



Town of Gander
Economic and Social Development
Strategic Plan
2008 - 2012

Power to Soar!



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Town of Gander Economic and Social Development Strategic Plan 2008 - 2012

Introduction

The Town Council of the Town of Gander has been mandated to improve the quality of life and economic prosperity for the residents of Gander and, as such, has identified economic and social development as a mechanism to achieve its goals. This document is intended to set priorities and overall direction for the Town's economic development activities for a period of five years.

Our Vision

The most vibrant and economically diversified community in Newfoundland and Labrador.

Our Mission

To provide the residents of Gander with the prosperity and quality of life offered by a strong and diversified economy.

Goals

The goals of this strategy are to:

- increase retail investment by \$10 million and create 300 new full-time employment equivalents;
- increase aerospace investment by \$20 million and create 200 new full-time employment equivalents; and
- ensure that the residents of Gander have access to quality of life services and infrastructure.

Targeted Sectors

Target markets are divided along economic and social lines.

Economic

The Town of Gander will focus on the development and diversification of the retail and aerospace sectors.

Retail development and diversification will be achieved through investment recruitment and business retention and expansion programs that aim to secure a wide range and balanced mix of local, national and international product and service providers.

Aerospace development activities will primarily focus on the recruitment of international investment in the areas of maintenance, repair and overhaul; aerospace design, engineering and testing; component manufacturing and certification; and aircraft systems integration.

Social

By its nature, social development requires an internal focus on issues that enhance the overall well-being of the community's residents. In Gander's case, three areas will be targeted: healthcare, affordable housing and youth career development.

Geographic Targets

The geographic market for aerospace development initiatives will be worldwide with concentrated efforts within the United States and Europe. Retail investment attraction activities will be focused within Canada. Social development activities will occur primarily within the community and province.

Strategy

Though complimentary, the strategies employed for economic and social development will be unique.

Economic

Under the direction of its Economic and Social Development Committee, the Town of Gander will employ comprehensive investment attraction and business retention and expansion strategies. These strategies will be continually evaluated and modified based on a number of prevailing circumstances, including the quantity and quality of prospect leads under management at any given time, the growth or expansion of existing business and global, national or regional changes in the targeted industries.

Strategies may integrate any number of activities and tools including participation at trade exhibitions and conferences, engagement of the Government of Canada's Foreign Service, online and print media advertising, and contracted professional services. The Committee will prepare and provide Council with an annual action plan and budget no later than September 30 of the year preceding the planned activities and initiatives.

Social

Social development strategy will integrate a number of activities including supporting special community groups and committees, social networking, political advocacy, policy and planning, and partnership with federal and provincial government agencies for the delivery of social programs.

Governance

The day-to-day planning and activities necessary for the successful execution of this strategy will be the responsibility of the Town of Gander's Economic Development staff. The overall direction will be set and approved by Council through the Economic and Social Development Committee.

Strategic Partners

The Town of Gander will work closely with:

- Atlantic Canada Opportunities Agency
- Department of Business
- Department of Innovation, Trade and Rural Development
- Gander and Area Chamber of Commerce
- Gander International Airport Authority
- International Trade Canada
- Kittiwake Economic Development Corporation
- Service Canada

Financing

The Town of Gander will provide core human resource and program financing for this strategy in an amount to be determined during the regular budget planning process. The Economic Development Department will provide Council with an annual estimated programs budget for its review and consideration. Additional program funding will be secured through programs offered by the federal and provincial governments.

Changes and Modifications

This strategic plan is a living document and, as such, is open to ongoing change and modification depending on the successes or failures of specific activities or initiatives, or a change in mandate or focus as determined at the discretion of Council.