



The Strategic Plan

2006

Strategic Planning Sessions

Stages

Vision

Mission / Mandate

Strategic Directions

Goals

Objectives

Action Plan

Vision

Providing leadership in the enhancement of our communities and partner with others in the bigger region as a viable economic and socially strong integrated area

Mission / Mandate

We will provide leadership to our communities and partner with others in the bigger region by the co-ordination of social and economic initiatives related to our economic development in a participatory environment

Strengths (Association)

- Cohesive, strong board
- Committed volunteers
- Diverse and talented group
- Much experience
- Good contacts and partnerships
- Strong physical infrastructure and location
- Experienced employees
- Steady employer
- Strong area representation and participation through linkages to LSDs, town councils and other interest groups
- Strong committee structure
- Good relations with key government departments and agencies
- Well established
- Autonomous

Strengths (Region)

- Strong history and culture
- Beautiful area and recognised as such
- Attractive area with a low crime rate and caring people
- Fishing infrastructure
- Hospital infrastructure
- Educational system
- Many Local Service Districts, Town Councils, Special Interest Associations and Service Organisations
- Business opportunities - land, buildings
- Good data available

Weaknesses

- Lack of long term sustainable industries
- No long term plan
- Fractured community involvement
- Need for all participants to see the big picture, and thus avoid one issue agendas
- Succession planning
- Out-migration
- Lack of youth opportunities
- Lack of aggressive approach to development
- Inadequate promotion of the area

Threats (Challenges)

- Ageing volunteers (demographics, declining population)
- Weak economy
- Dependence on traditional resources and ideas
- Stuck without a plan
- Complacency
- Marketing

Opportunities (Actions)

- Work with the "big region"
- Capitalise on recent exposures
- Take a more long term focus - long term plan
- Continue to build volunteerism
- Try new ideas aimed at creating new employment
- Improve quality of life - primary health care
- Be a leader in identifying opportunities for economic development in our region
- Be involved in proactive investment prospects
- Capitalise on environment and geography

Opportunities (Things)

- Aquaculture and secondary processing
- Cottage industries
- Foreign students
- Further partnering
- New technologies
- Good web page
- Public Relations - Communications
- More facilities to reflect our demographics
- New opportunities created by our demographics (ageing population)
- More activities for our youth - integrate them better
- Safe and sustainable environment

Appendix A

<h3>Strategic Directions</h3>

1. Leadership
2. Regional Cooperation
3. Involvement of Stakeholders
4. Community Enhancement
5. Economic /Social Development
6. Succession Planning
7. Accountability
8. Officer and Staff Development
9. Communications

Direction 1	Goal	Objective	Action Plan	Target Date
LEADERSHIP	Take the initiative in directing the AREA and partner with others in the bigger REGION toward strong economic and social growth	Our objective is to evaluate old and new economic initiatives: catalogue and publish the findings: and research Government Agencies for funding	<ul style="list-style-type: none"> • RDA to strike a Research Committee to assess old and new initiatives • Catalogue and publish recommendations • Propose a development strategy • Seek out Government funding for a Research Assistant and/or a Development Officer 	2006 11 15

Direction 2	Goal	Objective	Action Plan	Target Date
REGIONAL CO-OPERATION	Take the initiative in developing the concept of partnerships and interdependence .	The objective of RDA is to initiate a Regional approach and interdependence in the bigger region which will include: - Twillingate - New World Island - Gander - Lewisporte	<ul style="list-style-type: none"> • Strike a Steering Committee to plan a Forum • Host a Forum on Regional Co-operation and interdependence, followed by a strategy to action recommendations 	2006 03 31

Direction 3	Goal	Objective	Action Plan	Target Date
INVOLVEMENT OF STAKEHOLDERS	Take the initiative to involve all of our partners /stakeholders	Our objective is to ensure that the activities of RDA are carried out in a participatory environment by involving stakeholders and partners	<ul style="list-style-type: none"> • RDA will identify and clarify the stakeholders • Seek the involvement of stakeholders by using one or more of these instruments: <ul style="list-style-type: none"> • surveys • questionnaires • forums • round table discussions • Make contact with stakeholders and partners by connecting and co-ordinating • Provide a representative to sit on committees or on the Board of interested groups • Provide representation on the Board for stakeholders 	Ongoing

Direction 4	Goal	Objective	Action Plan	Target Date
COMMUNITY ENHANCEMENT	Make every effort to enhance all communities in our jurisdiction	The objective of RDA is to make our communities viable for young and old alike	<ul style="list-style-type: none"> • Evaluate our area for potential for shared (government) services and infrastructure • Research companies that will transport workers back to our area • Survey young couples to find reasons to stay • Research entertainment options • Research skilled trades courses we can hold in this area • Support initiatives by interest groups designed to make our communities economically and/or socially more viable • Develop a community promotion strategy through a meaningful liaison with local tourism groups such as TITA 	immediate and ongoing

Direction 5	Goal	Objective	Action Plan	Target Date
ECONOMIC AND SOCIAL DEVELOPMENT	Strive for Economic and Social Development of all communities within our catchment area	Endeavour to develop strategies which ensure the economic and social viability of our area, for the greater good of the Region	<ul style="list-style-type: none"> • RDA will evaluate, prioritise and action the recommendations of the Research Committee named in LEADERSHIP • RDA will provide an ongoing evaluation of all recommendations, making the necessary midstream corrections • Keep all stakeholders involved and informed 	January 2007, and ongoing

Direction 6	Goal	Objective	Action Plan	Target Date
SUCCESSION PLANNING	Ensure the continuity of the Board as a progressive and proactive entity	It is the intent of the Board to ensure its longevity and continuity by developing an active succession plan	<ul style="list-style-type: none"> • RDA will establish a Committee to develop a strategy for a succession plan • The Committee will recommend to the Executive the BEST Practices method of ensuring a progressive and proactive Board which is representative of our stakeholders, committed to the Strategic Plan of the Board 	<p>Establish committee in 2006</p> <p>Present recommendations to the Executive and/or Board within 6 months</p>

Direction 7	Goal	Objective	Action Plan	Target Date
ACCOUNTABILITY	To develop transparency	Seek to implement ways of improving accountability and confidentiality to stakeholders	<ul style="list-style-type: none"> • Provide a written and/or oral report at each Board meeting of the activities of the Board, Executive and Committees • Provide for appropriate internal and external financial and operational audits on a yearly basis • Conduct an annual general meeting • Develop an annual Work plan by the Strategic Planning Committee • Review and update its Strategic plan by the Strategic Planning Committee 	as specified

Direction 8	Goal	Objective	Action Plan	Target Date
OFFICER /STAFF DEVELOPMENT AND WELFARE	Ensure the proper training and welfare of all personnel , both volunteers and employees	Endeavour to ensure that officers and employees are appropriately trained, and are treated with dignity and confidentiality in the workplace	<ul style="list-style-type: none"> • RDA will arrange for policies addressing the training needs and welfare issues of its officers and employees • Appropriate committees will be put in place to assess the needs and develop policies dealing with training and welfare needs of all its personnel • Arrange for yearly updates of these policies 	Done, and ongoing

Direction 9	Goal	Objective	Action Plan	Target Date
COMMUNICATIONS	To effectively communicate the RDA mission and activities of the organisation	To develop a communication plan	<ul style="list-style-type: none"> • RDA will ensure that all minutes and reports and other pertinent information are communicated to stakeholders, and where necessary, partners, in a timely manner • Carry out a monitoring and evaluation process by the Strategic Planning Committee – strategic planning function – doesn't belong here – under strategic plan • To effectively communicate the activities of the general public • Timely releases on developmental highlights 	on a timely basis