



**Memorial**  
University of Newfoundland



## Summary Report

### Harris Centre Regional Workshop:

Memorial University  
partnering with the

Southeastern Aurora Development Corporation  
and the  
Labrador Straits Development Corporation

Location: Northern Light Inn, L'Anse au Clair, NL

Date: May 17th & 18th, 2006

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*Documents below posted on Harris Centre Website: [www.mun.ca/harriscentre](http://www.mun.ca/harriscentre)*

- Dr. Michael Collins' Presentation
- Harris Centre Presentation
- SEDC Presentation
- LSDC Presentation
- Workshop Evaluation
- Memorial Presents' Evaluation

## **1.0 EXECUTIVE SUMMARY**

The Harris Centre's third Regional Workshop was held in partnership with the Southeastern Aurora Development Corporation (Zone 4) and the Labrador Straits Development Corporation (Zone 5) on May 17th and 18th in L'Anse au Clair, Newfoundland and Labrador. Attendees included participants from Memorial University and a variety of stakeholders from Zones 4 & 5. The purpose of this workshop was to promote Memorial University as a resource for regional policy and development through research, teaching and outreach activities, as well as to identify future opportunities within the Zones in which Memorial University could become involved. On the evening of May 17<sup>th</sup>, the Harris Centre hosted a "Memorial Presents" public policy session on the fishery. On May 18<sup>th</sup>, the workshop morning sessions were divided into Tourism, Business/Diversification, the Environment & Natural Resources, and Education. The workshop sessions consisted of Memorial participants informing the stakeholders from Zones 4 & 5 about the 48 current activities in which the university is engaged in the Zone, followed by questions and dialogue.

The afternoon sessions were used for Zones 4 & 5 stakeholders to inform Memorial representatives and other participants about development priorities in their region. These sessions consisted of Fisheries/Aquaculture, Business/ Manufacturing, Tourism, and Education. Discussion then followed to identify potential new opportunities for Memorial in establishing linkages and partnerships for future projects.

Overall, the workshop was viewed as a successful method to identify and inform residents and stakeholders about Memorial's current involvement in the region. As well, it was useful to facilitate strategic planning and regional development by discussing regional priorities and by brainstorming potential ideas and projects in which Memorial could become involved. A total of 38 follow-up opportunities were identified (see below). There were nine identified opportunities in the Fisheries/Aquaculture session ranging from investigating use of "waste" products (from the shrimp and crab fishery, etc.), to designing the cod fishery of the future. The Business and Manufacturing session had the highest identified opportunities. Memorial participants and stakeholders of the regions identified 18 possible opportunities including a study on paving the highway from Cartwright to Red Bay, to sapphire manufacturing, which

would also benefit the tourism sector of the region. The tourism session identified nine potential opportunities, ranging from transportation, to internet connectivity, which could have significant potential for the tourism sector in the zones. The Education session also identified opportunities such as career development for all ages, and studies comparing Labrador to the rest of the Atlantic Provinces. A total of six new opportunities were identified in education.

Below are the possibilities which the Harris Centre will play a role in facilitating, coordinating and partnering with Memorial University expertise and Zones 4 & 5 stakeholders.

### **Fisheries and Aquaculture**

1. Research the potential impacts of oil and gas exploration on the Labrador Fishery and Coastal Communities (Possible Lead: Sonya Belben)
2. Gilbert Bay Cod for Aquaculture Pilot study (Possible Lead: Dr. Joe Wroblewski, Gilbert Bay Steering Committee and Wayne Russell)
3. Investigating use of “waste” products (from the shrimp and crab fishery, etc.) for use in fur farming. (Possible Lead: Judy Pardy, Earl Stone and Sonya Belben)
4. Grade Identification: Lipid profile of herring – Research Required (Possible Lead: DFO partner, Darrell O’Brien, Chris Parrish, Mike de Jong)
5. Shrimp Management Plan Model: Impact on the shrimp fishery season: Resource maximization (Possible Lead: Gilbert Linstead)
6. Sustainable level of alternate species: Herring, Mackerel/ Caplin (Possible Lead: Darrell O’Brien, Shawn Melindy)
7. Designing the Cod Fishery of the future: Integrated planning, smaller quotas, higher quality, niche markets, labor force developments, full cycle from water to table. (Possible Lead: Sonya Belben)
8. Marketing of Labrador Scallops to U.S. markets within X hours (Possible Lead: Zone Boards)

9. Sorting table design to maximize ergonomic value and quality of product. (Possible Lead: Darrell O'Brien, Dr, Barb Neis)

### **Business/ Manufacturing**

1. Cartwright to Red Bay, road paving study of costs and benefits (Possible Lead: Labrador S.E Chamber of Commerce).
2. Year-round operation study of costs and benefits of Straits Ferry Service (Possible Lead: District Ferry Committee).
3. Snow blockage study of costs and benefits from Red Bay to Lodge Bay to allow for year-round access. (Possible Lead: Zones 4 & 5 REDBs).
4. Small Hydro Project potential study (Possible Lead: Zone 4 REDB).
5. Sapphire Manufacturing and Tourism Opportunity: inventory and market study (Possible Lead: Zone 4 REDBs).
6. Bottled Water: Export opportunity, market study, and quantity of supply (Possible Lead: C & T Enterprises).
7. Bedrock Resources Opportunity Assessment: Inventory, review existing surveys, link with market research, link scientific knowledge with local knowledge (Possible Lead: Zones 4 & 5 REDB's).
8. Biology resource opportunity assessment (Possible Lead: Zones 4 & 5).
9. MURI project descriptions include additional opportunities. Memorial project leads currently undertaking (Lead: Harris Centre).
10. Businesses in Zone 4 & 5 session with MUN, CNA, Industry Associations and Government: Working session designed to maximize additional follow-up (Possible Lead: 2 Chambers of Commerce with 2 REDBs).
11. Pinsent's Arm to William's Harbor cost benefits study update to include Gilbert Bay impact. (Possible Lead: Gilbert Bay Committee).
12. Aquaculture Opportunity Assessment (Possible Lead: 2 Zone REDBs).
13. Chitinson Opportunity Assessment: Review existing studies (Possible Lead: Zone 4 REDBs).

## **Tourism**

1. Study on what type of ferry service should be provided. Study ferry service in other jurisdictions, basic transportation and tourism quality; provide interpretation on the ferry, the value of tourism industry in Southern Labrador and Labrador Straits (Possible Lead: Jamie Pye & Blair Gillis).
2. Student Services; Administering Job Fairs for students in region for summer employment: GradSWEP (Possible Lead: Bonnie Goudie)
3. Hybrid Energy systems for small isolated communities (Lead: Blair Gillis)
4. Explore the means to provide Internet connectivity in small isolated communities: Excess computing equipment at MUN, survey what is available in region, Labrador connectivity initiative, and Smart Labrador initiative. (Possible Lead: Agnes Pike, Shelia Downer & Doug Robbins)
5. Undertake an economic analysis of the EI system as a disincentive to work in small communities (Cultural Change/Analysis) (Possible Lead: Zone 4 & 5 boards)
6. Identify the potential of theatre, visual arts, and publishing children's books in region to enhance tourism industry: Meeting with Sir Wilfred Grenfell College with Gordon Slade (Possible Lead: Bonnie Goudie & Blair Gillis).
7. Identify the Natural and Cultural heritage of Zone 4 & 5 that has so far been ignored and assess the potential for development. (Possible Lead: Doug Robbins)
8. Develop a Labrador-Centric Map of the Province. (Possible Lead: Marilyn Bridle)
9. Develop an inventory of resources onshore and underwater from Red Bay to Davis Inlet's Cultural Landscape with a plan to designate this area. The oldest documents in Canada are from this area. (Possible Lead: Zones 4 & 5)

## **Education**

1. Career Development between College and University curriculum laddering for career advancement in post secondary: To standardize courses, life long learning, partner with outside institutions, recognizing credits to university (Possible Lead: Bob Simms & Glynes Penney).

2. Assess individuals before entry to training programs to evaluate level of experience and requirements needed to begin program. Suggest using experience as a measurement (Possible Lead: Barb Marshall)
3. Identify and assess the skills requirements for the manufacturing sector: How can we identify the necessary skill needed to grow the manufacturing industry? (Possible Lead: Sonya Belben)
4. Growing trend towards general education versus academic (Possible Lead: Barb Marshall & Lawrence Normore).
5. Curriculum disadvantage in rural areas: Teachers have to teach several courses, Department of Education needs to be at the table. How widespread is this frustration (Possible Lead: Barb Marshall)
6. Explore the impact CDLI has had on academic achievement (Research vs. Anecdotal evidence) (Possible Lead: Lisa Dempster)
7. Identify the changes in academic achievement in Labrador compared to Atlantic Provinces. (Since curriculum changed, have outcomes changed and how do changes compare?) (Possible Lead: Lisa Dempster)

Upon further discussion and collaboration with Southeastern Aurora Development Corporation and the Labrador Straits Development Corporation, these potential opportunities will be described in one-page synopses which include the lead contact or organization within the zone interested in Memorial involvement (see appendix). These descriptions will be circulated to the appropriate faculty, staff and students throughout Memorial University with the Harris Centre facilitating and tracking results. These opportunities will also be accessible in the Memorial University Regional Inventory (MURI), a web-accessible database currently under development by the Harris Centre.

## **2.0 INTRODUCTION**

The Leslie Harris Centre of Regional Policy and Development has facilitated three workshops. The first-ever Harris Centre regional workshop was held in Newtown in November 2005 where we identified 32 current Memorial activities and identified 15 follow up opportunities. Our second regional workshop which was facilitated in New-Wes-Valley



Stephenville in March of 2006 where we identified 37 of Memorial's current activities and 27 follow up opportunities. Our most recent workshop was held May 18, 2006 in L'Anse au Clair, Labrador where we identified 48 current Memorial activities in the region and 38 follow up opportunities.

As a prelude to the workshop and to stimulate public debate, on the first evening the Harris Centre hosted a Memorial Presents public policy session on the fishery. The Regional Workshop was held the following day to discuss Memorial's presence in the region, and to identify sectors/areas for potential new opportunities between Memorial University and stakeholders in the region.

### **3.0 ORGANIZATIONAL BACKGROUNDS**

#### **3.1 The Harris Centre**

Named in honour of scholar and former Memorial University president, Dr. Leslie Harris, The Leslie Harris Centre of Regional Policy and Development was established on October 1, 2004, when the former Public Policy Research Centre and the Centre of Regional Development Studies merged.

Dr. Harris is known for his integrity and independence while making a practical contribution to Newfoundland and Labrador. The Harris Centre continues this commitment in coordinating and facilitating Memorial's educational, research and outreach activities in the areas of regional policy and development. In brokering these activities the Harris Centre will in some situations take a leading role, while in others the role will be that of a partner, supporter or facilitator.

The final product offered to the community, whether in the form of research, teaching or outreach, is based upon the independence and integrity of Memorial's faculty, staff and students in applying their professional expertise in contributing to regional policy and development in Newfoundland and Labrador.

### **3.2 Southeastern Aurora Development Corporation**

The Southeastern Aurora Development Corporation (SADC) encompasses eleven permanent communities along the Southeast coast of Labrador. SADC is a non-profit organization under the direction of a 14-member Board of Directors. Established in 1996, SADC, representing Zone 4, is one of twenty Regional Economic Development Boards. Located on the Southeastern part of Labrador, the SADC boundaries encompass an area of almost 40,000 km<sup>2</sup> with a highway connecting eight communities from Lodge Bay to Cartwright. The population of the zone is 2,717, mainly Labrador Métis descent, which has remained stable in the Zone during the past 10 years.

SADC's mandate is to create a self-reliant and sustainable economy for the people of Zone 4. SADC envisions a future that is productive, with a prosperous people working together in cooperation for a higher standard of living and better quality of life. The economy will be one that meets the needs of all our residents without compromising our unique and valued natural resources.

The focus for the board will be to improve transportation networks and to address energy challenges which are key to attracting new investment and diversification. A daunting task for the board will be to identify new activities, both within and outside of the fishing industry, which will minimize the impact of diminishing incomes, both for harvesters and processors that is currently being experienced. The board recognizes enormous potential in the forestry, tourism and natural resources sectors, which will result in new business spin-offs. The goal of the board and staff is to work with partners to focus on the best opportunities for economic success.

### **3.3 Labrador Straits Development Corporation**

The Labrador Straits Development Corporation (LSDC) represents Economic Zone 5 which encompasses seven communities from L'Anse au Clair to Red Bay, located on Labrador's

south coast. It is one of 20 Economic Development Boards in Newfoundland and Labrador which is responsible for coordinating economic development activities.

The role of the LSDC is to foster economic activity within communities in Economic Zone 5. It identified five key areas for development including the fishery, business and manufacturing, innovation and technology, tourism and transportation. LSDC assumes the lead role in coordinating economic activity by generating new ideas and completing research and planning required to produce new revenue and long-term sustainable employment.

The LSDC envisions the Labrador Straits as a regional community, with a diversity of interests and ideas which capitalizes on its strengths. It values all types of learning, and works together with an understanding of how to effectively manage change in order to meet basic needs, support a stable business environment and sustain natural and cultural resources.

#### **4.0 REGIONAL WORKSHOP PURPOSE**

Regional Workshops have three key objectives:

- To promote the University as a resource for regional policy and development throughout the province, through the utilization of research, teaching and outreach activities at Memorial;
- To communicate current Memorial University activities to local stakeholders and communicate local stakeholder priorities to Memorial faculty, students and staff; and
- To provide a forum for the identification of new opportunities/linkages between Memorial University and local stakeholders.

The morning session of the workshop provided information to local stakeholders on current Memorial activities and provided an opportunity for local stakeholders to discuss the implications of these activities in the two zones. The afternoon session entitled “new opportunities” allowed for discussion of possible networking and project opportunities between Memorial and local stakeholders. The session closed with a discussion of next steps. This report is intended to provide a summary of the information shared in the various sessions and opportunities for further Memorial University and community collaboration.

## **5.0 OUTLINE OF THE SESSIONS**

The Regional Workshop was held at the Northern Light Inn in L'Anse au Clair.

Approximately 80 people attended the public lecture on the evening of May 17<sup>th</sup> while approximately 70 people attended the day-long workshop on the following day. Prior to the start of the workshop, visitors from outside the two zones (mostly the University participants) undertook a tour of the region's major tourism attractions, the National Historic Site in Red Bay and the Provincial Historic Site in Point Amour.

### **5.1 Evening-Day 1: Memorial Presents**

The "Memorial Presents" public policy forums are hosted by the Harris Centre on topics of significant public interest. A presenter from Memorial University and panelists from outside the University presented on "*The Fishery: Can it Save Rural Newfoundland and Labrador?*". This session was open to the public, and over 80 people from the Zone and Memorial University were in attendance. This was the first time a *Memorial Presents* was held in Labrador. Mr. David Vardy, former Associate Director of the Harris Centre and former deputy minister of fisheries and president of the Marine Institute, was the keynote speaker for the forum. The panelists were Mr. Gilbert Linstead (Vice-President of the Fisheries Council of Canada and President and CEO of Labrador Choice Seafoods), Kelvin Letto (Fisheries Representative, Labrador Straits Development Corporation) and Claude Rumbolt (Fisheries Development Specialist for the Labrador Métis Nation). The session was very well received, as the evaluation forms submitted at the end testify.

### **5.2 Day 2: Regional Workshop**

The agenda for this workshop, as well as the delegates who attended, can be found in Appendix A. The workshop began in the morning with greetings from Brad Letto, business owner in L'Anse au Clair and a member of Town Council, followed by the welcoming of participants by Dr. Rob Greenwood, Director of the Harris Centre. Dr. Michael Collins, Associate Vice-President (Academic) at Memorial, then gave a short presentation on Memorial's presence in rural Newfoundland and Labrador. All presentations from the

workshop can be found on the Harris Centre website ([www.mun.ca/harriscentre](http://www.mun.ca/harriscentre)). Following this, Dr. Greenwood and Mr. David Yetman from the Harris Centre identified the 48 Memorial activities currently being conducted in Economic Zones 4 & 5, classified under the headings of “Environment”, “Health/Society”, and “Business/Diversification”.

## **6.0 MORNING SESSIONS: MEMORIAL UNIVERSITY PRESENCE IN THE REGION**

Following this presentation, the workshop was organized into four parallel sessions based on the above topics to discuss Memorial’s activities in Zones 4 & 5. Each group consisted of a facilitator, Memorial representatives and various industry and community stakeholders from economic Zones 4 & 5. These sessions began with a brief presentation by Memorial researchers on their work in the area. People from the Zones then asked questions about the research and discussed possible opportunities for the area based on Memorial’s involvement. These sessions will be summarized briefly below, including a short biography of the Memorial participant and an outline of the main ideas which emerged from their discussions.

### **6.1 Tourism**

**Facilitator – Mr. Michael Clair (Harris Centre)**

#### **a) Memorial Presenter – Dr. Stephen Bruneau**

Steve Bruneau, Ph.D, P.Eng, Professor of Civil Engineering is interested in renewable energy systems and ice engineering. He has published a tourism book on icebergs and is interested in economic development around the Province. For more information please visit <http://www.engr.mun.ca/people/sbruneau.php>. Dr. Bruneau’s involvement in the breakout session was centered around tourism-related issues and what the university is doing or may do to assist with positive developments in this area:

- Web-based tools such as the recently launched <http://www.icebergfinder.com> may be used by hospitality operators to attract and inform tourists about the whereabouts of icebergs. The fact that some tourists will travel to the Straits area specifically to see an iceberg provided they have confirmation of location and tourism services, is important to realize.

- He remarked on the availability of young and energetic university summer students to travel to Labrador to work in the tourism trade, the attraction being summer employment in a place where adventure sports and outdoor activities abound. (This is similar to the way some Western tourism destinations, such as Banff, attract their young workforce.)
- Renewable energy systems could be considered for power generation in an effort to stabilize and reduce energy costs, not just in remote tourism sites like Battle Harbour, but isolated communities as well.
- The importance of high quality rather than quantity of tourism "units" needs to be considered. The traditional tourism thrusts that try to attract the highest numbers of people may not be the best or desirable. Perhaps a focused and higher quality adventure tourism product catering to wealthier European clients should be the focus of future efforts.

**b) Memorial Presenter – Dr. Lisa Rankin**

Dr. Rankin is an Associate Professor of Archaeology in the Anthropology Department. Her research focuses on the prehistoric and early contact period history of Labrador. She has worked throughout coastal Labrador, but the majority of her research has occurred in the Porcupine Strand Region of southern Labrador. The Porcupine Strand is a 40 km long stretch of sand dune beach fronted by many rocky islands. The beach itself was referred to as the Wonderstrand by Viking explorers. Well over 100 new archaeological sites, dating from 7,000 years ago to 200 years ago, have been investigated in this region by Dr. Rankin and her students. Included among these sites is the earliest known Inuit site in southern Labrador dating to approximately AD 1600, when contact between the Inuit and Europeans was very scarce. Several small businesses in the Cartwright regions have promoted this site and the other sites located on the Porcupine Strand as tourist destinations, and this archaeological tourism is expected to grow in the future as the Porcupine Strand falls within the current boundaries of the proposed Meally Mountain National Park.

Dr. Rankin's presentation to Zone 4 & 5 focused on the following:

- Picking target "heritage" sites for tourism.
- Upgrading the transportation system to attract tourists.

- Upgrading the Straits' ferry to be more amenable to tourists.
- Hiring university students to work in the tourist industry.

**c) Memorial Presenter – Mr. Gordon Slade**

Mr. Slade is the Executive Director of One Ocean, which is a liaison organization between the petroleum and fishing industries of Newfoundland and Labrador, established to build cooperation and understanding between the two industries operating in the same marine environment (<http://www.mun.ca/regoff/calendar/sectionNo=GENINFO-0711>). He is the Founder and Managing Director of the Battle Harbour Historic Trust since 1990. Battle Harbour is now a National Historic Site and District of Canada, recognized nationally and internationally as one of the most significant heritage and tourism sites in the world (<http://www.battleharbour.com/>).

Mr. Slade's presentation to Zones 4 & 5 focused on the following:

- He described how Battle Harbour could be used as an example of what can be accomplished in a remote coastal community in terms of economic diversification using heritage tourism.
- He traced the evolution of Battle Harbour from an abandoned fishing community in 1990 to a heritage tourism destination now considered one of the most important sites in the world.
- He also discussed the benefits of his research to the local area.

**6.2 Business/Diversification**

**Facilitator – Dr. Rob Greenwood (Harris Centre)**

**a) Memorial Presenter – Dr. Derek Wilton**

Derek Wilton, Ph.D., P.Geo. is a professor in the Department of Earth Sciences, Memorial University. Since 1984 he has been a faculty member at MUN and has engaged in mineral deposit research in Newfoundland, and most especially in Labrador. He has been Assistant Director of the Labrador Institute and has spent many years in Labrador from Cape Chidley to Southern Labrador. He has supervised over 85 Ph.D., M.Sc., and B.Sc.(Hons) students. He spent this past summer in Labrador completing a variety of projects, including work on

the meteorite impact site at Mistassin Lake, on uranium in Central Labrador, on the Voisey's Bay deposit, on the history of exploration in Labrador, on sapphires in the Port Hope Simpson area, and on the 4,000-year-old Ramah quarry site (the latter in conjunction with the Smithsonian Institute). He received the Education Award from the Professional Engineers and Geoscientists of Newfoundland and Labrador for outstanding contributions to Geoscience Education in 2004.

Two earth sciences-based research projects under the umbrella of the Coasts Under Stress Project were described. Project 1 involved the examination and documentation of sapphires in bedrock near Port Hope Simpson; the project ultimately involved research on extraction of the stones from their host rock. Project 2 was concerned with evaluating the long-term environmental and health implications of 19<sup>th</sup> century mining and smelting at Tilt Cove and Betts Cove on the Baie Verte Peninsula. In deriving conclusions for both projects, a consistent sub-theme emerged which suggested the potential for small-scale regional development using local geological resources. In project 1, it was concluded that the sapphires might not constitute a viable "gem-quality" resource, but could readily provide material for tourism. Project 2 also concluded with a tourism premise that suggested an industrial archaeology theme could be developed for the local region. Thus when reviewing the economic potential of a region, the local geology should be thoroughly examined for potential contributions beyond large-scale mineral production.

Dr. Wilton's presentation to Zone 4 & 5 focused on the following:

- Research projects can produce unexpected, serendipitous results that may have important development implications (it just takes open thinking).
- Researchers should pass their results to development associations, amongst others, in plain language summaries.
- Most researchers can be great sources of enthusiasm for development associations.
- Regional development associations should develop inventories of all natural (geological, biological) and historical resources present in their respective regions.
- Memorial University is an important source of knowledge and expertise for regional development.



**b) Memorial Presenter – Ms. Susan Vaughan**

Ms. Vaughan has been employed with the Centre for International Business Studies since 1994. From 1994 through 1999, she managed the Centre's newly-established and ever-evolving, international exchange program for the Faculty of Business Administration.

In May, 2000, Susan became Director of the Centre, overseeing all aspects of the Centre's outreach, exchange, and research activities. She also plays an active role in Memorial University's internationalisation efforts.

Ms. Vaughan's presentation to Zones 4 and 5 focused on the following:

- Background of the Centre – mandate, objectives and resources
- Exchange Program – how students on location can serve as a resource for local companies, conducting market feasibility projects, establishing contacts, etc.
- Projects typically constitute a course (3 credit hours) which counts toward the student's degree. As well, foreign students studying in Newfoundland and Labrador provide a similar service. There is a nominal administrative fee for this service.
- Academic Partnering Projects – Teams of students (senior undergraduate or MBA) are matched with local companies to help them with their internationalisation efforts. Projects are similar to those noted above, but are conducted locally. There is also a nominal administrative fee for this service.
- International Speaker Series – guest speakers are invited to address the local business community on international issues of relevance to them. These are typically free and take from 1 – 2 hours. Examples of past speakers and topics were provided.
- Export Internship for Trade Graduates – 12-month, cost-shared program which places recent graduates of Memorial University and the College of the North Atlantic with local, international firms. The program covers 75% of the interns' salary and benefits to a maximum of \$25,000; participating companies cover the balance of the interns' salary and benefits. To participate, companies must be private and for-profit, and must be exporting or export-ready.

**c) Memorial Presenter – Mr. Merv Andrews**

Mr. Andrews is a retired professor of Civil Engineering, having worked with the Engineering Faculty at Memorial University of Newfoundland for more than 32 years. In addition to teaching at the undergraduate and graduate levels, he has held several administrative positions including Chair of the Civil Engineering program, Associate Dean for Engineering Undergraduate Studies and Director of Continuing Engineering Education. During his tenure at MUN, Mr. Andrews has been actively involved in numerous transportation studies as well as other community projects. In 1977-78, he was Director of Research for a Federal Royal Commission that investigated transportation in Newfoundland and Labrador. For 20 years, he was a member of the St. John's Transportation Commission. The last 10 years he was Chairman of that Commission. During the last 12 years he has been a senior partner in a consulting group that has conducted transportation studies and analysis into urban as well as regional transportation issues. In 1999, as part of that group, he supervised a study of the Gulf Ferries that operate between Newfoundland and Nova Scotia. More recently he has worked with the Harris Centre on studies dealing with the Labrador Marine Service, as well as serving on the steering committee overseeing the pre-feasibility study of a fixed link between the Island of Newfoundland and Labrador.

Currently, Mr. Andrews is teaching a senior undergraduate Engineering course dealing with the design and construction of highways as well as acting as coordinator for a conference on transportation issues (Atlantic Provinces Transportation Forum) that is scheduled to take place in Corner Brook during October of this year. Mr. Andrews's presentation to Zone 4 & 5 focused on the following:

- The role of transportation is to enable the movement of (1) people and (2) goods or freight. Movement of people: to accommodate the needs of those in the future fishing, industry there will be a need to commute. As communities downsize, there will not be a plant in every community.

- People will require a great deal of accessibility and in light of the cost of fuels, the cost of transportation will be of concern. Movement of goods & freight: Transportation services needed to allow for incoming freight (consumer goods) to support community population. Transportation must be provided in the needed modes and at reasonable costs to allow for importation of raw materials needed for industry production.
- Transportation must be provided to allow for outgoing processed or finished product to compete in world markets. Labrador needs to be connected to the world transportation system or, at least, the North American system to acquire goods and ship goods efficiently. This is an absolute requirement if business is to diversify and succeed.
- An example brought to the attention of the Labrador Marine Services Study concerning an individual living in Black Tickle who had picked and made ready for transport a large quantity of bakeapples. Lack of capacity and scheduling problems prevented the project from succeeding.

### **6.3 The Environment & Natural Resources**

#### **Facilitator – Mr. Ted Lomond (Harris Centre)**

##### **a) Memorial Presenter – Mr. Gerald Anderson**

Mr. Gerald Anderson holds a Bachelor of Arts Degree from Memorial University of Newfoundland. In 1987, Mr. Anderson joined the Marine Institute, working in several capacities including Liaison Officer, Partnership Officer, Public Relations Officer, and Educational Marketing Coordinator. In 2001, he assumed his current position of Manager, Marketing and Business Development, in which he is responsible for institutional analysis and planning, marketing, public relations, student recruitment, and business development. This office's fundamental purpose is to provide support to the Schools and Units of the Marine Institute through a number of activities including proposal development, conducting relevant educational and industrial research, marketing of programs, aiding the development of strategic planning activities, and coordinating student recruitment activities. Mr. Anderson's presentation to Zone 4 & 5 focused on the following:

- He provided an overview of MI activities in the region in the last year. Courses delivered include two Fishing Masters' Programs, a Bridgwatch Program, several Marine Emergency Duties courses and several Radio Operator Certificate - Maritime Commercial courses.
- He described the Marine Institute's capability including training (on-site seafood processing training, various food training courses), product development capability including agrifoods, local berries, etc., and research and development capability, particularly in the area of fisheries development, aquaculture, food, etc.
- Mr. Anderson also discussed the opportunities in the marine transportation industry for example, Bridgwatch.

**b) Memorial Presenter – Ms. Susan Knight**

Susan Knight is a graduate student from the Marine Institute where she completed a diploma in Marine Environmental Technology and is currently working on her undergraduate degree in Environmental Biology at Sir Wilfred Grenfell College of Memorial University. Ms. Knight's presentation to Zones 4 &5 focused on the following:

- A discussion of her independent research project, which was titled "*Assessing biodiversity and community similarity for mushroom communities in Gros Morne National Park and the Labrador Straits*". Her study was conducted to examine the composition and distribution of mushroom species throughout the northern boreal forest habitats prevalent across the island of Newfoundland and in Labrador.
- The Humber Natural History Society conducted three forays in September in 2003, 2004 and 2005 in Killdevil, Gros Morne, a boreal forest on the island of Newfoundland, and also additional foray conducted in 2005 on the Labrador Straits, a coastal boreal forest, primarily collecting and identifying all fruiting mushroom species along designated census regions.
- Ms. Knight discussed how various biodiversity indices were used to assess the variability among mushroom communities sampled from the forays.
- She outlined that further forays will be conducted annually across the province, the next being held in Salmonier Nature Park on Newfoundland's east coast.

**c) Memorial Presenter – Ms. Jennifer Lavers**

Having completed a Bachelors Degree (Honors, Animal Biology) from the University of Alberta in 2003, Ms. Lavers is currently completing her Ph.D. research at Memorial University of Newfoundland, on the ecology and conservation of a rare and threatened seabird, the Razorbill *Alca torda*. She is interested in the processes that affect Razorbill population dynamics, especially mortality related to commercial fishing and accidental shooting during the annual murre (turr) hunt, as well as fluctuations in food availability related to oceanographic processes.

Ms. Lavers' primary study sites include the Gannet Islands of the coast of Labrador, and Machias Seal Island in New Brunswick. These sites represent the northern- and southern-most breeding sites for Razorbills in Atlantic Canada, respectively, and offer many opportunities for comparison of population dynamics and sources of mortality in each region.

Ms. Lavers' presentation to Zones 4 & 5 focused on the following:

- Seabird ecology at the Gannet Islands in relation to environmental change and human disturbance: since studies began at the Gannet Islands in the early 1980s, there has been a significant increase in sea surface temperature and resulting decrease in sea ice.
- She discussed the serious implications for the distribution and availability of cold-water fish species such as capelin and sandlance which are prey for seabirds. The seabird diet at the Gannet Islands has exhibited some serious shifts and corresponding declines in reproductive success of some seabird species are likely the result of reduced prey availability.
- The Gannet Islands is the most diverse seabird colony in Labrador; therefore, protection of the islands is critical to both researchers and local people. The Atlantic Cooperative Wildlife Ecology Research Network (ACWERN) lab of Dr. Ian Jones at Memorial University and his graduate students work to address many of the above-mentioned issues and provide advice for management and conservation of the Gannet Islands seabirds.

**d) Memorial Presenter – Dr. Barbara Neis**

Dr. Neis is a Professor in the Department of Sociology and is Co-Director of SafetyNet, a Community-University Research Alliance on Health and Safety in Marine and Coastal Work.

Dr. Neis' presentation to Zones 4 & 5 focused on the following:

- Fish harvesters' local ecological knowledge and science, and the results of a phone survey of crab harvesters in southeastern Labrador and the Labrador Straits.
- She also discussed her SafetyNet research looking at occupational health in snow crab processing and fishing safety.
- For further information on Dr. Neis Research please visit <http://www.safetynet.mun.ca/>.

**e) Memorial Presenter – Dr. Adrian Tanner**

Dr. Tanner is Honorary Research Professor of Anthropology at Memorial, where he taught between 1972 and 2004. He has conducted research with First Nations across many parts of the Canadian north, as well as in Fiji, on a wide variety of topics, including the economics of hunting and trapping, aboriginal spirituality, social healing, land tenure, self-government, and local initiatives to address the impacts of rapid social change. In Labrador, he is currently involved in a research project headed by Dr. David Natcher on how provincial forest tenure arrangements might be made more suitable to Aboriginal people. Dr. Tanner's presentation to Zone 4 & 5 focused on the following:

- His research history, and the project in Labrador that he is currently conducting with Dr. Natcher.
- He described his first research in 1975 on Innu Land Tenure and Occupancy in the southern half of Labrador. He discussed the significance of land-based dialect groups at Sheshatshit, and on Innu concerns about low-level flying. He then looked at the feasibility and potential social impacts of the relocation of Davis Inlet.
- He described the Royal Commission on Aboriginal People, and looked at the issue of governance, particularly the implications of, at Confederation, not extending federal jurisdiction to the aboriginal people of Newfoundland and Labrador, and of the barriers

that now stand in the way of implementing aboriginal self-government. He also worked on assessing the social impacts of the Voisey's Bay Nickel Mine.

- Dr. Tanner concluded by outlining new research that is looking at the need by the Innu for a new form of forest tenure that acknowledges a kind of forest management that accommodates multiple forest uses.

## **6.4 Education**

### **Facilitator – Mr. Trevor Kennedy (Atlantic Canada Opportunity Agency)**

#### **a) Memorial Presenter – Dr. Michael Collins**

Originally educated in England where he also taught for several years, Dr. Collins has been at Memorial University of Newfoundland since 1969, most of that time in the Department of Biology. He was Director of General Studies from 1988 to 1994, and became Associate Vice-President (Academic) in June 2001. He holds the position of Full Professor of Biology and has also taught for the Faculty of Education. Throughout his career he has been a pioneer in the use of computers in teaching and learning, and developed the university's first computer-based courses in 1984 and the university's first course electronic bulletin board in 1994. Dr. Collins presentation to Zones 4 & 5 focused on the following:

- The need for Career Development
- Prior Learning Assessment (CNA to MUN)
- A growing trend towards general education in high schools.
- Increasing reliance on distance education to teach specialist high school courses (Advanced Math etc.).
- Literacy problems of parent cause stress at home (not being able to help with children's homework).

#### **b) Memorial Presenter – Dr. Alice Collins**

Dr. Collins is Professor and Dean of Education. She conducts research in the area of teacher education. She is involved with provincial and national education committees. More information can be obtained at <http://www.mun.ca/educ/people/>. Her presentation to Zone 4 & 5 focused on the following:

- Issues of teacher availability/allocation for offering of full programs.
- Use of distance learning technologies and the need to study this approach.
- The appropriateness and meaningfulness of the curriculum for students.
- Relation of many factors to student achievement.
- Parental involvement: parents want to be involved but may be unsure of the best ways to do this.
- Community/school/university partnerships to study and explore issues of education and rurality.

**c) Memorial Presenter – Ms. Denise Hooper**

Ms. Hooper is the Senior Student Recruitment Officer with the Office of Student Recruitment at Memorial University. She has been working with Memorial for the last five years and has spent considerable time conducting recruitment-related activities in Labrador. Her first visit to the South Coast took place in 2001 and she has been making annual visits from Cartwright to Forteau since that time. Through her efforts, she has developed strong ties with the students from the region. Ms. Hooper's presentation to Zone 4 & 5 focused on the following:

- The history of the Office of Student Recruitment – started in 1996.
- Her recruitment activities in Zones 4 & 5.
- Participation in Beyond the Beaten Path Expos – Fall 2003/2004
- Discussed her experiences with joint visits with SWGC and St. John's Campus – Spring 2004/2005 presentations out in the schools.
- Fall 2005 – Appointment of Labrador Representative to handle recruitment activities.
- Currently – SWGC visiting schools along the coast.
- Dr. Geoff Rayner-Canham: award-winning chemistry show. Currently visiting the area.
- Campus tours – ongoing – St. Lewis visiting on Tuesday.
- CDLI – Sessions with students we cannot reach.
- Centre for Distance Learning & Innovation
- The challenges to recruitment in the region.



**d) Memorial presenter – Ms. Anne Marie Vaughan**

Ms. Vaughan is the Director, Distance Education and Learning Technologies at Memorial University. She is a member of the advisory committee for the Canadian Virtual University and of the Advisory Board for the US-based National University Telecommunications Network. She has been active in regional economic development boards in Newfoundland and Labrador for the past six years and is currently Co-Chair of the Capital Coast Development Alliance (Zone 19) and is a member of the Battle Harbour Historic Trust. She holds undergraduate degrees in Arts and Education from Memorial University and a Master of Arts degree in Higher Education from the University of British Columbia. Her presentation to Zones 4 & 5 focused on the following:

- Memorial has offered distance education opportunities to the people of the province for over 35 years. Today, the university offers 350 distance courses annually (over half of which are web-based courses) in 28 disciplines and ten faculties/schools to over 14,000 student registrants all over the world.
- She highlighted the number of students from Zone 4 and 5 who are enrolled in distance education programs. She gave an overview of opportunities available and indicated that she was there to listen to the needs of the region and hear the communities' needs for new program areas and the relevance of existing opportunities.

**7.0 AFTERNOON SESSIONS – NEW OPPORTUNITIES BETWEEN MEMORIAL UNIVERSITY AND ZONES 4 & 5**

The afternoon session began with presentations from Blair Gillis (Board of Directors, SADC) and Sonya Belben (Executive Director, LSDC) about regional priorities that could benefit from Memorial's involvement. This led into discussion sessions for new opportunities for Memorial University. Parallel sessions were held under themes selected by the two Boards in collaboration with the Harris Centre: Fisheries and Aquaculture, Business/Manufacturing, Tourism, and Education. These groups began with a brief presentation from SADC & LSDC session leads who spoke of the particular issues and regional priorities currently in Zones 4 and 5. Discussion followed between Memorial representatives and stakeholders from the zones to identify potential new opportunities and partnerships between the university and the community.

Many potential opportunities for Memorial University initiatives for research, teaching and outreach with the Southeastern Aurora Development Corporation and Labrador Straits Development Corporation arose from the afternoon session. Below are some possibilities which the Harris Centre will play a role in facilitating, coordinating and partnering with Memorial University experts and Zones 4 & 5 stakeholders.

## **7.1 Fisheries/Aquaculture**

**REDB Lead: Claude Rumbolt, Fisheries Development Specialist for the Labrador Métis Nation.**

**Facilitator – Dr. Robert Greenwood, Harris Centre**

1. Research the potential impacts of oil and gas exploration on the Labrador Fishery and Coastal Communities (Possible Lead: Sonya Belben)
2. Gilbert Bay Cod for Aquaculture Pilot study (Possible Lead: Dr. Joe Wroblewski, Gilbert Bay Steering Committee, & Wayne Russell)
3. Investigating use of “waste” products (from the shrimp and crab fisheries) for use in fur farming. (Possible Lead: Judy Pardy, Earl Stone & Sonya Belben)
4. Grade Identification: Lipid profile of herring – Research Required (Possible Lead: DFO partner, Darrell O’Brien, Chris Parrish, Mike de Jong)
5. Shrimp Management Plan Model: Impact on the shrimp fishery season: Resource maximization (Possible Lead: Gilbert Linstead)
6. Sustainable level of alternate species: Herring, Mackerel/ Caplin (Possible Lead: Darrell O’Brien, Shawn Melindy)
7. Designing the Cod Fishery of the future: Integrated planning smaller quotas, higher quality, niche markets, labor force developments, full cycle from water to table.( Possible Lead: Sonya Belben)
8. Marketing of Labrador Scallops to US markets within X hours (Possible Lead: Zone Boards)
9. Sorting table design to maximize ergonomic value and quality of product. (Possible Lead: Darrell O’Brien, Dr, Barb Neis)

## **7.2 Business/Manufacturing**

**REDB Lead: Barbara Campbell, Business Officer**

**Facilitator: Mr. Ted Lomond, Harris Centre**

1. Cartwright to Red Bay: road paving study of costs and benefits (Possible Lead: Labrador S.E. Chamber of Commerce)
2. Year-round operation study of costs and benefits of Straits Ferry Service (Possible Lead: District Ferry Committee)
3. Snow blockage study of costs and benefits from Red Bay to Lodge Bay to allow for year-round access. (Possible Lead: Zones 4 & 5 REDBs)
4. Small Hydro Project potential study (Possible Lead: Zone 4 REDB)
5. Sapphire Manufacturing and Tourism: Opportunity of inventory and market study (Possible Lead: Zone 4 REDBs)
6. Bottled Water: export opportunity, market study, and quantity of supply (Possible Lead: C & T Enterprises)
7. Bedrock Resources Opportunity Assessment: Inventory, review existing surveys, link with market research, link scientific knowledge with local knowledge (Possible Lead: Zones 4 & 5 REDB's).
8. Biology resource opportunity assessment (Possible Lead: Zones 4 & 5)
9. MURI project descriptions include additional opportunities. Memorial project leads currently undertaking (Lead: Harris Centre)
10. Businesses in Zone 4 & 5 session with MUN, CNA, Industry Associations and Government: Working session designed to maximize additional follow-up (Possible Lead: 2 Chambers of Commerce with 2 REDBs)
11. Pinsent's Arm to William's Harbor cost benefits study update to include Gilbert Bay impact. (Possible Lead: Gilbert Bay Committee)
12. Aquaculture Opportunity Assessment (Possible Lead: 2 Zone REDBs)
13. Chitinson Opportunity Assessment: Review existing studies (Possible Lead: Zone 4 REDB's)

### **7.3 Tourism**

**REDB Lead: Margaret Burden, Mayor, Cartwright**

**Facilitator: Mr. Michael Clair, Harris Centre**

1. Study on what type of ferry service should be provided: Study ferry service in other jurisdictions, basic transportation and tourism quality, provide interpretation on the ferry, the value of tourism industry in Southern Labrador and Labrador Straits (Possible Lead: Jamie Pye & Blair Gillis)
2. Student Services; Administering Job Fairs for students in region for summer employment: GradSWEP (Possible Lead: Bonnie Goudie)
3. Hybrid Energy systems for small isolated communities (Lead: Blair Gillis)
4. Explore the means to provide Internet connectivity in small isolated communities: Excess computing equipment at MUN, survey what is available in region, Labrador connectivity initiative, and Smart Labrador initiative. (Possible Lead: Agnes Pike, Shelia Downer & Doug Robbins)
5. Undertake an economic analysis of the EI system as a disincentive to work in small communities (Cultural Change/Analysis) (Possible Lead: Zone 4 & 5 boards)
6. Identify the potential of theatre, visual arts, and publishing children's books in region to enhance tourism industry. Meeting with Sir Wilfred Grenfell College (Gordon Slade). (Possible Lead: Bonnie Goudie & Blair Gillis).
7. Identify the Natural and Cultural heritage of Zone 4 & 5 that has so far been ignored and assess the potential for development (Possible Lead: Doug Robbins).
8. Develop a Labrador-centric Map of the Province (Possible Lead: Marilyn Bridle).
9. Develop an inventory of resources onshore and underwater from Red Bay to Davis Inlet's Cultural Landscape with a plan to designate this area. The oldest documents in Canada are from this area (Possible Lead: Zones 4 & 5).

### **7.4 Education**

**REDB Lead: Lisa Dempster, Employment Assistance Services Councillor, Service Canada**

**Facilitator: Trevor Kennedy, Economic Development Officer, Atlantic Canada Opportunity Agency**

1. Career Development between colleagues and University curriculum laddering for career advancement in post-secondary: To standardize courses, life-long learning, partner with outside institutions, and recognizing credits to university (Possible Lead: Bob Simms & Glynes Penney).
2. Assessing individuals before entry to training programs to evaluate level of experience and requirements needed to begin program. Suggest using experience as a measurement (Possible Lead: Barb Marshall)
3. Identify and assess the skills requirements for the manufacturing sector: How can we identify the necessary skills needed to grow the manufacturing industry? (Possible Lead: Sonya Belben)
4. Growing trend towards trade education versus academic. (Possible Lead: Barb Marshall & Lawrence Normore)
5. Curriculum disadvantage in rural areas: Teachers have to teach several courses. How widespread is this frustration? The Department of Education needs to be at the table. (Possible Lead: Barb Marshall)
6. Explore the impact CDLI has had on academic achievement. (Research vs. Anecdotal evidence) (Possible Lead: Lisa Dempster)
7. Identify the changes in academic achievement in Labrador compared to Atlantic Provinces. (Since the curriculum changed, have outcomes changed and how do changes compare?) (Possible Lead: Lisa Dempster)

## **8.0 CONCLUSION**

Based upon the evaluation feedback participants of this Regional Workshop felt that it was a useful and worthwhile way to become better informed on current Memorial University initiatives in the area. 96% of participants agreed that the presentations about Zones 4 & 5 regional priorities helped identify and generate new ideas about what MUN could be doing in the area and would be interested in attending a future workshop. Overall, it was a good start for strategic planning and innovation with new ideas and opportunities for the economic development of Southern Labrador. The Harris Centre will follow up with SADC and LSDC as well as with individual session participants to determine opportunities for further

Memorial collaboration with stakeholders in the Zones. Each opportunity will have a one-page description prepared, with a lead individual or organization specified from within the Zone. These opportunity descriptions will be circulated to appropriate Memorial University faculty, staff and students, and the Harris Centre will track, facilitate and report results. Opportunities will also be listed in the Memorial University Regional Inventory (MURI) which is under development, to enable web-accessible listings for further follow up.

There will be a follow up session with the organizers of this workshop, both from the Harris Centre and the REDBs of Zones 4 & 5, to discuss the progress and/or feasible projects and initiatives. Dialogue, information sharing and brainstorming among key university and community stakeholders at sessions such as these can lead to opportunities for the enhancement and sustainability of regional policy and development.

### **Acknowledgement**

The Harris Centre sincerely thanks both the Southeastern Aurora Development Corporation and the Labrador Straits Development Corporation for their help in organizing this event and the many stakeholders and community members in Zones 4 & 5 who attended and participated in the events. The Harris Centre also thanks the faculty, staff and students of Memorial University for their enthusiastic participation.

**APPENDIX A**  
**Workshop Agenda and Delegates**



## **Harris Centre Regional Workshop**

*Memorial University in partnership with the  
Southeastern Aurora Development Corporation and the  
Labrador Straits Development Corporation*

The Northern Light Inn, L'Anse au Clair

8:00 AM – 4:30 PM

May 18<sup>th</sup>, 2006

### **Agenda**

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#### **Morning Sessions**

**8:00 – 8:45** – Full Breakfast at the Northern Light Inn, Dining Room

*(Provided by the Harris Centre)*

Workshop Registration

**9:00 – 9:10** – Welcome (Dr. Rob Greenwood, Master of Ceremonies)

Brad Letto (Town of L'Anse au Clair)

Blair Gillis (Chair, Zone 4)

Jamie Pye (Chair, Zone 5)

**9:10 – 9:30** – Presentation: Memorial University and Rural NL

Dr. Michael Collins (Associate VP Academic)

**9:30 – 10:15** – Presentation: Memorial University Activities in Zones 4 & 5

Dr. Rob Greenwood (Harris Centre)

David Yetman (Harris Centre)

**10:15 – 10:30** – Break



**10:30 – 12:00** – Parallel Sessions: Current Memorial Activities in Zones 4 & 5

Presentations and Discussions

- **TOURISM:**  
**Facilitator:** Mike Clair (Harris Centre)  
**Memorial Presenters:** Dr. Stephen Bruneau (Engineering),  
Dr. Lisa Rankin (Anthropology), Gordon Slade (Marine Institute)
  
- **BUSINESS/DIVERSIFICATION:**  
**Facilitator:** Dr. Rob Greenwood (Harris Centre)  
**Memorial Presenters:** Dr. Derek Wilton (Earth Sciences),  
Susan Vaughan (Centre for International Business Studies), Merv  
Andrews (Engineering)
  
- **THE ENVIRONMENT & NATURAL RESOURCES:**  
**Facilitator:** Ted Lomond (Harris Centre)  
**Memorial Presenters:** Gerald Anderson (Marine Institute), Susan Knight  
(Biology), Jennifer Lavers (Biology), Dr. Barbara Neis (Sociology), Dr.  
Adrian Tanner (Anthropology)
  
- **EDUCATION:**  
**Facilitator:** Shelia Downer  
**Memorial Presenters:** Dr. Michael Collins (Vice President's Office) Dr.  
Alice Collins (Education), Denise Hooper (Student Recruitment), Anne  
Marie Vaughan (Distance Education and Learning Technologies)

**12:00 – 12:45** – Lunch - Northern Light Inn Dining Room (*Provided by the Harris Centre*)

**Afternoon Sessions**

**12:45 – 1:30** – Presentation of Regional Priorities that could benefit from  
Memorial's involvement  
(Blair Gillis, Zone 4)  
(Sonya Belben, Zone 5)

**1:30 – 2:45** – Parallel Sessions: New Opportunities (Discussion of potential new  
opportunities for collaboration based on zone priorities)

- **FISHERIES/AQUACULTURE:**  
**Facilitator:** Dr. Rob Greenwood (Harris Centre)  
**REDB Lead:** Claude Rumbolt

**Memorial Participants:** Gerald Anderson (Marine Institute), Dr. Robert Hooper (Biology), Dr. Barbara Neis (Sociology), Gordon Slade (Marine Institute), David Vardy (Harris Centre)

- **BUSINESS /MANUFACTURING:**

**Facilitator:** Ted Lomond (Harris Centre)

**REDB Lead:** Barb Campbell

**Memorial Participants:** Merv Andrews (Engineering), Susan Vaughan (Center for International Business Studies), Dr. Derek Wilton (Earth Sciences)

- **TOURISM:**

**Facilitator:** Mike Clair (Harris Centre)

**REDB Lead:** Margaret Burden

**Memorial Participants:** Dr. Steve Bruneau (Engineering), Susan Knight (Biology), Jennifer Lavers (Biology), Dr. Lisa Rankin (Anthropology)

- **EDUCATION:**

**Facilitator:** Trevor Kennedy (ACOA)

**REDB Lead:** Lisa Dempster

**Memorial Participants:** Dr. Michael Collins (Vice President's Office), Denise Hooper (Student Recruitment), Rennie Gaulton (Psychology), Dr. Adrian Tanner (Anthropology), Anne Marie Vaughan (Distance Education and Learning Technologies), Doreen Whelan (Life Long Learning)

**2:45 – 3:00** – Break

**3:00 – 4:00** – Report Back

**4:00 – 4:30** - Wrap-up and next steps

**5:30** Memorial participants meet in Main Lobby at the Northern Light Inn to depart for Blanc Sablon Airport.

<b>NAME</b>	<b>ORGANIZATION</b>
Anderson, Gerald	Marketing and Business Development, Marine Institute
Andrews, Merv	Engineering, Memorial University
Barkham, Selma	Northern Peninsula Heritage Foundation
Belben, Sonya	Executive Director , Labrador Straits Development Corporation
Bridle, Clarus	Owner, Whaler's Restaurant
Bruneau, Steve	Engineering, Memorial University
Buckle, Amanda	Labrador Straits Development Corporation
Burden, Margaret	Mayor, Cartwright
Campbell, Barbara	Business Officer
Clair, Mike	Associate Director Harris Centre, Memorial University
Clarke, Mildred	Plant Worker
Collins, Mike	Associate VP Academic Memorial University
Collins, Alice	Education, Memorial University
Davis, Cecil	Director, Labrador Straits Development Corporation
Dempster, Lisa	EAS Manager
Downer, Shelia	Smart Labrador
Duff, John	Harris Centre
Dyson, Billie	LMN/EAS
Earle, Alison	Rural Secretariat
Earle, Randy	Business Owner L'Anse au Loup
Gaulton, Rennie	Psychology, Memorial University
Gillis, Blair	Chairperson, Zone 4
Goudie, Bonnie	Executive Director, LSHDC
Greenwood, Rob	Director, Harris Centre
Hooper, Denise	Student Recruitment, Memorial University
Jefferies, Ina	Economic Development Officer
Kennedy, Trevor	Atlantic Canada Opportunity Agencies
Kippenhuck, Florence	Southeastern Aurora Development Corporation
Knight, Bonnie	Harris Centre
Knight, Susan	Biology, Memorial University
Lavers, Jennifer	Biology, Memorial University
Letto, Kelvin	Director, Zone 5 Fisheries Rep
Letto, Shirley	Letto's Enterprises
Letto, Brad	Business Owner/ Director
Linstead, Gilbert	General Manager, Labrador Fisherman's Union Shrimp Company Ltd.
Lomond, Ted	Project Manager Harris Centre
Macdonald, Colin	Executive Council
Marshall, Barb	Executive Director, Partners in Learning
Melindy, Shawn	Fisheries Development Officer
Moores, Bruce	EDO, Labrador Straits Development Corporation
Neis, Barb	Sociology, Memorial University
Normore, Lawrence	EDO/ Director, Council /Zone 5, L'Anse au Loup
Notley, Roxanne	Economic Development Officer
O'Brien, Darrell	Mayor Council/DFO L'Anse au Loup

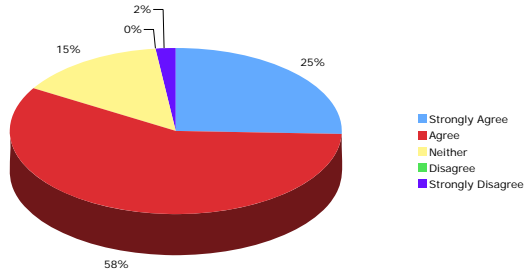
Penney, Eldred	Councillor, Port Hope Simpson
Penney, Glynes	EAS Councilor
Pike, Zita	Service Canada
Poole, Loranne	Town Manager, St. Lewis
Pratt ,Philip	Pratt-Henley-Blackwood Architects
Pye, Jamie	Chairperson, Zone 5, Forteau
Rankin, Lisa	Anthropology, Memorial University
Robbins, Doug	Smart Labrador
Rumbolt, Byron	Counsellor, Mary's Harbor
Rumbolt, Claude	Fishery Development Specialist Labrador Métis Nation
Russell, Wayne	Gilbert's Bay Coordinator
Ryan, Bonnie	Human Resources Labor Employment
Simms, Bob	College of the North Atlantic
Slade, Gordon	Marine Institute, Memorial University
Sparkes, Ron	Labrador Institute
Stone, Earl	Director (Fishery) Zone 4
Tanner, Adrian	Sociology, Memorial University
Trimm, Gaius	President/ Business Owner/ Secretary, Forteau
Turnbull, Christa Lynn	Métis Youth
Vardy, Dave	Harris Centre
Vaughan, Anne Marie	Distance Education Learning Technologies, Memorial University
Vaughan, Susan	Centre for International Business Studies Memorial University
Whalen, Doreen	Life Long Learning, Memorial University
Wilton, Derek	Earth Science, Memorial University
Yetman, Dave	Manager of Knowledge and Mobilization Harris Centre
Yetman, Liz	Town Manager, Red Bay

## **APPENDIX B**

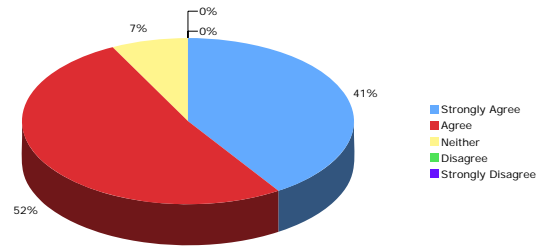
### **Evaluation**

*Harris Centre Regional Workshop: Memorial University Partnering with the Southeastern Aurora Development Corporation & Labrador Straits Development Corporation*

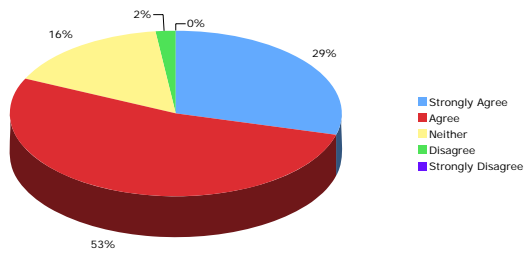
I learned things in the morning sessions that will be useful in my



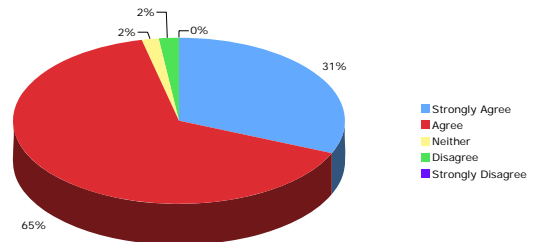
The session made me want to learn more about what Memorial University is doing in Zones 4 and 5.



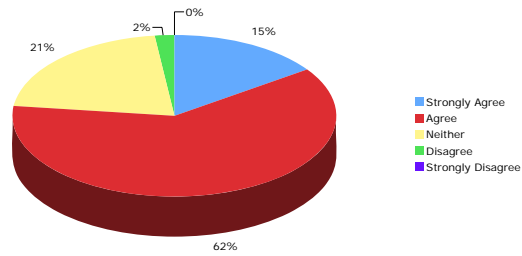
The presentations about Zone 4 and 5's regional priorities helped me identify new ideas about what else MUN could be doing in the area.



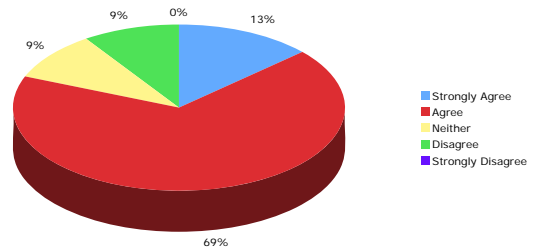
The 'facilitated workshop' format was useful in generating new ideas.



The action items decided upon in the sessions will assist my organization in moving forward with our objectives.

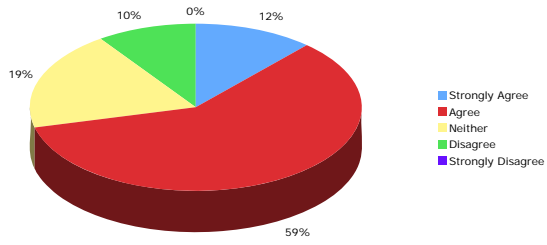


There was sufficient time provided for discussion.

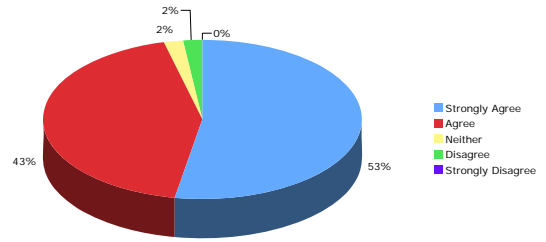


*Harris Centre Regional Workshop: Memorial University Partnering with the Southeastern Aurora Development Corporation & Labrador Straits Development Corporation*

There was sufficient time provided for networking.



I would be interested in attending a similar event in the future.



How useful did you find this event?

