



# Strategic Economic Plan

*April, 2008 to March, 2011*



Regional  
Economic  
Development  
Boards

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## **Acknowledgements**

Many thanks are given to the people who participated in this lengthy process of creating a plan for the future. The strategic economic plan is representative of discussion and involvement by leaders and residents in economic zone six. It should be acknowledged that their participation and great dedication to economic development has helped shape this plan. Their valuable input has been carefully considered and balanced with extensive research for initiatives that have potential in this region.

It is also imperative to thank the dedicated volunteer Board of Directors that run Nordic Economic Development Corporation. They work hard to help facilitate economic initiatives through teamwork at the board level and by working closely with staff members. Staff should also be recognized for their dedicated efforts in the development of this plan. The extensive hours for meetings, research and writing for this plan should certainly be noted. The dedication to the cause of economic development in this region by board members and staff is represented in the following pages.

It is also through the support and partnerships with the Atlantic Canada Opportunities Agency, the Department of Innovation, Trade and Rural Development, and other government agencies that have provided guidance for this plan. All businesses, non-profit organizations and any other groups who have worked with Nordic over the years and have provided input must also be recognized for their contribution. Nordic Economic Development Corporation is based on regional teamwork and partnerships. It would be impossible to thank all stakeholders individually. Much appreciation and thanks is given to all who have played a role in ensuring that Nordic's new Strategic Economic Plan is a step in the right direction for this region's future.

## Executive Summary

Since the creation of Nordic Economic Development Corporation – Economic Zone 6 in 1996 there have been many challenges that have been overcome, despite struggling fishery and forestry industries and population declines. These challenges have brought with it numerous changes to the economic environment. Positive changes that have brought about technological advances that was unimaginable ten years ago. These changes have brought with it opportunities on a national and global level that has enabled community leaders to “think outside the box.” The availability of high speed internet service has put the business community on an equal competitive level with the various options of online marketing in areas such as tourism. The turn toward this new way of thinking has created the atmosphere for innovative new ideas for existing industries that will lead to the diversification of the economy, which in turn will help to create a more sustainable economic future.

Because economic conditions have changed drastically over the past ten years, it was felt that the current vision did not reflect today’s economic environment. To that end, with the help of our funding partners, Nordic Economic Development Corporation and its staff has over a period of time developed a new “vision” for the Corporation and the zone. The goals and objectives contained within this document are built around that vision. Stakeholders, community leaders, board and staff have envisioned a future that provides opportunities in areas such as transportation, natural resources, tourism, education and entrepreneurship.

It is and will be through regional partnerships, consensus, and dedication that Nordic Economic Development Corporation will stimulate economic growth, through a new diversified economy, for business and non-profit sector development. This will be accomplished through the promotion of diversified economic initiatives, innovative business investment, partnerships, and increased market availability.

## 1.0 Introduction

Nordic Economic Development Corporation has been facilitating economic growth in Economic Zone 6 for the past ten years. They have seen many successful initiatives implemented and many remain a success today. The strategic economic plan that helped guide the implementation of these initiatives has been fully utilized to its maximum potential. It has become outdated for today's changing economy. A new plan is needed to move forward with new initiatives that have potential in this region. It is imperative that this plan seek out opportunities that can be fully and/or partially implemented within the three year timeframe.

The strategic economic plan will give a background of this region to determine the possibilities for future development. It will use this background knowledge to outline the goals and objectives of five major areas of economic development. These objectives are deemed achievable within the plan's lifespan and sets measurable indicators for implementation. It will create a guideline for future development, but it will not interfere with future economic possibilities if they were to arise. The plan is a "living document", as we can never predict future economic situations that may arise.

The plan is representative of the contribution and input by residents in Economic Zone 6. Through public consultations, questionnaires and youth surveys, information was gathered from all age groups within this zone. The public consultation process was very important and very successful for this Strategic Economic Plan. There were three consecutive public consultation held in the three sub-zones of Economic Zone 6, one in Roddickton, Flowers Cove, and St. Anthony in November 2007. These consultations brought out members from the public that are involved with community organizations, town councils, business community and local service districts, who have an understanding of what is needed in their communities.

The consultations provided opportunities for the Nordic staff and board members to interact directly with individuals in the region. The discussions allowed for participants to fully debate the opportunities and issues of greatest importance for future economic development.

Although the public consultations were successful in many ways, they did not yield everyone to the table. To ensure that the SEP is truly reflective of everyone in the region, surveys were created and distributed for those who could not attend the sessions. They were circulated at the end of each public consultation for those who attended to pass them on to others in their respective communities. Youth Surveys were also distributed to all high schools in the region and to the College of the North Atlantic in St. Anthony. (A sample of the survey's can be found in the appendices 7.8)

The measure of success for the public consultations was certainly in the qualitative information received. It is reflective of many achievable initiatives brought forward by

the residents of Economic Zone 6. In moving forward by reviewing the background of the region and goals for future development, one must note the combination of public input and extensive research in making this plan apply the best economic opportunities possible.

## 2.0 Regional Profile

Economic Zone 6 has a large geographic region consisting of 36 communities on the Great Northern Peninsula from Anchor Point north to St. Anthony and east to Englee. (Figure 1) The total land area of 6,112 km encompasses 12 municipalities and 24 unincorporated communities.

Figure 1



### Demographics:

The 2006 census recorded a total population in Zone 6 of 8,845 persons; compared to 10,070 recorded in 2001. (Figure 2). During this period the population declined by 1,225 persons, approximately -27.6% and a future projection notes it will decrease a further -10.9% by the year 2020.

Figure 2  
Population of Economic Zone 6 (2001-2006)

Age	2001 (male)	2001(female)	Total	2006(male)	2006(female)	Total
<b>0-19</b>	1,285	1,240	<b>2,525</b>	905	920	<b>1,825</b>
<b>15-39</b>	1,320	1,410	<b>2,730</b>	915	1,005	<b>1,920</b>
<b>40-64</b>	1,775	1,785	<b>3,560</b>	1,775	1,885	<b>3,660</b>
<b>65+</b>	630	625	<b>1,255</b>	700	725	<b>1,425</b>
<b>Total</b>	5,010	5,060	<b>10,070</b>	4,295	4535	<b>8,845</b>

Many communities have been reporting a significant rate of out-migration. Out-migrants indicate that the majority of people move away from the province to find work. The other main reasons people move are to be near family or to pursue further education. It should be noted that these numbers also represent a decrease in the birthrate in the region, as in the rest of Canada.

**Education:**

- The 2001 census records show that in the region of St. Anthony to Port Au Choix school enrolment has declined by 53% since 1989. Census 2001 reported 51.9% of people 20 years of age and older in Zone 6 do not have a high school diploma compared to 39.6% of people in the entire province.

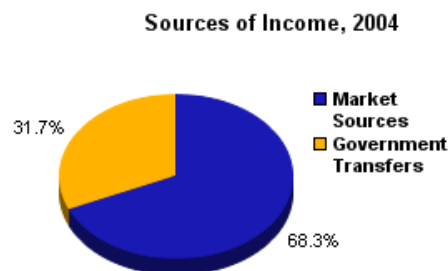
The Following list shows the education facilities in the region.

- Cloud River Academy (K- 12) -Roddickton
- Sacred Heart All Grade (K-12)- Conche
- St. Joseph's All Grade (K-12)- Croque
- Mary Simms All Grade (K-12) – Main Brook
- Canon Richards High School (7-12) – Flower's Cove
- Straits Elementary (K-6)– Flower's Cove
- Bayview Regional Collegiate (K-12)– St. Lunaire- Griquet
- James Cook Memorial (K – 9) – Cooks Harbour
- Harriot Curtis Collegiate (8-12)– St. Anthony
- St. Anthony Elementary (K-7)– St. Anthony

**Employment and Income:**

The 2004 income for every man, woman, and child (personal income per capita) in Zone 6 was \$17,900. The 2004 self-reliance ratio for Zone 6 was 68.3% as shown in figure 3 below. This is a measure of the community's dependency on government transfers such as: Canada Pension, Old Age Security, Employment Insurance, social assistance, etc. The higher the percentage of income that comes from transfers the lower the self-reliance ratio. The provincial self-reliance ratio for 2004 was 78.1%.

Figure 3



In 2006 census records show the number of individuals in Zone 6 who received Income Support Assistance at some point in the year 2006 was 625. The 1991 figure was 1,335.

The total number of children ages 0 to 17 in Zone 6 who were in families on Income Support Assistance in 2006 was 125. The figure for 1991 was 530. The average benefits for those people collecting Income Support Assistance in Zone 6 in 2006 was \$4,600. The average benefits in 1991 were \$2,100. Provincially the average benefits were \$6,100 in 2006. The average duration or the average number of months people were collecting Income Support Assistance in Zone 6 in 2006 was 8.4. The average duration in 1992 was 4.5. The provincial average was 9.1 months of the year in 2006.

Economic Zone 6 has seen many changes to its regional profile over ten years. The dynamic of the population, employment opportunities and the industry sectors have all changed due to many factors. Outmigration of youth and entire families for employment opportunities elsewhere has been a factor in the decreased population. As have decreased birthrates and the trend toward urbanization as in other Provinces.

However, today we are seeing some change in outmigration patterns as more people decide to commute to work and keep their residence in the region. They maintain their residence in the community and most often a family, which all contribute to the economy of zone.

A global economy has opened up doors to businesses seeking new markets for products made right here in the region. It has changed the way the business sector approaches new business ideas and determining a possible market size for a certain product and/or service. The region has been and continues to be faced with many challenges, but moving forward with a positive outlook is always a main goal. Population declines have happened and they may continue to some extent, but working hard to maintain some stability for those that remain has to be the ultimate goal.

### 3.0 Vision

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

### 4.0 Mission Statement/Mandate

By 2011, Nordic Economic Development Corporation will have stimulated economic growth, through a diversified economy, for business and non-profit sector development. This will be accomplished through the promotion of diversified economic initiatives, partnerships and new market availability.

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

- ✚ Develop and coordinate the implementation of a strategic economic plan (SEP) in the zone supported by an integrated business plan.
- ✚ Develop a strong partnership with municipalities in the zone that incorporates the strategies and priorities of municipalities in the economic planning process.
- ✚ Develop partnerships in planning and implementation with Chambers of Commerce, Industry Associations, labour organizations, post secondary institutions, CBDCs and other zones that advance and support the economic and entrepreneurial environment of the zone.
- ✚ Undertake capacity building and provide support to stakeholders to strengthen the economic environment of the zone.
- ✚ Coordinate and facilitate linkages with federal/provincial/municipal government departments and agencies in support of the strategic economic plan.

## 5.0 Strategic Considerations

Since the creation of Nordic Economic Development Corporation – Economic Zone 6 in 1996 there have been numerous changes to the economic environment. However, despite overwhelming economic factors Nordic has fostered many successes within this region. Many challenges have been overcome, despite struggling fishery and forestry industries and population declines. The turn toward innovative new ideas for existing industries and the diversification of the economy will help create a more prosperous economic future.

### 5.1 Zone 6 - Present

In Economic Zone 6 today there are many notable successes. There are many challenges ahead, but the people of this zone have to remain optimistic and work hard to create economic prosperity for this beautiful region full of bountiful resources. The region has seen successful tourism operations created and moving forward. Nordic has helped bring high speed internet into the region by partnering with Aliant and a number of other organizations, by being the proponent and administering the project. This has helped existing businesses and further attracts business opportunities to the region.

Nordic has partnered with other zones on many initiatives. The creation of the Northern Peninsula Fisheries Task Force has seen 5 out of 44 recommendations implemented by both levels of government thus far. The Forestry Industry Working Group continues to work on new initiatives with stakeholder groups to ensure the longevity of the forestry industry in the region. The Transportation Working Group, initiated by Nordic, now includes 5 economic zones taking in the entire Northern Peninsula along with Southern and Central Labrador regions. They have come together to lobby for the transportation networks of the entire region. The completion of the Trans Labrador Highway, expected

in the near future, will connect the areas and will have huge economic impacts on future business opportunities.

Nordic Economic Development Corporation continues to partner with communities, organizations and the various levels of government to ensure that support is given toward specific initiatives. Today, economic development is changing and a new approach has to be taken. Industrial development, along with new technology, will create new economic opportunities for the region. It is realized, as noted by the provincial government, that a new economic framework is needed. Nordic Economic Development Corporation is mindful of the direction that government is leading and determines that actions must be synchronized to ensure that new innovative initiatives move forward in this region.

## **5.2 Opportunities for Development**

Opportunities present itself through hard work, dedication and perseverance by the people looking to find them. Opportunities for development rarely present itself without some thought, research and additional efforts by those seeking it. The people of Economic Zone 6 have worked hard to achieve and maintain what they have today. Out-migration has been a factor of uncontrollable circumstances and should not interfere with future possibilities for development. The present population will need to attract new possibilities for future development. Regional and rural development can only succeed by thinking outside of its population. In a global economy, possibilities will present itself within the huge market of the world.

### ***5.2.1 Resources***

The resources of the region vary in the vastness of the region and the rural setting in which it is located. In the region known as Economic Zone 6, situated on the Northern tip of the Great Northern Peninsula, the resources have seemed plentiful in the past. The fishery and forestry sectors were booming and maintaining the lifestyle of the people living here. A large hospital located in St. Anthony has helped to maintain a regional service.

However, time has changed and the major industry sectors that people once solely relied on have changed dramatically. The fishery has experienced some turmoil and has been downsized, but remains lucrative in some species such as shrimp and crab. There are future opportunities in aquaculture to create better control of stocks and a less volatile industry. The forestry industry has recently been hit hard with the downsizing of the pulp and paper industry. The need for alternative uses of the resources in both these sectors is evident.

The resources of the region are abundant, but are either not being fully utilized or not utilized at all. Resources such as several fish species are being harvested here, but are not being processed to its full extent. Initiatives such as Anaerobic Digestion will ensure the beneficial and environmentally friendly use of available resources such as shrimp shell

waste. Water resources such as identified aquaculture waters are not being utilized. The forest industry is still not seeing the full use of the resource. A market is available for wood pellets, which can be made from currently unused residue from lumber mills. Fur farming, tourism and mining opportunities are under utilized. Opportunities for development exist in the abundance of resources available. The ability to create innovative new ways of using these resources will determine the diversified economy that will work for the future of the region.

### ***5.2.2 Partnerships***

Creating partnerships has always been and will continue to be essential for the success of Nordic Economic Development Corporation and Economic Zone 6. Maintaining existing partnerships and creating new ones will be fundamental in pursuing future economic development opportunities. Nordic has created and maintained many partnerships over the past ten years. It is through these partnerships with businesses, government agencies, sub-zonal development groups and other non-profit organizations that many successful initiatives were implemented.

Partnerships are key to the successful implementation of Nordic Economic Development Corporation's workplan. One of the main objectives as an organization is to facilitate economic development by working with organizations that implement initiatives. It is through partnerships with the business community and organizations that Nordic will be able to fulfill its goals and objectives outlined in this plan. All will need to maintain a regional approach to move forward to a new economic development era.

### ***5.2.3 Cultural Environment***

The cultural environment of a region can and will determine the success of economic development. The lifestyle, beliefs, traditions, and work ethic can all determine what type of new initiatives will be undertaken. For example, it is often easy to find an outdoor guide in this region. Many people who have grown up here have the love for the outdoors and are well educated too. It is the ability to adapt to new ideas and a new way of doing things that can be complimentary to our existing culture and lifestyle.

A global economy opens the region up to a wealth of possible opportunities for economic development. However, it also opens up the possibility of a changing cultural dynamic that many people within this region are wary of. Times have changed and the way we do business has changed, while traditions have some bearing in the future, there is a need to become intertwined with the new cultural era. As a region, it is imperative that we take this change and work through innovation and diversification to foster a better economic future for zone 6.

### 5.3 Challenges for Development

There are many challenges to development within Economic Zone 6 and for rural economic development as a whole. These challenges range from inadequate infrastructure, lack of or poor services and labour market challenges to meet the demands of existing and new industries introduced to the region. These challenges can only be overcome by partnering together as a region and by seeking all possible opportunities to maximize our resources. Opportunities exist for a diversified economy within this region. Identifying what challenges we have to overcome should not create barriers, it should break them down. Understanding what we have and how to make it work is key to economic success. Being proactive and taking the steps necessary to make it happen will help the economy grow and prosper in today's global economy.

#### 5.3.1 Infrastructure

The infrastructure in Economic Zone 6 has both deteriorated and been upgraded in some cases. Some roads have been repaved and well maintained in the zone to benefit all residents and visiting tourists. There will always be room for improvement because it continually needs ongoing maintenance. The airport and ferry facilities in the region need to be upgraded to reach full economic potential.

Health care infrastructure in the Straits region needs to be upgraded with the construction of a new health clinic to replace a deteriorating building currently in use. This will create better service for area residents. Older health care infrastructure in others parts of the zone also needs to be renovated to meet with demands for better service for customers and a better working atmosphere for retaining employees.

Community infrastructure is very important in attracting new business opportunities to a region. However, not all infrastructure within a community can be deemed suitable for possible business investment. Communities have to identify potential uses for vacant buildings and proceed to attract new uses. Nordic will continue to work together with towns as partners in economic development to attract business opportunities within a community and for the betterment of the region as a whole.

#### **Transportation:**

**Roads:** An important element in economic development is to have great accessibility of travel. Route 430 is the only connection the Zone has to the Trans Canada Highway at Deer Lake. There has been a large number of road upgrades completed on Route 430 over the past few years but this route still requires upgrading for the highway to be considered a convenient travel highway. Within Zone 6 there is a loop connection with all zonal communities using Route 430, Route 432 and Route 433. These connections create a great comfort for traveling within the zone for both the visitor and the resident.

**Airport:** There is one airport in the zone which is the St Anthony Airport. The airport is one of the main sources of transportation for people to travel into the Zone. People use the airport for a variety of reasons which could be business, pleasure, health reasons, or personal. The airport has an air ambulance service operated by Labrador Grenfell Health which travels around the Province. It also has one airline which provides service all around the province but would benefit from another one which could travel around the country. This would increase the number of travelers that come to the region, but in order to achieve this, the airport would need to have its runway extended to be able to accommodate these larger airlines.

**Ferry Service:** There is one ferry service located within the Zone. The Southern Labrador ferry service runs from St. Barbe to Blanc Sablon, QC seasonal. This ferry is the main transportation link that the zone has with Labrador and it needs to be a year around service. Also, the Port aux Basques ferry service has a large impact on the economic structure of the zone because it is the only connection the zone has to the rest of Canada except limited Airline services. The ferry runs daily but there is still a long wait to get on the ferry, and once arriving on the ferry, the standards are below grade. If the service ran more trips a day or another ferry was in place this would increase the number of travelers coming to the province and increase our economic value.

### **Health Care:**

There are currently three health care facilities within the zone which are under the jurisdiction of Labrador-Grenfell Health. These include, Curtis Memorial in St. Anthony, which offers a number of different health care services to meet the needs of most of the patients that are entering the hospital, but there is a shortage of equipment, nurses, and doctors to care for some diseases that patients have. There is one Kidney Dialysis Unit located at Curtis Memorial which is intended to assist patients in the region and currently there is no available heart specialist in the zone so all heart patients have to travel to St. Johns for medical attention. There is also the White Bay Central Health Centre in Roddickton and the Strait of Belle Isle Health Centre in Flower's Cove. Government has recently added \$600,000 into the budget for preliminary work on the construction of a new Strait of Belle Isle Health Centre in Flower's Cove. There is room for improvements and everyone in the region has to work together to ensure we have the best possible health care available for this region

### ***Community Infrastructure:***

Economic Zone 6 has seen much of its community infrastructure deteriorate and often dismantled due to disrepair and lack of available users. New business opportunities could be identified to use many of these vacant buildings with just some minor renovations. Others may not be useful for any business opportunity, but have been included in our list to ensure all possible opportunities are seized.

Throughout the research conducted it is shown that there are 31 vacant and/or partially vacant infrastructure buildings available for business opportunities. Below in figure 4, it shows that a large number of these buildings are in the Straits Sub-Zone.

Figure 4

<b>Community</b>	<b>Infrastructure</b>
<b>Deadmans Cove</b>	<ul style="list-style-type: none"> <li>▪ Genge's Store</li> </ul>
<b>Bear Cove</b>	<ul style="list-style-type: none"> <li>▪ Fish Plant</li> </ul>
<b>Flowers Cove</b>	<ul style="list-style-type: none"> <li>▪ Silver Spoon Restaurant &amp; Pub</li> <li>▪ KMD Enterprises</li> <li>▪ Anglican Church Hall</li> <li>▪ Issac J Genge and Sons</li> <li>▪ P&amp;R Stores</li> <li>▪ Northern Lights Lounge</li> </ul>
<b>Savage Cove</b>	<ul style="list-style-type: none"> <li>▪ Restaurant/Game room/Video Store/Gas pump</li> <li>▪ Fish Plant</li> </ul>
<b>Sandy Cove</b>	<ul style="list-style-type: none"> <li>▪ Old church hall</li> </ul>
<b>Green Island Cove</b>	<ul style="list-style-type: none"> <li>▪ Fish Plant</li> <li>▪ Ice house</li> </ul>
<b>Green Island Brook</b>	<ul style="list-style-type: none"> <li>▪ Restaurant</li> <li>▪ General Store</li> </ul>
<b>Raleigh</b>	<ul style="list-style-type: none"> <li>▪ Ark Lounge</li> </ul>
<b>St. Lunaire- Griquet</b>	<ul style="list-style-type: none"> <li>▪ Garage</li> </ul>
<b>St. Anthony</b>	<ul style="list-style-type: none"> <li>▪ Vacant Bldg-48 West St.</li> <li>▪ Sears Building,</li> <li>▪ Clock Shop Bldg</li> </ul>
<b>Goose Cove</b>	<ul style="list-style-type: none"> <li>▪ DJ's Lounge</li> </ul>
<b>Main Brook</b>	<ul style="list-style-type: none"> <li>▪ J &amp; D Take Out</li> </ul>
<b>St. Julian's</b>	<ul style="list-style-type: none"> <li>▪ Fish Plant</li> </ul>
<b>Croque</b>	<ul style="list-style-type: none"> <li>▪ Waterfront Properties</li> <li>▪ Fish Plant</li> </ul>
<b>Conche</b>	<ul style="list-style-type: none"> <li>▪ 2 old houses to use for tourism</li> <li>▪ Old stages to use for tourism</li> </ul>
<b>Roddickton</b>	<ul style="list-style-type: none"> <li>▪ Red Barn, 169 Major Street</li> <li>▪ Evely School, 4 Cloud Drive</li> </ul>

### 5.3.2 Services

**Airport:** Refer to 5.3.1

**Ferry Service:** Refer to 5.3.1

**Health Care:** Refer to 5.3.1

**Senior Services:** There are currently three chronic care senior facilities, along with several senior complexes ranging from self contained apartments to bed sitting rooms. These facilities meet the needs of its current guests, but they are not large enough to accommodate the waiting list of seniors wanting to become guests in these facilities. The waiting list increases in size every year and with current projections, the senior age group will continue to increase significantly in future years. These demands are being addressed with the construction of some new facilities and/or additions to existing facilities. However, with future increased demand, the need for new facilities provides an excellent opportunity for business sector growth in this niche market. Business opportunities in senior services have to be promoted as opportunities within the business sector.

**Retail Services:** The retail service industry has been suffering in most areas of the region due to a decrease in population. However, a basic level of retail services has been kept in place thus far and with possible future prospects, there is always hope that this industry will bounce back. The larger hub communities in the zone provide additional retail services to outlying smaller communities.

### ***5.3.3 Labour Market***

The labour market of Economic Zone 6 has changed dramatically since the last Strategic Economic Plan released in 1997. In the last ten years, there have been dramatic changes in population due to out-migration and fewer births than deaths due to an aging population. However, with an aging population, there are also many jobs becoming available as retirements increase. This provides an excellent opportunity for many youth to stay and/or move back into the region for employment. The labour market overview will give a glance of what this region looks like today and some possible future projections. Shifts occur in the labour market all the time and we have to ensure that we are ready to meet the demands of the future market.

#### **Labor market overview:**

Employment activity

#### **Employment activity for 2000**

	Male	Female	Total
Total employed	2865	2585	5450
Full time(30 hrs + per week)	2,515	1,965	4,485
Part time( less than 30 hrs per week)	350	620	965
Employment rate	69.9%	62.1%	65.9%

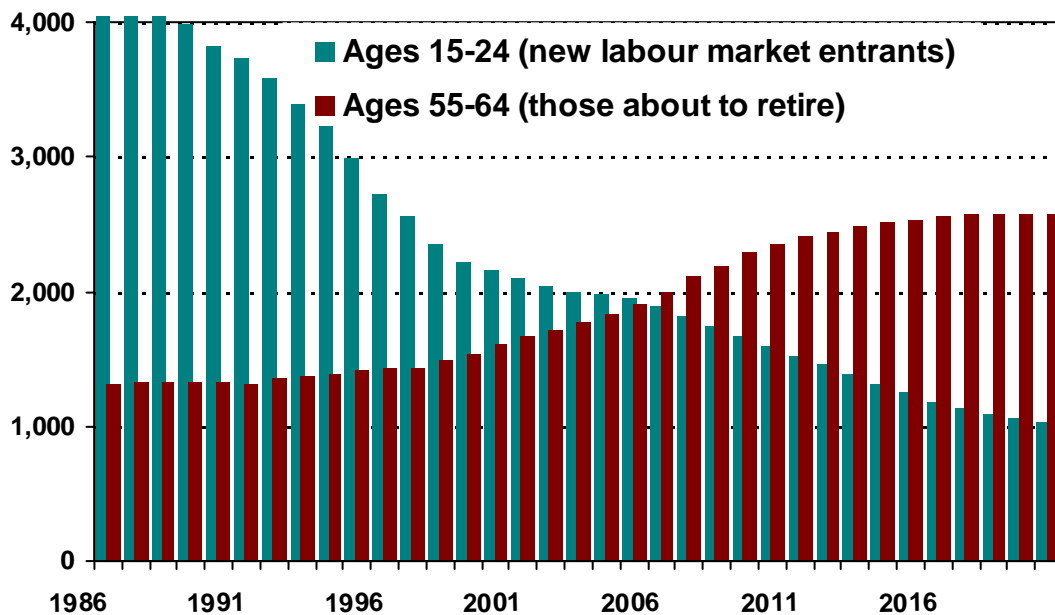
- The labor market has increased in zone 6 from 1996 to 2001

- The employment rate for May 2001 for people aged 18 to 64 was approximately 42.6%. The provincial employment rate was approximately 54.9%.
- In zone 6 there was an increase in Employment growth of approximately 6.4% between 1995-2000

**Labour Force Activity - May 2001**

	Male	Female	Total
Labour force	2,435	2,350	4,780
Participation rate	59.4%	56.4%	57.8%
Unemployment rate	44.6%	33.4%	39.1%
Employment rate	32.9%	37.5%	35.2%
Number of people not in the labour force	1,660	1,820	3,480

- In 2006, those about to retire began to outnumber those about to enter the labor market



- With the population being mostly age 40- 64 this means that there will be a number of people getting ready to retire which may reduce the unemployment rate.
- Half of the couple families in Zone 6 had incomes of more than \$45,100 in 2004.
- Half of the one-parent families in Zone 6 had incomes of less than \$22,300 in 2004.

- The 2004 self-reliance ratio for Zone 6 was 68.3%. This is a measure of the community's dependency on government transfers such as: Canada Pension, Old Age Security, Employment Insurance, social assistance, etc. The higher the percentage of income that comes from transfers the lower the self-reliance ratio.

**Industry highlights:****All Occupations**

Occupation	Male	Female	Total
Health	65	260	320
Education	90	105	195
Primary	1,000	205	1,210
Sales and service	310	835	1,150
Management	90	125	220
Office and related	60	350	410
Construction and related	680	165	840
Processing and manufacturing	370	360	730

**Education by Occupation  
Population 15 Years and Over**

Occupation	Without high school certificate	With high school certificate only	Trades or non-university not completed	Trades or non-university completed	University not completed	University completed	Total
Health	10	15	10	170	40	320	5,455
Education					25	160	190
Primary	735	70	25	265	100	10	1,205
Sales and service	270	100	80	170	95		715
Management	65	15	20	80	20	20	220
Office and related	35	30	20	225	75	25	410
Construction and related	385	100	25	115	35	10	660
Processing and manufacturing	290	80	10	75	20		465

**Weeks Worked by Industry**

Industry	<12	12-20	21-49	50+	Total
All industries	685	1,900	1,505	1,365	5,450
Primary industry	65	595	285	10	960
Manufacturing and Construction industry	180	465	395	165	1,210
Service industry	435	840	820	1,190	3,280

- The number of different industries in zone six is directly comparable to the province and Canada. However, there was a much higher concentration of employment in the goods producing sector in the region.
- The fishing and trapping industry is the largest source of employment for zone 6. In 2000, approximately 18% of the workers were employed in the fishing and trapping industry. There were 13 registered fish processing facilities throughout 11 communities within the zone. With the manufacturing and retail trade industries, these industries accounted for 44.3% of all workers in the zone in 2000.
- Population in Zone 6 has declined from 2001 by -12.2%.
- About 46% of firms are in wholesale/ retail trade, public services and professional services
- Logging occurs within the region, particularly around the Roddickton area. Logging supplies both sawmill and newsprint.
- Economic zone 6 benefits from a national historic site in L'Anse aux Meadows.
- The number of seniors in zone 6 will more than double from 1986 to 2020

Year	The number of seniors	Percent Change
1986	1,418	7.2%
2006	2,122	15.2%
2020	3,899	31.3%

### **Education:**

- In Zone 6 about 7.2% of people aged 25 to 54 had a Bachelor's Degree or higher in 2001 compared to 12.8% in the province as a whole.
- In 2001, in Zone 6, 69.6% of people 25 to 29 years of age had at least a high school diploma. This compares to 79.3% in the entire province and 85.3% for Canada.

**Education Levels of population in Economic Zone 6**

<b>Level of Schooling</b>	<b>Male</b>	<b>Female</b>	<b>Total</b>
<b>Without High School</b>	2,285	2,135	4,420
<b>Only High School</b>	320	385	700
<b>Trades/ College</b>	975	1,020	1,995
<b>Some University</b>	520	630	1,150

**Trends:**

Indicators and trends in Labor demand;

- Today's employers throughout the province and the rest of Canada are being challenged by trends such as:
  - Globalization
  - Trade liberalization
  - Advancing technologies
  - Industrial restructuring
  - Changing demographics
  - Declining supply of workers
- Advancing technology has changed labor demand. For example, in some cases, technology has lowered the number of workers required, or changed the way work is carried out, to produce goods. At the same time, skills demands have increased to help ensure that workers can use the technology.

## 6.0 Goals and Objectives

There are five main goals outlined in five different sectors of the economy for Economic Zone 6. These goals will be broken down into achievable objectives that can be implemented within the next three years. Nordic Economic Development Corporation will focus on these goals and objectives and ensure an implementation plan is followed to develop and promote a diversified economy for our entire region.

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

1. Enhance and upgrade transportation links to create better economic opportunities.
2. Promote and develop new and innovative ideas for use of our natural resources.
3. Develop and market tourism opportunities in the region for year round activities.
4. Develop, promote and attract new and innovative business ideas within the region.
5. Promote and partner with educational institutions to create new programs for retaining and attracting more youth to the region that will meet the demand of the local labour market.

### 6.1 Transportation

**Goal:** Enhance and upgrade transportation links to improve economic opportunities.

**Objectives:**

1. *Promote the development of an International Transshipment Facility (large ship dock) for the Port of St. Anthony.*

**Action Items:**

1. Facilitate meeting with stakeholders to discuss Transshipment Facility.
2. Promote the transshipment facility to businesses locally and globally.
3. Promote export development opportunities locally.
4. Work with northern exporters to identify northern export opportunities.

**Measure:** Phase II for an International Transshipment Facility in the Port of St. Anthony has been completed.

**Indicators:**

- ✚ The Port of St. Anthony will see increased container ship traffic through its International Transshipment Facility.
- ✚ St. Anthony Cold Storage business will increase.
- ✚ New markets will open up for existing and new small businesses through new and innovative ideas and technology.
- ✚ Fish products will have easier access to markets to maintain and develop new products.

**Start Date:** April 1, 2008.

**End Date:** March 31, 2011.

*2. Partner with the Department of Transportation and Works, through the Northern Peninsula/Southern Labrador Transportation Working Group, to put better highway signage in place.*

**Action Items:**

1. Determine guidelines of Provincial and Federal highways policies.
2. Lobby the province to ensure that all the highway signage is consistent on the Northern Peninsula and Labrador.
3. Work with stakeholders, such as the Chambers of Commerce, to ensure all business signage is consistent.
4. Promote and educate signage policy to local stakeholders.

**Measure:** New and better signage will have been erected in Deer Lake intersecting Route 430 (Viking Trail), along the highway in Gros Morne National Park and along the Viking Trail, Grenfell Drive Highway and into Southern Labrador.

**Indicators:**

- ✚ Increased traffic up the Northern Peninsula highway from visitors.
- ✚ Greater satisfaction with signage in place from visitors to the Great Northern Peninsula.

**Start Date:** April 1, 2008.

**End Date:** March 31, 2011.

*3. Promote service and infrastructure improvements at the St. Anthony Regional Airport.*

**Action Items:**

1. Investigate work that has been done in the past.
2. Bring stakeholders together to determine what needs to be done.
3. Investigate export opportunities using the airport.

**Measure:** The extension to the runway at St. Anthony Airport has been completed.

**Indicators:**

- ✚ Increased traffic at the airport by private and chartered jets from around the world.
- ✚ Tourism/Outfitters Industry in the area are seeing an increase in business due to easier access to closer transportation links.

**Start Date:** April 1, 2008.

**End Date:** March 31, 2011.

*4. Promote a study that will identify business opportunities and strategies for the Great Northern Peninsula and in Labrador resulting from the completion of the Trans Labrador/Quebec North Shore Highways.*

**Action Items:**

1. Hire a consultant based on the terms of reference.
2. Help Consultant set meetings with Transportation Working Group to begin research on study.
3. Contribute information for the completion of the study.
4. Encourage and distribute identified business opportunities to businesses and local groups.

**Measure:** New and expanded business community on Northern Peninsula and Labrador.

**Indicators:**

- ✚ Report accepted by five zonal boards involved in Transportation Working Group.
- ✚ Study completed and presented to the Transportation Working Group.
- ✚ Number of inquires made from interested proponents interested in the study.

**Start Date:** April 1, 2008.

**End Date:** December 31, 2009.

*5. Encourage the enhancement of the connection between the Northern Peninsula and Southern Labrador/Quebec.*

**Action Items:**

1. Work with local stakeholders to encourage existing ferry services.
2. Continue the promotion of the fixed link concept.

**Measure:** Enhanced connection services between the Northern Peninsula and Labrador/Quebec results in increased traffic and better economic conditions for new business opportunities.

**Indicators:**

- ✚ Improved ferry services between St. Barbe and Blanc Sablon.
- ✚ Government announces funding and participation into a full fixed link study.
- ✚ Lower Churchill Hydro Project Plan confirms intent to put hydro cables across the Strait of Belle Isle into Newfoundland.
- ✚ Projects of similar magnitude in other countries confirm lower expenses at the completion of the project.

**Start Date:** April 1, 2008.

**End Date:** March 31, 2011.

## 6.2 Natural Resources

**Goal:** Promote and develop new and innovative ideas for use of our natural resources.

**Objectives:**

1. *Work with the forest industry stakeholders to ensure the industry is more diversified and sustainable.*

**Action Items:**

1. Research federal funds available though money allotted for one industry towns.
2. Based on the provincial study, ensure local concerns are addressed.
3. Work with industry and government to determine the viability of a pellet plant.

**Measure:** Forest industry develops new opportunities and industry profitability increases.

**Indicators:**

- ✚ New usage of resources create new products and employment.
- ✚ Construction begins on a new pellet plant with a set deadline in place.
- ✚ Forest industry becomes more stable with the introduction of a new product market.

**Start Date:** April 1, 2008.

**End Date:** March 31, 2011.

2. **Partner with the Newfoundland Model Forest organization to establish a local community network (LCN) for the region.**

**Action Items:**

1. Meet with Model Forest officials to discuss a LCN establishment.
2. Determine the best location to place LCN office representative for Zones 6&7.
3. Meet with stakeholders to discuss creation of LCN.
4. Attend meeting to hire of regional LCN office coordinator.

**Measure:** Local Community Network office opened in region.

**Indicators:**

- ✚ Model Forest agrees to guidelines for LCN office in the region.
- ✚ Partnership agreement signed with Model Forest, along with Nordic and Red Ochre for the hiring of a LCN coordinator.
- ✚ LCN office helps open up new markets for forestry sector.

**Start Date:** April 1, 2008.

**End Date:** March 31, 2009.

**3. Promote a Pelagic Cooperative for the White Bay Central Region.**

**Action Items:**

5. Meet with DFO/DFA to discuss licensing issues.
6. Investigate innovative approaches to pelagic processing.
7. Meet with stakeholders to discuss creation of cooperative.
8. Attend initial meetings with stakeholder cooperative.

**Measure:** Regional Pelagic Cooperative starts production.

**Indicators:**

- ✚ Individuals and business investors from the White Bay Central Region create a Pelagic Cooperative.
- ✚ Partnership agreement signed with St. Anthony Cold Storage for product from cooperative operation to be stored in their facility.
- ✚ Market/buyers established for pelagic.

**Start Date:** April 1, 2008.

**End Date:** March 31, 2011.

**4. Promote development of a Salmon and/or Arctic Char fish hatchery for Cook's Harbour area.**

**Action Items:**

1. Work with SABRI to develop business case and identify potential investors for hatchery.
2. Research and review documentation available for potential sites of aquaculture development.

**Measure:** Construction of a Salmon and/or Arctic Char fish hatchery in Cook's Harbour area is completed and operational.

**Indicators:**

- ✚ SABRI and investor sign agreement for the development of a fish hatchery in Cook's Harbour
- ✚ Government and investor(s) sign agreement on the development of a hatchery in identified waters of the Cook's Harbour area.
- ✚ Construction of new hatchery is tendered and begins.

**Start Date:** April 1, 2008.

**End Date:** March 31, 2010.

5. *Promote the startup of a mink fur farm in the White Bay Central region as identified in the Mink Farm Study.*

**Action Items:**

1. Work with the Fur Breeders Association and Department of Natural Resources to come to some conclusion on outstanding issues.
2. Continue to work with potential stakeholders to promote mink farm study.

**Measure:** Mink farm imports kits and becomes a fully operational fur farm.

**Indicators:**

- ✚ Construction starts on the identified suitable land for the mink farm operations.
- ✚ All suitable infrastructure has been constructed on site.
- ✚ Mink kits are ready to import to farm.

**Start Date:** April 1, 2008.

**End Date:** March 31, 2010.

6. *Promote construction of an Anaerobic Digestion Facility for Straits region. (Such a facility would use combustible waste, such as shrimp shells, to create energy/power)*

**Measure:** Construction of an Anaerobic Digestion Facility at identified site in Straits region begins.

**Action Items:**

1. Partner with Zone 7 & SABRI to promote this initiative to both levels government.
2. Work to identify an ownership model for the facility.
3. Research carbon credit system for green facilities.

**Indicators:**

- ✚ Plants in St. Anthony, Anchor Point, Black Duck Cove and Port aux Choix sign agreement to bring shrimp shell waste to identified site and facility.
- ✚ Financing strategy developed for construction of Anaerobic Digestion Facility.

**Start Date:** April 1, 2008.

**End Date:** March 31, 2011.

*7. Promote the implementation of relevant recommendations outlined in the Fisheries Task Force Report.*

**Action Items:**

1. Rationalize the recommendations to be implemented.
2. Work with stakeholders and government to address important recommendations.
3. Work with Fisheries Committee to continually update recommendations and highlight new issues not included in the report.

**Measure:** Rationalized recommendations outlined in the Fisheries Task Force Report have been dealt with and/or implemented.

**Indicators:**

- ✚ Fisheries Forum 2008 brings commitment from government officials for implementation of further recommendations.
- ✚ Additional recommendations have been implemented as outlined in the report.
- ✚ Benefits of implemented recommendations seen in fishery sustainability.
- ✚ Government officials commit to implementation of remaining recommendations.
- ✚ Fishery Forum 2010 looks at successes of recommendations implemented and seeks future steps toward maintaining sustainability.

**Start Date:** April 1, 2008.

**End Date:** March 31, 2010.

*8. Partner with stakeholders through the CURRA and ICZM Committees to promote fishery industry issues for Zone 6.*

**Action Items:**

1. Continue representation at meetings with ICZM & CURRA Committees.
2. Work with SOC & CURRA to promote study of Arctic Char at Western Brook.
3. Work with ICZM to promote initiatives highlighted for Zone 6.
4. Identify new fishery related initiatives in Zone 6 to be addressed by ICZM.

**Measure:** Highlighted fishery related issues in Economic Zone 6 have been addressed.

**Indicators:**

- ✚ Available information and knowledge requirements needed for the evaluation of coastal issues and concerns.
- ✚ Sources of funding identified for information gathering, research, monitoring, education, and public awareness on coastal issues.

- ✚ CURRA research completed on the relationship between globalization and Newfoundland's west coast fishery communities including associated threats and opportunities.

**Start Date:** April 1, 2008.

**End Date:** March 31, 2011.

### 6.3 Tourism

**Goal:** Develop and market tourism opportunities in the region for year round activities.

**Objectives:**

1. *Help create tourism packages with various attractions and accommodation sites in the region.*

Action Item:

1. Work with operators in the area to develop tourism packages.
2. Work with WDMO to promote and implement the marketing strategy.
3. Work with organizations and stakeholders to promote cross-marketing campaigns.

**Measure:** Various tourism packages including different attractions and accommodations and all inclusive packages marketed for peninsula.

**Indicators:**

- ✚ Nordic and partner organizations begin developing tourism packages for all four seasons.
- ✚ Tourism industry stakeholders agree to bring more awareness to less recognizable attractions through tourism package partnerships.
- ✚ Tourism packaging marketing underway through private and government funding.

**Start Date:** April 1, 2008.

**End Date:** March 31, 2010.

2. *Promote the development of the Burnt Cape Integrated Community Centre.*

**Action Items:**

1. Work with local stakeholders to ensure outstanding issues are resolved.
2. Help the Town of Raleigh and Friends of Burnt Cape to complete documentation/applications needed to complete construction of the Burnt Cape Integrated Community Centre.

**Measure:** Completion of the Burnt Cape Integrated Community Centre.

**Indicators:**

- ✚ Business plan and final blueprints for facility have been completed.
- ✚ Proposal for funding has been approved by government agencies
- ✚ Tended for renovations has been advertised.

**Start Date:** April 1, 2008.

**End Date:** March 31, 2010.

**3. *Promote the development of the International Appalachian Trail in the region.***

**Action Items:**

1. Work with IAT-NL and other stakeholders to promote completion of the trail in the region.
2. Help IAT-NL with marketing activities to promote trails in this region and cross marketing with others.
3. Assist IAT-NL in future planned activities.

**Measure:** Trail system is under construction and completed in some areas.

**Indicators:**

- ✚ IAT-NL regional member(s) in White Bay Central & North areas has been established.
- ✚ First section of trail system in Roddickton-Conche-Croque area is completed.
- ✚ Trail sections in White Hills Quirpon-St. Anthony area has started construction and near completion.

**Start Date:** April 1, 2008.

**End Date:** March 31, 2011.

**4. *Work with stakeholders to promote and develop tourism sites to their full potential.***

**Action Items:**

1. Assist with the development of Flower's Island.
2. Assist with the development of the Underground Salmon Pool
3. Assist with the construction of a Limestone Barrens Rest Stop in the Straits Region.
4. Work with SABRI to promote the Tourism Master Plan.
5. Partner with the Northern Peninsula East Heritage Corridor to promote tourism attractions in the White Bay Central Region.
6. Provide assistance and support to enhance the Deep Cove Winter Housing National Site.

**Measure:** Increase in the number of visitors and revenue generation at these tourism sites.

**Indicators:**

- + Construction/Renovations begin on Flower's Island site.
- + Marketing brochures, promotional kits, website development for two salmon sites has been completed.
- + Proposal is drafted for Limestone rest stop/interpretation area.
- + Some community projects outlined in SABRI Tourism Mater Plan under review for funding.
- + Tourism packages are created for the Northern Peninsula East Heritage Corridor region and help increase visitor numbers.
- + Work begins on Deep Cove Winter Housing National Historic Site enhancements.

**Start Date:** April 1, 2008.

**End Date:** March 31, 2011.

**5.** *Promote and develop new products for French Shore Historical Society, GNP Crafts, Burnt Cape, Limestone Barrens and other organizations needing product development assistance.*

**Measure:** New products are available at various sites throughout the peninsula and increase revenue generation for those sites.

**Indicators:**

- + Nordic works with organizations to assist in unique product development pertaining to their respective sites.
- + New products are created, produced and available for sale at designated sites.
- + Sales of new products increase the overall revenue generation for organization.

**Start Date:** April 1, 2008.

**End Date:** March 31, 2011.

**6.** *Partner with Viking Trail Tourism Association to promote existing and new festivals within the region.*

**Action Items:**

1. Meet with the VTTA to determine assistance needed.
2. Encourage partnerships with other attractions to increase the number of visitors to the sites.

**Measure:** Increased number of visitors recorded due to new and existing festival expansion in region.

**Indicators:**

- ✚ Festival ideas created and planning begins.
- ✚ Existing festivals partner to develop joint marketing of festivals in the region.
- ✚ New marketing campaign launched focused on festivals held in region.

**Start Date:** April 1, 2008.

**End Date:** March 31, 2011.

*7. Continue to work with the Town of Roddickton to support and guide the development and construction of the Natural Heritage Resource Centre.*

**Action Items:**

1. Continue as a member of the NHRC Steering Committee with the Town of Roddickton.
2. Assist in the development of promotional material/website.

**Measure:** Completion of the Natural Heritage Resource Centre.

**Indicators:**

- ✚ Construction has been completed.
- ✚ Promotional material/website developed.
- ✚ NHRC open for business.

**Start Date:** April 1, 2008.

**End Date:** March 31, 2009.

## **6.4 Business Development & Information Technology**

**Goal:** Develop, promote, and attract new and innovative business ideas within the region.

**Objectives:**

1. *Establishment of a Business Retention and Expansion Program for Zone 6.*

**Action Items:**

1. Coordinate meeting with BR&E analyst.
2. Organize session with business community.

**Measure:** A Business Retention and Expansion (BR&E) program is being administered through Nordic Economic Development Corporation.

**Indicators:**

- ✚ The development an action plan for the BR&E program.
- ✚ Funding agencies fund BR&E program to be administered by Nordic.
- ✚ Marketing brochures, advertisements, articles, etc created to create awareness of BR&E program available with help from Nordic.

**Start Date:** April 1, 2008.

**End Date:** March 31, 2009.

**2. *Research investment opportunities in the region to support resource based industries.***

**Action Items:**

1. Analyze existing service and equipment needs for resource based industries.
2. Partner with NOIA and Department of Natural Resources to investigate potential oil and gas opportunities in the region.
3. Set up meetings with potential investors/companies.
4. Determine new ocean technology services need in the region.

**Measure:** Company (ies) interested in setting up business marketed to oil & gas sector.

**Indicators:**

- ✚ Companies interested in setting up business do prospecting of area.
- ✚ Market identified for parts/accessories for oil industry manufactured in this region.
- ✚ Company identifies potential sites in region for small manufacturing operation for oil & gas components.

**Start Date:** April 1, 2008.

**End Date:** March 31, 2011.

## **6.5 Education and Employment**

**Goal:** Promote and partner with educational institutions to create new programs for retaining and attracting more youth/individuals to the region that will meet the demand of the local labour market.

**Objectives:**

1. *Promote the research and development capacity in College of the North Atlantic's St. Anthony Campus.*

**Action Items:**

1. Promote the development of new educational programs.
2. Nordic partners with CNA-St. Anthony to encourage and promote a diversified program delivery at the college.
3. Work with Research and Development Officer at St. Anthony campus to ensure labour market demands are being met through training available.

**Measure:** College of the North Atlantic-St. Anthony Campus enrollment increases due to new programs being offered.

**Indicators:**

- ✚ CNA-St. Anthony researches possibility of offering new and unique programs at its college.
- ✚ College of the North Atlantic meets with government officials and stakeholders to discuss unveiling new programs in St. Anthony.

**Start Date:** April 1, 2008.

**End Date:** March 31, 2011.

**2. *Complete Regional Employment Prospectus for future jobs that will become available.***

**Action Items:**

1. Review existing labour market documentation for the region.
2. Survey employers within the region to determine what will be available in the future.
3. Compile results into one draft document.
4. Draft regional employment prospectus document.
5. Present findings to the business community and to ex-patriots.

**Measure:** Employment prospectus completed and delivered to career development centers, schools, etc for future reference by youth/individuals seeking future opportunities.

**Indicators:**

- ✚ Nordic partners with Service Canada, Labrador Grenfell Health and other stakeholders in the region to discuss future needs for employment in the region.
- ✚ Nordic completes draft list of future employment needs.
- ✚ Prospectus drafted for employment needs in region.

**Start Date:** April 1, 2008.

**End Date:** March 31, 2009.

### 3. *Organize and promote Regional Employment & Education Forum*

**Action Items:**

1. Meet with stakeholders to create event committee.
2. Organize event logistics meetings with committee.
3. Draft proposal for event funding.
4. Work with committee/stakeholders to implement event as scheduled.

**Measure:** Forum is delivered as planned. (Discussion: future need and what educational requirements will be needed for youth seeking to fill jobs back in this region. Employment Prospectus document will be basis for forum)

**Indicators:**

- ✚ Proposal drafted for forum funding
- ✚ Nordic partners with stakeholders to start initial planning of event.
- ✚ Forum activities announced in media.

**Start Date:** April 1, 2009.

**End Date:** March 31, 2010.

### 4. *Create educational awareness program for organizations that highlights proposal writing, completion of funding applications, volunteer recruitment and other educational needs for identified organizations.*

**Action Items:**

1. Meet with stakeholders to identify interested organizations wishing to take part in training activities.
2. Work with the INTRD/ACOA and College of the North Atlantic to develop training activities and schedules.
3. Help facilitate/participate in training programs developed for organizations in the region.

**Measure:** Training programs developed and administered to various organizations in the region.

**Indicators:**

- ✚ Scheduled training sessions advertised.
- ✚ Certificates awarded to individuals who completed training modules.
- ✚ Organizations see huge benefits in completion of training programs.

**Start Date:** April 1, 2008.

**End Date:** March 31, 2010.