



Summary Report

**Harris Centre Regional Workshop:
Memorial University Partnering
with the Kittiwake Economic Development
Corporation**

Location:

Barbour Living Heritage Village, Newtown, New-Wes-Valley, NL

Date:

November 30 & December 1, 2005

www.mun.ca/harriscentre

www.kittiwake.nf.ca

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<i>Documents below posted on Harris Centre Website: www.mun.ca/harriscentre</i>	
• Dr. Axel Meisen’s Presentation	
• Harris Centre Presentation	
• KEDC Presentation	
• Workshop Evaluation	
• Memorial Presents Evaluation	

1.0 EXECUTIVE SUMMARY

The Harris Centre's inaugural Regional Workshop was held November 30 and December 1, 2005 in Newtown, New-Wes-Valley, in partnership with the Kittiwake Economic Development Corporation (Zone 14). Attendees included participants from Memorial University as well as a variety of stakeholders from Zone 14. The purpose of this workshop was to promote Memorial University as a resource for regional policy and development throughout the province through research, teaching and outreach activities as well as to identify future opportunities within the zone in which Memorial University could become involved. On the evening of November 30, the Harris Centre hosted a Memorial Presents public policy session on the fishery. On December 1, the workshop morning sessions were divided into Health/Society, Business/Diversification and Marine Industries (Fisheries and Aquaculture) and consisted of Memorial participants informing the stakeholders from the zone about current activities (a total of 32) that the university is engaged in the zone, followed by questions and dialogue.

The afternoon sessions were used for Zone 14 stakeholders to inform Memorial representatives and other participants about development priorities. These consisted of Tourism, Business/Manufacturing and Marine Industries (Fisheries and Aquaculture). 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 of Memorial's current involvement in the region. As well, it was useful to facilitate strategic planning and regional development by discussing regional priorities and brainstorming potential ideas and projects in which Memorial could become involved. Some of the potential follow-up opportunities which arose from the workshop are:

Tourism

a) Memorial researchers (historians, geographers, archaeologists, geologists etc.) visiting the area to identify new themes that could be useful for tourism.

- b) Memorial students (co-op, business, theatre arts, etc.) to work on a marketing plan for tourism in the area.
- c) Use of students enrolled in the new Sir Wilfred Grenfell College tourism program.
- d) Summer lecture series on topics in the area. (eg., Bill Montevecchi and work with sea birds)
- e) Retrieval of information in university archives related to folklore, archaeology etc.

Marine Industries (Fisheries and Aquaculture)

- a) Continuing of linkages between MUN and the Indian Bay Ecosystem Corporation.
- b) Marine Institute to study marine architecture and design for boats.
- c) MUN to provide expertise to support lobster/coastal zone management initiatives.
- d) Co-op training in fishery issues for workterm students.

Business/Manufacturing

- a) To help in expanding the processing season, the Marine Institute could assist in new food product development, processing development support and awareness.
- b) MUN can focus on education and training specific to sector opportunities such as aerospace (eg. business and engineering faculties).
- c) Research and Mentoring can be undertaken by specific centres and faculties (PJ Gardiner Institute, Business and Engineering, Enterprise Gateway, Genesis Group) to identify key opportunities.
- d) Graduate students can be a resource for expertise and research abilities (eg. Post Grad Scholarships, Applied Social Psychology for survey expertise). For example, Dr. Dave Stewart teaches an MBA course in Marketing. He is currently engaged in discussions with the Department of Education on students taking part in projects related to the zone.

Upon further discussion and collaboration with the zone, these potential opportunities will be described in a one-page document which includes the lead contact or organization within the zone interested in Memorial involvement. 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.

The Harris Centre will organize four Regional Workshops per year, one each in Avalon, Central, Western and Labrador, which will stimulate further involvement by Memorial University in regional policy and development in Newfoundland and Labrador.

2.0 INTRODUCTION

The first-ever Harris Centre regional workshop was held in Economic Zone 14 in partnership with the Kittiwake Economic Development Corporation (KEDC), on November 30-December 1, 2005 in Newtown, New-Wes-Valley. 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 Kittiwake Economic Development Corporation

Established in 1994, the Kittiwake Economic Development Corporation – Zone 14, is one of twenty Regional Economic Development Boards. Located on the northeastern part on the island portion of Newfoundland and Labrador, the KEDC's boundaries extend from Terra Nova National Park in the east to Notre Dame Junction in the west and north to Fogo Island - a geographic area stretching over 13,000 km with six of its 102 communities having a population of 2000 or greater¹. The population of the zone in 2001 was 48 595, down from 58 160 in 1991. Zone 14 is divided into seven sub zones. They are:

Sub Zone 1 – Glovertown – Eastport Area

Sub Zone 2 – Gander Area

Sub Zone 3 – Gambo – Lumsden Area

Sub Zone 4 – Musgrave Harbour – Carmanville Area

Sub Zone 5 – Twillingate Area

Sub Zone 6 – Lewisporte Area

Sub Zone 7 – Fogo Island and Change Islands

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;
- To provide a venue for the development 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 opportunity for local stakeholders to discuss the

¹ Tourism Labour Market Report

implications of these activities in the zone. The afternoon session entitled “new opportunities” allowed for discussion of possible networking 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

5.1 Evening Day 1: Memorial Presents

“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 within and outside the University presented on “*Fisheries Policy and Rural Revitalization: An Integrated Approach*” at the Waterfront Premises in the Barbour Living Heritage Village in Newtown, New-Wes-Valley. This session was open to the public and over 100 people from the zone and Memorial University were in attendance. This was the first time a *Memorial Presents* was held in an area outside of St. John’s. Mr. Alastair O’Rielly, Managing Director, Canadian Centre for Fisheries Innovation, was the keynote speaker for the forum. The panelists were Mr. George Feltham, council member with the FFAW, Mr. Dave Vardy, former president of the Marine Institute and former deputy minister of Fisheries, and Mr. Gabe Gregory, vice-president, Quinlan Group of Companies.

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 Mr. Grant Burry, Mayor of New-Wes-Valley, followed by the welcoming of participants by Dr. Rob Greenwood. Dr. Axel Meisen 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). Following this, Dr. Greenwood and Mr. David Yetman from the Harris Centre presented on 32 current Memorial activities related to Economic Zone 14 in the categories Health/Society, Business/Diversification and Marine Industries (Fisheries and Aquaculture).

6.0 MORNING SESSIONS: MEMORIAL UNIVERSITY

PRESENCE IN THE REGION

Following this presentation, the workshop was organized into three parallel sessions based on the above topics to discuss Memorial's activities in Zone 14. Each group consisted of a facilitator, Memorial representatives and various industry and community stakeholders from the Kittiwake Zone. These sessions began with a brief presentation by Memorial researchers on their work in Zone 14. People from the zone 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 in point form illustrating the main ideas which emerged from the discussions.

6.1 Health/Society

Facilitator – Mr. Michael Clair (Harris Centre)

a) MUN Presenter – Ms. Stacey Wareham

Ms. Wareham is a Ph.D. candidate in Psychology and is currently working on a project titled "*Perceptions of Risk and Behavioral Intentions in the Fibreglass Boat-Building Industry: A Community Based Study*" with Dr. Christine Arlette of Psychology with Memorial University and Safety Net. She described how boat building and repair continues to be an active part of rural Newfoundland, both culturally and economically. The process of this boat building requires the use of the chemical styrene, a known neurotoxin. There is a concern over how to increase/encourage the use of self-protective behaviors (e.g. wearing safety equipment) of those working in the fiberglass boat building and repair industry. Self-protective behavior is influenced by perceptions of risk which is influenced by experience, everyday observations and social context/culture. Ms. Wareham described various health problems associated with prolonged styrene exposure such as physiological effects and psychological effects. The objective of her project is to assess the existing perceptions of risk among boat building plant employees, plant managers, healthcare personnel, and stakeholders and policy makers. She has chosen to interview these relevant people in three communities in the province, some located in Zone 14. She will complete her thesis in 2006.

b) MUN Presenter – Dr. Donna Hardy Cox

Dr. Hardy Cox of the School of Social Work is a collaborator in a project titled “*The Effectiveness of Youth Recruitment Strategies in Rural Newfoundland*” where she is partnering with the Knowledge Development Centre at Imagine Canada and the Community Services Council. The participants for this study were individuals from several communities in Zone 14 and the results should be forthcoming in the 2006.

c) MUN Presenter – Dr. Bill Kennedy

Dr. Kennedy, a professor recently retired from the Faculty of Education is working on a project titled “*Natural Resource Depletion and Health*” which studied Trepassey, Bonavista, Fogo Island and Avalon Isthmus. The other individuals on this project were Drs. Lan Gien, Maureen Laryea, Michael Murray, Dave MacDonald and Mr. Neil Tilley. In 1992, the Government of Canada announced the closure of the East Coast Ground Fishery resulting in the layoff of 35,000 people, the largest in Canadian labour history. This closure had a very negative socio-economic impact on individuals, families and communities living along the coast of the Newfoundland. The unemployment rate in some of the affected communities went as high as 90%. This research project was aimed at collecting qualitative and quantitative data that would give insight into the social/psychological/economic impacts of the closure on four coastal communities in Newfoundland. Data was collected by means of focus groups, individual interviews with leaders in the communities and individually administered surveys. This project is currently in the write-up phase.

The following points are a summary of the discussion at the session.

- Overall, local stakeholders were not aware of MUN research.
- Discussion of the use of media to promote research.
 - Double edged sword: on the one hand, it helps raise broad publicity/awareness, but on the other, it might undermine the purpose of research.
 - There are also ethical issues involved in sharing personal experiences
- MUN researchers are getting better at reporting back to the community.

- It is difficult to engage youth in discussions about social issues.
 - No formal structures for communicating with youth in New-Wes-Valley.
 - Use town council to help reach youth in communities.
- MUN has been disconnected from the broader community. Regional Workshops are a great way to reconnect.
- Local stakeholders felt ALL the research projects had practical relevance.
- There needs to be a formal mechanism for MUN research to be communicated to local stakeholders.
- There needs to be an institutional commitment to outreach at Memorial, including funding for travel, meetings, etc.

6.2 Business/Diversification

Facilitator – Dr. Rob Greenwood

a) MUN Presenter – Ms. Kelly Vodden

Ms. Vodden is a Ph.D. candidate in Geography at Simon Fraser University, who conducted research under the Coasts Under Stress project with Memorial University. Her project is titled “*Collaborative Governance and the Search for Sustainability in Canada’s Coastal Regions*” with the Indian Bay Ecosystem Corporation and the Kittiwake Economic Development Corporation as community partners. This study was undertaken in Fall 2000 and will be completed in Spring 2006. The purpose of her research is to explore how the notion of collaborative governance might advance sustainable development by examining existing governance models and working toward these aims. Ms. Vodden described how past development policies and practices left a legacy of degradation and decline along Canada’s coasts. Increasingly a new collaborative governance approach is proposed that transfers significant management and stewardship responsibilities to the local level while acknowledging a continuing role for senior governments in supporting local efforts and protecting broader societal interests. The case study regions are British Columbia, Cape Breton, Nova Scotia & Indian Bay/Kittiwake Coast, Newfoundland.

Some of the comments which followed her presentation were as follows:

- Are there any land use plans in other locations of research outside NL?
- Outreach from MUN for land use is needed.

b) MUN Presenter – Mr. Mark Jones

Mr. Jones is a Ph.D. candidate in Anthropology at Memorial University. His proposed research is titled “*How do mediating organizations contribute to the continued existence of rural localities?*” Mediating organizations are such entities as producers’ cooperatives, Lion’s Clubs, and women’s shelters, which can link societal levels, muster resources, foster collective identities, and bolster fresh interpretations of the world. Such resources include experience, skills, networks, volunteers, services, goods, produce and money. These resources are gained locally and extra-locally from families, businesses, state agencies and non-governmental organizations. For this project, Mr. Jones will spend a year living on Fogo Island, volunteering for mediating organizations and interviewing members and non-members of these organizations. Fogo Island was chosen due to its long history of mediating organizations and its reputation for locally-driven development. Also, along with the rest of rural Newfoundland and Labrador, Fogo Island is undergoing a period of transition.

Some of the discussion which followed his presentation was as follows:

- Will you look at situations where some volunteers serve on different boards which may compete for funds, etc?
- Example of Irish regions: process to bring together stakeholders.
- Starting to gain faith in Memorial again. End of Extension, now start helping individuals & communities get most of economic potential.
- Role of participant observer/researcher: researcher can contribute to community, as a volunteer.
- Ethics of community based research.
- MUN – not here to “solve your problems” but to act as a resource.

c) Memorial Presenter – Mr. Roger Power

Mr. Power is a Business Consultant with the P.J. Gardiner Institute within the Faculty of Business Administration at Memorial University. He described some of the research which the Institute has done in Zone 14, listed below:

Business Retention and Expansion (Developed in 2002) – This was a survey of all Economic Zones in the province, including Zone 14. This project maintains the philosophy that although it is important for firms to seek new customers, they should never lose sight of the fact that existing customers account for their current success and are considerably less costly to develop and maintain than is a new customer. Just as smart businesses recognize the value of existing customers and make it a priority to understand and address their concerns, astute communities/regions should similarly value their existing businesses and make a concerted effort to understand and address their needs. The Institute provides research support to the Department of Innovation, Trade and Rural Development for this process and assists with interview design, training, data entry and the writing of reports.

Family Firms that Export (2004) - This project was undertaken by Dr. Dan Mosher and Ms. Leslie King at the Institute. There were sessions conducted in various zones (including Zone 14) addressing key areas of operation concern, awareness of export support programs, training needs associated with both international & domestic trade, and services a Business Families Centre could deliver to NL business families to suit their unique needs.

INTRD Regional Economic Renewal Research Support (2004) – This project was undertaken by Drs. Gary Gorman & Dennis Hanlon in the Faculty of Business and Project Manager Ms. Kim Myrick at the Institute. This project was a review of structures, boundaries, stakeholders, partnerships, principles, strategic plans & processes related to regional economic development of Newfoundland & Labrador. The project consisted of

525 personal interviews and 40 roundtable discussions across 20 economic zones (25 interviews were conducted in Zone 14).

Mr. Power also gave a background into some of the programs in which the Institute is involved. Some examples are the Research Centre, The Outreach Centre, The Business Families Centre and The Gateway.

Below are some of the comments which followed his presentation:

- So many programs try to do the same thing: is there any coordination?
 - Good problem to have – our focus is on students at MUN.
- High schools enterprise education
 - What is the impact on students at MUN?
 - It does get the option on the table early, starts people thinking about entrepreneurship.
 - Helps to give an option to stay in NL and gives someone experience even if a firm doesn't succeed.
- PJG New Enterprise Store program was very good but no longer in existence due to funding challenges.
 - Is it possible to develop youth entrepreneurs?

d) Memorial Presenter – Mr. Allan Dwyer

Mr. Dwyer is a Ph.D. candidate in History at Memorial University of Newfoundland. He is currently working on a project titled “*Planters and Merchants of 18th Century Fogo, Newfoundland, and their place in the Atlantic World*”. Allan is studying early merchant activity, settlement, and economy and society of first settlers in Fogo Island and the Greenspond-Twillingate shore and also looking at the contact with the Beothuk Indians. His thesis states that early merchants in the area, both English and Irish, were not isolated but rather part of a busy “Atlantic World”.

Below are some of the discussion points following his presentation:

- Discussion of earliest settlements, activity cycle of a subsistence household.

- Newfoundland has always been dependent upon international forces (price of fish & international conditions)
- Are there archeology research opportunities in the region?
 - Iceland interest regarding Norse in Gambo
 - Icelandic – MUN opportunities to partner re. Norse?

The following points were raised in the discussion of this session:

- Mayor Noseworthy was impressed with the extent to which MUN is involved in research in our area.
- Evaluation in working with volunteer groups is an important area for MUN to work on. MUN can be a champion in ensuring that research projects are not put away on a shelf.
- Importance of tracking results of MUN activity, evaluation & access of community initiatives.
- MUN/Harris Centre can act as champions to bring stakeholders together.
- When research is done - how does this lead to implementation?
- Opportunities for education: marketing of high schools.
- Dr. Dave Stewart – export plan for marketing educational services of region; need a contact. MBA students could undertake as a project during a semester.
 - No cost to the region
 - New-Wes-Valley & students (Morgan Hill)
- Field research aspect of education is an opportunity: Indian Bay Research Centre.
- Bring people from outside to the research station.
 - Now Canadian
 - Extend to international
- Opportunities in music and dancing?
 - Value to others.
- Woodworking in Indian Bay.
- Potential for marketing teams in each of these.
- Dialogues lead to action.

- MUN facilitation, ie dialogue on fishery. Move beyond single session and adds positive value.
- Eastport Peninsula “inland ocean ponds” similar to Holyrood Pond. Different variety of cod. Possible to link research on these.

6.3 Marine Industries (Fisheries and Aquaculture)

Facilitator – Mr. Dave Vardy (Harris Centre)

a) MUN Presenter – Dr. Bill Montevecchi

Dr. Montevecchi has conducted volumes of work over the years in areas of Zone 14 as well as the rest of the province. He is a professor of Biology, Psychology and Ocean Sciences at Memorial University. One research project which he discussed at the workshop was titled “*Seabird, Pelagic Fish and Ecosystem Research in the Funk Island Ecological Reserve and on the Northeast Coast*”. This research began in 1977 and is ongoing. Here he discussed murre and capelin, climate and arctic animals and tracking birds to determine their habitat and where they dive for fish. Dr. Montevecchi has also done considerable work in the province, including Zone 14, relating to marine and land birds, seabirds as monitors of ocean health including fish stocks, pollution and climate change, and other work about wildlife and conservation.

b) MUN Presenter – Mr. Glen Blackwood

Mr. Blackwood is the Executive Director of the Marine Institute of Memorial University. He gave a description of the various research which has been recently done at the Marine Institute related to Zone 14. Titles of projects include “*Sea Cucumber Quality Assessment*” (Wade Murphy), “*Shelf-life and Nutritional Analysis*” (Leslie Bonnell), “*Development of a Sea Cucumber Processing Machine*” (Joe Singleton), and “*Development of an Alpha Prototype Sea Cucumber Processing Machine*” (Joe Singleton). The Marine Institute also has various community based industry training in areas such as Eastport, Fogo, Twillingate, and New-Wes-Valley. Examples are *Marine Emergency Duties*, *Radio Operators Certificate* and *Fishing Master IV*.

c) MUN Presenters – Mr. Danny Boyce and Mr. Blair Adams

Mr. Boyce is the Facility & Business Manager of the Aquaculture Research & Development Facility at the Ocean Sciences Centre. Mr. Adams is a Ph.D. candidate doing work related to Ocean Sciences. They discussed some of the research taking place at the Ocean Sciences Centre related to Zone 14 as well as the general work with which the centre is involved. For example, Dr. Dave Schneider is doing work titled “*Recruitment Rates of Juvenile Cod in Terra Nova*” which began in 1992 and is ongoing. This work analyzes the time series of juvenile cod recruitment, the sources of variation from year-to-year, the mortality rate and the importance of habitat as a component of survival.

d) MUN Presenter – Dr. Paul Marino

Dr. Marino is the Head of the Biology department at Memorial University. He is also involved with the new research program which Memorial University and the Indian Bay Ecosystem Corporation will be introducing in the spring. He discussed some of the research being done in the Biology department related to Zone 14. Dr. Luise Hermanutz is working on a project titled “*Understanding the Impact of Moose on Forest Regeneration (Terra Nova Park & FMD 2)*”. This research began in 1998 and is ongoing. This project is examining how moose present significant problems in forest regeneration in some areas of the island (east coast/Avalon). Such problems include the lack of regeneration and regrowth of trees, forest herbs becoming less common and mushrooms being affected. As well, Dr. Keith Lewis from the Biopsychology department is doing work on other animals in Terra Nova Park.

The following points were raised in the dialogue on this session:

- What are the opportunities for the future?
 - Mackerel, which is currently fished off New England Coast
- Build harvesting & processing on core species.
- Fishers have to be opportunistic, tough to plan in this environment.
- What are the spawning habits of mackerel? Do we know?

- How much expense is there to gearing up? This is a prime consideration.
- Japanese seem to be able to predict abundance.
- Should we be gearing up for volume fishery?
- Problem with this – short seasons.
- Some species have optimal harvest times (shrimp, crab).
- We should be maximizing value.
- If we set up for large volumes, we are setting up for a big fall. Big capital investment lost. What is the solution?
- Mr. O’Rielly’s presentation summed up where we are.
- Are we going to manage change or is it going to manage us?
- Who is going to get the discussion going? Currently – no one. But we should manage ourselves.
- Cost is a big factor. 1 mega plant for Zone 14 is not the solution.
- We need plants big enough to invest in new products / markets.
- There is room for small enterprises – ie Woody Waterman.
- We produce frozen fish – we cannot compete with China for this market.
- We have to take our prime product and figure out how to market it.
- We are not going to advise to gear up for a particular species. Mackerel should be seen as a bonus.
- Low tech tags. New technology available & impacting on our knowledge.
- Birds – big tourism generator. Tour boat opportunities. Increase again in knowledge. What extent do we market our special bird populations? We are only touching opportunity.
- Orchids – 30 species – very unique opportunity – Northern Peninsula.
- Boat owners – being driven out. Feeling endangered. Are we going to where only a few big boats can do the job? Hard to get crew members. We cannot push our existing fleet further out.
- Institute for ocean technology – designing new boats – could add 4-5 weeks to season.
- Solution is integrated approach. Fisherman/Processing, Marine Institute Etc.
- Current safety is not satisfactory – there are deaths weekly.

- Marine Institute is working on marine safety. Work currently being done on design/fuel efficiency.
- Burry Shipyard – new vessel, 28’ wide. 70’ long. We design by regulatory/ not by what is optimal.
- Whenever you have a cut-off size, vessels will be built to that size.
- How well are boat operators trained? Roll tanks – How well is stability understood?
- Lobster project in Eastport. Building that product. Harvesters need to be the driving force. But we still need exterior expertise.
- The ability of the average person to understand scientific papers is a big problem. It often takes 7 or 8 times to read it with limited results. It’s optimal to communicate in the average person’s language.
- Did this panel increase knowledge of what is happening at MUN?
Overwhelmingly – YES.
- Gander airport. Looking for new opportunities. Discussions with Belgium. It needs some help (shelf like stability). What is fit for airfreight? Fresh fish opportunities. 2 ways.
 - Belly space
 - All freight capacity (preferably)
 - Establish regular schedule
- Mussels, trucked salmonids.
- Again – we have to target Europe.
- Fresh – Boston – Italian Back to Salt Fish 10.00/lb. Things change. Salt fish is valuable.
- Maximum value from what we take from ocean. Market wants items fresh & with good quality. Unfortunately we have not done well. Caught in July /full of capelin. Gluts – no one wanted it. We dealt in volume & not value. Have to relate back to the market. Should revisit Gander for transport. Involves everyone, including MUN.

7.0 AFTERNOON SESSIONS – NEW OPPORTUNITIES BETWEEN MEMORIAL UNIVERSITY AND ZONE 14

The afternoon session began with a presentation from Mr. Paul Stride (Executive Director, KEDC) 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 the themes of Tourism, Business/Manufacturing and Marine Industries (Fisheries and Aquaculture). These groups began with a brief presentation from a KEDC Session Lead who spoke of the particular issues and regional priorities currently in Zone 14. Discussion followed between Memorial representatives and stakeholders from the zone to identify potential new opportunities and partnerships between the university and the community.

7.1 Tourism

KEDC Session Lead – Mr. Doug Churchill

Facilitator – Mr. Michael Clair

- Mr. Churchill outlined the KEDC tourism committee
- Challenge: Often difficulties for tourism with lack of funding, wide variety of tourist groups, same pot of money for competing communities, lack of staff, etc.
- Tremendous potential for tourism, large numbers of communities, interesting cultural backgrounds eg. Twillingate, New-Wes-Valley, etc.
- Challenge: how to accommodate more people if operations are filled in July and August, how to improve the shoulder season after September? Who will be the first to open in the fall? Seniors travel could be an option.
- Education: going to try to work with Hospitality NL to improve program – have a focus of what's in our zone, what's current, open and available.
- Going to try to improve the quality in restaurants, menus, service etc.
Acknowledge that tourism is important.
- Dr. Meisen stated in his morning presentation that there is a vision of tourism to achieve. How to get from where we are to there is the key. There is not a real understanding of how important tourism is due to the short period. Often business people don't see it.

- In tourism you can more or less set your own rules, unlike the fishery.
- Challenge: understanding a market which is not nearby, how to give them what they want when they're not here eg. tourists from New York.
- Gander airport – underutilized, a great way to stimulate tourism.
- What is the role of MUN in tourism?
- What are the segments in the market? Music festivals, landscapes – researching what the market wants, we have to package it.
- It's well documented why people come to NL – we have to get people to plan to come here.
- Often you don't see things in your own community.
- People coming in from other places often see things from a different lens.
 - I.e. MUN historians, geographers, archeologists, geologists – they perhaps can see the history of the place.
- Build a business marketing plan to use on the market (Dr. Dave Stewart's MBA class for example).
- We have done research on fish. Now start looking at other things. People may want to participate – benefit from knowledge.
- What is the history of fishery? How was it started?
- More publications on what's going on in NL.
- Development of marketing tools.
- Link with the faculty of business (co-op, marketing students).
- On-the-job training for students such as in Sir Wilfred Grenfell College– visual arts, theatre, artists, perhaps develop a dinner theatre.
- MUN could help develop a provincial tourist guide
- Tourists who come here love the people, heritage, story telling. MUN has archives – getting it out is the challenge.
- Possibility of a lecture series in the summer – eg. Dr. Montevicchi and his work with birds.
- Documenting stories – knowledge of elders, resettlement – lots of stories.
- Hiking trails.
- Botany – documenting trails.

- Harris Centre Regional Inventory – add previous research, search by topic, eg. tourism.
- MUN could assist with a business plan.
- Lecture series by visiting researchers.
- Educate the local population (taxi drivers, gas station attendants.)
- Better training for staff at visitor information centres.
- MUN can teach local stakeholders how to identify & capture tourism opportunities.
- More education in business throughout the province.
- The university is a centre for information. How to capture the knowledge of elders. History of resettlement. Interpreted hiking trails. Make information readily available.
- Folklore courses in storytelling, music. Could be linked to the Zone and tourism.
- Digitize archival collections.
- Offer on-the-job training for students.
- Co-op program for SWGC arts/theatre students.
- Heritage resource program – make more widely available.
- MUN could identify themes which are not yet developed.
- Importance of developing attractions for shoulder seasons.
- Make MUN courses more widely dispersed.
- People who come here want to learn eg. Barbour Village, like a history lesson eg. Bay Verte – similar assets in zone.
- Tourism grows organically from the area, can tourists get involved? eg. going out in a boat, catching a fish and cooking it (cannot do that now).
- Role of civic holidays in tourism development. Coordinate province-wide (i.e. set it up so Gander doesn't compete with Grand Falls). MUN can help develop themes.
- What is the market looking for? Develop events and marketing tools to reach them.
- Eco-tourism – not generally available.
- Recreational cod fishery on the same basis as recreational salmon fishery.

- Indian Bay – ecological education and research, broader emphasis than fish. Knowledge transfer to broader population. Stronger tourism attraction. Also the bioecology course from MUN.
- Similar model in Twillingate. Historical fishing technology.
- Co-op business students to assist entrepreneurs/zone board.
- Case study for use in Business courses.
- More awareness of tourism as a valid economic activity.

7.2 Marine Industries (Fisheries and Aquaculture)

KEDC Session Leads: Mr. Steve Way, Mr. Winston Jennings

Facilitator: Mr. Dave Vardy (INTRD)

These ideas are ranked according to the number of “votes” in support of each action.

- How do “we” respond to last night’s talk (Mr. O’Rielly) (19)
 - Season of employment
 - Value-added
 - Value of the industry
 - Improve quality
- KEDC – identify role of fishery/marine sector. (11)
- Fresh fish transport from Gander product preservation/stabilization. Industry airport MI. (10)
- MUN & DFO – species Biology and life cycle technology advances to support (8)
- New product development, market research to drive? (Industry & MI). (5)
- Marine architecture and design for boats. (4)
- Capacity building (3)
 - Lack of young people & support.
 - Lack of government support.
 - 102 communities.
 - Build R&D & education capacity in communities.
- Expertise to support lobster/coastal zone management initiatives. (2)
- Continue the linkages between MUN and Indian Bay Ecosystem project. (2)

- Boat owner training in operation and safety. (1)
- Continue Safety Net research on processing occupations – crab asthma. (1)
- MUN – co-op training in schools. (1)
- Role of Harris Centre (MUN) on regulation and policy decisions of DFO eg. seals, vessel size, food fishery. (1)
- MUN responsibility to make scientific documents understandable to average citizen.
- MI should market marine programs.
- Minimum pain, develop options.
- Seabirds - Science research linked to tourism.
- Co-management – resource.

7.3 Business/Manufacturing

KEDC Session Lead: Ms. Jill Bennett

Facilitator: Dr. Rob Greenwood

- Zone 14 issues, specific manufacturing opportunities for communities and sub regions.
- #1 – Fish processors: More year round.
 - unskilled fish processing workers, 74% with no trade or certification
 - expand markets
 - expand/develop new products
 - move to higher value products
 - target higher value markets
- 1.1 O’Rielly policy paper.
- 1.2 awareness in industry of MUN resources; MI new food production and development orientation visits.
- 1.3 attitudes of workers within communities: research on attitudes, consultation.
- #2 – Expanded processing season.
 - Blueberries – no blueberry farms in zone
 - Some markets prefer wild berries
 - Manual labour for pickers is a challenge

- 2.1 – MI new food product development
 - processing development support
 - awareness
- #3 – Education and training specific to sector opportunities eg. aerospace.
 - skills key to business attraction
 - engineering
 - business school
 - CMD packaged training
- #4 - Business research/opportunity identification
 - PJ Gardiner Institute
 - Engineering Students
 - Business students
 - Engineering industry outreach with CNA, Manufacturing Technology Centre (MTC)
- #5 - Mentoring Business
 - PJ Gardiner Institute
 - Enterprise Gateway
 - Genesis Group
- #6 - Grad Students
 - Industrial, Post Grad Scholarships
 - Centre of International Business Studies Internship program
 - Masters in Applied Social Psychology – survey expertise
 - Do more of this – share info on resources available

8.0 OPPORTUNITIES FOR FOLLOW UP

Many potential opportunities for Memorial University initiatives for research, teaching and outreach in the Kittiwake Zone arose from the afternoon sessions of the workshop. Below are some possibilities which the Harris Centre will play a role in facilitating, coordinating and partnering with Memorial University expertise and Zone 14 stakeholders.

8.1 Tourism

- a) Memorial researchers (historians, geographers, archeologists, geologists etc.) could visit the area to identify new ideas/areas that could be useful for tourism.
- b) Memorial students (co-op, business etc.) could work on a marketing plan for tourism in the area. Case studies for a course or a workterm opportunity.
- c) Sir Wilfred Grenfell College tourism program. Possibly students in this program could do workterms or summer work in the area.
- d) Other programs at SWGC with tourism links such as visual arts, theatre, artists (develop a dinner theatre)
- e) Summer lecture series on topics in the area (eg. much work has been done by Bill Montevecchi on birds etc.)
- f) Information in university archives related to folklore, archeology. Retrieving this information, putting it to use in the area.

8.2 Marine Industries (Fisheries and Aquaculture)

- a) Continuing of linkages between MUN and the Indian Bay Ecosystem Corporation.
- b) Marine Institute to study marine architecture and design for boats.
- c) MUN to provide expertise to support lobster/coastal zone management initiatives.
- d) Coop training in fishery issues for workterm students.

8.3 Business/Manufacturing

- a) To help in expanding the processing season, the Marine Institute could assist in new food product development, processing development support and awareness.
- b) MUN can focus on education and training specific to sector opportunities such as aerospace (eg. business and engineering faculties). These skills are key to business attraction.
- c) Research and Mentoring can be undertaken by specific centres and faculties (PJ Gardiner Institute, Business and Engineering, Enterprise Gateway, Genesis Group) to identify key opportunities.
- d) Graduate students are a great resource for expertise and research abilities (Industrial, Post Grad Scholarships, Applied Social Psychology for survey expertise). Also Dr. Dave

Stewart teaches an MBA course in marketing. He is potentially interested in having some students take on a project of developing an export plan for the region.

9.0 CONCLUSION

Based upon the evaluation feedback from the events (See Harris Centre website: www.mun.ca/harriscentre), 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. As well, Memorial faculty, staff and students felt that it was a valuable way to learn about the needs and priorities of Zone 14. Overall, it was a good start for strategic planning and innovation with new ideas and opportunities for the economic development of the Kittiwake zone. The Harris Centre will follow up with the KEDC and individual session participants to determine opportunities for further Memorial collaboration with stakeholders in the zone. 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 also be a follow up session with the organizers of this workshop, both from the Harris Centre and the Kittiwake Zone, 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 would like to sincerely thank both the KEDC for its help in organizing this event and the many stakeholders and community members in the zone who attended and participated in the events. The Harris centre also thanks the President, faculty, staff and students of Memorial University for their enthusiastic participation.

APPENDIX A
Workshop Agenda and Delegates



**Harris Centre Regional Workshop:
Memorial University Partnering with the Kittiwake Economic Zone**

Barbour Living Heritage Village - Newtown, New-Wes-Valley
8:30 AM – 4:30 PM
Dec 1, 2005

Agenda

Morning Sessions

9:00 - 9:10 - Welcome (Mayor, Grant Burry, New-Wes-Valley; Winston Jennings, KEDC Chair; Dr. Rob Greenwood, Harris Centre Director)

9:10 - 9:30 - Presentation: Memorial University and Rural NL (Dr. Axel Meisen)

9:30 - 10:15 - Presentation: Memorial's activities in Zone 14 (R. Greenwood, D. Yetman)

10:15 - 10:30 - Break

10:30 - 11:30 - Parallel Sessions: Current Memorial activities in Zone 14:
Q&A / discussion

Themes highlighting some of current activities in Zone 14

- Health/Society
Facilitator: Michael Clair (Harris Centre)
Memorial Presenters: Stacey Wareham (Psychology), William Kennedy (Education), Donna Hardy Cox (Social Work)
- Business/Diversification
Facilitator – Rob Greenwood (Harris Centre)
Memorial Presenters: Kelly Vodden (Geography), Mark Jones (Anthropology), Roger Power (P.J. Gardiner), Allan Dwyer (History)

- Marine Industries (Fisheries and Aquaculture)
Facilitator: David Vardy (Harris Centre)
Memorial Presenters: Glen Blackwood (Marine Institute), Blair Adams (Ocean Science Centre), Danny Boyce (Ocean Science Centre), William Montevecchi (Psychology/Biology/Ocean Sciences), Paul Marino (Biology)

11:30 - 12:00 - Report back.

12:00 - 12:45: Lunch provided by the Harris Centre, upstairs, Waterfront Premises

Afternoon Sessions

12:45 - 1:30 – Presentation of Regional Priorities that could benefit from Memorial's involvement (Paul Stride, Executive Director, KEDC)

1:30 - 2:45 – New Opportunities Parallel Sessions:
Discussion of potential new opportunities for Memorial involvement in Zone 14 based on KEDC priority themes:

- Business/Manufacturing
KEDC Session Lead – Jill Bennett
Facilitator – Rob Greenwood (Harris Centre)
Memorial Participants: Dave Stewart (Business), Roger Power (P.J. Gardiner), Chet Jablonski (Grad Studies)
- Tourism
KEDC Session Lead – Doug Churchill
Facilitator – Michael Clair (Harris Centre)
Memorial Participants: Steve Mills (Archaeology), Kelly Vodden (Geography), Mark Jones (Anthropology)
- Marine Industries (Fisheries and Aquaculture)
KEDC Session Lead – Steve Way, Winston Jennings
Facilitator - Dave Vardy (INTRD)
Memorial Participants: Glen Blackwood (Marine Institute), Danny Boyce (Ocean Science Centre), David Vardy (Harris Centre), William Montevecchi (Psychology/Biology/Ocean Sciences), Blair Adams (Ocean Sciences Centre)

2:45 - 3:00 - Break

3:00 - 4:00 - Report back from afternoon session

4:00 - 4:30 - Wrap-up and next steps (Rob Greenwood)

Workshop Close (Winston Jennings)

NAME	ORGANIZATION
Adams, Blair	Memorial University
Bennett, Jill	Kittiwake Economic Development Corporation (KEDC)
Blackwood, Glen	Memorial University
Bown, Wallace	Stages & Stores, Change Islands
Boyce, Danny	Memorial University
Broderick, Blair	Twillingate Islands Tourism Association
Burry, Grant	Mayor, New-Wes-Valley
Cassell, Victor	Twillingate, New World Island Development Association
Churchill, Doug	Kittiwake Economic Development Corporation (KEDC)
Clair, Mike	The Harris Centre, Memorial University
Coady, Gloria	Kittiwake Economic Development Corporation (KEDC)
Cole, Hazel	Gander & Area Chamber of Commerce
Cull, Wayne	Fogo Island Co-op Society
Decker, Nadine	Fogo Island Development Association
Dwyer, Allan	Memorial University
Dwyer, Asuka	Memorial University
Ellis, Ruby	Winsor House, Rural Secretariat
Farwell, Percy	Department of Innovation, Trade and Rural Development (INTRD)
Feltham, George	Inshore Fisherman, Eastport
Garrison, Carl	New-Wes-Valley Recreation Commission
Gibbons, Jeannette	Mayor, Lumsden
Gillingham, Clayton	Lewisporte Chamber of Commerce
Goodyear, Denise	Councilor, Lumsden
Goodyear, Diane	Millennium for Rural Advocacy Inc. (MIRA)
Goodyear, Marilyn	Millennium for Rural Advocacy Inc. (MIRA)
Green, Leo	Deputy Mayor, Gambo
Greenwood, Rob	The Harris Centre, Memorial University
Gregory, Gabe	Quinlan Group of Companies
Hardy Cox, Donna	Memorial University
Higdon, Nelson	Department of Fisheries and Aquaculture (DFA)
Highsted, Allison	Hospitality NL
Hounsel, Patricia	Eco. System Office
Jablonski, Chet	Memorial University
Jennings, Winston	Kittiwake Economic Development Corporation (KEDC)
Jones, Bill	Kittiwake Economic Development Corporation (KEDC)
Jones, Mark	Memorial University
Kean, Paul	Beothic Union
Kennedy, Bill	Memorial University
Mahaney, Gwen	Memorial University
Marino, Paul	Memorial University
Martin, Pat	Kittiwake Economic Development Corporation (KEDC)
McKenna, Gerald	Kittiwake Economic Development Corporation (KEDC)
Meisen, Axel	Memorial University

Mills, Steve	Memorial University
Montevecchi, Bill	Memorial University
Noble, Tanya	Rural Secretariat
Norris, Winston	Eco. System Office
Noseworthy, Lloyd	Mayor, Gambo
O’Rielly, Alastair	Canadian Centre for Fisheries Innovation
Pardy, Cluney	Fish Harvester
Perry, Percy	Beothic Fish Processors
Perry, Steve	Councilor, Rural Secretariat
Perry, Winston	Cape Freels Heritage Trust
Power, Roger	Memorial University
Sheppard, Gertie	Cape Freels Development Association
Stagg, Clyde	Cape Freels Development Association
Stewart, Dave	Memorial University
Stride, Paul	Kittiwake Economic Development Corporation (KEDC)
Temple, Chris	Department of INTRD
Tucker, Barry	New-Wes-Valley
Vardy, Dave	Department of Innovation, Trade and Rural Development (INTRD)
Vardy, Dave	The Harris Centre, Memorial University
Vodden, Kelly	Simon Fraser University
Wareham, Stacey	Memorial University
Way, Steve	Kittiwake Economic Development Corporation (KEDC)
White, Alison	The Harris Centre, Memorial University
Wilkins, Denise	Atlantic Canada Opportunities Agency (ACOA)
Wright, Reg	GIAA
Yetman, David	The Harris Centre, Memorial University