMENT OF TOURISM, CULTURE AND RECREATION FLASH SHEET - KEY TRAVEL AND TOURISM INDICATORS YEAR-TO-DATE (YTD)													
Key Travel & Tourism Indicator	YTD % Change	Jan	Feb	Mar	Apr	May	June	Jul	Aug	Sept	Oct	Nov	Dec
Passenger Traffic on Marine Atlantic (Both Directions) ¹	3%	12,600	8,493	15,367	21,678	24,521	38,499	90,784	97,603	43,408	27,389	16,510	
Non-Residents Exiting (auto) ²	5%	4,948	1,881	3,818	3,957	4,813	9,184	26,994	40,315	15,960	8,249	3,533	
Residents Exiting (auto) ³	-2%	2,893	2,236	3,896	7,190	6,868	8,118	12,285	13,685	6,290	5,546	4,164	
Vehicle Traffic on Marine Atlantic (Both Directions) ⁴	5%	3,724	2,235	4,224	7,219	8,103	13,831	30,641	33,270	16,736	9,634	5,345	
Exiting Buses (Marine Atlantic) ⁵	-9%	-	-	-	-	15	10	44	41	30	18	-	
Airport Passenger Movements ⁶	0%	108,961	104,938	126,095	136,765	147,180	162,689	193,985	203,305	155,871	154,160	123,145	
Roofed Accommodation Occupancy Rates ⁷	+4.4 points	28%	36%	38	39%	44%	55%	69%	73%	61%	54%	50%	
Provincial Historic Sites ⁸	8%	Closed	Closed	Closed	Closed	1,516	9,545	24,315	25,567	11,034	999	Closed	
National Historic Sites ⁹	-	Closed	Closed	Closed	Closed	Not yet reported						Closed	

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Provincial Visitor Information Centres (VICs) ¹⁰	-6%	Closed	Closed	Closed	Closed	3,659	13,840	30,380	27,216	14,194	3,607	Closed
Tourism Inquiries (All Sources) ¹¹	28%	6,408	9,743	10,957	11,786	11,388	10,311	5,979	5,662	3,418	3,564	2,543

Notes:

1. Passengers carried (both directions) by Marine Atlantic cover the period January to November.
2. Non-resident auto visits cover the period January to November.
3. Residents exiting by Automobile cover the period January to November. A decrease in residents means fewer leaving the province by automobile to travel to destinations outside the province. This may not necessarily translated into greater in-province travel by residents.
4. Passenger-related traffic carried (both directions) by Marine Atlantic covers the period January to November.
5. The number of exiting buses (Marine Atlantic) covers the period May to October.
6. Airport passenger movements at the province's seven major airports (St. John's, Gander, Deer Lake, Stephenville, St. Anthony, Goose Bay and Wabush) cover the period January to November.
7. Roofed accommodation occupancy levels cover the period January to November. Data is current as of January 4, 2008 and is subject to revisions pending further reporting by the Province's operators. Increase or decrease is presented as point change.
8. The System of Provincial Historic Sites covers the period ending May to October.
9. The System of National Historic Sites have not yet fully reported
10. Visitors to the system of Provincial VIC'S cover the period May to October.
11. Tourism Inquiries represent requests (all sources) to the Department for Travel Guides and related material.

Source: Department of Tourism, Culture and Recreation, Strategic Planning and Policy Division.

5.1 Strengths, Weaknesses, Opportunities & Threats

Strengths

Proximity to Trans Canada Highway. The Trans Canada highway has three major exits within The Emerald Zone. This visibility and exposure provides an opportunity to develop a tourism gateway to the region.

Green Bay is Well Known to Newfoundland and Labrador Residents

Through its Stonewalls on the Highway. Most residents of Newfoundland and Labrador are familiar with the Green Bay area due to the tourism signs/walls that were installed on the highway several decades ago. As Newfoundland and Labrador's residents are an important tourism market, this familiarity can be used to help promote the area.

The Dorset Trail Has Several Good Tourism Products. The Dorset Trail has several well-developed tourism attractions, including the Dorset Soapstone Quarry and the Baie Verte Miners Museum. Both of these facilities are good quality attractions, and are real assets to the region.

The Region Has a Number of Small-Scale Museums. Although not on the same scale as the Dorset Soapstone Quarry or Miners Museum, these small and interesting museums, including Springdale, La Scie, Tilt Cove, and Pilley's Island, provide a diversity of tourism product.

Springdale Has a Good Concentration of Tourism Support Infrastructure. The Springdale area provides a full range of tourist support services, including accommodation, food and beverage service, pharmacies, shops, gas stations, etc. These services are a real asset, and should be promoted to visitors.

The Region Has a Strong Aboriginal Connection. Both of the major scenic travel ways in the region (the Dorset Trail and the Beothuk Trail) have aboriginal themes: a growth area of the tourism industry.

The Baie Verte Region is Known for Mining. The Baie Verte area has a wide range of geological activity, and has seen a wide range of mining activity over the past century. Although fewer mines are currently active, many of the old sites (the panoramic open pit mine just north of Baie Verte) provide an opportunity to interpret mining industry.

The Ocean is Visible From the TransCanada Highway. Goodyear's Cove provides one of the few places between Corner Brook and Gambo where it is possible to see the ocean.

The Indian River is a High Quality Natural Resource. It is a recognized canoe route and salmon river that is located close to the Trans Canada Highway.

Known as a former aboriginal transportation route, this river has potential for guided tours based on several themes.

Existing Tourism Chalets. The region is lucky to have three visitor information centre's: the chalet at Junction 390, the kiosk at Baie Verte Junction 410 and the information desk at the Baie Verte Miners Museum.

The Coastal Waters of the Region are Home to Numerous Species of Whale.

The Emerald Zone, through the Whale Tour Network (a group of volunteers), has plans to display 24 known species of cetaceans. This provides an opportunity for the region to participate in this fast growing tourism sector, Whale Interpretation. Volunteers for the Whale Tour Network have collected and prepared whale skeletons for display in coastal communities. Two of these pavilions will be operational in 2009.

Icebergs Are Plentiful in Season. The Emerald Zone is also known for its close proximity to iceberg alley, especially, Fleur de Lys and La Scie. This provides an opportunity to attract and retain visitors into the area – especially during late Spring and early Summer.

Green Bay Has a Number of High Quality Trails. Tourism developments over the past decade have created a number of high quality walking and hiking trails in the Green Bay area. The Alexander Murray Hiking Trail is an excellent example of this effort.

Weaknesses

The Emerald Zone is Not Known as a Tourist Destination. This is true for both Provincial residents and off-island tourists.

There is Not Enough Critical Mass of Tourism Product in the Region. Part of the reason that the area is not well known to tourists is that it lacks the necessary critical mass of tourism product.

There is Not a Large Concentration of Residents Living In or Close to The Emerald Zone. Provincial residents are a good potential source of tourism, especially for winter sports such as snowmobiling. However, given the area's distance from major population centres, some of these activities will be challenging to establish.

Local Tourism Infrastructure Does Not Meet Visitor's Expectations. With some exceptions, most restaurants and hotels/motels are targeted towards the Newfoundland and Labrador resident market, and are not providing the quality that world travelers from outside the region have come to expect. Better quality rooms are needed, the food offered needs to be more health conscious, and there needs to be improved hotel services.

There is a General Lack of Tourism Product in Green Bay. Although the Alexander Murray hiking trail stands out as a notable example, other than this, there are few real high quality tourist attractions within the Green Bay part of the zone.

More Accommodation Capacity is Needed. There are opportunities to bring bus tour companies into the region, however, as buses carry 35 passengers, only one hotel in the region (Baie Vista Inn) is large enough to accommodate this type of activity. The new four-star Riverwood Inn in Springdale has only five rooms.

Many Roads Within the Region Are in Poor Shape. The primary means of transportation for tourists is by road. Although there are some good roads in the area (e.g., the road to Westport), overall the condition of the roads is somewhat coarse, and is a deterrent to visitation.

The Highway System Does Not Create a Loop. Tourists like to have choices when they use road systems, and are particularly fond of looped roads. Presently, the region lacks a looped road system.

Tourism Signage is Quite Poor. Although directional signage is quite good within the region (e.g., Triton 20kms), tourism identification signage is quite poor (e.g., Museum next left). This must be remedied.

Lack of Identity and Promotion. The Emerald Zone lacks a cohesive identity that can be used to position and promote the area to tourists.

It is Not Obvious That Springdale is a Service Centre. Springdale's location just off the highway means that many of its services are just out of sight (and out of mind) to visitors to the region.

The Green Bay Tourism Chalet at 390 Needs Significant Upgrading. This tourist chalet is not of sufficient quality to really achieve its full potential as a catalyst for tourism in the area.

Many Residents Lack Knowledge of Local Tourism Products. Although this is not uncommon in other parts of Newfoundland and Labrador, or elsewhere for that matter, many local residents are not aware of the range of tourism offerings in the region. This is an issue that can be remedied with education. The local residents are the best potential source of referrals to their visiting friends and relatives (a major component of the local tourism market).

Dorset Soapstone Quarry, as a National Historic Site is understated. Recognition of this site is limited to a plaque installation. The quarry does not receive a federal administration budget, nor the attention or publicity of Signal Hill, St. John's; Ryan Premises, Bonavista; or Hawthorne Cottage in Brigus.

These sites, administered under the rules and regulations of Parks Canada, have high visitation numbers.

Opportunities

Implement the Community Whale Displays. The proposed whale tour network is a tourism product that has the potential to attract a large number of visitors to the area. A key component of this concept should be a high quality interpretive centre on the TransCanada Highway that is used to educate visitors about the range of whales found in the region, and re-direct them to one or more communities to see a whale skeleton and engage in revenue activities (i.e. whale/iceberg boat tours).

Tour-Boat Course. College of the North Atlantic Adventure Tourism School in Corner Brook offers course work to train qualified excursion boat operators in the business of boat tours.

Iceberg Interpretation Could Further Enhance the Whale Network. Whales and icebergs have both become icons for the tourism industry in Newfoundland and Labrador. The Emerald Zone is well positioned to interpret both icons and when combined in one location could make this a “must see” attraction.

Improved Tour Packaging with Air Service to Deer Lake. The commencement of air service from Halifax to Deer Lake provides a key air link into the region. This provides the opportunity to create package vacations that include local tourism product, accommodation and airfare.

Create Scheduled Boat Tours to Satisfy Tourist Demand. Tourism research indicates that 80%+ of visitors want to get out on the water to view icebergs, whales or the general beauty of the area. The presence of fishing fleets and

skilled mariners represents an opportunity. These resources are a starting place for boat tour businesses.

Long Island Has Several Undeveloped Beothuk Sites. Currently, there are several sites in the Long Island area that have evidence of past inhabitation by the Beothuks. Developing some of these areas as a tourist attraction would create much needed tourism product in the Emerald Zone, help re-enforce the Beothuk Trail theme, supplement the Dorset Soapstone Quarry, and would create opportunities to link and cross promote the Emerald Zone with Aboriginal sites such as the Boyd's Cove Interpretive Centre, Mary March Beothuk Village, Bird's Cove (dig site), Port au Choix and others.

Springdale Can Become a Major Tourist Service Centre. Springdale already has a large amount of tourist support services. While the community should continue its plans to develop new tourism product, the biggest role it has to play within a regional context is that of a hub of development for the region. To this end, the community needs to try and expand the supply and enhance the market readiness of its hotels and restaurants. Springdale has potential for Summer and Winter (e.g. snowmobile) tourism.

More RV Full Service Camping Facilities Are Needed. There are a limited number of places to camp with an RV between Corner Brook and Grand Fall-Windsor. Although there is an existing facility in the region, it appears that there may be a market for more. There is campground expansion for RVs in Flatwater, Indian River and George Huxter Park.

The Region Has Potential As a World Class Kayak Destination. The unspoiled waters and unique geography of the region (e.g., lots of arms) create an environment that is very conducive to kayaking. Sea kayaking excursions with a guide are lucrative businesses. This is a private business opportunity that the should be encouraged and promote through photogenic marketing images.

Gold Panning Would Enhance the Existing Miners Museum in Baie Verte.

The existing Miners Museum provides a good understanding of the importance of the mining sector to the local economy. The appeal of this facility could be improved through the addition of an action-oriented activity such as panning for gold. An old gold mining site near the museum should be re-opened for demonstration purposes.

Hiking Trails Provide a Base of Tourism Growth. There is a substantial network of hiking trails that have been built within the region over the past ten years. The opportunity now is to close the links (e.g., so that the system functions as a network), build the needed support infrastructure (i.e. quality accommodations, and other supporting attractions, etc) and then market the system to a wide range of potential users. This is good economics.

A Road is Needed Between Middle Arm and King's Point. Tourists prefer looped roads, as they allow them to see more of an area, and eliminate the need to backtrack over roads they have already travelled. A connection between Middle Arm and King's Point would help improve the circulation of traffic in the region.

Brand Route 390. Two of the three main exits from the TransCanada Highway have been branded as scenic travel ways (e.g., Dorset and Beothuk Trail). This creates the opportunity to brand route 390 in a similar fashion.

Humber Valley Resort. The development of the Humber Valley Resort is a golden opportunity for the region. Sales are moving very successfully and if targets are met, there will be 1.2 million luxury room nights available annually within a 1.5 hours drive from the area.

Threats

Stability of Tourism Coordinator Positions. Present funding structure does not allow for permanent or long-term implementers of tourism infrastructure for programmes essential to the regional tourism strategy.

Twillingate Is Pursuing the Iceberg and Whale Markets. For example, a place like the Iceberg Shop in Twillingate has received a fair amount of publicity in the past, and currently is reputed to be one of the better places to view icebergs. At this point Twillingate does not dominate the market, but if left too long, this could change. If the Emerald Zone is going to adopt a strategy of whales and icebergs, it needs to stake its claim shortly.

Instability of Marine Atlantic Ferry Service. Over the past number of years there have been issues of labour and mechanical disruptions. There is a new ferry slated for the service in 2008 which should maintain some stability, but there always remains a work stoppage threat amongst workers.

5.2 Sector Strategy

Goal 1: To develop and promote year round tourism within Zone 11

Objective 1.1 Development and promotion of tourism

Target 1.1.1 Support the development of the Great Whale Tour

This initiative was started in 2002 and continues. There are currently two whale pavilions that have been constructed as of 2008-2009 – one in King’s Point (Humpback) and one in Triton (Sperm). Six were originally slated for the tour.

Task 1.1.1.1	
What	Support the existing pavilions and pursue the development of the remaining to create a network
When	2008-2009 (year one)
Where	REDB Zone 11
Who (L=Lead Role)	Great Whale Tour Committee (L), EZC, Tourism Associations, Dept of Tourism
Why	To provide product for tourists to visit outlying communities in Zone 11.
How	Facilitate meetings of involved communities; work with government departments to pursue funding and support.

Target 1.1.2 Implement the Business Marketing Plan for the Great Whale Tour

As the pavilions are built, it is not enough to use the adage “build it and they will come”. There needs to be a focused approach to getting the word out to tourists who might otherwise drive through our zone.

Task 1.1.2.1	
What	Implement the Business Marketing Plan (BMP) as referenced in the TRACT Report
When	2009-2010 (year two)
Where	REDB Zone 11, NL
Who (L=Lead Role)	Great Whale Tour Committee (L), EZC, Tourism Associations, Dept of Tourism, Chambers’ of Commerce
Why	To increase tourist activity in Zone 11. To create a reason to “Stop, Stay and Spend”.
How	Usage of signage, provincial marketing strategy and strategies in the BMP.

Target 1.1.3 Develop a Whale Information Centre on the TCH

In 2004, the GBEDA and BVPEDA signed an MOU that a centralized information centre be developed to stop traffic driving by on the TCH (Tourists passing through Zone 11 on their way to other Zones). This centre would act as the magnet to draw these travelers to stop. Once stopped, they would be directed to visit the whale pavilions in the Great Whale Tour.

Task 1.1.3.1	
What	Develop a Whale information centre on the TCH
When	2010-2011 (year three)
Where	REDB Zone 11
Who (L=Lead Role)	Great Whale Tour Committee (L), EZC, Tourism Associations, Dept of Tourism, Chambers' of Commerce
Why	To increase tourist activity in Zone 11 by stopping drive though traffic on the TCH and direct them to the whale pavilions in the Zone.
How	Create an information centre to “whet the appetite” of tourists and redirect to outlying communities.

Target 1.1.4 Road connection from King’s Point to Middle Arm

It is a known fact that tourists detest traveling the same road back to point of origin – they prefer a loop to take them to the next adventure. One major obstacle for the Baie Verte peninsula is the return trip on Route 410. A much better choice is a connection road from Middle Arm to King’s Point. This is a short distance of 10-15 kilometers.

Task 1.1.4.1	
What	Development of a loop connection from King’s Point to Middle Arm.
When	2011 (year three)
Where	REDB Zone 11
Who (L=Lead Role)	Great Whale Tour Committee (L), EZC , Tourism Associations, Dept of Tourism, Chambers' of Commerce
Why	To increase tourist activity in Zone 11 by allowing a loop connection for traveling tourists.

How	Investigate possibility of a feasibility study for connection costs and benefits.
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Target 1.1.5 Creation of a Regional Tourism Association

Currently there are three tourism associations operating at various capacities. Funding for each is a constant battle. Coming together to share resources would be of benefit for tackling regional issues and promoting regional products.

Task 1.1.5.1	
What	Creation of a regional tourism association.
When	2008-2009 (year one)
Where	REDB Zone 11
Who (L=Lead Role)	EZC (L), GBDEC, Triton Tourism Assoc., BVPEDA, Dept of Tourism, GBSA
Why	A regional approach to product development, product promotion and shared resources.
How	Invite each association to meetings to discuss and form a unified regional organization.

Target 1.1.6 Update regional attraction list and pursue promotion

The current attractions list is about three-five years old. Some have closed, some have expanded and new ones created. The list needs to be updated. These attractions must also be promoted in a formal manner.

Task 1.1.6.1	
What	Updating of the regional attractions list and pursue a formal promotion of them.
When	2009-2010 (year two)
Where	REDB Zone 11
Who (L=Lead Role)	EZC (L) , GBDEC, Triton Tourism Assoc., BVPEDA, Dept of Tourism, GBSA
Why	To raise a level of awareness of attractions in Zone 11.
How	Website development, regional brochure.

Target 1.1.7 Initiate a operator “speed dating” meeting

Partnerships amongst operators are a must to attract and retain tourists in the Emerald Zone. Having tourists randomly choose sites is not good enough to build a business. Packaging is what tourists want and it is an excellent way to promote the region and keep them longer in the region.

A “speed dating” meeting is where interested operators come together and in a formalized manner meet with each other for 2-5 minutes and answer prepared questions. Then move on to the next operator and so on. This will give each operator a feel of whom he/she may be able to package up with and promote each business.

Task 1.1.7.1	
What	Offer a “speed dating” meeting for operators.
When	2010-2011 (year three)
Where	REDB Zone 11
Who (L=Lead Role)	Dept of Tourism (L), EZC
Why	To allow operators to partner with those that complement each business and offer a defined package to tourists.
How	A meeting to meet other operators in Zone 11 and feel out compatibility for business partnership.

Target 1.1.8 Update Zone 11 Trails booklet and provide cross-promotion awareness

The Emerald Zone has some of the most scenic and challenging hiking trails in Newfoundland and Labrador. There has been new trails developed and need to be updated in this publication. There is also a need for each trail location to promote the use of other trails. This can be achieved by VIC, tourism and trail association awareness training.

Task 1.1.8.1	
What	Update and publish the current zonal trails booklet and cross promotion training
When	2009-2010 (year two)
Where	REDB Zone 11
Who (L=Lead Role)	Trail associations (L), EZC , Dept of Tourism, tourism associations
Why	To provide an updated booklet to tourists and to educate

	stakeholders on other trials in Zone 11 for cross-promotion.
How	Updating the current trials booklet and having an awareness training for front-line staff.

Target 1.1.9 Offer a funding education seminar to operators

Many tourist operators operate from May to September. This is when they have to “make hay”. There is a reliance on funding to maintain, build and acquire in their business. Operators would like to become more aware of the types of funding available from whom and what can be funded.

Task 1.1.9.1	
What	Host a funding education seminar to operators.
When	2008-2009 (year one)
Where	REDB Zone 11
Who (L=Lead Role)	EZC (L) , ACOA, INTRD, CBDC-Emerald, BDC, Dept of Tourism
Why	To educate on available funding from lenders and government agencies.
How	Invite agencies and operators to an education funding seminar and provide operators a chance to talk with lenders in a one-on-one situation.

Target 1.1.10 Support geo-caching initiatives

Geo-caching (high-tech (GPS) treasure hunt) is becoming a marketing technique to attract a certain slice of the tourism market to an area. In 2007, geo-cachers accounted for a small, but important percentage of the travelers in Newfoundland and Labrador. There is currently an Emerald Zone Geo-cachers Society and have 15-20 sites listed on the global geo-caching website. They generally stay for one to two nights in a region.

Task 1.1.10.1	
What	Support geo-caching initiatives in Zone 11.
When	2009-2010 (year three)
Where	REDB Zone 11
Who (L=Lead Role)	EZC (L), Dept of Tourism, tourism associations, Chambers'
Why	To increase tourism activity by catering to a niche in the tourism market.
How	Provide a means of promoting sites in zone by partnering with the existing society.

Target 1.1.11 Encourage development of a mobile theatre group

Dinner theatres have been around for hundreds of years. There are a number in this province doing very well (the Gross Morne Theatre Group, Trinity Group). Tourists, at home and abroad, are finding that these

Task 1.1.12.1	
What	Support the creation of a central DMO.
When	2008-2009 (year one)
Where	REDB Zone 11, 12, 13, 14
Who (L=Lead Role)	Dept of Tourism/ACOA (L), tourism associations, Central Zone boards
Why	To provide a single entity with the mandate of promoting the central region of province as a destination.
How	Use same development format as other DMOs.

Target 1.1.13 Promote the Dorset Soapstone Quarry as a distribution point and secure federal funding for operations

The soapstone quarry in Fleur De Lys is a national historic site that really has not had the promotion it deserves. The Soapstone Quarry in Fleur de Lys is the oldest known mine on the Baie Verte Peninsula. It demonstrates how early aboriginal groups mined the soapstone to manufacture cooking pots and oil lamps. This quarry is unique in that it is the most extensive and accessible quarry that was mined by the Dorset Paleo-Eskimo that we know of to date. Recognition of this site is limited to a plaque installation. The quarry does not receive a federal administration budget, nor the attention or publicity of Signal Hill, St. John's; Ryan Premises, Bonavista; or Hawthorne Cottage in Brigus. These sites, administered under the rules and regulations of Parks Canada, have high visitation numbers where as

this site receives on average 2000 visitors per year. This is well below these other sites in the province.

Task 1.1.13.1	
What	Promotion of the Dorset Soapstone Quarry as a Zonal distribution site to operate with federal money.
When	2008-2009 (year one)
Where	REDB Zone 11
Who (L=Lead Role)	Tourism associations/Dept of Tourism (L), EZC, Quarry Staff, MHA. MP
Why	Currently there is no formal regional promotion taking place at this site. A formal approach to make this site a zonal distribution site would make sense. Federal operating dollars would make operating less stressful on staff and provide a standard quality visit for tourists.
How	Host a meeting to discuss the formal promotional and distribution format to follow. Investigate all government programs to attach federal money for administration.

Target 1.1.14 Develop a Familiarity (FAM) Tour for operators

Although the number of operators and attractions is not large in Zone 11, surprisingly many operators are not familiar with what other operators and their attractions offer. So how does one operator promote another without firsthand knowledge and experience of such? A FAM tour will fill this gap.

Task 1.1.14.1	
What	FAM Tour for operators in Zone11
When	2009-2010 (year two)
Where	REDB Zone 11
Who (L=Lead Role)	Dept of Tourism (L), tourism associations, EZC, operators
Why	To provide firsthand knowledge and experience of zone operators and attractions.
How	Organize two two-day tours to cover each side of Zone.

Target 1.1.15 Support the completion of La Scie snowmobile trail

In the 2007-08 snowmobile season, there were 14,672 season stickers sold in the province, with almost 800 of that sold in Zone 11. Many from the province travel through Zone 11 for the natural beauty of what the winter has to offer. But the lower tip of the Baie Verte Peninsula is missing out on the economic activity these snowmobilers bring to the areas they visit. The La Scie trail has approximately 14km left to be completed to join in with the current provincial trail system.

Task 1.1.15.1	
What	Support the completion of the La Scie snowmobile trail
When	2010-2011 (year three)
Where	REDB Zone 11
Who (L=Lead Role)	GBSA/BVPEDA (L), Dept of Tourism, EZC, operators

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Why	To make lower tip of BV peninsula a part of the trial system.
How	Submit proposal to Service Canada, Community Enhancement Employment Program to allocate funding for trial completion (labour, materials).

Target 1.1.16 Develop a regional website for tourism in Zone 11

With the absence of a central DMO and a regional tourism organization, when tourists are online looking for destinations, it makes a region very difficult for attraction if this is disjointed information or none at all. It is easier to by-pass and move to an area more organized. Zone 11 should not be left to chance to be discovered.

Task 1.1.16.1	
What	Development of a regional tourism website for Zone 11
When	2009-2010 (year two)
Where	REDB Zone 11
Who (L=Lead Role)	GBEDA/BVPEDA (L), Dept of Tourism, EZC, GBSA, operators
Why	To provide an organized web approach to online destination search and bookings.
How	Develop an easy to manage website listing all operators, packages and attractions in Zone 11.

Target 1.1.17 Promote Superhost seminars in Zone 11

Hospitality Newfoundland and Labrador provides seminars for tourism operators. These are courses whereby staff, management and owners learn how to cater to tourists (and locals) in a proper and professional manner.

Task 1.1.17.1	
What	Promote continued professional development by hosting Superhost seminars for Zone 11 operators
When	2008-2009 (year one)
Where	REDB Zone 11
Who (L=Lead Role)	EZC (L), HNL
Why	To acquire industry standard training in customer service for operators.
How	Host seminars in Zone 11. Invite frontline staff, managers and owners to participate at a minimal charge for industry recognized training.

6.0 Manufacturing/Exporting Overview

In 2006, there were approximately 600 provincial firms in this sector. This accounted for over 19,000 direct full-time jobs – roughly 8% of the total employment in Newfoundland and Labrador.

Shipment of goods were valued at \$2.1 Billion in 2006 which accounted for 6.5% of the 2006 provincial GDP.

The number of manufacturing companies as defined by the Rural Secretariat region of the Grand Falls-Windsor, Baie Verte, Harbour Breton was third highest in the province at 61 companies.

In Zone 11, there are some new companies that have started up and are contributing to the economic development of this region in a significant way.

One such company is Coastal Hydraulics Ltd. in the Town of Triton. This local company designed a Heli-portable diamond drill rig (lightweight, made from aluminum) – used to produce core samples from the earth. Each rig retails between \$350,000 to \$650,000. With the current surge of the mining industry in Newfoundland and Labrador and the world, there is a great demand for this product – so much so that there is no way to keep up with demand. They are able to produce a new machine every 3 three weeks.

This company employs approximately 10-20 full time welders and machinists, many of whom have moved back from Alberta. The wages and benefits are comparable to what is paid out West.

In addition, this company has secured the contract with Mary Browns fast food chain to maintain their fryers from all their kitchens across the country.

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This company is using local materials and labour as much as possible and the surrounding communities, businesses and region is seeing the benefits of its success.

Another company that has just setup shop in Zone 11 is providing windows and doors for the Atlantic Canada market. Kento Windows and Doors have a new staff of 15 local workers located in the Town of Springdale. With the new housing and renovation market relatively hot due in part to the oil boom and low interest rates, there seems to be no end to the demand for these products. This new factory is a major development for the Town of Springdale, businesses and surrounding communities.

There are five fiberglass boatbuilding firms in this zone. Some of these have moved into other products related to fiberglass. One such company has secured and large contract to build a fiberglass building for a utility company, creating moulds for companies in Russia, floating docks and even a new product – marble and granite injected headstones and markers for the funeral industry (which is alive and well). These products are being shipped to the U.S., Great Britain, and European countries. These firms employ anywhere from 5 to 10 local workers each.

Another new company that has formed in the past two years is SAP World Inc. out of Fleur De Lys. This company extracts sap form birch trees and is developing wine. They are also looking at producing a health drink, which has a very large market in Asia. The wine is selling quite well and plans are to set up a winery in Zone 11. Currently, this company employs 4-5 locals when collecting sap.

Another new company has just opened in Springdale producing netting for trash bags, keeping bags as a unit and birds from destroying the bags. Currently six

people are employed and producing 100 nets per day. This product has application all over towns and cities in North America.

There is another company in Springdale that is producing core-boxes for drilling companies. This is a year-round operation that employs six to ten people. The demand for this product is tremendous and is shipped throughout this province and Canada.

One company in the mining sector – Crew Gold – is producing 30lb gold bars at its processing facility near the community of Snook's Arm on the Baie Verte peninsula. This plant directly employs 10-20 people.

As can be seen from the above snapshot of Zone 11, these companies are making a major contribution to the economies of their towns and the region. Although the fishery and forestry were a major part of the economies in the past, we see a shift to other sectors where manufacturers see opportunities and fill the gaps by setting up shop in rural Newfoundland and Labrador.

6.1 Strengths, Weaknesses, Opportunities and Threats

Strengths

Deep Water Ports. Halls Bay, which houses the communities of Springdale and South Brook, is one of the deepest bays in the province. Goodyear's Cove in South Brook, is the current docking location for offloading ore from a goldmine in Greenland.

Proximity to TCH and airports. Zone 11 is with two hours drive to major airports – Deer Lake and Gander. Locations are within reach for export of fresh food and manufactured products destined for export markets.

Trainable workforce. With the connection of the people on the northeast coast to the fishery, many skills have been retained. These workers are able to easily adapt to manufacturing techniques required by firms looking to setup shop in Zone 11.

Abundance of natural resources. Zone 11 can boast of the many types of natural resources available to development. The Baie Verte peninsula is an area full of mining resources, most of Zone 11 has forest harvesting, and a large aggregate supply.

Weaknesses

Redtape. In 2005 the provincial government initiated the Red Tape Reduction program aimed at identifying inefficient regulatory and administrative red tape and recommend measures to remove barriers to business growth and job creation. Businesses in Zone 11 still find many of the procedures and regulations are stifling growth and creation.

Funding Awareness. There are many funding agencies in existence and offer many types of financial support and programs. There is a gap in knowledge access for manufacturers to find appropriate awareness of funding.

Departmental Accessibility. Businesses in rural Newfoundland and Labrador many times have to travel to the capital city to meet with government officials. Many from Zone 11 have to travel to St. John's to discuss business matters to those who are unable or unwilling to travel to Zone 11. Regionalization of some departments has not helped manufacturers in Zone 11.

Broadband. Zone 11 has only four communities with high-speed connection. Hence 38 other communities in this zone have only dial-up. Some manufactures cannot update their website or get email orders or download spec sheets for their businesses.

Housing. Due to the increase of workers moving back to this province for various reasons, the once empty houses of the larger centres such as Baie Verte, Springdale and Triton are having difficulty in finding places for people to live.

Opportunities

Greenland backhaul. Ore from a gold mine in south Greenland is offloaded in Goodyear's Cove in South Brook. This ship leaves empty. There are possible opportunities to fill this ship with products from this zone or province. Greenland has to import most of its goods.

Alberta Overcapacity. The western provinces of Canada are experiencing a growth that has never been seen before. From this phenomenal growth, demand for products and services are peaked and beyond. Manufacturers in this region may be able to relieve some of those pressures felt out west.

Fresh Market Flight. Gander Airport currently has a flight that takes fresh seafood and flies directly to the U.S. market. There may be opportunities to take advantage of this service for exporting of fresh product from this zone.

Threats

Out migration. A worrisome provincial issue is the out migration of skilled workers. In addition there are fewer youth entering the labour force.

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In 2001, there was an average of 2.7 job force entrants aged 20-34 for every person over the age of 55. Twenty years ago this ratio was 3.7.

This combined with declining birth rates, has pushed age of Canadian labour force from 37.1 years in 1991 to 39 years in 2001. (Stats Can). If the trend continues, as the work force ages in Zone 11, there will be few to replace these retiring workers.

Accomodations. As mentioned in the Weakness section on previous pages, municipalities are having difficulty developing land for workers moving back to work in the manufacturing sector. If living arrangements are not made to be suitable, workers will not return and hence, a further strain on the available labour force.

Proposal response time. When a business submits proposals to government departments, the time factor is critical in the business's ability to move forward. Delays in responses could mean the difference in a manufacturer attaining or losing a significant contract. This is an identified weakness in the process.

6.2 Sector Strategy

Goal 1: To stimulate the manufacturing and exporting sector businesses so as to generate employment for a sustainable and growing economy.

Objective 1.1 Development of a deep water port

Target 1.1.1 Provide regional support for docking facilities for exporting purposes.

There are currently three mines in Zone 11 pursuing the idea of a docking facility for loading and unloading material. The strategic location of such a dock will ensure that once the life of mines has expired, the docking infrastructure will be used for other purposes (eg. Cruise ship port of call, export of other NL goods)

Task 1.1.1.1	
What	Development of a regional docking facility
When	2008-2009 (year one)
Where	REDB Zone 11
Who (L=Lead Role)	Mining stakeholders (L), strategic towns, EZC
Why	To support the import/export of ore and supplies for current mines and support future economic development initiatives.
How	Provide an objective business case for strategic locations-short/long term.

**Objective 1.2 Support the development of a safe harbour in
Green Bay South**

Target 1.2.1 Pursue a feasibility study of safe harbour

The existing harbour, located near the marine service centre in Triton, has an undertow which compromises the safety of vessels and crew. Safe harbour initiative will look into the idea of modifying the existing “horseshoe” harbour and closing each end towards each other, creating a small opening for vessels to safely pass.

The resulting safe harbour would allow for the expansion of a modern ship servicing infrastructure location in the Town of Triton to secure servicing of niche market of sea vessels that come from all over the world. The result would be an increase of marine traffic in Notre Dame Bay and White Bay. There are currently vessels sailing the Northeast coast from the U.S., the Netherlands, Great Britain and of course, from Canada.

This location is also the manufacturer of the Heli-portable diamond drill rigs and kitchen fryer manufacturer for Mary Brown’s kitchens across Canada.

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Task 1.1.2.1	
What	Feasibility study for a safe harbour in Triton
When	2008-2009 (year one)
Where	REDB Zone 11
Who (L=Lead Role)	Town of Triton (L), Universal Marine, EZC
Why	To support the center in its bid to attract sea vessels for repair, storage and servicing. Also to support the manufacturing of drill rigs and kitchen fryers for food chains across Canada.
How	Feasibility study to determine cost and benefits.

Objective 1.3 Pursue manufacturing/exporting opportunities

Target 1.3.1 Investigate the potential of identified manufacturing/exporting opportunities

There are a number of possible opportunities that may lead to business in the export markets throughout the world (eg. Aggregates).

Task 1.3.1.1	
What	Investigate the role EIMSKIP plays in exporting from Argentina; backhauls from Botwood and Corner Brook
When	2008-2009 (year one)
Where	REDB Zone 11
Who (L=Lead Role)	EZC (L), INTRD (Trades and Investment)
Why	To provide information to Zone 11 (potential) exporters

	regarding logistics, routes, regulations, costs etc.
How	Provide an information session with representatives, develop a zonal export guide.

Target 1.4.1 Glass bottle making opportunities

The Town of Springdale has the largest glacial deposits of sand in the province. With current health warnings about plastic bottle use and cost of the oil product to create them, glass bottles are being looked upon for safety and friendly to the environment.

Task 1.4.1.1	
What	Investigate glass bottle manufacturing opportunities
When	2009-2010 (year three)
Where	REDB Zone 11
Who (L=Lead Role)	EZC (L)
Why	Health and safety concerns of plastic, environmentally friendly glass.
How	Research the market and provide resulting data to interested entrepreneurs.

Target 1.5.1 Pursue a Zonal Business Network

In the March of 2008, the EZC hosted a Business Network dinner. Guest speakers with business network experience gave presentations to 14 local businesses. In June 2008, the EZC hosted the former ambassador to Denmark (Greenland) where he gave presentation on exporting to that

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region of the world. The result of these two sessions may spark the creation of such a network.

Task 1.5.1.1	
What	Creation of a Business Network for Zone 11
When	2009-2010 (year two)
Where	REDB Zone 11
Who (L=Lead Role)	EZC/INTRD (Trades and Investment) (L), regional businesses
Why	Partnerships to supply export markets with NL goods and services, specifically from Zone 11.
How	Resulting from information sessions, use services from CME & INTRD (Trades) to help in formation of a network.

Target 1.6.1 Identify fresh market export opportunities

This section will cross over with the agriculture and aquaculture sectors in the pursuance of fresh market opportunities. Green Bay produces 15-20 million pounds of blue mussels each year, mostly destined for the U.S. markets. There may be opportunity for other types of foods that have not been identified such as Newfoundland “greens” for the Alberta market.

Task 1.6.1.1	
What	Identification of fresh market export opportunities
When	2010-2011 (year three)
Where	REDB Zone 11

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Who (L=Lead Role)	EZC (L), zonal farmers
Why	Identification of niche markets for various fresh produce.
How	Research markets for unique product demand, explore trade trips with provincial government.

Objective 1.7 Increase knowledge of exporting for region

Target 1.7.1 Provide export learning sessions

Exporting for Newfoundland and Labrador businesses has been looked upon as a daunting task. Many are uncomfortable with the export regulations, currencies and the unknown markets. Many businesses have little knowledge on whom to ask for help in this exercise.

Task 1.7.1.1	
What	Host export education seminars
When	2009-2010 (year two)
Where	REDB Zone 11
Who (L=Lead Role)	CME/INTRD (L), shipping companies, EZC
Why	Alleviate fear of exporting as a business growth opportunity.
How	Provide education sessions for businesses in Zone 11 who would like to expand but lack knowledge to start the process.

Objective 1.8 Alternative energy sources – Investment attraction

Target 1.8.1 Investigate the feasibility of wind power within Zone 11

One of the advantages of the island of Newfoundland is it is pushed so far out into the Atlantic Ocean. With that comes the power of ocean currents and the weather patterns from the West. Wind power harvested from the Zone could be used to provide cheaper electricity to manufactures relying on heavy use.

Task 1.8.1.1	
What	Investigate wind power for electrical generation
When	2010-2011 (year three)
Where	REDB Zone 11
Who (L=Lead Role)	EZC (L)
Why	To provide a cheap source of electricity for manufactures and potential investors.
How	Compile wind data within various places in Zone 11. Approach turbine companies with data.

Objective 1.9 Funding awareness for Manufacturers/Exporters

Target 1.9.1 Host a funding education insights seminar for manufacturers and exporters

Funding programs have a specified shelf life. Criteria and objectives change. It is sometimes quite difficult for those within the field to keep abreast of what's new. A session on the latest funding available for manufacturers and exporters should give an outline programs.

Task 1.1.9.1	
What	Host a Manufacturing/Exporting Insights session
When	2008-2009 (year one)
Where	REDB Zone 11
Who (L=Lead Role)	EZC (L), INTRD, CME, ACOA, CBDC, BDC
Why	Provide businesses with a forum to discuss issues and solutions; funding awareness.
How	Industry experts & government agencies talk on subjects of interest, provide possible solutions to current issues and have funders highlight programs.

Target 1.10.1 Provide easy accessible funding program information on EZC website

Business people find it very difficult to browse the internet for funding programs available for their business. A quick click on the EZC website for the manufacturing/export sector listing all current programs would be of valued help.

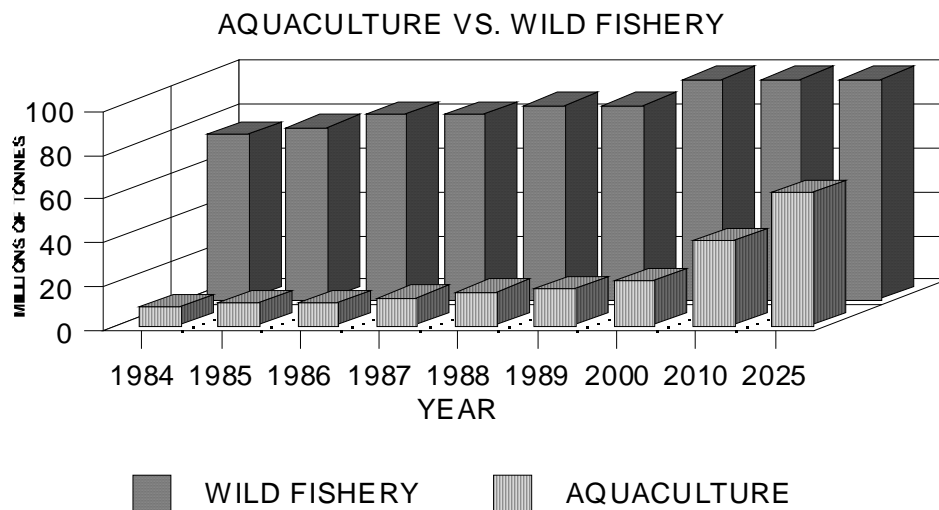
Task 1.1.10.1	
What	Place current funding programs on EZC website.
When	2008-2009 (year one)
Where	REDB Zone 11
Who (L=Lead)	EZC (L)
Why	Provide businesses with a quick and easy access to funding solutions and funding awareness.
How	Condense the array of programs and criteria for all funders in an easily to navigate table on website.

7.0 Aquaculture Overview

Faced with an increasing global population and a diminishing food supply, the demand for food is predicted to outstrip the ability of ocean fisheries to provide the extra supply. Over the next 30 years, the rate of population increase is predicted to outpace the capacity of ocean fisheries where, like agriculture, the use of ever more intensive means of exploitation, has encountered decreased yields. As maximum output limits are reached, both in agriculture and ocean fisheries, aquaculture remains as one of the last alternative means of increasing the global food supply. Aquaculture has the potential to become the last frontier in the global search for new areas of food production.

In a global perspective over the next 30 years, aquaculture is expected to account for over 30% of fishery output (see graph below). The once limitless resources of the oceans have been outmatched by fishing pressure, decimating fish stocks and over straining the ability of many species to regenerate. The collapse of the Newfoundland cod fishery and closure of other fisheries has had a drastic impact on catches as well as the fishing industry. Thousands of fisheries workers have been displaced; finding few alternative means of employment.

WORLD SEAFOOD PRODUCTION

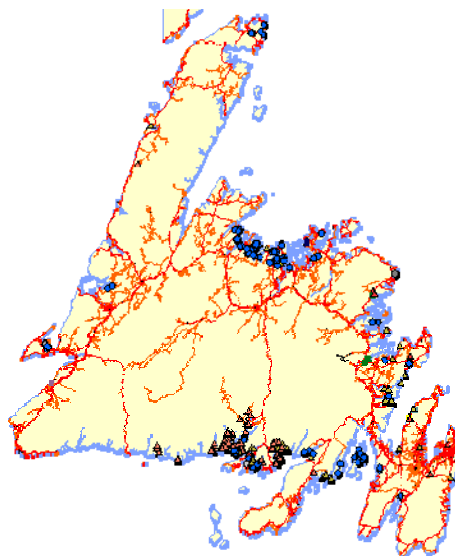


Source: The School of Fisheries, Marine Institute - Module 13

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Aquaculture presents a possible new beginning. Canada and Newfoundland have the natural resources in ocean coastline and quality of environment to become the 21st century frontier. There is ample opportunity for aquaculture growth in Canada which produces less than 1% of world output. This comes from a country possessing the world's longest coastline along three oceans and the world's largest supply of fresh water. It has only been since the depletion of ocean fish stocks; however, that attention has turned to the potential inherent in these other natural resources for aquaculture.

At the provincial level, aquaculture has the potential to become an alternative source of supply to diminishing natural stocks. It has attracted many new entrants who recognize the economic potential generated by strong market demand combined with suitable climate and location conditions. A measure of the rapid growth of the aquaculture industry may be seen in the increase in value of production from \$18 million in 2003 to over \$100 million in value in 2008



Source: DFA. The (blue) dots in Green Bay identify blue mussel farms

Aquaculture in the Emerald Zone continues to be a contributor to the economy. The Emerald Zone currently has 85% of the blue mussel farms in Newfoundland and Labrador (See map above). In 2006 the Emerald Zone produced 2720 metric tonnes of blue mussels, with a value of 6 million dollars. The blue mussel industry provides approximately 30 jobs each year in our region.

7.1 Strengths, Weaknesses, Opportunities & Threats

Strengths

Ideal oceans waters. The Emerald Zone has ideal waters for growing blue mussels. It has the water temperature and currents that are needed. There is also a great supply of plankton that the blue mussels feed on throughout the year. Over the past few years, Tunicate has been invading coastal waters in many countries, and is spreading quickly. These organisms can smother other sea life, have very few natural predators, and are causing much concern in the mussel industry.

While areas, such as PEI, have struggled with the dreaded Tunicate, our waters remain Tunicate free.

Ideal fresh waters. The Emerald Zone has also been identified by a company from New Brunswick (Merlin Fish Farms) as an ideal location for a land based salmon hatchery. In conjunction with DFA, the Emerald Zone Corporation are currently running preliminary water test to identify potential hatchery sites.

Weaknesses

Lack of public education. A challenge facing the Aquaculture industry is the lack of public education. Aquaculture is a relatively new industry in some of our rural communities. As a result there is the potential for resistance. There is a need in our region to provide public awareness to ease the concerns of the public.

Water expansion. A lack of water space to expand production of the mussel farms have become an issue for the blue mussel farmers. There is a need for identification of possible blue mussel sites in our zone.

The South Coast of Newfoundland is experiencing a substantial growth in fin fish Aquaculture. The companies currently have to go outside the province to supply their farms with salmon.

Opportunities

Waste By-product. Blue mussel farmers dispose of waste by-product by discarding it into the ocean. There may be an opportunity for this mussel waste to be used to help produce products that exist in the market place.

Land based hatcheries. Companies on the South Coast of Newfoundland such as Cook Aquaculture are supplying most of there Salmon sites with young salmon brought in from hatcheries outside of Newfoundland and Labrador. The Emerald Zone has been identified by a company from New Brunswick (Merlin Fish Farms) as an ideal location for a salmon hatchery. DFA has also identified 3 possible and are currently working with the Emerald Zone to identify possible hatchery sites by performing specific water test.

Eco-tourism. Blue mussel farms can be a part of the growing Eco-tourism sector that provides tourist the opportunity to experience the culture of the people. Providing mussel farm boat tours can provide other business opportunities for the farmers and also help educated the public about the industry.

Deep water growing. Blue mussel farmers are running out of inshore water suitable for farming. To increase the capacity there is a possibility of developing deep water farms. This will not only increase their production capability, but also deal with public issues such has resistance from cabin owners. Deep water

mussel farms are in production in several nations. There is a need for research and development to find if it can also work in our waters.

Threats

Leisure vs Business. Several attempts have been made in our region to expand the aquaculture industry in both the blue mussel farming and fin fish hatchery. These attempts have fallen short because of public resistance.

Ice and supply interruption. Ice can be a problem for mussel farmers. Farmed mussels grow on nets beneath the surface of the water. When ice covers the nets, farmers are unable to access the mussels. This can be a threat in winter harvesting. Farmers are then unable to get their product to markets causing loss revenue.

7.2 Sector Strategies

Goal 1: Continue to build and promote the aquaculture industry in the Emerald Zone (Zone 11)

Objective 1.1 Maintain the status of the Emerald Zone as the major Blue Mussel producer in Newfoundland and Labrador

Target 1.1.1 Facilitate the public awareness of the aquaculture Industry and raise the profile of the zone has the mussel capital of our province

The Emerald Zone Corporation and NAIA have agreed to work together to provide awareness of the aquaculture industry to the adult and youth population in Zone 11.

Task 1.1.1.1	
What	Information sessions presented throughout the Zone
When	2008-2009 (year one)
Where	REDB Zone 11 (Education institutions and mussel showcase)
Who (L=Lead Role)	NAIA (L), EZC
Why	Assist in providing awareness of the aquaculture industry
How	Work with NAIA to work with education institutions to provide education and facilitate a mussel showcase in Zone 11

**Target 1.1.2 Include aquaculture as part of a tourism package
 for Emerald Zone**

Mussel farms can be a tourist attraction for the zone. These sites can provide boat tours that will educate the public of how the mussels are farmed

Task 1.1.2.1	
What	Promote aquaculture sites as a tourism destination
When	2010-2011 (year three)
Where	REDB Zone 11
Who (L=Lead Role)	NAIA/Tourism Associations (L), EZC
Why	Provide the opportunity for farmers to tap into the tourist industry as a revenue stream and also promote the industry.
How	Work with the mussel farmers to promote there sites as a tourism experience.

**Objective 1.2 Assist the mussel farmers in finding funding for
 research and development projects**

**Target 1.2.1 Facilitate a research and development project to
 find winter harvesting technology.**

Winter ice can cause problems for blue mussel farmers during harvesting. Ice can prohibit the farmers from getting the mussel to the markets. Farmers need to have the technology to deal with this problem.

Task 1.2.1.1.	
What	Assist Mussel farmers in finding research and development funding for winter harvesting technology to break through the ice that prohibits harvesting
When	2009-2010 (year two)
Where	REDB Zone 11
Who (L=Lead Role)	EZC/NAIA (L), MUN (Cold water research)
Why	Mussel farmers have lost resources as a result of ice preventing the harvest of the mussels
How	Gain access to funds to provide research and development for winter harvesting technology.

Target 1.2.2 Facilitate a research and development project to find technology that allows for offshore mussel farming

Mussel farmers need room to expand. They are running out of inshore water sites. Farmers in other nations are developing deep water mussel farms. There needs to be research and development to find technology that can allow Newfoundland and Labrador mussel farmers to expand to deep water sites.

Task 1.2.2.1	
What	Assist farmers in finding research and development funding for

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	offshore mussel farming technology
When	2008-2009 (year one)
Where	REDB Zone 11
Who (L=Lead Role)	EZC/NAIA (L), DFA
Why	Mussel farmers need water space to expand there farms. They are running out of inshore water sites. There needs to be research and development to find technology that can allow Newfoundland and Labrador mussel farmers to expand to deep water sites.
How	Gain access to funds to provide research and development for deep water mussel farming technology.

Target 1.2.3 Facilitate a research and development project to find usage for aquaculture waste by-product.

Blue mussel farmers dispose of waste by-product by discarding it into the ocean. There may be an opportunity for this mussel waste to be used to help produce products that exist in the market place.

Target 1.2.3.1	
What	Assist farmers in finding research and development funding for possible usage for blue mussel waste by-product
When	2008-2009 (year one)
Where	REDB Zone 11
Who (L=Lead Role)	EZC (L), DFA, NAIA

Why	Help farmers find an opportunities that may be available to produce products from mussel waste by-product
How	Gain access to funds to provide research and development

Target 1.2.4 Research and promote a finfish hatchery in the Emerald Zone

The Emerald Zone has been identified by a company from New Brunswick (Merlin Fish Farms) as an ideal location for a salmon hatchery. DFA has also identified three possible hatchery sites after performing specific water test.

Task 1.2.4.1	
What	Research possible sites for a fin fish hatchery
When	2008-2009 (year one)
Where	REDB Zone 11
Who (L=Lead Role)	EZC/DFA (L), NAIA
Why	Companies on the South Coast of Newfoundland such as Cook Aquaculture are supplying most of there Salmon sites with young salmon brought in from hatcheries outside of Newfoundland and Labrador. There is a need for a fin fish hatchery in the province. The Emerald Zone can be a possible site for the hatchery.
How	In partnership with DFA, complete test that would identify sites with potential for a fin fish hatchery

8.0 Implementation

As stated in Section 1.0 “The SEP Process”, the Board and staff of the Emerald Zone Corporation worked with other stakeholders to produce this document. As seen throughout this document in the tables under each Target in Sector Strategies, a “Who” cell clearly indicates the stakeholder(s) that would be best assigned to the Task. This does not preclude other stakeholders from tackling the task, but the obvious was listed.

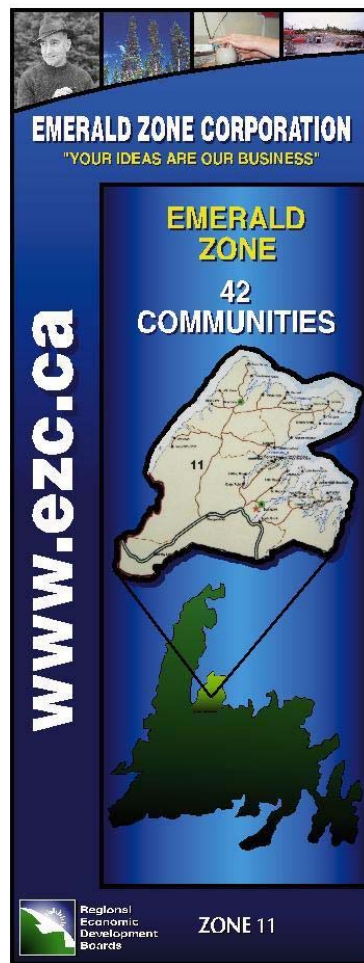
The reaching of goals outlined in this SEP will rely on the efforts of not only the Zone Board directors and staff, but of sector stakeholders, working jointly to see the fruition of prioritized tasks.

At a “Finalization and Consolidation” meeting for the Board of Directors in May 2008, a master priority list was developed. The priorities for year one, two and three will be decided at subsequent sector committee meetings and ratified at regular board meetings. The results will form the Integrated Business Plan/Statement of Work for the Corporation for 2008-2011.

9.0 Communications Plan

Every public organization requires a way to tell about itself in a prescribed manner. The Corporation's Policy and Procedure Manual, Section 14.0 – "Promotion and Development", outlines the process of communications for this organization.

The Corporation has just recently attained two new pull-up banners for using at functions. See below:



We have also initiated the redevelopment of the Corporation's website. This will be ready for September 2008. This new format will allow the

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members and public to have quick and easy access to data, information and happenings at the zone board and around the region.

All public functions that the Corporation is involved with are advertised and/ or a paper write-up is used to inform the general public of happenings.

The Corporation staff keeps an email database for all sector contacts. When correspondence is required, in either disseminating sector news releases or information of relevance, electronic copies are sent to the groups.

Most correspondence with directors is through the email process. This includes board meeting times and place reminders, meeting minutes distribution and other pertinent information.

The Communications and Public Relations Committee (four Directors and two staff) meets regularly to discuss issues and tackle tasks assigned by the Board of Directors.

10. Monitoring and Evaluation

Every public organization has to be accountable to its funding partners, stakeholders, its directors and staff, and the general public. A system whereby the direction and operations are guided by a strategic plan has to rely on a monitoring process.

REDB Zone 11 has had a Monitoring and Evaluation (M&E) Committee working to ensure on-going assessment of direction and tasks in the past. Although the M&E Committee is not officially met in the past few years, the Executive Committee has been filling this role. With the acceptance of this new three year SEP, the Board will reactivate the M&E Committee.

The monitoring and evaluation process will be discussed at subsequent meetings once members have been assigned to this committee.