

### **3.0 Preliminary 2006/07 Work Plan**

#### **3.1 Strategic Goals**

The following strategic goals have been identified for the CEE:

##### **Vision and Organization**

Goal 1: Establish the CEE to successfully meet stakeholder expectations.

##### **Western Region Cluster**

Goal 2: Develop educational and research capacity in Regional Institutions to support and promote economic development.

Goal 3: Address in the region current and emerging regional environmental issues

Goal 4: Promote development of new/expanded products and services in designated pillars (i.e. selected environmentally based industrial sectors).

##### **Provincial Mandate**

Goal 5: Establish a leadership position in research, development and technology transfer related to designated pillars.

Goal 6: Establish a leadership position in policy development and analysis related to designated pillars.

Goal 7: Establish a network to assist development of new/expanded products and services in designated pillars throughout Newfoundland and Labrador.

## **3.2 Objectives and Initiatives for 2006/07**

### **Vision and Organization**

Goal 1: Establish the CEE to successfully meet stakeholder expectations.

Objective 1.1: Develop a shared vision, strategic plan and business plan for CEE

Initiatives for 2006/07

- 1.1.1 - Complete Phase 1 and 2 of consultant study
- 1.1.2 – Develop Conceptual Plan for CEE
- 1.1.3 – Obtain Cabinet Approval for Conceptual Plan
- 1.1.5 - Prepare a strategic plan for CEE
- 1.1.6 - Prepare a multi-year/business plan for CEE

Objective 1.2: Raise CEE public profile and obtain stakeholder buy-in

Initiatives for 2006/07

- 1.2.1 - Conduct a series of stakeholder workshops
- 1.2.2 - Prepare a range of public relations materials including brochures, and newsletters
- 1.2.3 - Organize official opening for CEE
- 1.2.4 - Launch a series of presentations to stakeholder groups in the region

Objective 1.3: Establish CEE governance

Initiatives for 2006/07

- 1.3.1 - Conduct assessment of alternate governance models
- 1.3.2 - Establish CEE as a legal entity and form governing Board

Objective 1.4: Obtain additional project funding

Initiatives for 2006/07

- 1.4.1 - Identify spectrum of potential funding sources
- 1.4.2 - Build linkages to at least four funding agencies
- 1.4.3 - Obtain project funding support from ACOA
- 1.4.4 - Submit funding proposals to at least two other funding agencies

Objective 1.5: Build CEE Secretariat

Initiatives for 2006/07

- 1.5.1 - Establish processes and procedures for service delivery
- 1.5.2 - Develop short and medium term human resource plan

## **Western Region Cluster**

Goal 2: Develop educational and research capacity in Regional Institutions to support and promote economic development

Objective 2.1: Develop a suite of educational and training programs at regional institutions in support of the environmental sector

Initiatives for 2006/07

2.1.1 - Assist institutions to prepare an integrated multi-year plan for programs related to environmental sector

2.1.2 – Provide assistance for development of new program thrusts in priority areas

Objective 2.2: Develop a suite of research, development and technology transfer activities at regional institutions in support of the environmental sector

Initiatives for 2006/07

2.2.1 - Assist institutions to prepare a multi-year plan for research, development and technology transfer activities related to the environmental sector

2.2.2 - Assist current research centres in the region to develop business plans to allow them to operate more efficiently and effectively

2.2.3 - Provide assistance for institutions and researchers to access funding for specific small and medium sized research projects

2.2.4- Identify and sponsor concept development for at least one major research project to be submitted for funding to programs such as AIF or CFI

Objective 2.3: Obtain leading edge infrastructure for education and research

Initiatives for 2006/07

2.3.1 - Identify priority infrastructure needs

2.3.2 - Prepare a multi-year proposal package for education and research infrastructure

2.3.3 - Promote needs and benefits of infrastructure package with key decisionmakers

Objective 2.4: Attract experts in required disciplines to region's institutions

Initiatives for 2006/07

2.4.1- Identify priority disciplines

2.4.2- Assist institutions to obtain funding support for new positions

2.4.3- Assist institutions to identify and attract optimum candidates

2.4.4- Support and promote national and international linkages in priority disciplines

Goal 3: Address in the region current and emerging regional environmental issues

Objective 3.1: Develop a data base of current and emerging environmental issues and potential solutions

Initiatives for 2006/07

3.1.1 - Consolidate information collected by consultants

3.1.2 - Survey municipalities and agencies

3.1.3 - Prepare a listing of required capability to address regional environmental issues

Objective 3.2: Enhance the capability of private sector firms to address regional environmental issues

Initiatives for 2006/07

3.2.1 - Prepare a database of capabilities of firms in the region

3.2.2 - Assist regional firms to develop additional technology and services

3.2.3 - Promote development of new firms in the region

3.2.4 - Attract firms from other areas to relocate or open branches in the region

Objective 3.3: Enhance the capability of public sector organizations to address regional environmental issues

Initiatives for 2006/07

3.3.1 - Assist public sector organizations to develop new technology and services

3.3.2 - Assist regional institutions to build linkages with private sector firms to address regional environmental issues

Objective 3.4: Undertake projects to address current regional environmental issues

Initiatives for 2006/07

3.4.1 - Initiate at least 3 projects with regional groups

Goal 4: Promote development of new/expanded products and services in designated pillars (i.e. selected environmentally based industrial sectors).

Objective 4.1: Provide a business assistance program to facilitate startup and growth of firms in the priority sectors

Initiatives for 2006/07

4.1.1 - Develop a conceptual plan for an Innovation Centre

Objective 4.2: Promote development of firms in the sustainable forestry sector

Initiatives for 2006/07

4.2.1 - Prepare a detailed value chain analysis for the sustainable forestry sector in the region

4.2.2 - Identify initial priority areas for industry development

4.2.3 - Launch at least two industry development initiatives

Objective 4.3: Promote development of firms in the sustainable tourism sector

Initiatives for 2006/07

4.3.1 - Prepare a detailed value chain analysis for the sustainable tourism sector in the region

4.3.2 - Identify initial priority areas for industry development

4.3.3 - Launch at least two industry development initiatives

Objective 4.4: Promote development of firms in the sustainable municipal operations sector

Initiatives for 2006/07

4.4.1 - Identify initial priority areas for industry development

4.4.2 - Launch at least two industry development initiatives

Objective 4.5: Promote development of firms in the environmental I.T. and Geomatics sector

Initiatives for 2006/07

4.5.1 - Identify initial priority areas for industry development

4.5.2 - Launch at least two industry development initiatives

Objective 4.6: Promote development of firms in the freshwater ecosystems sector

Initiatives for 2006/07

4.6.1 - Identify initial priority areas for industry development

4.6.2 - Launch at least two industry development initiatives

Objective 4.7: Promote development of firms in other environmentally related sectors

Initiatives for 2006/07

4.7.1 - Launch at least two industry development initiatives

## **Provincial Mandate**

Goal 5: Establish a leadership position in research, development and technology transfer related to designated pillars

Objective 5.1: Develop partnerships with provincial and national research and development agencies.

Goal 6: Establish a leadership position in policy development and analysis related to designated pillars

Objective 6.1: Develop the capability to undertake policy development and analysis in the region related to the designated pillars.

Initiatives for 2006/07

6.1.1 - Identify priority areas for development of policy development and analysis capability

6.1.2 - Prepare a plan for establishment of a Policy Research, Development and Analysis Centre in the region

Objective 6.2: Develop linkages with national and international leaders in policy related to the designated pillars

Initiatives for 2006/07

6.2.1 Prepare a database of leading policy centres

6.2.2 Develop preliminary linkages with at least 5 leading policy centres

Goal 7: Establish a network to assist development of new/expanded products and services in designated pillars throughout Newfoundland and Labrador

Objective 7.1: Establish linkages with government agencies, institutions and non-governmental organizations

Initiatives for 2006/07

7.1.1 - Organize a workshop for government agencies, institutions and non-governmental organizations to prepare an action plan for creation of a provincial network