



Summary Report

**Harris Centre Irish Loop  
Regional Workshop**

**Renews, Newfoundland and Labrador  
February 4-5, 2015**

Memorial University Partnering with  
Community, Government and Industry Stakeholders

[www.mun.ca/harriscentre](http://www.mun.ca/harriscentre)

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## **1.0 EXECUTIVE SUMMARY**

The Harris Centre's twenty-eighth Regional Workshop was held on February 5, 2015 in Renews, Newfoundland and Labrador. Planning partners included:

- Celtic Business Development Corporation
- Department of Business, Tourism, Culture and Rural Development
- Eastern Health
- Holyrood Pond Development Inc.
- Independent Consultants Group Ltd.
- Provincial Office of Public Engagement
- Rural Secretariat Avalon Peninsula Regional Council
- Southern Avalon Development Association
- Southern Shore Joint Council
- Town of Bay Bulls
- Town of Riverhead

This workshop had two main goals: 1) promote Memorial University as a resource for regional policy and development throughout the province, and 2) stimulate discussion to generate future opportunities or research questions from the region. To facilitate this, participants aimed to identify opportunities for future collaboration in the areas of research, teaching and outreach within the region, between Memorial University and community stakeholders.

The 'Regional Workshop' was held on Thursday, February 5, 2015, from 8:00am to 4:00pm at the Regina Mundi Complex in Renews (see Appendix A for the Agenda). Sixty-five people attended the workshop, and attendees included nineteen faculty, graduate students and staff from Memorial University, and forty-six others from the Irish Loop, including businesses, municipalities, provincial government, community groups, business and economic development organizations; etc. (see Appendix B).

The workshop had three themes:

### **Fostering regional collaboration**

- How are communities working together to plan and share resources?
- Can communities/organizations cooperate further in the planning and delivery of services, such as healthcare, recreation, education, transportation, social services, etc.?
- In what ways can collaboration strengthen existing public and private sector initiatives?

### **Enhancing sustainability through land use planning**

- With increasing development, how are decisions made about what to approve?
- How can communities mediate between competing needs?
- How can communities and the region plan to benefit from industrial development?
- What are the barriers to developing municipal or regional land use plans, and how can they be overcome?

### **Using technology to further advance rural areas**

- How can the use of innovative technologies help the region build and retain its labour force?
- Can technology help with service delivery and decision making in healthcare, education, town planning, etc.?
- Can the region develop a technology hub, due to its close proximity to St. John's and its rural character?

During the morning portion of the workshop, the group was welcomed and introduced to the community by Mayor Donna Dinn of the Town of Renew-Cappahayden. This was followed by opening presentations, which introduced several Memorial services and departments. Presenters included Mike Clair, Associate Director of Public Policy with the Harris Centre; Doreen Neville, Associate Vice President, Academic Planning, Priorities and Programs, Memorial University; and Bojan Furst, Manager of Knowledge Mobilization with the Harris Centre. The group also took in a presentation by Gertie Molloy, Business Development Officer with CBDC Celtic, who provided a regional profile of the Irish Loop.

During the remainder of the morning, participants broke into groups based on the workshop's themes. Everyone introduced themselves to their group and they got to know more about each other's work and interests.

After lunch, groups returned to their break-out groups to focus on identifying potential new opportunities for Memorial to establish linkages and partnerships for future projects. These opportunities could be related to research, teaching or public engagement. A total of 25 follow-up opportunities were identified at the workshop:

- Fostering regional collaboration - 12
- Enhancing sustainability through land use planning - 6
- Using technology to further advance rural areas - 7

These opportunities are listed in section 4.0 of this report, and the Harris Centre is in the process of following up on them. These opportunities will be circulated to the appropriate faculty, staff and students throughout Memorial University with the Harris Centre facilitating and tracking results. The one-pagers will be available online in Yaffle, Memorial University's online research database ([www.yaffle.ca](http://www.yaffle.ca)).

A 'Memorial Presents Public Forum' was also held the evening before the workshop, called *In the Loop: Planning for Future Development in the Irish Loop*. Three panelists participated, including Mr. Harold Mullaney, Chair of the Southern Shore Joint Council and Deputy Mayor of Bay Bulls; Dr. Tom Cooper, Associate Professor in the Faculty of Business Administration at Memorial University; and Mr. Neil Dawe, Owner and President of Tract Consulting Inc. This forum is described in more detail in Section 6.0, and the entire forum can be seen here: <http://www.mun.ca/harriscentre/policy/memorialpresents/2015a/>.

The workshop was very successful. Attendees overwhelmingly agreed that it increased their awareness of how Memorial and communities can work together, and that there were good opportunities for dialogue. It was also agreed upon that the facilitated workshop format worked well. Many attendees also agreed that they would follow up on ideas and

opportunities that were identified and that the event met their expectations. Overall, the workshop helped facilitate strategic planning and development within the region by discussing regional priorities and brainstorming potential projects with which Memorial could become involved. The results of the workshop evaluation are found in Appendix C.

## **2.0 ABOUT THE HARRIS CENTRE**

Named in honour of the late scholar and former Memorial University President Dr. Leslie Harris, the Leslie Harris Centre of Regional Policy and Development was established on October 1, 2004.

Dr. Harris was 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.

## **3.0 REGIONAL WORKSHOP PURPOSE**

Regional Workshops have three key objectives:

1. To promote Memorial University as a resource for regional policy and development throughout the province, through the utilization of research, teaching and outreach activities at Memorial;

2. To communicate current Memorial University activities to local stakeholders and to communicate local stakeholder priorities to Memorial faculty, students and staff;
3. To provide a venue for the identification of new opportunities/linkages between Memorial University and local stakeholders.

The workshop provides information to local stakeholders on current Memorial activities and provides an opportunity for local stakeholders to discuss the implications of these activities in the area. It also allows people from the region to discuss their own work and interests and how they relate with the theme. The workshops also allow for discussion of possible new collaboration opportunities between Memorial and local stakeholders. The session closes 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.

#### **4.0 PARALLEL SESSIONS: MEMORIAL UNIVERSITY'S CURRENT PROJECTS AND NEW OPPORTUNITIES FOR COLLABORATION**

Following several presentations, the workshop participants split into two parallel sessions. These sessions began with a brief discussion by Memorial faculty, students and staff on their work in the region or on the themes, or the work of their departments. In addition, participants were all provided with a list of current research in the region, which included additional projects that may not have been discussed (see Appendix D). People from the region also had the opportunity to ask questions and discuss possible opportunities for using the research, while they introduced themselves and discussed their own work and activities related to the themes. Below is the list of the facilitators for each break-out group:

- Fostering regional collaboration – Morgan Murray, Office of Public Engagement
- Enhancing sustainability through land use planning – Mike Clair, Harris Centre
- Using technology to further advance rural areas – Bojan Fürst, Harris Centre

After lunch, discussion followed between Memorial representatives and stakeholders from the region to identify potential new opportunities and partnerships between the university and the region. Many potential opportunities for Memorial University research, teaching and public engagement with stakeholders in the Irish Loop arose from the afternoon session. These opportunities will be further explored with local contacts before being entered in Yaffle, so more details will likely emerge for each one. The opportunities are categorized by break-out group below.

#### **4.1 Fostering regional collaboration**

##### 1) Examine the possibility of a shared administrative platform between organizations

Examine how small, especially rural, community and non-profit groups can build and share resources and capacity in and amongst organizations in their region. This may include sharing administrative support between multiple organizations in the same community, or sharing professional services—legal, accounting, marketing, etc.—among organizations within a region. This could also include the possibility of organizations sharing other resources, such as technology and equipment. The project could examine instances where initiatives like this have taken place in other jurisdictions, evaluate their effectiveness, and recommend the best fit for NL and the Irish Loop.

Local contact: Jane Severs, Newfoundland and Labrador Association of Heritage Industries, [jsevers@nf.aibn.com](mailto:jsevers@nf.aibn.com)

##### 2) Inventory and history of collaborative experiences, lessons learned and best practices on the Irish Loop

Many projects and initiatives that have taken place in the Irish Loop have been collaborative arrangements between various people, organizations and/or communities. A research project could examine what has already been done and what is currently taking place. A critical look at why some of these projects have worked while others haven't is needed. This could be very broad, and include various types of initiatives, such as business development, waste



management, healthcare, etc. A part of this project could include examining which types of shared services are most conducive and easiest to implement on a regional basis.

Local contacts: Pat Curran, Independent Consultants Group Limited, [pcurran@independentconsultantsgroup.ca](mailto:pcurran@independentconsultantsgroup.ca); and Yvonne Fontaine, Southern Avalon Development Association, [southernavalondev@nf.aibn.com](mailto:southernavalondev@nf.aibn.com)

3) Economic ‘data dashboard’ for real-time data collection and analysis in the Irish Loop

Many stakeholders such as businesses, community groups, government and others would like to access data regarding the Irish Loop. The type of data collected could range extensively, but a good place to start may be looking at economic data regarding local businesses and tourism operators. For example, data could include number of visitors, the amount they spend, where they go in the region, where they are from, how old they are, etc. The local businesses/operators should be trained in what data to collect and how, so it would be standardized and usable for everyone involved.

Local contact: Jane Severs, Newfoundland and Labrador Association of Heritage Industries, [jsevers@nf.aibn.com](mailto:jsevers@nf.aibn.com)

4) Gardiner Centre strategic planning and project development courses, including volunteer management

The Gardiner Centre is working on this program through ACOA for delivery with the CBDC’s in the province. They have some funding approved from ACOA and are planning to connect with some of the CBDC’s, including CBDC Celtic in the Irish Loop. If CBDC Celtic feels there is a need for this programming, and they can get people out for the session, then the Gardiner Centre we will look into adding the region into the series.

Local contact: Loretta Ryan or Gertie Molloy, CBDC Celtic

Memorial contact: Bill Morrissey, Gardiner Centre, [billm@mun.ca](mailto:billm@mun.ca)

5) Identify/develop technology tools to facilitate regional collaboration in the Irish Loop

With the Irish Loop being so geographically large, many people/organizations are spread out vast distances from each other. Potential collaborative partnerships may not get started

because of this distance, or existing partnerships may suffer because driving to meet each other is not feasible. How can technology be used to help people collaborate more? What barriers exist in the region that could keep technology from being used to the best extent possible?

Local contact: Derrick Thompson, Irish Loop Chamber of Commerce,  
[derrick@thompsonconcepts.ca](mailto:derrick@thompsonconcepts.ca)

6) Define the 'Irish Loop' as a geographical region and identify how this definition is useful. Is the 'Irish Loop' route only useful for tourism, or should it be considered a functional region for the people living within it? What are the sub-regions within the Irish Loop? Are there different sub-regions depending upon what services/initiatives are being shared? To what extent are people within and between the sub-regions collaborating with each other? What are they collaborating on and are more collaborative initiatives possible?

Local contact: Derrick Thompson, Irish Loop Chamber of Commerce,  
[derrick@thompsonconcepts.ca](mailto:derrick@thompsonconcepts.ca); Rhonda O'Keefe Arsenault, Irish Loop Artisans Co-operative, [ferrylandcottage@gmail.com](mailto:ferrylandcottage@gmail.com)

7) Examining how a lack of necessary services can negatively affect regional governance

There are major discrepancies between communities with respect to the level of services they have access to, including both municipalities and local service districts. For example, the provision of safe drinking water, proximity to healthcare services, access to high-speed internet, reliable cellphone coverage, timely fire service response, etc. varies greatly between communities. Without an even playing field within the region, it can be more difficult for communities to come to an understanding of how to work together. Someone at Memorial could look at the differences between communities, and help plan how to overcome these differences so all communities have adequate access to services and can work more closely together.

Local contact: Sylvester Yetman, Holyrood Pond Development Inc., [sjyetman@yahoo.ca](mailto:sjyetman@yahoo.ca)

8) Environmental scan of studies and master plans within the Irish Loop

What studies and master plans have already been developed for the Irish Loop? This could be with respect to tourism, economic development, healthcare, other service delivery, etc. Are people aware that these exist? How do these documents relate to each other? Can they be used for current planning and implementation? Can and should they be updated for current use? There has been a lot of work completed in the region, but not everyone knows what has been done and where to find these resources. A study is needed to learn what is out there, but also how to share the knowledge with the relevant people in the region.

Local contact: Jane Severs, Newfoundland and Labrador Association of Heritage Industries, [jsevers@nf.aibn.com](mailto:jsevers@nf.aibn.com)

9) Examine models of regional governance and applicability to the Irish Loop and the province

With the topic of regionalization coming up in communities around the province on a regular basis, how much do we know about it? What are some successful models for regional collaboration that could be applied to the Irish Loop, and possibly the province? What should regional governance look like? In addition, the benefits of regionalization should be explored. Are communities that work together more successful than those that work more in isolation?

Local contact: Pat Curran, Independent Consultants Group Limited, [pcurran@independentconsultantsgroup.ca](mailto:pcurran@independentconsultantsgroup.ca)

10) Best practices for the Irish Loop Artisans Co-operative

The Irish Loop Artisans Co-op is comprised of a group of residents of the Irish Loop region who are artists and artisans. The organization exists to provide each other with support, guidance and the potential for income as equal members. Since it is a new organization, it is open to learning from experiences of other artisan co-ops, either inside or outside the province. A study could be completed that examines best practices and lessons learned, especially for rural co-ops, which could be applied to this initiative.

Local contact: Rhonda O’Keefe Arsenault, Irish Loop Artisans Co-operative, [ferrylandcottage@gmail.com](mailto:ferrylandcottage@gmail.com)

11) Implications of fishery changes on regional collaboration in the Irish Loop

The structure of the fishery in the region is changing, as fishing enterprises may be focusing more on groundfish again after decades of concentrating more on shellfish. What are the socio-economic implications of this, not only for the fish harvesters, but also their communities and the region as a whole?

Local contact: Beverly O’Brien, Town of Cape Broyle, [oms@nf.sympatico.ca](mailto:oms@nf.sympatico.ca)

12) Needs assessment and model development of regional healthcare service delivery

The provision of effective healthcare is an essential service in the Irish Loop, and there is a need for an assessment of the current needs and the best way to meet those needs on a regional basis. The specific requirements in the region need to be examined, especially with its aging population, and with many family members travelling extensively for employment. How do we ensure that everyone in the region is receiving the best care possible? How can communities share resources and services? Should healthcare facilities be more concentrated in certain areas or spread out more?

Local contact: Debbie St. Croix, Eastern Health, [debbie.stcroix@easternhealth.ca](mailto:debbie.stcroix@easternhealth.ca)

## **4.2 Enhancing sustainability through land use planning**

The issue of land use planning generated a great deal of discussion among the participants of this break-out group. The allocation of land for specific purposes (e.g., housing, commerce, industry, recreation) is an important responsibility of town councils and of municipal employees; however, there are major problems that hamper their ability to deal adequately with it, from ignorance of regulations to the slow speed of government approvals to dealing with developers. Despite the great discussion, a local contact was not defined for every

opportunity in this group. The Harris Centre will follow up with the group's members to see if a suitable local contact can be identified. Some issues considered in the discussion include:

- Preserving those assets that are of communal value from being bought up by private interests
- Guaranteeing easements for the East Coast Trail
- Addressing the slow pace of approvals of municipal plans and Crown lands applications by the Provincial Government
- Lack of knowledge/data about property ownership and municipal boundaries
- Lack of planning capacity within the province, including within municipalities; Local Service Districts in particular have no planning capacity nor authority to undertake any planning
- Lack of capacity within municipalities for enforcement
- The need for a regional plan and a coastal plan

#### 1) Investigating land trusts in the Irish Loop

Land trusts are a way of preserving lands that are valued for their cultural and/or natural attributes from inappropriate or any development. Land trusts can allow acquisition of land at lower than market rates through the operations of a non-profit/philanthropic organization. These organizations can also work with residents toward land donations with the understanding that it cannot be developed after acquisition. Implicit in this is the identification of communal assets that are of cultural, ecological, or traditional value to local residents. These would act as sources of leverage as communities develop town plans and negotiate with development pressures. Memorial researchers could examine the history, feasibility, and basic structures that guide land trusts throughout North America.

Local contact: Adrian Tanner, East Coast Trail Association, [atanner@mun.ca](mailto:atanner@mun.ca)

#### 2) Formalizing land sale and registry systems in the Irish Loop and the province

A project could harness the university's analytical skills to assess how to get a complete list of property owners and their property boundaries and to help make this list official and accessible. A cross-jurisdictional review of how properties are registered, purchased, traded,

and sold is needed. How have informal land ownership systems become formalized in regions outside of Newfoundland and Labrador? How do you distinguish Crown land from private properties, and how are titles to property established and recorded?

Memorial University contact: Dr. Rob Greenwood, Harris Centre, [robg@mun.ca](mailto:robg@mun.ca)

Possible local contact: Municipalities Newfoundland Labrador

### 3) Councillor training and skill development via distance education

Invite DELTS to deliver on-going distance training to councillors and administrators on issues such as land use planning. DELTS could develop courses in conjunction with modular courses from Municipalities Newfoundland and Labrador. DELTS courses would be more effective than the symposiums and conferences that deliver superficial information, are expensive attend, and do not meet the needs of the councillors seeking training.

Possible local contact: Municipalities Newfoundland Labrador

Possible Memorial University contact: Rob Wells, DELTS

### 4) Locating and training land use planning professionals

Memorial University could create a certificate program in land use planning, and make courses available online or off campus. Memorial has access to intra-institutional communication networks, professional associations, and talent pools that could either develop programs to get student or professional planners to the province, and act as a catalyst through which the planning needs of Newfoundland and Labrador can be made more public. It was suggested that Memorial create a School of Architecture and Planning to develop the talent and skill base that is required.

Memorial contact: Mike Clair, Harris Centre, [mclair@mun.ca](mailto:mclair@mun.ca)

(A few weeks following this Regional Workshop, Memorial University's Faculty of Arts announced the launch of a new certificate program in public policy that will address some of these concerns. However, it is unknown at this time whether any of the courses will be offered by distance education. More information on this program is available here: [http://www.mun.ca/arts/programs/undergraduate/certificates/public\\_policy.php](http://www.mun.ca/arts/programs/undergraduate/certificates/public_policy.php))

5) Research into community service fees as a component of Municipal Plans

Community service fees are a mechanism whereby a prospective developer pays for the municipal council to develop a land use plan. Many small communities do not have such a plan, nor much need for one in the absence of a development proposal. The land use plan thus drafted serves as the framework to evaluate the development proposal. As corporations and development entities approach communities or regional networks, a CSF would provide clear guidelines and terms that would benefit the community, as well as provide some measure of certainty to the developer. Memorial should research community service fees and the mechanisms through which they could be implemented in small rural communities.

Local contact: Perry Oates, Town of Fermeuse, [perryoates@hotmail.com](mailto:perryoates@hotmail.com)

6) Process engineering program to review the Crown Lands application process

It takes an inordinate amount of time to get a Crown Lands application reviewed by the Provincial Government, and for a decision to be handed down to the municipality. During this waiting period, the need for the land may have changed or the developer may have grown impatient and withdrawn his/her development application. How much of this delay is due to inefficient processes at the Crown Lands Division? Could a formal review of the process create more efficiencies and possibly even justify an increase in resources to that Division? The industrial engineering program and the MBA program at Memorial University train engineers and business people, respectively, to review processes in detail in order to find efficiencies. The idea is to suggest to the Provincial Government the services of these two programs in order to investigate how to make the Crown Lands application process more efficient.

Possible local contact: Municipalities Newfoundland and Labrador

Memorial contact: Mike Clair, The Harris Centre, [mclair@mun.ca](mailto:mclair@mun.ca)

### **4.3 Using technology to further advance rural areas**

#### 1) Creation of a community information hub in the Irish Loop

Drawing on principles of citizen science, is it possible to create a regionally focused community information hub that would provide accurate and up to date tourism information to the visitors? Since the workshop, the Harris Centre has realized that the National Geographic Eastern Newfoundland Geotourism MapGuide (<http://www.nlgeotourism.com>) may already serve this purpose. This will be shared with the members of the technology group, and we will see if this fits their needs.

Local contact: Derrick Thompson, Irish Loop Chamber of Commerce,  
[derrick@thompsonconcepts.ca](mailto:derrick@thompsonconcepts.ca)

#### 2) Mapping public wireless access spots across the province

There is a need to map all of the public wifi spots in the province as a public service and business service for tourists and business traveler as well as local people.

Local contact: Orla Hagerty, St. Mary's Bay Community Land Trust, [ohagerty@gmail.com](mailto:ohagerty@gmail.com)

#### 3) Providing training to seniors to help them manage technology

The list is endless for the computer technology that is commonplace today, and we presume that everyone knows how to use them. However, for many seniors, it is very daunting and overwhelming to learn how to use computers, smartphones, tablet, etc. The challenge is greater for seniors in rural communities, who don't live near centers or organizations that may offer training. Also, with families no longer staying in the same communities as their parents, seniors no longer have their children, grandchildren or other family members to turn to for help. There is an opportunity to develop a training program specifically for the seniors who want to learn how to use technology. It could be a partnership with Memorial University, the public libraries, and private partners. It may be suitable for the School of Social Work (addressing senior isolation) or the Business Administration Faculty (business opportunities) who want to fill a niche opportunity.

Local contact: Rita Raymond, Whale Song Bed &Breakfast, [rita.raymond@nf.sympatico.ca](mailto:rita.raymond@nf.sympatico.ca)



4) Smart grid integrating wind and small hydro projects in the Irish Loop into the energy system

What is needed to allow for the creation of a ‘smart grid’ that would allow for integration of small hydro projects and wind projects in the area, which would lead to more energy self-sufficiency? What are the barriers keeping community owned energy projects from selling power back to the grid?

Local contact: Orla Hagerty, St. Mary's Bay Community Land Trust, [ohagarty@gmail.com](mailto:ohagarty@gmail.com)

5) Understanding barriers to cell phone and broadband coverage

Residents in Irish Loop would like to have a better understanding of why cell phone coverage and broadband access is lacking in the Irish Loop, especially in the area of St. Vincent's, St. Mary's and Riverhead. The study should explore the impact on tourism, road safety and business community. Is there a business case that would entice companies to install more systems in the region?

Local contact: Rita Raymond, Whale Song Bed &Breakfast, [rita.raymond@nf.sympatico.ca](mailto:rita.raymond@nf.sympatico.ca)

6) Understanding financial impacts of bad road conditions in the Irish Loop

Residents are interested in understanding the financial impacts of the bad road conditions, including lost tourism revenue and associated risks, especially considering the discrepancy between the provincial marketing campaigns and the actual conditions on the ground.

Local contact: Evelyn Reid, CBDC Celtic, [evelyn.reid@cbdc.ca](mailto:evelyn.reid@cbdc.ca)

7) Using technology to provide a better tourism experience in the Irish Loop

What are the community assets in Irish Loop that would lend themselves to a digital interpretation either as an app with a downloadable content or a GPS triggered information guide? What kind of support can Memorial provide in researching and providing content for such an application? This project should also include interviews with key ‘characters’ in the area.

Local contact: Rita Raymond, Whale Song Bed &Breakfast, [rita.raymond@nf.sympatico.ca](mailto:rita.raymond@nf.sympatico.ca)

## 5.0 FOLLOW-UP PROCESS

The Harris Centre will follow up with individual session participants to determine contacts and descriptions for the opportunities for further Memorial collaboration with stakeholders in the region. The goal is to develop each opportunity, or research question, into a one-page description, with a lead individual or organization specified from within the region as a local champion. These one-page 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 Yaffle ([www.yaffle.ca](http://www.yaffle.ca)), Memorial's online connecting tool, to enable web-accessible listings for further follow up.

## 6.0 MEMORIAL PRESENTS

A Memorial Presents public forum was held the evening before the Regional Workshop. It was attended by around forty-five people. The entire forum can be seen here: <http://www.mun.ca/harriscentre/policy/memorialpresents/2015a/>.

The forum was titled *In the Loop: Planning for Future Development in the Irish Loop*. Three panelists participated, including Mr. Harold Mallowney, Chair of the Southern Shore Joint Council and Deputy Mayor of Bay Bulls; Dr. Tom Cooper, Associate Professor in the Faculty of Business Administration at Memorial University; and Mr. Neil Dawe, Owner and President of Tract Consulting Inc. The three panelists used their diverse backgrounds and experiences to address the following three questions:

1. Why is a Town Plan important, and what does the absence of a Town Plan mean for communities and their residents?
2. What are the main parts of a Town Plan, and how do they affect land use?
3. What resources (ex. financial, human, time) are required to complete a Town Plan?

The session was then opened up to the audience to ask the panelists questions that were relevant to their own situations and interests.

## **7.0 CONCLUSION**

Based upon the evaluation results from the events, participants of Regional Workshop and the Memorial Presents public forum felt that these events were a useful and worthwhile way to become better informed on how Memorial University and communities can work together. The workshop also provided a good opportunity for dialogue. Memorial faculty, staff and students felt that it was a valuable way to learn about the needs and priorities of those in the Irish Loop. Memorial University is committed to the social and economic development of all areas of Newfoundland and Labrador; the Harris Centre is dedicated to advancing this mission through these workshops and the many opportunities they highlight and initiate.

## **APPENDIX A**

# **Irish Loop Regional Workshop**

Regina Mundi Complex, Renew's  
Thursday, February 5, 2015  
8:00am – 4:00pm

## **Agenda**

- |                                   |  |
|-----------------------------------|--|
| <b>8:00 – 9:00</b>                | Breakfast (provided by the Harris Centre)  |
| <b>8:30 – 9:00</b>                | Workshop Registration  |
| <b>9:00 – 9:10</b><br>(10 mins)   | Welcomes <ul style="list-style-type: none"><li>• Mike Clair, Associate Director of Public Policy, Harris Centre</li><li>• Donna Dinn, Mayor of Renew's-Cappahayden</li></ul> |
| <b>9:10 – 9:20</b><br>(10 mins)   | Outline for the Day<br>Mike Clair, Harris Centre   |
| <b>9:20 – 9:35</b><br>(15 mins)   | The Role of Memorial University in Regional Development<br>Doreen Neville, Associate Vice President, Academic Planning, Priorities and Programs, Memorial University         |
| <b>9:35 – 9:50</b><br>(15 mins)   | Irish Loop Profile<br>Gertie Molloy, Business Development Officer, CBDC Celtic   |
| <b>9:50 – 10:00</b><br>(10 mins)  | Follow-Up Process for New Opportunities<br>Bojan Fürst, Harris Centre  |
| <b>10:00 – 10:15</b><br>(15 mins) | Break  |

<b>10:15 – 12:00</b> <i>(1hr 45 mins)</i>	<b>Parallel Sessions: Current Memorial Activities in the Region</b> Participants will discuss current activities in the region and discuss various Memorial departments/centres in break-out groups. <ul style="list-style-type: none"><li>• Regional Collaboration (Facilitated by Morgan Murray, Office of Public Engagement)</li><li>• Land Use Planning (Facilitated by Mike Clair, Harris Centre)</li><li>• Technology in Rural Areas (Facilitated by Bojan Fürst, Harris Centre)</li></ul>
<b>12:00-1:00</b> <i>(1 hr)</i>	Lunch (provided by the Harris Centre)
<b>1:00-2:45</b> <i>(1hr 45 mins)</i>	<b>Parallel Sessions: New Opportunities</b> Discussion of potential new opportunities for collaboration based on regional priorities. Groups will brainstorm new research questions, engagement activities, teaching opportunities, etc. <ul style="list-style-type: none"><li>• Regional Collaboration (Facilitated by Morgan Murray, Office of Public Engagement)</li><li>• Land Use Planning (Facilitated by Mike Clair, Harris Centre)</li><li>• Technology in Rural Areas (Facilitated by Bojan Fürst, Harris Centre)</li></ul>
<b>2:45-3:00</b> <i>(15 mins)</i>	Break
<b>3:00-4:00</b> <i>(1hr)</i>	Report Back/Wrap-Up and Next Steps Facilitator: Bojan Fürst, Harris Centre

## APPENDIX B

### Harris Centre Irish Loop Regional Workshop Attendees

Name	Affiliation
Gerald Anderson	Marine Institute
Lachlan Barber	On the Move Partnership, Memorial University
Stephanie Bowring	RDEE TNL
Gary Catano	Sociology, Memorial University
John Chidley	Interested Citizen
Mary Chidley	Regina Mundi Complex Committee
Michael Chidley	Town of Renewals-Cappahayden
Geralyn Christmas	East Coast Trail Association
Mike Clair	Harris Centre
Audrey Colbert	Interested Citizen
Tom Cooper	Business, Memorial University
Vincent Croft	East Coast Trail Association
Pat Curran	Independent Consultants Group Ltd.
Neil Dawe	Tract Consulting Ltd.
Ed Delaney	East Coast Trail Association
Donna Dinn	Town of Renewals-Cappahayden
John Duff	Harris Centre
Jamilee Fitzpatrick	Office of Public Engagement, GNL
Mary Fleming	Southern Avalon Development Assoc. & Holyrood Pond Development Inc.
Yvonne Fontaine	Southern Avalon Development Association
Bojan Furst	Harris Centre
Mike Harrington	Colony of Avalon
Orla Hegarty	St. Mary's Bay Community Land Trust
Andy Hennebury	Business, Tourism, Culture and Rural Development
Amy Jones	Harris Centre
Joselyn Kane	Colony of Avalon & Town of Renewals - Cappahayden
Jerome Kenny	Town of Fermeuse
Marsha Kenny	Town of Fermeuse
Mary Kenny	Town of Fermeuse
Diane Keough	Harris Centre
Sheila Lee	Town of Riverhead
Bonnie Lillies	Town of Aquaforte
Theresa Mackenzie	Office of Public Engagement, Memorial University
Sue McFadden	Colony of Avalon
Gertie Molloy	CBDC Celtic
Bill Morrissey	Gardiner Centre, Memorial University
Harold MULLOWNEY	Southern Shore Joint Council
Randy Murphy	East Coast Trail Association
Morgan Murray	Office of Public Engagement, Memorial University
Doreen Neville	Academic Planning, Priorities and Programs, Memorial University

Marilyn Oates	CBDC Celtic
Perry Oates	Town of Fermeuse
Beverly O'Brien	Town of Cape Broyle
Rhonda O'Keefe Arsenault	Irish Loop Artisans Co-op
Keelin O'Leary	Genesis Centre, Memorial University
Kimberly Orren	Fishing for Success at Island Rooms of Petty Harbour
Axel Berggren O'Young	Political Science, Memorial University
George Piatt	Business, Tourism, Culture and Rural Development
Wilfred Power	Interested Citizen
Rita Raymond	Whale Song Bed & Breakfast
Evelyn Reid	CBDC Celtic
Katherine Ren	Education, Memorial University
Mike Rose	Fermeuse Enterprises Ltd.
Jane Severs	Association of Heritage Industries
Susan Sheehan	Town of Renews-Cappahayden
Alvin Simms	Geography, Memorial University
Christopher B. R. Smith	Social Work, Memorial University
Daniel St. Croix	Town of St. Vincent's-St. Stephen's-Peter's River
Debbie St. Croix	Eastern Health Community Services
Adrian Tanner	East Coast Trail Association
Derrick Thompson	Irish Loop Chamber of Commerce
Sharon Topping	Town of Trepassey & CBDC Celtic Board
Judy Walsh	Town of Aquaforte Age Friendly Coordinator
Michelle Yetman	Office of Public Engagement, Government of NL
Sylvester Yetman	Holyrood Pond Development Inc.

## APPENDIX C

### Summary: Regional Workshop and Memorial Presents Evaluations

Participants provided a scoring of 1 to 5 for each of the below questions, with 1 being strongly disagree to 5 being strongly agree. The average score given to each question is provided.

	Average Score (out of 5)
<b>Regional Workshop</b>	
Total number of participants: 65      Total forms filled out & returned: 26 Response rate: 40%	
The workshop increased my awareness of how Memorial University and community members can work together	4.5
The workshop covered topics and themes which interest me	4.5
There was good opportunity for dialogue at this workshop	4.6
Regional Workshops are good for NL communities	4.6
Regional Workshops are good for Memorial University	4.6
Memorial University plays a key role in finding solutions to issues in NL	4.1
The facilitated workshop format was a good way to conduct such a workshop	4.4
I will follow up on ideas and opportunities identified at this workshop	4.1
<b>Memorial Presents</b>	
Total number of participants: 45      Total forms filled out and returned: 24 Response rate: 53%	
The speakers were well informed and provided relevant information.	4.4
The promotional materials for this event accurately described the content of the forum	3.9
There was sufficient time provided for the Q&A period	4.1
The presentation and the following discussion have given me a better understanding of the issues involved	4.3



The information and discussion at the presentation has given me a better understanding of the issues involved	4.2
I am interested in this topic	4.5
Memorial University plays a key role in finding solutions to the issues in Newfoundland and Labrador	4.1
Overall, this workshop and public forum has met my expectations.	4.3

**Regional Workshop:**

*Additional Comments:*

- Concerned about research guidelines used by Harris/MUN. Much research not coordinated with existing stakeholders. Need to tap existing data/reports in municipal government agencies, non-profits, etc.
- As a returning Newfoundland (away for 40 years) and a new resident of the Southern Shore – this workshop increased my understanding and awareness and gave me networking opportunities. Thank you. Job well done!
- Workshop participants who all left together from MUN were not explicitly encouraged to get to know one another etc. – perhaps some initial introductions may have been useful. Similarly, the MUN participants and community member participants did not interact to any great degree. To this end, I feel that there could have been more work done to encourage social mixing/interaction between the two groups, thus preventing them from staying in their safe/comfortable ‘silos.’
- Very informative
- Kept to timeline, which was fabulous.
- Focusing too much on tourism other areas themes needed to be discussed. However, I didn’t feel comfortable interrupting the conversation.
- One participant sort of took over the session.
- Health, aging population and wellbeing a good theme to explore. With 15 minutes left – not much point in trying to discuss in such a short time frame. That’s what was left after ‘tourism’ talk. Frustrating!
- At one point 24 people in group – maybe could have divided group in 2 (half) because the larger group I find less discussion – some take over not leaving much opportunity to get involved. More people willing to interact when in smaller setting. Suggestion – at beginning we should have identified 2 or 3 themes, broken into smaller groups to discuss. I feel we would have accomplished much more.
- On another note – food was great!!
- Great job everyone!!
- One of the best I have attended.
- Some great opportunities raised and discussed.
- Great networking opportunity.

- Very well planned and organized – the topics were directly related to the local and regional issues – good discussions and reporting from groups.
- Very informative and enjoyable. Great day – great food too!
- A very worthwhile workshop.
- Maybe a bit more of an introduction to what regional collaboration is (def, examples)
- Office of Public Engagement of Provincial Government consultations, we might have saved a bit of time on certain discussions.
- Too many items in the end some could have been put together. Hopefully you can do that when you get back to the HC.
- Nicely organized!
- Lovely faculty and great food!
- Amy – did a super job!
- Well organized, appropriate topics, good variety of MUN people. Nice representation of people attending from whole loop. Great food provided. Thank you.
- Focus seemed to be on tourism, without concrete suggestions for developing same. Facilitator did not move things along at all. Rather, three or four men went on at length with opinion, again with no suggestions for alternatives. Just felt like a typical NL old boys meeting.
- Well organized. Great opportunity to network with other stakeholders and the Harris Centre. Great day. Learned a lot. Enjoyed breakfast and lunch. Thank-you.
- Too much discussion on tourism when there was a small number of people involved. I don't think there was anyone who depended on tourism for their livelihood.
- No discussion on the economic opportunities in the Irish Loop.
- Found collaboration was geared mostly if not entirely on municipal government.

### **Memorial Presents:**

#### *Additional Comments*

- I think an effort should be made to have a gender balance when there are more than 2-3 speakers. Presentations and discussion not a good forum for decision-making.
- Great topic and good turnout
- Poor seating arrangement

#### *What other information would you like to see on this topic?*

- Regional planning
- A quick PowerPoint (some of us are visual). Historical background on project policy and resources. Maybe an overview of rules and who's in charge of what between province and municipal levels.
- Are there MUN students who could help small towns do some community mapping to support planning?
- More info re: small community

#### *What other topics would you like to see Memorial Presents address?*

- What about LSDs - local service districts?

- Democracy, decision making and resources: the reality of things

*How did you find out about this session?*

- I was asked to be part of planning
- Email list, referral from colleague
- East Coast Trail office
- Through associates
- Harris Centre newsletter at work
- Computer
- Council letter
- Harris Centre contact
- Newsletter from Town Council Renews
- Email, Irish Post
- By invitation
- Planning Committee Member
- Facebook

*Age Group:*

30 and under – 5%

Between 31 and 54 – 32%

55 and over – 63%

## APPENDIX D

### List of Memorial University Projects in the Irish Loop: 2009-2015

This list is not exhaustive, and most of these projects are from Yaffle ([www.yaffle.ca](http://www.yaffle.ca)). Visit Yaffle to explore Memorial's current projects and opportunities, along with the research interests and expertise of Memorial's faculty, students and staff. You can also use Yaffle to enter your own project ideas.

Investigator(s)	Project Title
Emily Zimmermann, Cognitive and Behavioural Ecology	Atlantic Cod Escapes: Motivation and Dispersal
Siu O'Young, Faculty of Engineering and Applied Science	Autonomous Collision Avoidance System for Small Unmanned Aerial Vehicles
David Freshwater, Alvin Simms and Kelly Vodden, Department of Geography	Defining Regions for Building Economic Development Capacity in Newfoundland and Labrador
Cathy Mathias, Department of Archaeology	Evidence of High Fashion in 17th-Century Ferryland, Newfoundland
Barry Gaulton and Dr. James A. Tuck, Department of Archaeology	The Ferryland Archaeology Project
Craig Purchase, Department of Biology	Habitat Use by Salmonids as a Function of Species, Size and Season
Rob Greenwood, Harris Centre	Local Governance, Creativity and Regional Development in Newfoundland and Labrador: Lessons for Policy and Practice from Two Projects
Cathy Mathias, Department of Archaeology	Preserving Archaeological Materials from Newfoundland and Labrador: Expanding Upon Collaborations
S. Bornstein, NLCAHR	The Reprocessing and Reuse of Single-Use Medical Devices in Newfoundland and Labrador
Alvin Simms, Kelly Vodden and David Freshwater, Department of Geography; Rob Greenwood, Harris Centre	Rural-Urban Interaction in Newfoundland and Labrador: Understanding and Managing Functional Regions
Robert Hooper, Department of Biology	Seaweed Resources of Newfoundland
Cathy Mathias, Department of Archaeology	Walking Down the 'Prettie Street' of 17th-Century Ferryland, Newfoundland
Kelly Vodden and Heather Hall with David Freshwater, Department of Geography and Harris Centre	Understanding Regional Governance in Newfoundland and Labrador A Survey of Regional Development Organizations
Ekaterina Lysenko and Kelly Vodden, Department of Geography	Labour Market Development in Newfoundland and Labrador: Regional Challenges and Active Solutions A Rural-Urban Interactions Project Working Paper
David Freshwater, Alvin Simms and Kelly Vodden, Department of Geography	Defining Regions for Building Economic Development Capacity in Newfoundland and Labrador
Ekaterina Lysenko, Department of Geography	Labour Market Development in Newfoundland and Labrador: Regional Challenges and Active Solutions

Sandrine Jean, Department of Anthropology	Between Mobility and Attachment: Families' Residential Trajectories in St. John's Metropolitan Area
Alistair Bath and Beatrice Frank, Department of Geography	Mistaken Point Ecological Reserve UNESCO World Heritage Designation: Pathways to Engage People in the Decision-Making Process
Sheridan Thompson, Department of Geography	Coastal Erosion at Mistaken Point Ecological Reserve, Avalon Peninsula, Newfoundland