

The 2009-2010 Integrated Business Plan is comprised of current initiatives that have been worked on during this past year; initiatives that were identified in Year 2 of the Strategic Economic Plan; and some brand new initiatives that have been identified by staff during the past couple of months. These new initiatives are explained, in detail, throughout this IBP but can be listed as follows:

- Folk Art Gala
- Support to Current Attractions
 - Customer Service Training Workshop
- Market Readiness
 - Joint Meeting with Lighthouse Groups
- Agricultural Coordinator
 - Pilot Project with Dept. of Natural Resources – Agriculture in the Classroom
 - Youth Entrepreneurship – CBDC
 - Fall Fair
- Chamber of Commerce Partnership
 - Supplier Development Session
 - Resource Binder
 - Small Business Week
- Gateway CBDC Partnership
 - Youth – Agriculture
 - Farmers' Market
- Codroy Valley Area Development Association
 - Meeting between Executives
- Capacity Building Workshop with volunteers of Community of Cape Ray
- Capacity Building Workshop with craft retailers and producers

TOURISM

SEP GOAL #1: Pursue the sustainable development of key tourism infrastructure within the Region.

Initiative #1: Ann Harvey Story

Description:

As a continuation from Year 1, MMZC continues to work on the development of this tourism product with the Town of Isle aux Morts and the Harvey Story Steering Committee. Funding was secured from INTRD and ACOA, along with a contribution from the Town of Isle aux Morts; a consultant has been hired and has had two meetings with the committee to discuss progress. Some initial work has

been done regarding branding and the committee is looking forward to the final report which is due in September 2009.

Expected Outcomes:

- ✓ Development of an Interpretative Master Plan
- ✓ To develop the Ann Harvey Story into a key tourism attraction for the Town of Isle aux Morts and surrounding region.

Resources Required:

- ✓ Staff support from the Department of Innovation Trade and Rural Development (INTRD), Atlantic Canada Opportunities Agency (ACOA), Service Canada, Marine and Mountain Zone Corporation (MMZC), Town of Isle aux Morts and Department of Tourism Culture and Recreation.
- ✓ Financial support from government partners where appropriate.

Tasks and Timelines:

- ✓ Work with consultant to develop Interpretative/Master plan for story.
- ✓ Assist Harvey Story Steering Committee in pursuing funding options to undertake development of the Master Plan
- ✓ Work with Harvey Story Steering Committee to implement consultant's recommendations.
- ✓ Above tasks to be completed during Year 2 of SEP

Lead Partners and Support Partners:

Leads: Town of Isle aux Morts/MMZC

Supports: Harvey Story Steering Committee, INTRD, ACOA, Human Resources Labour and Employment, Heritage Canada, Parks Canada, Department of Tourism Culture & Recreation

Initiative #2: Folk Art Gala

Description:

The College, in partnership with MMZC, had planned to host a Folk Art Gala which was scheduled to take place in March. MMZC drafted the proposal on behalf of the College and it was submitted for funding. The purpose of the Gala was to showcase cultural talent in the region with the hopes of establishing a Cultural Tourism Working Group or a Folk Arts Council. As well, this Gala will work in cooperation with other activities such as the Feather and Folk Festival, Fall Fair and Scott's

Cove Park to promote the cultural uniqueness of this region and enhance our tourism product. However, due to time constraints of college personnel and lack of available participants, the Gala has been postponed to this upcoming year.

Expected Outcomes:

- ✓ Establishment of a Folk Arts Council for the communities of Southwest Coast of Newfoundland.

Resources Required:

- ✓ Staff resources from MMZC and College of the North Atlantic
- ✓ Financial resources from Service Canada

Tasks and Timelines:

- ✓ Assist College with the organization of the Folk Art Gala to further develop Folk Art in the zone and to form a Folk Art Council.
- ✓ Above task to be completed during Year 2 of SEP.

Lead Partners and Support Partners:

Lead: College of the North Atlantic

Supports: MMZC, Human Resources Labour and Employment, Local Artists

Initiative #3: Town of Port aux Basques

Description:

MMZC has been active with the Town of Port aux Basques on a number of their tourism initiatives, such as the Marina, Channel Head Lighthouse, Grand Bay West Beach Boardwalk, Scott's Cove Park, Cruise Ship potential, etc.

The Town of PAB has just completed its new Strategic Economic Plan and it will be presented to community partners in the coming months. Based on the results and priorities of that plan, MMZC will offer assistance and support where requested.

Expected Outcomes:

- ✓ To further the development of tourism initiatives in the Town of Port aux Basques.

Resources Required:

- ✓ Staff support from the Town of Channel Port aux Basques and MMZC and all other community partners.
- ✓ Funding from government partners as requested.

Tasks and Timelines:

- ✓ Work with the Town of PAB on their tourism opportunities to further the development of the recommendations presented in their strategic community economic plan.
- ✓ Above task to be completed during Year 2 of SEP.

Lead Partners and Support Partners:

Lead: Town of Channel Port aux Basques

Support: MMZC, INTRD, Human Resources Labour and Employment, ACOA

SEP GOAL #2: Explore, and where necessary, improve market readiness and sustainability of existing tourism attractions.

Initiative #4: Regional Tourism Partnership

Description:

A regional planning session was held in November in Stephenville, with 28 participants from various tourism businesses in Zones 9 and 10. Five new priorities were developed at that time:

1. Develop a strategic plan
2. Identify product development
3. Internet – linking websites
4. Develop tourism itineraries
5. Front line worker training

Sub-committees were formed to deal with each of these initiatives; each one is being lead by industry with support from resource personnel.

The Western Destination Marketing Organization (DMO), in partnership with the Southwest Coast Tourism Network, has hired the former Regional Tourism Coordinator to work on behalf of the two groups until September. The Coordinator is currently working out of the MMZC office. This contract is scheduled to end in

September at which time, the Western DMO will decide on its next course of action.

MMZC will continue to sit on this regional committee, and work in conjunction with the Western DMO, to help identify new partnership opportunities to increase product development in the two zones.

Expected Outcomes:

- ✓ Strengthen partnership between the Southwest Coast Tourism Network (SCTN) and Western Destination Marketing Organization (DMO).
- ✓ Development of new initiatives and partnership opportunities to increase product development in the two zones.

Resources Required:

- ✓ Staff support from MMZC, Long Range Economic Development Board (LREDB), INTRD, ACOA, Department of Tourism Culture and Recreation and Western DMO
- ✓ Financial support from government partners where appropriate.

Tasks and Timelines:

- ✓ Continue to work in partnership with the Western DMO and complement their marketing efforts.
- ✓ Assist the Southwest Coast Tourism Network with identifying activities of potential interest to tourists and developing itineraries.
- ✓ Provide expertise and guidance where needed to the Southwest Coast Tourism Network.
- ✓ Identify new partnership opportunities to increase product development in the two zones.
- ✓ Above tasks to be completed in Year 2 of SEP

Lead Partners and Support Partners:

Lead: Southwest Coast Tourism Network/Western DMO

Supports: MMZC, LREDB, INTRD, ACOA, Department of Tourism, and Human Resources Labour and Employment

Initiative #5: Trail Development

Description:

During Year 1, staff at MMZC attended International Appalachian Trail Newfoundland and Labrador (IATNL) meetings and discussed trail development opportunities in the region. Members of IATNL are planning to come out to this region to begin the trail at Table Mountain. At that time, they will hold a meeting with various communities in our zone to discuss forming a hiking/trail group for the region. Meanwhile, MMZC staff has begun an evaluation of the various trails in the region and are working with smaller towns and communities on trail development. It is hoped that by the fall, a regional hiking committee will be formed in conjunction with the IATNL committee.

During the MMZC Board Orientation Session held in June, trail development was discussed and how best to move forward with this initiative. The following recommendations were made by the board for consideration:

- Target local groups actively pursuing trail development
- Educate locals in relation to trails
- Generate local buy in regarding sustainability and ongoing maintenance of trails
- Work with IATNL volunteers
- Create a regional group to promote trails and development
- Conduct focus groups
- Develop a trail handbook
- Prioritize trails based on market readiness and viability
- Develop signage standards for the region
- Identify and support key champions and resource people
- Maintain momentum by engaging local partners and resource people
- Zone Board role should be to help groups establish a trail sub-committee to identify a common process
- Each individual group should identify potential sponsors to encourage participants at meetings

MMZC staff will consider each of these options based on the following outcomes, partners and tasks.

Expected Outcomes:

- ✓ Development of local trails to become market ready.

Resources Required:

- ✓ Support from IATNL, CVADA, MMZC, Department of Tourism, Culture & Recreation, and municipalities/organizations responsible for maintaining trails.
- ✓ Financial support from government partners where appropriate.

Tasks and Timelines:

- ✓ Assist with the establishment of a local trail development group to work with the IATNL.
- ✓ Assist with evaluation of trails in the region.
- ✓ Gauge interest from local hikers to form a regional committee.
- ✓ Support committee to generate local buy in concerning sustainability and on-going maintenance of trails.
- ✓ Upon request, provide assistance to IATNL.
- ✓ Above tasks to be completed during Year 2 of SEP

Lead Partners and Support Partners:

Lead: Marine and Mountain Zone Corporation

Supports: IATNL, CVADA, ACOA, INTRD, Human Resources Labour and Employment, Department of Tourism Culture and Recreation.

Initiative #6: Support to Current Attractions

Description:

There has been much investment into the tourism infrastructure in Zone 10 over the past number of years and most are owned and maintained by community groups and municipalities. However, there are still some sites that need further development; whether it's to the site itself or to build capacity within the community to manage the site.

MMZC is continuously working with local attractions to enhance their ability to become sustainable. For example, in Year 1, MMZC worked with the Burnt Islands Hook and Line Interpretation Centre and the College of the North Atlantic to develop a 2 day interpretation/customer service training workshop. The workshop was held and was very successful. Interpreters from the Town of Isle Morts also attended this training. MMZC is now looking at making this workshop bigger and including the entire region.

Expected Outcomes:

- ✓ To build capacity within communities to sustain tourism attractions.

Resources Required:

- ✓ Staff support from MMZC, INTRD and the College of the North Atlantic
- ✓ Support from regional attractions
- ✓ Engagement by municipalities and communities to work towards overall sustainability.
- ✓ Financial support from government partners where appropriate.

Tasks and Timelines:

- ✓ Continue to work collectively to build capacity within communities on overall sustainability of tourism attractions.
- ✓ Facilitate the organization of a capacity building workshop for craft producers and retailers to assist with long term sustainability of the local craft industry.
- ✓ Assist the college with the organization of a customer service training workshop with all staff personnel working with tourism attractions in the region.
- ✓ Facilitate the organization of a market readiness workshop for current attractions.
- ✓ Above tasks to be completed during Year 2 of SEP

Lead Partners and Support Partners:

Lead: Marine and Mountain Zone Corporation

Supports: Zone 10 municipalities and communities, College of the North Atlantic, Department of Tourism, Culture & Recreation and INTRD

SEP GOAL #3: Effectively market existing tourism products to target markets.

Initiative #7: Market Readiness

Description:

There are many market ready products in the region and others that are close to being fully developed. Most sites are individually marketing themselves by paying high costs and are unaware of the benefits of joint marketing. Once tourism

attractions in the region are market ready, MMZC will work with the groups to entice cooperation and create an overall marketing plan for the region.

One step in this process is to bring common groups together to share best practices and ideas. One such initiative being planned is to bring together the lighthouse groups in the region. There are currently three active lighthouse committees in the zone: 1. Cape Anguille Lighthouse, 2. Cape Ray Lighthouse, and 3. Rose Blanche Lighthouse. The Channel Head Lighthouse is located in Port aux Basques; however there is no active committee. The first three groups have requested that MMZC facilitate a session for all three committees to come together and share ideas. The goal of this session would be to provide information related to marketing and packaging opportunities, and let the group determine how best to move forward.

Expected Outcomes:

- ✓ To give market ready attractions an opportunity to jointly market themselves effectively.

Resources Required:

- ✓ Support from DINTRD, local municipalities and tourism groups, Department of Tourism, Culture & Recreation, Regional Tourism Network, and Western DMO.

Tasks and Timelines:

- ✓ Identify key tourism attractions and selling points of the region.
- ✓ Continue to work with attractions on market readiness.
- ✓ Facilitate a best practices session with four regional lighthouse groups in Zone 10 for partnering opportunities.
- ✓ Above tasks to be completed during Year 2 of SEP.

Lead Partners and Support Partners:

Lead: Marine and Mountain Zone Corporation

Support: DINTRD, Rose Blanche Lighthouse Committee, Cape Ray Lighthouse Committee, Cape Anguille Lighthouse Committee, Town of Channel-Port aux Basques.

AGRICULTURE

SEP GOAL: To stimulate the agricultural industry in the Codroy Valley

Initiative #1: Zone 9/10 Regional Agricultural Partnership

Description:

A regional agriculture partnership was developed between zones 9 and 10 and included representatives from both zones, Rural Secretariat, DINTRD, ACOA, Service Canada, and Department of Natural Resources (Agrifoods). The purpose of this committee is to work collectively as a group to identify issues and opportunities in the agriculture sector. A terms of reference was drafted and advertised to hire a consultant who would conduct an analysis of the agriculture industry across both zones. Three proposals were received and the committee met to discuss each proposal. One consultant came out on top; however, because the committee is waiting on the details of the new funding program, Growing Forward, the consultant has not been notified.

Expected Outcomes:

- ✓ To receive an in depth report on the analysis of the agriculture industry in Zones 9 and 10, including recommendations to move forward.

Resources Required:

- ✓ Staff support from MMZC, LREDB, Rural Secretariat, Department of Natural Resources, DINTRD, and ACOA
- ✓ Engagement with Codroy Valley Farmers' Cooperative and Bay St. George Farmers

Tasks and Timelines:

- ✓ Participate on the steering committee.
- ✓ Work with the consultant on their analysis of the agriculture sector.
- ✓ Review recommendations.
- ✓ Facilitate a meeting with farmers in both zones to discuss final report and discuss benefits of a regional partnership.
- ✓ Above tasks to be completed during Year 2 of SEP

Lead Partners and Support Partners:

Lead: Rural Secretariat, MMZC and LREDB

Support: Codroy Valley Farmers' Cooperative, Bay St. George Farmers, INTRD, ACOA, Department of Natural Resources, Newfoundland and Labrador Federation of Agriculture.

Initiative #2: Codroy Valley Farmers' Cooperative

Description:

MMZC is supporting the Farmers' Coop by further investigating the opportunity of a new location for a Farmers' Market. A funding proposal has been developed and submitted to funding agencies. As well, MMZC is working with the Coop to organize and facilitate a public meeting which will be open to farmers and all interested people who would like to see a Farmers' Market in the Codroy Valley.

Expected Outcomes:

- ✓ Approval for funding to build a new farmers' market building in a strategic location.

Resources Required:

- ✓ Financial support from government partners.

Tasks and Timelines:

- ✓ Continue to facilitate public meetings with for the Cooperative for the purpose of expanding their membership and to encourage development of the farmers' market.
- ✓ Assist with the preparation of a sustainability/business plan for funding.
- ✓ Above task to be completed in Year 2 of SEP

Lead Partners and Support Partners:

Lead: Codroy Valley Farmers' Cooperative

Support: MMZC, Department of Natural Resources, Gateway Community Business Development Corporation, DINTRD, ACOA

Initiative #3: Agricultural Coordinator

Description:

MMZC is working with community partners on a variety of agriculture activities in Zone 10 as follows:

- Working with CBDC Youth Business Coordinator and the Farmers' Coop to develop a partnership to recruit youth into agriculture by starting up their own business and have mentors to help them.
- Working with the Department of Natural Resources regarding their Agriculture in the Classroom program and how it may fit with Zone 10's initiative to bring more youth into Agriculture. The Department is choosing pilot locations across the province. The program will contribute to the knowledge of agriculture through curriculum development and enrichment packages, class visits, and participation in career fairs and on farm visits. There is an Agriculture Awareness Committee that include representatives from the Industry along with Federal and Provincial Governments, who are responsible for administering the program. The Branch is working closely with the Department of Education, the Provincial Farm Women's Association, as well as the Newfoundland and Labrador Federation of Agriculture. A meeting is scheduled with the Department of Natural Resources to further discuss this program. Representatives from the Long Range Economic Development Board will also be invited to attend.
- Working with the Department of Natural Resources, CBDC, Chamber of Commerce and Western DMO on the organization of another Fall Fair for next year.

Expected Outcomes:

- ✓ Rejuvenate the agriculture industry in the Codroy Valley.

Resources Required:

- ✓ Support and engagement with Department of Natural Resources and the Codroy Valley Farmers' Cooperative.

Tasks and Timelines:

- ✓ Pursue option of hiring an agriculture coordinator through the Growing Forward Program, to coordinate and facilitate agricultural activities in Zone 10.
- ✓ Continue to facilitate discussion with the Department of Natural Resources on the possibility of holding pilot project in Zone 10.
- ✓ Support the CBDC in their efforts to engage youth by setting up their own business and finding mentors to guide them.

- ✓ Above tasks to be completed during Year 2 of SEP.

Lead Partners and Support Partners:

Lead: Marine and Mountain Zone Corporation/Department of Natural Resources

Support: Codroy Valley Farmers' Cooperative, local farmers, Department of Education, LREDB.

BUSINESS DEVELOPMENT

SEP GOAL: To provide a sustainable and economically viable business environment in the region.

Initiative #1: College of the North Atlantic/Gateway Community Business Development Corporation

Description:

MMZC continues to have a great working relationship with the College of the North Atlantic and the Gateway CBDC, and have partnered on a number of initiatives and roundtable discussions. MMZC worked with the College to organize a two day workshop for interpreters employed with the Hook and Line Interpretation Center and the Town of Isle aux Morts for the summer under JCP. As well, the College is a partner with many of our initiatives including the Fall Fair, Folk Art Gala, HR strategies, etc.

Early in the New Year, MMZC's and CBDC's Chairperson and Executive Director met to discuss future partnership and collaboration opportunities. It was decided that the Executive Director of both organizations would be invited to each other's board meetings. This process has started and has worked well for both organizations. The CBDC Executive Director was also invited to attend MMZC's board orientation session. As well, MMZC is also working in partnership with the CBDC on a number of initiatives such as the new building for the Farmers' Cooperative, recruiting youth into the agriculture sector and the HR Strategy.

Expected Outcomes:

- ✓ Advance business development within the zone.

Resources Required:

- ✓ Financial Support from the College, CBDC and government partners where necessary.

Tasks and Timelines:

- ✓ Continue to partner with the College and CBDC to identify research and development opportunities to advance business development within the zone.
- ✓ Above tasks to be completed during Year 2 of SEP

Lead Partners and Support Partners:

Lead: College of the North Atlantic/Gateway Business Development Corporation

Support: Marine and Mountain Zone Corporation, INTRD, ACOA, Human Resources Labour and Employment, Chamber of Commerce

Initiative #2: Port aux Basques and Area Chamber of Commerce

Description:

At MMZC's Board Orientation Session, the following points were discussed in relation to business development:

- It's important to get major businesses engaged with local suppliers and determine the best means to accomplish this.
- Marine Atlantic is one example of a Corporation that could be collectively targeted.
- Research current purchasing behavior by Marine Atlantic and identify how area businesses could get a larger piece.
- Are there gaps between what Marine Atlantic needs and what can be supplied locally?
- Focus on an area where local suppliers would have a competitive advantage, need to identify opportunities.
- Need to understand where local suppliers fit in the supply network.
- Educate major purchasers (i.e. MAI about local business and the importance of providing sufficient opportunities to those businesses – is there a link between a healthy business community and encouraging people to move into the area to help satisfy MAI's employment needs?)
- Supplier Development Workshops

- Need to build a relationship between business and major buyers – need to allow businesses to get their foot in the door and to recognize and challenge any unfair buying behavior.
- Focus on engaging youth to pursue business opportunities.

The Chamber is currently undergoing its Strategic Planning Process and plans to meet with MMZC as part of that process to discuss the above points. In particular, the two Executive's will meet to discuss the possibility of hosting a Supplier Development Workshop.

One of the main initiatives that MMZC and the Chamber are partnering on is the development of a human resource best practice strategy. This initiative was discussed during MMZC's Board Orientation Session, in particular, of how best to move it forward. The following comments were made:

- Need to look at it from different points of view both retail and resource industry
- Shortage of skilled workers in all areas
- Need to engage the appropriate partners. In the past it has been difficult engaging the business sector
- Research is needed: What has been done in other parts of the province and nationally?
- Develop a Terms of Reference
- Engage key business owners and educate community
- Need to find a better approach at promoting job choice
- Need a clear understanding of the nature of the job to find appropriate solutions
- Let people know that small business/entrepreneurship is a viable career choice in this area
- Need to get into the schools
- CBDC/Community Futures is launching a HR template by the end of 2009
- We need to make an effort to identify and promote tools that are available

It was decided that MMZC would talk to the Chamber board of directors to engage interest in addressing this issue and possibly forming a steering committee from business owners. It was felt that this initiative needs business owners on side in order to be successful.

As a next step, MMZC will contact all zone boards in the province, as well as other organizations, to determine if any of them are dealing with the same issues, and if so, what are they doing to deal with these issues? It is hoped that some positive ideas will come forward which could possibly result in the development of a funding proposal.

MMZC will continue to support and partner with the Chamber on other initiatives as well such as the Resource Binder, Fall Fair, Small Business Week, Career Fair, Junior Achievement and Race to the Sea.

Expected Outcomes:

- ✓ Identification and development of new partnership opportunities.
- ✓ Development of an action plan to deal with Human Resource issues in the region.

Resources Required:

- ✓ Staff support from MMZC, COC and INTRD
- ✓ Engagement of business community

Tasks and Timelines:

- ✓ Facilitate a meeting with Executive Committees of MMZC and COC to discuss partnership opportunities, including the HR Strategy.
- ✓ If applicable, develop a proposal or terms of reference to engage expertise to research HR needs of area and establish a steering committee to oversee the development of the HR Strategy.
- ✓ Investigate the possibility of hosting a Supplier Development Workshop.
- ✓ Continue to support Chamber to become more visible within the entire zone.
- ✓ Continue to partner with the Chamber on various initiatives.
- ✓ Above tasks to be completed during Year 2 of SEP

Lead Partners and Support Partners:

Lead: Chamber of Commerce and MMZC

Support: Business Community, INTRD, College of North Atlantic, Human Resources Labour and Employment, CBDC

FISHERY

SEP GOAL: Explore new opportunities to support sustainability in this sector.

Initiative #1: Fishery Sub-Committee

Description:

A meeting was held early in the year with two local fishermen to discuss issues within this sector. A proposal was drafted and sent to Service Canada and INTRD

for feedback before a proposal was finalized and submitted for funding. The fishermen wanted to hire a coordinator to research local issues. It was agreed that more information was needed from a more regional group of fishermen which represent the whole zone. Many attempts were made to schedule a meeting for fishermen, but due to weather and busy schedules, the meeting did not take place. MMZC staff is now meeting with fishermen individually to discuss issues and determine what actions are necessary.

MMZC staff also met with the Department of Fisheries and Aquaculture (DFA) to discuss a local partnership. MMZC has requested to be invited to the next DFA meeting with local fishermen and be put on the agenda. DFA has agreed and will notify MMZC of their next scheduled meeting.

Expected Outcomes:

- ✓ Re-engagement with fishers in the region
- ✓ To create a venue for them to discuss issues and concerns

Resources Required:

- ✓ Support and engagement from fishers in the region

Tasks and Timelines:

- ✓ Meet with fishers individually to discuss issues and determine what actions are required.
- ✓ Meet with FFAW representatives and DFA to explore partnering opportunities to address local fishery concerns.
- ✓ If deemed necessary, develop a proposal to hire staff to work on local and relevant issues.
- ✓ Continue to work in partnership with the local Fishermen Committee, Harbour Authority and local fishermen.
- ✓ Above tasks to be completed in Year 2 of SEP

Lead Partners and Support Partners:

Lead: Marine and Mountain Zone Corporation

Support: INTRD, Human Resources Labour and Employment, FFAW, Department of Fisheries and Oceans, Department of Fisheries and Aquaculture, Harbour Authorities, Local Fishermen

INFORMATION TECHNOLOGY

SEP GOAL: To take advantage of Information Technology opportunities to increase the economic sustainability of communities in the region.

Initiative #1: Cell Phone Service

Description:

Some unofficial discussion took place with BBS Wireless who may be interested in working with us on providing cell phone service to un-serviced areas in the region. MMZC has sent a letter to BBS Wireless requesting a meeting with them to discuss this initiative and determine course of action.

Expected Outcomes:

- ✓ Determine if there is an option for the expansion of cell phone service to un-serviced areas of the region.

Resources Required:

- ✓ Support from a wireless provider
- ✓ Engagement from communities

Tasks and Timelines:

- ✓ Facilitate a meeting with Aliant and other service providers to determine the possibility of providing cell phone service along Route 470.
- ✓ Above task to be completed during Year 2 of SEP

Lead Partners and Support Partners:

Lead: Marine and Mountain Zone Corporation

Support: All municipalities and local service districts in region, Port aux Basques and Area Chamber of Commerce

Initiative #2: Burnt Islands Radio Station

Description:

Early in the year, MMZC met with the Burnt Islands Economic Development Committee (BIEDB) and local municipalities regarding the radio station and how it can benefit the entire region. MMZC developed and submitted a proposal to Service Canada to hire a Communication Operator and Assistant Operator/Researcher. The application was for the Burnt Islands Community Channel and Radio Station. To date, three people have been hired in Burnt Islands. The researcher will investigate more of a regional focus and expanding radio range. A steering committee has been established of which MMZC is a member. MMZC will continue to have monthly meetings with BIEDB to keep up to date on the status of this initiative, and as well, assist with the possibility of expanding the radio range to include the entire zone.

Expected Outcomes:

- ✓ Determine the viability of expanding radio range.

Resources Required:

- ✓ Staff support from Burnt Islands Economic Development Committee, MMZC, INTRD, CRTC

Tasks and Timelines:

- ✓ Continue to support BIEDB in its efforts to expand their radio station.
- ✓ Above task to be completed during Year 2 of SEP

Lead Partners and Support Partners:

Lead: Burnt Islands Economic Development Committee

Support: MMZC, CRTC, INTRD, Service Canada

MANAGEMENT AND OPERATIONS

During the next year, MMZC will adhere to the following guidelines under management and operations:

- 1. Adhere to governance policy/by-laws as approved to ensure consistency with transparency, inclusiveness, stakeholder engagement and accountability.**
- 2. In partnership with INTRD, host an Opportunities Identification Workshop based on current CCB module.**
- 3. Facilitate meetings with regional stakeholders identified in the SEP implementation items and verify their support of their proposed role.**
 - Facilitate a meeting with the Codroy Valley Area Development Association to discuss priority initiatives of the CVADA and how both organizations can work together.**
 - Establish a partnership with the Port aux Basques and Area Chamber of Commerce, Department of Innovation, Trade & Rural Development, Gateway Business Development Corporation and MMZC to brainstorm ideas and organize activities for Small Business Week.**
- 4. Facilitate capacity building workshops with local groups in the Zone as needed.**
 - Facilitate a session for volunteers in the community of Cape Ray, at the request of MMZC's Cape Ray representative on the Board of Directors.**
- 5. The MMZC staff and Executive Committee will meet quarterly with staff from ACOA and INTRD to review quarterly activities and to ensure targets are achieved. Also to provide any necessary updates of other activities or new business arising since renewal meeting.**
- 6. Identify new committees and working groups which reflect SEP and annual IBP priorities and develop a terms reference for each committee and working group.**
- 7. Review and revise the Policy and Procedures Manual on a regular basis to ensure it reflects current activities. Consult with NLREDA to ensure consistency of approach.**

- 8. Plan a professional development day for board members for Board of Governance orientation including a Community Capacity Building (CCB) Module.**

COMMUNICATIONS

In the next year, the Marine and Mountain Zone Corporation will:

- 1. Update the MMZC website, www.mmzc.com.**
- 2. Develop and provide press releases and good news stories to local media.**
- 3. Facilitate a meeting with the College of the North Atlantic, Gateway CBDC and the Chamber of Commerce to discuss developing and publishing a joint newsletter.**
- 4. Organize and facilitate a partner's network meeting with community partners to share information and ideas on a regular basis.**
- 5. Partner with local municipalities, local service districts and development associations to further economic development in the zone.**