

2011-2014

Strategic Economic Plan



Table of Contents

Executive Summary	3
Message from the Chairperson	4
Strategic Planning Process	5
Community Background	6
GBDC Mandate	7
GBDC Mission Statement	7
GBDC Vision Statement	7
GBDC Organizational Chart	8
GBDC Core Values	9
Environmental Scan	9
Strengths	10
Weaknesses	11
Opportunities	11
Threats	11
Priority Sectors	12
Small Business, Manufacturing & Women in Business	12
Tourism Sector.....	14
Fisheries Sector	16
Youth Entrepreneurship	18
Energy Sector	19
Monitoring & Evaluation	20

Glossary of Acronyms

ACOA	Atlantic Canada Opportunities Agency
BPCC	Burin Peninsula Chamber of Commerce
BPCBDC	Burin Peninsula Community Business Development Corporation
DFA	Department of Fisheries and Aquaculture
DFO	Department of Fisheries and Oceans
GBDC	Grand Bank Development Corporation
GBHA	Grand Bank Harbour Authority
HNL	Hospitality Newfoundland and Labrador
HRLE	Department of Human Resources Labour Employment
ICSP	Integrated Community Sustainability Plan
INTRD	Department of Innovation, Trade and Rural Development
RWIBN	Regional Women in Business Network
SEP	Strategic Economic Plan
SRDC	Schooner Regional Development Corporation

Executive Summary

The Strategic Economic Plan (SEP) 2011 – 2014 was prepared as the direction setting document for the Grand Bank Development Corporation, further known as GBDC, for the next three years.

The SEP 2011 – 2014 will focus on key priority sectors that affect the Burin Peninsula and the municipality of Grand Bank. The SEP will outline strategic issues with each of the priority sectors along with goals, objectives, initiatives, and identification of organizations to take the lead, partners and timelines to be undertaken over the next three (3) years. To accomplish these goals, the volunteer Board of Directors with the assistance of the Executive Director and staff, and will rely on the strong partnerships formed with local organizations, regional stakeholders and government departments. It is not the intention of the GBDC to work independently on these issues.

The GBDC will focus its marketing and investment attraction efforts on the following priority sectors that were identified during the planning process:

- 1) Small Business, Manufacturing and Women in Business**
- 2) Tourism Sector**
- 3) Fisheries Sector**
- 4) Youth Entrepreneurship**
- 5) Energy Sector**

The GBDC is responsible for the attraction of new investment to the Town through promoting Grand Bank in the local, provincial, national and international markets as a place to do business. The GBDC is also responsible for assisting local businesses with their expansion and/or maintenance of current operations in a continued effort to generate employment and wealth.

It is through these activities that the Town of Grand Bank has diversified its economy from a one industry town into an innovative and productive community on the Burin Peninsula.



Message from the Chairperson

On behalf of the Board of Directors of the Grand Bank Development Corporation, I am pleased to present the three year Strategic Economic Plan (SEP) 2011 – 2014. The goals and objectives outlined in this SEP are the direct result of input received from stakeholder groups from the Town of Grand Bank. Our volunteer Board of Directors and staff are pleased to have prepared this document which provides a big picture of the economic development that will take place in the Town over the next three years.

We have a strong history in working with organizations, businesses, and individuals in the municipality of Grand Bank to enhance the economic well being for the Town of Grand Bank.

The GBDC Board of Directors and staff look forward to working intensely with our many stakeholder groups to implement this new three (3) year SEP.

Sincerely,

Heather Burlingham
Chairperson

Strategic Planning Process

One of the first steps taken in the process of developing this strategic economic plan was to review the existing strategic economic plan for the GBDC and the Town's Integrated Community Sustainability Plan.

Before writing the plan the Executive Director held several strategic planning sessions with various stakeholder groups within the town. A listing of the planning sessions can be seen below.

Stages of Consultations	Dates
Review of previous SEP and Town's ICSP	January 2011
Town of Grand Bank	February 2011
Consultations with local business operators (one on one)	February 2011
Grand Bank Heritage Society	March 2011
Grand Bank Harbour Authority	March 2011
GBDC Board of Directors Strategic Planning Session	April 2011
Draft SEP sent to board of directors for comments	April 2011
Ratification of new SEP	May 2011

The Executive Director facilitated a special strategic planning session with the board of directors on April 1-2, 2011, in the GBDC boardroom. This session was very productive from the standpoint that it got the board of directors engaged in the strategic planning process.

The draft SEP was provided to all of the board of directors, BPCBDC, ACOA, and the Town of Grand Bank in April 2011 to solicit feedback prior to the final document being prepared.

The SEP was presented for ratification at the regular GBDC board meeting in May 2011.

Community Background

Grand Bank was inhabited by French fisherman as early as 1640 and started as a fishing settlement with about seven families. It was given the name "Grand Banc" because of the high bank that extends from Admiral's Cove to the water's edge on the west side of the harbour. The French census taken in 1687, showed the population of Grand Bank to be 45 individuals. The first community had one church, three houses and 18 muskets. Some of the prominent names included Bourney, Commer, Chevallier and Grandin.

The Town of Grand Bank can attribute much of its past and present growth and prosperity to its proximity to the fishing grounds and its ice-free harbour. Original settlers thrived on trade with the French and a vigorous inshore fishing industry. Grand Bank became the nucleus of the bank fishing industry for Newfoundland and a service center for Fortune Bay. With the decline of the salt fish industry, the town's emphasis quickly shifted to fresh fish production. Enterprising businessmen and town planners prepared the way for a fresh fish plant (present day Grand Bank Seafoods Inc.) and a fleet of trawlers.

Today, Grand Bank is the home of a shell fishing industry, a modern plant owned by Grand Bank Seafoods (A division of Clearwater Seafoods). It is also home to Dynamic Air Shelters – manufacturers of specialized, inflatable industrial shelters for the oil and gas sector, as well as structures for promotional and 'first response' uses.

Twenty-first century Grand Bank boasts many innovative industries and businesses supported by modern infrastructure, a new community health centre, up to date seniors' complex, recreational facilities, and the community centre. Grand Bank is becoming synonymous with innovation, prosperity and most recently a captivating tourist attraction.

GBDC Mandate

The Grand Bank Development Corporation (GBDC) was incorporated on February 13, 1991, with a mandate to diversify the economy of the Town of Grand Bank after the collapse of the deep sea fishery.

The GBDC is responsible for the attraction of new investment to the Town through promoting Grand Bank in the local, provincial, national, and international markets as a place to do business. In addition, the GBDC is responsible for assisting local businesses with the expansion, and/or maintenance of current operations in a continued effort to generate employment and wealth. The GBDC also assists local stakeholder groups in pursuit of non-commercial economic development initiatives within the community.

An investment fund of six (6) million dollars was established by the Government of Canada to assist the Corporation in delivering its mandate.

GBDC Mission Statement

At the strategic planning session on April 1, 2011, the Board of Directors of the GBDC revised the mission statement to the following:

“To diversify the economy of the Town of Grand Bank through the attraction of new investment and businesses, to expand existing operations and to encourage import and export through development by offering programs and services that are client driven.”

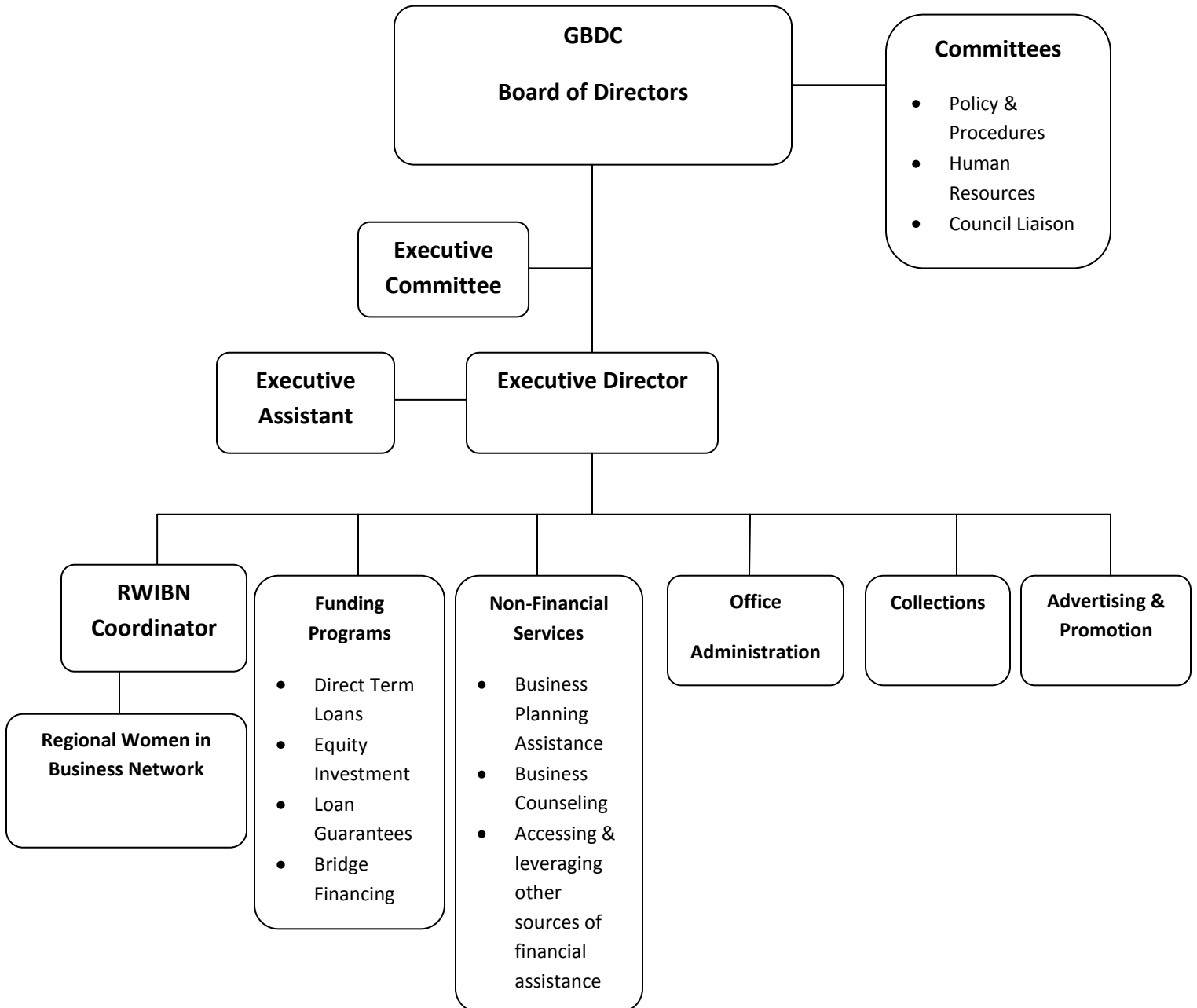
GBDC Vision Statement

At the strategic planning session on April 1, 2011, the Board of Directors of the GBDC revised the vision statement to the following:

“To have a prosperous and vibrant Town with a diversified economic base developed through new and continued investment and strengthened partnerships. The GBDC will focus on identified growth sectors while preserving the community’s heritage and scenery.”

Grand Bank Development Corporation

Organizational Chart



GBDC Core Values

The Grand Bank Development Corporation will be guided by the following core values in carrying out its mandate:

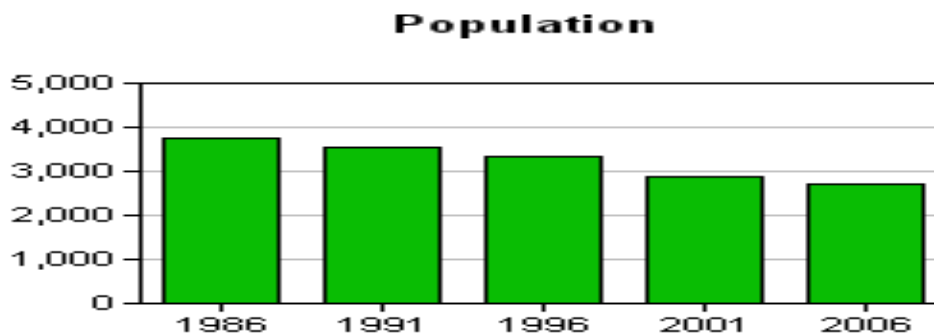
- Provide quality programs and services focusing on the needs of our clients.
- Employ professional and experienced staff to deliver our programs and services.
- Provide a strong leadership role in economic and business development.
- Develop a network of effective partnerships and contacts.

Environmental Scan

The Town of Grand Bank is located on the tip of the Burin Peninsula and has many outstanding attractions. This vibrant fishing community has rich seafaring traditions, early 1900's architecture, spectacular views, scenic trails and activities for all ages. Whether you come for a vacation, to visit family or just here on business, you will find something to see or do. Grand Bank is located on the "Loop" of the Burin Peninsula with many tourist attractions such as: museums, heritage houses, theater, shopping, festivals, traditional food, hiking trails, berry picking, camping sites, playgrounds and swimming areas. The Town of Grand Bank has all the amenities of a large community, but the serenity of a small town.

The 2006 Census population for Grand Bank was 2,690. This represents a decline of 5.9% since 2001 (2,690 in 2006, down from 2,860 in 2001). Over the same period, the entire province experienced a population decrease of 1.5% since 2001 (505,470 in 2006, down from 512,930 in 2001). The median age in Grand Bank was 49 in 2006. The 2006 median age in Newfoundland and Labrador was 42.

(www.communityaccounts.ca)



Population Pyramid, Census 2006



At the strategic planning session on April 1, 2011, the Board of Directors of the GBDC performed an analysis of the strengths, weaknesses, opportunities and threats to the municipality of Grand Bank. The following strengths, weaknesses, opportunities and threats were identified:

Strengths

- Modern Infrastructure (good roads, water & sewer)
- Good technology (high speed internet)
- Good highway system
- Variety of amenities (parks, walking trails, tennis courts, swimming pool, community health centre, schools, seniors home)
- Neighbourly support
- Community pride & spirit
- Low cost of housing
- Safe community
- Strong Town Council
- Attractive/Beautiful Town
- Most written about

Weaknesses

- Sense of lack of communication/transparency
- Reluctance to adopt new ideas and concepts
- Aging population
- Many businesses not up to date on technology
- Lack of adequate accommodations
- Aging infrastructure (water & sewer)
- Difficult to find people to get work done
- Away from main drag (stopping tourists)
- Waterfront properties (need repairs)
- Limited air transportation
- Lack of directional signage throughout Town

Opportunities

- Proximity to territory belonging to France
- Good relationship with other funding agencies
- Proximity to Aquaculture Industry (Fortune Bay)
- Mobility of workforce
- Moving away from one industry town
- Residents of St. Pierre moving to live on Burin Peninsula

Threats

- Cost of produce/gas increasing
- Many people on fixed income (Seniors)
- Ferry Dock problems
- Amenities not open all year long
- Distance to travel (3.5 hours to St. John's)
- Incomplete harbour dredging

Priority Sectors

The GBDC will focus its marketing and investment attraction efforts on the following priority sectors that were identified during the planning process:

- 1) **Small Business, Manufacturing and Women in Business**
- 2) **Tourism Sector**
- 3) **Fisheries Sector**
- 4) **Youth Entrepreneurship**
- 5) **Energy Sector**

Small Business, Manufacturing & Women in Business

Small business is the fastest growing segment of the Canadian economy. The small business sector creates over 37% of the jobs in local communities. Over 2 million firms in Canada are categorized as small business which represents more than 98% of the total number of Canadian firms.

Small business creates jobs. They contribute to the local communities, by paying taxes both provincially and federally. They are innovative by coming up with new ideas, and they move more quickly than their larger corporate counterparts.

Goal #1: To increase the number of existing businesses in Grand Bank by 25 %.

Objective #1: To promote small business in Grand Bank

Initiative 1: Develop a pilot advertising campaign for Southern Gazette, Channel 6 Ads, Downhomer, and VOXM Radio.¹

Target Date: Spring 2011
Partners: GBDC (Lead)
Cost: \$10,000.00

Initiative 2: Development of Promotional Video on Town of Grand Bank²

Target Date: Winter 2012
Partners: GBDC (Lead)
Town of Grand Bank
Cost: \$15,000.00

¹ See Marketing Plan 2011-2012 for more details.

² See Marketing Plan 2011-2012 for more details.



Initiative 3: Development of kiosk to promote the businesses in the Town

Target Date: Summer 2012
Partners: GBDC (Lead)
Town of Grand Bank
Grand Bank Heritage Society
Business Community
INTRD/HRLE
Cost: \$25,000.00

Initiative 4: Development of Community Profile/Business Directory for the Town of Grand Bank

Target Date: Winter 2011
Partners: GBDC (Lead)
Town of Grand Bank
HRLE
Cost: \$10,000.00

Initiative 5: Host Fall Trade Show³

Target Date: Annually (2011 - 2014)
Partners: GBDC (Lead)
ACOA/INTRD
Cost: \$10,000.00

Initiative 6: Attend the Manufactured Right Here Trade Show⁴

Target Date: Annually (2011 – 2014)
Partners: GBDC (Lead)
Local Small Business Operators
ACOA
Cost: \$3,000.00

Initiative 7: Phase II Regional Women in Business Network

Target Date: Annually (2011 – 2014)
Partners: GBDC (Lead)
Regional Women in Business Network
ACOA/INTRD
Cost: \$95,055.00

³ See Marketing Plan 2011-2012 for more details.

⁴ See Marketing Plan 2011-2012 for more details.

Tourism Sector

Tourism is one of Newfoundland and Labrador's greatest economic drivers. As a whole, the industry contributes approximately \$800 million to our economy each year, supporting 12,730 direct jobs in tourism, and generates significant economic and cultural spinoffs. The Newfoundland and Labrador travel and tourism industry performed well in 2010. The number of non-resident visitors to the province topped 518,000 in 2010.

The Provincial Government and Hospitality Newfoundland and Labrador (HNL), the province's tourism industry association, unveiled a new, long-term vision for the future development of tourism in Newfoundland and Labrador on February 6th, 2009, during the 2009 Lookout! Tourism Summit, HNL's annual convention and trade show.

The Newfoundland and Labrador Tourism Vision 2020 provides a blueprint for extraordinary growth. It addresses the real and perceptual barriers facing the tourism industry with innovative strategies and actions. The hope is that by 2020, the tourism industry will contribute \$1.6 billion to the Province's economy.

Goal #1: To increase the number of days that tourist stay in Grand Bank

Objective #1: Develop and implement a marketing strategy to promote Grand Bank as a Tourism Destination.

Initiative #1: Attend the Annual HNL Conference and Trade Show to promote Grand Bank's attractions and services.⁵

Target Date: Annually (2011 – 2014)
Partners: GBDC (Lead)
Local Tourism Operators
ACOA
Cost: \$4,000

⁵ See Marketing Plan for more details.

Goal #2: To increase the quality of the Tourist’s experience during their stay in Grand Bank

Objective #1: Identify ways to improve the service quality in the town’s accommodations, restaurants, and tourism attractions.

Initiative #1: Work with local operators to offer specific programs such as “Super Host” to current and new employees.

Target Date: June 2011
Partners: GBDC (Lead)
HNL
Local Tourism Operators
Cost: \$4,000

Initiative #2: Revisit the Pacrim Hospitality File

Target Date: Fall 2011
Partners: GBDC (Lead)
Town of Grand Bank
Cost: To be determined

Initiative #3: Work with the Town Council to develop directional signage for the Town of Grand Bank

Target Date: Fall 2011
Partners: GBDC (Lead)
Town of Grand Bank
Private Consultant
Cost: To be determined

Fishery Sector

From the outset, the life of Grand Bank revolved around the sea, "Cod was King". The fishery was an inshore operation until 1881 when the era of the Bank Fishery began. Merchants built their own schooners ranging from 50 to over 100 tons and at one time, there were as many as six small shipyards. As the need for larger vessels increased, they were bought from Lunenburg and Gloucester.

Dozens of schooners landed their catches in the adequate harbour of Grand Bank. Women and men cured the fish in the wide cobblestone beaches. This marked the beginning of increased prosperity for the community and for the next 60 years, fleets of wooden schooners headed for the Grand Banks of Newfoundland. Merchants also engaged larger three master schooners for local trade and overseas markets.

During the period (1890 -1940) Grand Bank, with its fleet of banking and foreign-going ships, earned the distinction "The Bank Fishing Capital" of Newfoundland. In 1955, a modern fresh fish processing plant was built in Grand Bank and modern steel trawlers replaced the schooners. Today, Grand Bank is the home of a shell fishing industry, a modern plant owned by Grand Bank Seafoods (A Division of Clearwater Seafoods).

Goal #1: To increase the quality of the fishing sector in Grand Bank

Objective #1: Promote cooperation among the Local Fish Harvesters.

Initiative #1: Research the development of a Fish Market for the Town of Grand Bank

Target Date: Spring 2012
Partners: GBDC (Lead)
DFA/DFO
Grand Bank Seafoods
GBHA
Local Fish Harvesters
Cost: \$0.00

Objective #2: Promote the Town of Grand Bank as a service centre for the Aquaculture Sector in Fortune Bay.

Initiative #1: Attend the NAIA conference & Trade Show⁶

Target Date: Annually (2012 – 2014)
Partners: GBDC (Lead)
ACOA
Cost: \$3,000.00

Goal #2: To increase usage of the Grand Bank Harbour

Objective #1: To promote the Grand Bank Harbour as a place to do business.

Initiative #1: Assist the Grand Bank Harbour Authority to find funding programs to complete the harbour dredging to allow vessels with drafts that are greater than eight (8) meters.

Target Date: Spring 2011
Partners: GBHA
GBDC
Town of Grand Bank
DFA/DFO/DINTRD
Cost: \$0.00

Initiative #2: Work with the Grand Bank Harbour Authority to promote the Port of Grand Bank as a place to do freight distribution.

Target Date: Spring 2012
Partners: Grand Bank Harbour Authority
GBDC
Town of Grand Bank
Cost: \$0.00

⁶ See Marketing Plan 2011-2012

Youth Entrepreneurship

The GBDC recognizes the importance of youth entrepreneurship. The focus should be to ensure that youth have an opportunity to stay in their home community to make a living.

Out migration of our youth is a major concern. Census data from Stats Canada reveal that the majority of people leaving Newfoundland and Labrador are between the ages of 15 and 29 and have completed post secondary education. Since 1996, the Town of Grand Bank has seen a decrease of approximately 54.4% of youth between the ages of 15 and 29. GBDC recognizes that if the Town is to experience economic growth, there must be opportunities found to enable youth the option of building their futures within the province.

Goal #1: To increase youth entrepreneurship between the ages of 15 and 35

Objective #1: Promote the benefits of starting a small business to youth aged 15 and 35

Initiative #1: Hold a session on benefits of starting a small business with the youth at the local high school.

Target Date: Annually (2011 – 2014)
Partners: GBDC (Lead)
BPCBDC Youth Ventures
BPCC
John Burke High School
Junior Achievement
INTRD/ACOA/SRDC
Cost: To be determined

Initiative #2: Promote youth business programs to local youth entrepreneurs.

Target Date: Annually (2011 - 2014)
Partners: GBDC (Lead)
BPCBDC Youth Ventures
Junior Achievement
ACOA/DINTRD
Cost: \$0.00

Energy Sector

Newfoundland and Labrador has an abundance of oil, natural gas, hydroelectricity and wind resources, as well as the potential to supply energy from other sources such as uranium, biomass, hydrogen, wave and tidal. This substantial inventory of energy sources makes this province an energy warehouse. We have the ability to meet all of our own energy needs and still provide significant energy for export to other jurisdictions where energy demand also continues to grow.

Goal #1: Increase the potential use of Grand Bank as support base for the Energy Sector

Objective #1: Promote Grand Bank as a potential support base for the energy sector.

Initiative #1: Attend the Oil and Gas Show⁷

Target Date: Annually (2011 – 2014)
Partners: GBDC (Lead)
ACOA
Local Companies
Cost: \$4,000.00

Initiative #2: Meet with the MMSB to discuss the potential of developing a recycling centre in Grand Bank.

Target Date: Spring 2012
Partners: GBDC (Lead)
Town of Grand Bank
Cost: To be determined

Initiative #3: Meet with Nalcor to discuss the potential of developing pilot wind farm in Grand Bank.

Target Date: Spring 2012
Partners: GBDC (Lead)
Town of Grand Bank
Cost: To be determined

⁷ See Marketing Plan 2011-2012

Monitoring and Evaluation

A process of on-going assessment of the relevancy and appropriateness of the various components of the plan in response to changing economic environmental conditions is fundamental and critical to strategic planning. It is essential that the initiatives be monitored with respect to completion of activities, target dates, and outlined results. The success of the GBDC over the next three (3) years will be measured by the following:

- The level of investment activity which includes number of loan applications received, number of loan applications approved; number of new businesses assisted, number of existing businesses assisted.
- The level of job growth which includes the number of new jobs created and how many existing jobs were maintained in the Town.
- The number of local companies using exporting as a business development strategy.
- The level of client satisfaction with the programs and services offered by the GBDC.
- The number of new partnerships created, and support of existing partnerships through the development of this plan.

The GBDC will establish a Monitoring and Evaluation Committee whose task is to receive quarterly reports from the Executive Director in order to determine whether the SEP is achieving its desired effects.

In cases where the monitoring process detects problems and the problems can be corrected with action by the Board, the control process will involve taking the appropriate action to ensure that the implementation process gets back on schedule. In cases where environmental changes occur that are beyond the control of the Board, the control process may involve revising the plan in order to accommodate the changes. Furthermore, the Board, in conjunction with the Monitoring and Evaluation Committee and staff, will formally review and update the plan on an annual basis.

The GBDC is also committed to continually receive input from stakeholders through a variety of means on an annual basis to receive feedback and further input into the SEP to assure it is current.