

Final Report

Quebec Lower North Shore- Labrador Straits Regional Collaboration Workshop



November 22, 2014

List of acronyms

ATR:	Association touristique régionale
CEDEC:	Community Economic Development and Employability Corporation
CLD:	Centre local de développement
CRRF:	Canadian Rural Revitalization Foundation
FFTNL:	Fédération des francophones de Terre-Neuve et du Labrador
LNS:	Lower North Shore
MNL:	Municipalities Newfoundland and Labrador
MUN:	Memorial University of Newfoundland
MRC:	Municipalité Régionale de Comté
NL:	Newfoundland and Labrador
OSSC:	Organizational Support Services Co-operative
QC:	Québec
QLNS-LS:	Québec Lower North Shore-Labrador Straits
RED Boards:	Regional Economic Development Boards
RDÉE TNL:	Réseau de développement économique et d'employabilité de Terre-Neuve-et-Labrador
UQAR:	Université du Québec à Rimouski

Executive summary

The Quebec Lower North Shore-Labrador Straits regional development workshop took place on **October 14-16** 2014 in **Blanc Sablon** (Québec) and **L'Anse-au-Clair** (Newfoundland and Labrador). The objective of this 2-day workshop was to learn from other jurisdictions on cross-boundary collaboration challenges, opportunities, and lessons learned; to assess and identify the local and regional contexts and priorities; and finally to explore and identify potential strategies and actors for moving forward with collaboration in the "**Strait of Belle Isle**" region. This was also the opportunity to build and enhance networks among various stakeholders.

This initiative was led by a **steering committee** composed of various economic and regional development experts such as the Leslie Harris Centre for Regional Policy and Development of Memorial University of Newfoundland, the Réseau de développement économique et d'employabilité de Terre-Neuve-et-Labrador (RDÉE TNL) (Newfoundland and Labrador Francophone Economic Development Network), the Community Economic Development and Employability Corporation (CEDEC), the Canadian Rural Revitalization Foundation (CRRF), Concordia University, the [Municipalité Régionale de Comté \(MRC\) du Golfe St-Laurent](#), Labrador Solutions, Inc., and the Université du Québec à Rimouski.

In terms of participation, more than **80% of targeted attendees participated** in the event, totaling **52 attendees** (for a region that counts approximately 1,500 people). 21 were from Québec, 30 from Newfoundland and Labrador, and 1 from Nova Scotia. Since this region spans two different provinces with two different official languages, it is relevant to mention that **40% of attendees had French-speaking abilities**. Participants were community and regional stakeholders, government representatives, postsecondary researchers, and private business owners. Participants were given the list of attendees with contact details a few days after the event so collaboration could start right away.

Before identifying priorities of regional collaboration, a number of presentations were given by experts from various perspectives in order to initiate discussions among attendees. Topics discussed touched on regional collaboration and its challenges, the trends and the future of rural communities, presentations of local situations from the Québec Lower North Shore and from the Labrador Straits regions.

Among all of the **14 opportunities identified**, we can mention a strong interest in: **creating a process that would ensure continuous dialogue and collaboration between the two regions**; developing an extended regional map of all tourism attractions; developing a Straits of Belle Isle regional tourism coordination initiative; enhancing the quality of Internet service; working on an Internet Radio project; improving the Blanc Sablon Ferry Terminal; and sharing the MRC model of municipal collaboration in the Labrador Straits.

Based on the participation rate and on the information exchanged during the sessions, we can say that attendees have a strong desire to collaborate and to work together towards regional development. Also, based on this successful collaboration between the Harris Centre and the RDÉE TNL, and on the results achieved during this workshop, it is very likely that both organizations will work together again in the future to organize **similar events on other trans-border regions such as Labrador West-Fermont and Burin Peninsula-Saint Pierre et Miquelon**.

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1. SYNOPSIS

1) OBJECTIVES/PURPOSES

- To learn from other jurisdictions on cross-boundary collaboration challenges, opportunities, and lessons learned.
- To assess/gauge/identify the local and regional contexts and priorities.
- To explore and identify potential strategies and actors for moving forward with collaboration in the Québec Lower North Shore-Labrador Straits region.
- To build and enhance networks among community and regional stakeholders, government representatives, postsecondary researchers, and private businesses.

2) SYNOPSIS

Communities of the Quebec North Shore and the Labrador Straits share many similarities as they address the realities of:

- new transportation linkages;
- increased visitors;
- changing traditional industries;
- and an aging population.

Relying primarily on the fishing industry for economic prosperity, local communities have witnessed a consistent decline in revenues, employment and populations. The strengths of both regions lie mainly in the natural resources. Local citizens are blessed with a broad range of traditional skills and talents. Capabilities include: carpentry, boat building, mechanics, hunting & fishing, survival skills, crafts, musical talents, and cooking. Despite lower levels of formal education, local people possess a wide knowledge base, are incredibly self-reliant, resilient, and have strong work ethics. Residents are devoted to the region and have strong ties to their communities, families, and heritage.

The two regions include twenty-two coastline communities and a combined population of seven thousand people. Despite long standing inter-provincial agreements for transportation and health services, there has been limited effort in fostering collaborations across other sectors. This workshop presents an enormous opportunity to explore potential for new partnerships in the development of key industries, community services and local leadership.

This workshop will provide opportunities for critical conversations and explorations of ideas, information and best practices in regional collaboration. It is open to people living in the communities of the Quebec North Shore and the Labrador Straits and to those interested and engaged in regional development. Several researchers and practitioners will also be invited to provide insights from similar regions in Canada and around the world. Local people will be able to explore how other regions have dealt with the challenges they face and seek inspiration from their successes. In turn, visiting participants will have an opportunity to learn from local people regarding the special characteristics and initiatives of the region. We expect that the experience will create new networks of support: regionally, nationally, and

internationally. The two day gathering will both build and share knowledge about regional collaboration by addressing the following questions:

- What collaborative opportunities currently exist between the two regions?
- What new collaborative opportunities could be created between the two regions?
- What opportunities exist which are only feasible because of the aggregate demand of the entire functional region?
- What public services could be more effectively and efficiently delivered by collaborating between the two regions?
- What collaborative mechanisms could be created to complement the formal governance structures in order to facilitate commerce, tourism, cultural and other exchanges between the two regions?
- What has been the history of trans-border collaboration dealing with such issues as transportation, communications, government procurement, health care provision, the sharing of public assets (e.g., wharves), and other issues?
- What are the impacts of establishing a border dividing a historically homogeneous population, on family relations, educational opportunities, career prospects, commercial exchanges and other factors?
- How can universities help local organizations (municipal councils, regional organizations, non-governmental organizations, etc.) identify opportunities and help realize them?

2. STEERING AND PROGRAM COMMITTEE

The workshop is being organized by a Steering and Program Committee composed by representatives of the following organizations:

- [Réseau de Développement Économique et d'Employabilité de Terre-Neuve et du Labrador](#)

The *Réseau de développement économique et d'employabilité de Terre-Neuve-et-Labrador* (RDÉE TNL) (Newfoundland and Labrador Francophone Economic Development Network) offers economic development expertise to francophones and francophiles who wish to use the French language as an added value in order to strengthen the position of the French community within the Newfoundland and Labrador economy. RDÉE TNL aims to enhance the labour market and diversify the economy through business support and creation, as well as promotion of NL as a tourist destination in Francophone markets.

- [Community Economic Development and Employability Corporation](#)

CEDEC is a leading partner and driving force for community economic development and employability. A volunteer-driven organization, CEDEC sparks economic innovation in building forward-looking, prosperous and confident communities across Quebec through sharing expertise, knowledge and building partnerships.

- [Canadian Rural Revitalization Foundation](#)

CRRF is a charitable institution committed to bettering the lives of rural Canadians. The organization is made up of university researchers and rural development practitioners in governments and in non-governmental organizations. It organizes workshops and other learning events, and it coordinates research on rural topics within Canada.

- [Centre for Engineering in Society, Concordia University](#)

Housed in the Faculty of Engineering and Computer Science, the Centre promotes students' understanding of the social, ethical, environmental and economic implications of their profession. Working closely with organizations such as Engineers Without Borders, its goal is to promote young practitioners with the will and ability to design technical solutions that preserve the environment and communities.

- [School of Extended Learning, Concordia University](#)

The School offers a wide range of credit and continuing education courses aimed at facilitating entry into university. The Centre has been working in the QLNS for years and has developed strong links with local leaders and stakeholders

- [Leslie Harris Centre for Regional Policy and Development, Memorial University of Newfoundland](#)

The Harris Centre mobilizes the resources of Memorial University of Newfoundland to assist with regional development and public policy within Newfoundland and Labrador. The Centre is a recognized national leader in these two areas, and is leading a ground-breaking initiative to identify "functional regions", i.e., regions that share a labour force, public services, retail services, etc., regardless of formal boundaries (e.g., municipal or provincial boundaries).

- [Municipalité Régional de Comté du Golfe St-Laurent](#)

MRCs are administrative entities in the Province of Quebec that provide regional management of local authorities which are grouped into counties, each enjoying power and regulatory jurisdiction vested by the Government of Quebec. The MRC du Golfe St-Laurent includes all communities along the Gulf of Saint Lawrence between the Natashquan River and the Labrador border

- [SmartLabrador](#)

SmartLabrador Inc. started as a collaborative effort of Labrador’s economic development corporations for ICT development and has since 1997, successfully managed and improved local ICT infrastructure, services, projects and networks. Its work has built on those networks and experience to become a vibrant rural-based, rural-focused IT social enterprise. SmartLabrador offers successful solutions for adoption of technologies for improved communications, business operations and capacity building to empower rural – remote communities, organizations and businesses.

- [Université du Québec à Rimouski](#)

Canada Research Chair in Rural Development at the Université du Québec à Rimouski promotes research on issues related to rurality, and to appropriate and sustainable development of rural areas in order to advance knowledge about rural realities and support initiatives that promote the sustainability of rural communities.

3. PARTICIPANTS

PARTICIPATION RATE:

Invited: 65
Attended: 52 (80%)
Not able to attend: 13 (20%)

FRENCH-SPEAKING ABILITY:

21 participants could speak French (40%)

The event has been very successful! Indeed, 80% of targeted attendees participated in the event. 40% of attendees have the ability to speak French fluently. We have decided to include in this list (please see below) all invited people to the event because we believe they could still play an important role in regional collaboration, and even though they did not attend the workshop, they could still be interested in the outcomes and in collaborating with people from the Quebec or Labrador side.

First Name	Last Name	Affiliation	City	P.	Email	Phone	Present	French abilities (f)
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Garland	Nadeau	Whitley Meusum	St-Paul's River	QC	x		y	e
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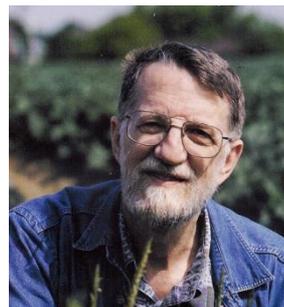
If you wish to receive the participants' list in an excel format, please contact Christophe Caron at ed@rdeetnl.ca.

4. SPEAKERS

In order they presented.

- **Bill Reimer**

Bill Reimer is a Professor Emeritus at Concordia University in Montréal and Adjunct Professor at Brandon University. He is the Director of the *Rural Policy Learning Commons* (<http://rplc-capr.ca>). From 1997 to 2008 he directed a Canadian national research project on the New Rural Economy which included 13 universities, 35 partners, and 32 rural communities from all parts of Canada (<http://nre.concordia.ca>).



His publications deal with community capacity-building, social support networks, social capital, social cohesion, municipal finances, the economy and the household, rural immigration, and the informal economy. Details can be found via <http://billreimer.ca>.

- **Kelly Vodden**



Kelly Vodden is an Associate Professor (Research), Environmental Studies, Grenfell Campus and Department of Geography, St. John's Campus, Memorial University. Kelly has been actively involved in community and regional development research, policy and practice in Canadian rural communities since 1995, including projects related to local labour market and economic development, regional policy, and community involvement in natural resource management.

She is currently the Principal Investigator of two major studies, including a multi-year SSHRC-funded project investigating Canadian approaches to regional development and another examining challenges and solutions for rural drinking water systems in Newfoundland and Labrador. She is also co-lead of the Newfoundland and Labrador field component of a seven year national project called "On the Move", which is bringing together national and international partners to examine dynamics and implications of labour mobility in Canada.

- **Ryan Gibson**

Assistant Professor, Department of Geography and
Environmental Studies,
Saint Mary's University
President of the Canadian Rural Revitalization Foundation



Originally from rural Manitoba, Ryan Gibson has a deep intrigue and respect for rural communities, rural people, and the events that shape their futures.

Growing up witnessing the transformations in rural development, agriculture, and their influence on communities instilled a fascination and commitment to rural issues. Over the past years Ryan has been a student, practitioner, and admirer of rural populations, dynamics, and interactions.

Ryan has worked with regional economic development models in rural, northern, and peripheral regions throughout Canada and internationally over the past decade. Ryan's research and community engagement focus on rural and regional development, governance, philanthropy, and public policy.

Ryan is an Assistant Professor in the Department of Geography and Environmental Studies at Saint Mary's University in Halifax, Nova Scotia. Since 2012, he has served as President of the Canadian Rural Revitalization Foundation/Fondation canadienne pour la revitalisation rurale (www.crrf.ca). CRRF/FCRR is a national non-profit charity focused on enhancing the lives of rural Canadians. Ryan also serves as an elected board member with the Canadian Community Economic Development Network and holds appointments with the Rural Development Institute (Brandon University), the International Centre for Northern Governance and Development (University of Saskatchewan), and Assiniboine Community College.

- **Mark Stoddart**



Mark C.J. Stoddart is an associate professor in the Department of Sociology at Memorial University. His areas of interest include environmental sociology, social movements, and communications and culture. His research highlights the ways in which local communities and environments are embedded within and shaped by networks of media communication, tourism mobility, oil development, social movement mobilization, and environmental politics.

His research contributions were recognized with the 2014 Early Investigator Award from the Canadian Sociological Association. This national-level award is given annually to a sociologist "that has made significant research contributions ... [and] recognises research demonstrating high quality, theoretical rigour and/or methodological innovation, and future potential." He is the author of the book, *Making Meaning out of Mountains: The Political Ecology of Skiing* (UBC Press). His work has appeared in *Organization & Environment*, the *International Review for the Sociology of Sport*, *Social Movement Studies*, *Sociological Spectrum*, and the *Canadian Journal of Sociology*.

- **Jarvin Joncas**

Bio not available.

- **Glen McKinnon**

Bio not available.

- **Sheila Downer**

Sheila is a very strong advocate for the development of rural communities. She is originally from Central Newfoundland and moved to Labrador to assume a one-year contract with the provincial government of Newfoundland in 1984. She has since, adopted an extremely strong allegiance to Labrador, its issues, its people, and its potential.



Sheila currently operates her own consulting business in Labrador after serving as the Managing Director of SmartLabrador Inc. for the past seventeen years in Labrador. She has worked in many facets of community development and started her career in Labrador as the Regional Recreation Director for the communities of the Labrador Straits. She has served as a catalyst for the development of information technology in Labrador and has led the planning and management of several major IT projects for Labrador communities.

Sheila's education and 30 year background in community economic development has provided a strong foundation and appreciation of the needs of rural and northern communities. Her work in these communities has provided a strong background in understanding and addressing challenges of regional development and has supported her experience in providing project partnership, regional network development and ICT services internationally.

She is currently the Chair of Memorial University's Harris Centre Advisory Board and serves as a public representative on the Board of the Institute of Chartered accountants of NL.

- **Randy Letto**



Randy has been living in Happy Valley-Goose Bay for the past 7 years. He has been the Executive Director of Destination Labrador Inc. since 2007. Originally from L'Anse au Clair, Labrador, he has worked in community economic development for 24 years and 20 years in the tourism sector working with not-for-profit NGOs and the private-sector throughout Atlantic Canada. Randy has a degree in B.Sc., Economic Geography from Memorial University Newfoundland

- **Alvina O'Brien**

Alvina started her career in the financial services industry as a Teller with the Bank of Montreal in L'Anse au Loup in 1983. When the Bank of Montreal withdrew their services from the area in 1984 and Eagle River Credit Union was conceived that same year, she became one of the first two employees. Within the first year with the Credit Union she worked through various promotions from Teller to Administration Officer and Administration Manager, and by 1989 she became General Manager, later reclassified as Chief Executive Officer.



Under her leadership, Eagle River Credit Union has received a number of awards, including a National Award for Community Economic Development, a Provincial Award for Excellence in Partnerships, and has been named by Progress Magazine as one of the Top 101 Companies in Atlantic Canada using a Balanced Scorecard framework for four consecutive years including 2014. Today, Eagle River Credit Union has in excess of \$131 Million in Assets, 7 branches and 45 employees. Alvina is married to Reg O'Brien, also a local successful business owner, and she is the proud mother of two adult sons, Trent and Derek. In her spare time she enjoys quilting and the outdoors.

- **Barbara Blake**



A native of St. John's, Barbara first came to the Northern Peninsula region in 1988 as a student summer tour guide at the L'Anse Aux Meadows National Historic Site. Following the completion of a Bachelors Degree in Social Sciences (Economics and History) and a Masters in Health Administration, both from the University of Ottawa, Barbara

returned to St. Anthony in 1991 and has been employed by the former Grenfell Regional Health Services and now Labrador-Grenfell Health in a variety of progressively senior capacities. These have included: Manager of Information Systems, Regional Manager of Diagnostic and Medical Staff Services, Assistant

Executive Director of Human Resources (all with the former GRHS) and as the Chief Operating Officer (South) from 2005-2008 and Vice President of People and Information from 2008-2014 and most recently is responsible for both roles of VP of People and Information and Chief Operating Officer (South) with Labrador-Grenfell Health.

Her current senior executive positions include responsibilities for the senior administrative oversight for the facilities in the “southern” portion of the Labrador-Grenfell Health region and the regional portfolios of Human Resources, Employee Development, Training and Health, Occupational Health and Safety, Information Management and Technology, Health Records, Privacy, and Strategic Planning.

As a good stress reliever and in her spare time, Barbara is a relatively slow, but dedicated, runner, and has completed several Tely10s and half-marathons. She also loves traveling and just being in the great outdoors. As her children have grown and enrolled in activities, Barbara has volunteered with these same organizations. She continues to volunteer with two local cross-country ski clubs.

Barbara lives in Straitsview with her husband, their teenage daughter, and their son, who is in his 2nd year at Memorial University.

- **Alberte Marcoux**



Alberte was born in the community of Tête-à-la-Baleine, QC and has lived there until the age of 15. She then studied in Sept-Iles and Rimouski after deciding to come back to her native region. While working as an economic development officer for the Municipality of Golfe St-Laurent, she managed to take a tourism training from 1990 à 1995. She is also very much involved in volunteer work for her community. In 1994, she started up the Tourism Development Association of Tête-à-la-Baleine.

In 2015, she created a small tourism company named Toutes Iles. She is also the founder of the community radio of Tête-à-la-Baleine.

In 1996, she accepted a position in marketing for an airline company from the Lower North Shore region, and quickly moved up to manage the chartered flights department. She then worked for 11 years as an Economic Development Counsellor for the Centre Local de Développement de la Basse-Côte-Nord. From 2009 to 2012, she gained work experience in Alberta before moving back to the lower north shore where she now works as the Executive Director of Coopérative Voyages CoSte.

- **Christophe Caron**

Christophe Caron is the Executive Director of the *Réseau de développement économique et d'employabilité de Terre-Neuve-et-Labrador* (RDÉE TNL) (Newfoundland and Labrador Francophone Economic Development Network). It is a non-for-profit organization that offers economic development expertise to francophones and francophiles who wish to use the French language as an added value in order to strengthen the position of the French community within the Newfoundland and Labrador economy. RDÉE TNL aims to enhance the labor market and diversify the economy through business support and creation, as well as promotion of NL as a tourist destination in Francophone markets. Prior to his five years of dedicated work for RDÉE TNL, he worked in the United States for four years in economic development, helping American and Canadian companies access the European market by investing in the region of Normandy, France. Christophe has an MBA degree from the *École Supérieure de Commerce et de Management de Tours*, France (a business school) and is fluent in French and English.



- **Allen Richards**



Allen lives with his family in a small community on the Gaspé coast in Quebec. He has worked for more than 15 years in the field of Community Economic Development, most of that with CEDEC. His experience has given him a strong appreciation for the ability of local communities to plan and develop resilient economies. As Provincial Development Officer at CEDEC Allen has lead initiatives across Quebec in tourism, community economic, small business and labour force development with partners at all levels of government and the private sector. Over the past 12 years Allen has spent much time working with partners and stakeholders in the Lower North Shore.

All Prezi/Powerpoint presentations, and additional resources provided by speakers are available online at:

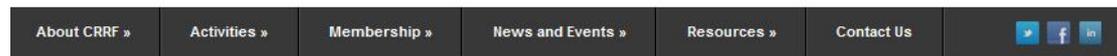
http://www.crrf.ca/?page_id=3201

5. WEBSITE

Web address: http://www.crrf.ca/?page_id=3201



[Canadian](#) Rural Revitalization Foundation/Fondation Canadienne pour la Revitalisation Rurale



Towards Regional Collaboration Workshop



2 Provinces, 22 Communities, and 1 Region

How do northern and remote community remain sustainable? What are the recent trends in regional collaboration? How can communities, universities, government, [NGOs](#), and businesses collaborate to enhance regional development? These are the questions that will be explored at the Towards Regional Collaboration event in Blanc Sablon, QC and L'Anse au Clair, NL on October 15-16, 2014. This interactive event will feature presentations about the most recent trends in regional development as well as

Conference Details

+ Workshop Background

+ Why Quebec Lower North Shore and Labrador Straits Region?

+ Workshop Objectives

+ Program

+ Partners

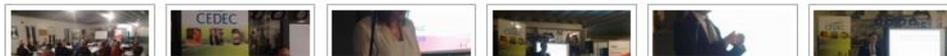
- Funding Partners

The *Towards Regional Collaboration Workshop* has received financial support from the following organizations: Atlantic Canada Opportunities Agency, Centre local de développement de la Basse-Côte-Nord, Newfoundland and Labrador Department of Innovation, Business and Rural Development, and Société d'aide au développement des collectivités.



+ Workshop Presentations and Materials

Conference Photographs



6. TOPICS DISCUSSED

1) OPENING BANQUET

Dr. Bill Reimer, Rural Policy Learning Commons – Concordia University
Collaboration Challenges: Research, Policy, Community

The new realities of rural places require new forms of collaboration among researchers, policy-makers, and community members – especially in cross-border settings. This presentation identifies some of the personal, professional, and institutional challenges to such collaboration in the face of those new realities and suggests several strategies that can be used to address them. The strategies are not only relevant to the workshop deliberations which will follow, but to future individual, government, and community action on behalf of rural revitalization.

Topics discussed in Q and A:

- To attract policy makers, you have to “seduce” them and offer them visibility. Policy makers need to have a better understanding of the local situation and need to visit the field. Those who come have to have the ability to make changes on policy. The other option is to find a “broker” who will be able to communicate the message to the policy makers.
- What are the mechanisms in place to play this broker role? None left anymore, the only entity that was able to play that role in the past was the RED Boards network. They disappeared due to budget cuts from the federal and provincial governments.
- Governments have to better understand what is happening in NL on the ground in rural areas, and do consultations not because they have to, but because they care and intend to make changes, and to listen to communities.
- It is important to improve communication lines between researchers and community. It is crucial to work with the community rather than studying the community from the outside.
- Fear will drive you to draw a plan, whereas vision will carry you through. Vision vs. perception: perception requires good information. There is unfortunately no long term vision and planning on the part of government.
- Municipalities need to agree between themselves, they have to work together to agree on a common vision, to know where they are going.
- There are always people who won't agree with any regional plan. It is important to know how the community is going to deal with those people who don't agree.
- If things are not moving, we have to change our perspective to find new ways to move ahead.
- Regional collaborations bring direct results and impacts (National Research Council, hospital). Collaboration means finding ways to compromise.
- How can the power of Municipalités Régionales de Comté (MRC) be used?
- Importance to share existing resources between municipalities and to agree on a vision, they have to think in terms of region and not in terms of individual municipalities.
- Common issues can be identified such as: exodus of youth, aging population.

2) SESSION 1

The Trajectories of Rural Canada: how did we get here and what are the drivers?

Dr. Kelly Vodden, Environmental Policy Institute - Grenfell Campus, Memorial University

Kelly addressed the following questions.

- How did we get here?
- What are the drivers?
- What does it mean for collaboration in the Lower North Shore?

She proposed that many aspects of the current situation are driven by the following six factors.

- Nation-Building

- Globalization
- Demographic change
- Urbanization and centralization
- Ecological degradation
- Place-making processes in the regions

(See the PowerPoint for details)

Topics discussed in Q and A:

- The capacity of the local people is relatively low – thus we need to improve education and capacity-building processes
- Infrastructure and transportation (e.g. roads) constrain the options but they also open some opportunities, e.g., we have several empty buildings in the region (e.g. fish processing plants).
- There are also many natural resource assets that are underutilized since we don't know about many of the demands that can be found in global markets (e.g. anti-aging treatments from local plants that can be used by the pharmaceutical industries).
- We need to increase engagement of the residents by increasing cross-border dialogue. This can start with the local region.
- We are especially affected by globalization, demography, and urbanization.
- There may be people in urban regions who would like to come back to rural areas.
- We need to find new ways of looking at the local region. Some of this can occur by bringing scholars to the region (e.g. MUN's regional workshops).
- People who have left the community can be used as an asset, not just a loss.
 - Keep in touch with them by regular updates about community events and people. When they consider starting a family they would be more likely to think of this region as a destination since they have maintained familiarity with it.
 - Invite them back and provide venues where they can speak to the community about other places and their experiences (with photos, etc.).
 - Use them as intelligence-gathering agents for new markets and opportunities.
- We too often take a negative attitude about the region.
- Our vision is changing. We should be shifting our focus to things we can do for ourselves. Don't look for handouts.
- Nation-building is continuing (e.g. Canada's north)
 - People are displaced as they migrate to big developments (especially mining).
 - Small local businesses have labour problems as a result.
 - We need to retrain the baby-boomers for new jobs (e.g. a baby-boomer toolkit).
- Nation-building and Place-making have reversed in importance. We must focus on the latter.
- How can we maximize local returns?
- What are some of the strategies for retraining?

- One of the challenges with migrant workers is the way in which they are not active in the community – even when they are home between shifts.
- There is a great deal of wealth in the communities but it has not been reinvested in the communities. It is used for personal consumption.
- We need to think long term (e.g., after 15 years the baby boomers will have become too old or died off). Business needs to focus on productivity gains. They can do this to some extent by using the expertise in the universities.
- Our youth do not see many options for their futures. This is often a result of general limited vision.
- Globalization means knowledge, ideas, and technology. This means improving the internet infrastructure and training employees.
- Some of our best employees are 50 to 70 years old.

3) SESSION 2

The Future of Rural Communities: Where are we going and how can we prepare?

- Dr. Ryan Gibson - Canadian Rural Revitalization Foundation and Department of Geography, Saint Mary's University
- Mark Stoddart, Department of Sociology, Memorial University

Topics discussed in Q&As:

- Important to think about “the region” and not just local communities: one map that puts all attractions, without including the border. There are already tourism companies that ignore the border, organizing site visits, accommodation on both sides.
- Importance to target households with high disposable income
- The Quebec-Labrador Foundation brought together people, organizations and business owners from across the entire region in 2008.
- Tourists want to live an experience with local people (need for locals to know about their history, habits, customs, ... to pass it on to tourists)→ experiential tourism. Tourists need to live a unique experience. Best publicity is not fam tour, it is the satisfaction of the clientele. Projects have to include communities.
- “Double translation” concept: satisfaction from clientele is now promoted on social medias: YouTube, Twitter, Facebook, do not underestimate the power of social media. →But there is no high speed internet in the region.
- Important to start small to have a clear win, to have it worked well before addressing a more difficult issues to be solved. Sharing information to identify issues to collaborate on. May start with a small number of communities, and the others will join later.
- Lucky to have Battle Harbour infrastructure
- Availability of information: make tourism information available on the route to attractions
- Complementary services from neighbouring communities
- Weaknesses can be turned into assets: e.g., no cell reception, could be promoted as an absence of distraction for business/incentive travel

4) SESSION 3

Presentation of Local Situation – Quebec Lower North Shore

- Jarvin Joncas, Local Development Center Lower North Shore
- Glen McKinnon, Warden, Regional Municipal County: Collaborative politics for local & provincial governments

Topics discussed in Q&As:

- How do we get to the global market? Road 138 connecting the entire QLNS needs to be completed. It can totally change the situation of the lower north shore. Is it possible that MRCs address the issues of ground transportation, but also of maritime and air.
- What role of MRC in Labrador communities, where can they interact with MRC to deal with local issues? There is no official structure in place to address these issues. Committee with mayors of Blanc Sablon and L'Anse au Clair and others will resume very soon, right after elections in NL. The local MRC started in 2011 only, so they never were involved with zone boards.
- How can municipalities on both sides of the border collaborate? On the QC side: MRCs. No RED boards anymore...
- When is the high speed internet will be available in the lower north shore? Possible constructions could start in 2015.
- MRC's were created for regions with more concentrated populations and communities. The new MRC on the QLNS is experiencing difficulties to be heard by government. Lobbying by transportation companies has great influences on the government, and QC contractors cannot work in Labrador, as that market is protected by lobbyists.
- What receptions do other MRC give to LNS MRC? Very receptive, communications are very franc and direct. Do they get support from provincial and federal? For now, support from local levels (mayors), the other not so much because of budget cuts.
- The LNS MRC does not copy success stories from other more experienced MRCs
- Are MRC involved in labour market support? Some youth came to LNS to get training on heavy equipment
- Could we organize a workshop in Labrador straits region where MRCs would explain their model accompanied with provincial contact in QC related to MRC (for non-political discussions only).
- It is perceived from Labrador that there is a better organization of municipal decision-making. They go with the majority of communities willing to do something. No community has a veto on any decision.
- There used to be a committee gathering directors of all LNS organizations to move projects for the regions (11 members).
- Education: Importance to have a physical presence of MUN in the region.
- In some communities, children in elementary can only go back home once a month.

5) BLANC-SABLON VISITOR CENTRE

Topics discussed in Q&As:

- Presentation of local history from 8,500 BC to present.
- Geology potential: create a package for academics to spend a week and tour the geologic attractions of the region, and they could make a presentation . Opportunities in geology tourism.
- Start a Scholar-in-Residence program. Involve and invite academic to work on specific projects on the ground
- Get someone who has the knowledge to help with promotion of the UNESCO world heritage site

6) SESSION 4

Presentation of Local Situation – Labrador Straits

- Sheila Downer, Labrador Solutions, Inc.
 - Randy Letto, Destination Labrador
 - Alvina O'Brien, Eagle River Credit Union
-
- Randy: Local statistics show very little French-speaking visitors in Labrador. Are those statistics realistic? The only locations where statistics have been taken from the province (2011 census) are St. John's, Deer Lake and Port-aux-Basques. Labrador has its own statistics.
 - Liability insurance for business owners is very expensive and most of them cannot afford to pay, because rates are set based on urban areas. Cooperative type insurance is being explored. MNL belongs to coop OSSC and could help maybe businesses with getting more attractive rates for insurance.
 - Serving local fresh seafood is expensive, we would need a Red Seal chef to come and train locals. But we don't have enough volume to proceed.

7) SESSION 5

Regional Collaboration

The Quebec Lower North Shore and the Labrador Straits comprise one “functional region”. That is, despite the provincial border that bisects the region, the citizens of the region cross the border frequently and easily for such things as healthcare, shopping and transportation outside the region. Tourists and electricity also ignore the provincial border. This session will delve into how people in the two regions collaborate to make life livable in a remote rural area that is divided by a provincial boundary.

- Health care : Barbara Blake, Labrador Grenfell Health
- Tourism : Alberte Marcoux, Voyages Coste; Randy Letto, Destination Labrador
- Regional development : Christophe Caron, RDÉE TNL; Allen Richards, CEDEC

Topics discussed in Q&As:

- Map of all attractions: RDÉE TNL, CEDEC, ATR,
- A private clinic outside of the public system is used by residents of both sides of the border.
- Dr. Walter Fitzgerald did research on colon cancer and is now retired. However, the research will continue.
- What about public health (seniors, youth, etc.)? For example, many NL youth last summer wanted to join social programs on the Quebec side. There are no similar programs on the Labrador Straits, because many social programs are now no longer part of Health and Community Services.
- Possibility of collaboration between Destination Labrador and the RDEE TNL regarding RV marketing in Quebec.
- The last strategic plan for Labrador tourism was 10 years ago, one of whose recommendations was the creation of Destination Labrador. A new plan is poised to be issued very soon. The top priority for the new plan is to engage the private sector in delivering a high-quality product and in promoting cooperatively. It is also to communicate to funders and policy makers what the priorities of the region are.
- "Raids" (like the Cain's Quest snowmobile race across Labrador) are a good way to promote adventure tourism.
- There is still not enough business volume to fully move into the tourism industry.
- We need to invest more into "self-marketing", i.e. communicating to our residents and our neighbours what we have to offer.
- Build amenities for your own citizens, and then offer these amenities to visitors. These amenities communicate to outsiders that the community is active and vibrant.
- Locals need to take pride in what makes the region unique.
- There may be funding available from Minority Official Language programs. NL may not be applying for its "fair share".
- There is a researcher from Miami who visits a 6 million year-old reef off the QLNS. This is a wonderful opportunity for the local tourism industry.
- Researchers and artists can access independent sources of funding.

8) SESSION 6 & 7

Knowledge gaps/research: What do we need to know?

How can universities help local stakeholders gain a better understanding of the opportunities and barriers facing them? What research can universities undertake to help fill important knowledge gaps in the region?

Brokering Opportunities and Next Steps

How can the stakeholders on both sides of the provincial border better collaborate with each other to maximize their opportunities? How can government departments work with local stakeholders to ensure the viability of the region? And how can the two provincial governments better coordinate their activities for the benefit of local residents?

For identified opportunities and next steps, please refer to the next section.

7. IDENTIFIED OPPORTUNITIES

The participants proposed that the name of the 2 regions together to be: “Strait of Belle Isle”

- **Opportunity #1: The Gulf of St. Lawrence as a “Natural Aquarium”**

The Northwestern part of the Gulf of St. Lawrence stretching to Southeast Labrador constitutes a “natural aquarium” that features a rich ecosystem of undersea flora and fauna, including various species of whales, seals, salmon, capelin, herring, seaweed, etc. It is also the resting place of numerous historic shipwrecks dating as far back as the late 16th Century Basques whalers. The ideal strategy would include a research facility to create high-end products in tourism, biotechnology, pharmaceuticals, etc. However, the area is under-studied and its potential is far from being realized. Some possible projects that could be undertaken immediately include research on pelagics, the St. Paul’s River herring and capelin. To fully realize the potential will require the coordinated resources of all three levels of government, the MRC, universities, business and The Coasters.

- **Opportunity #2: extended regional map of all attractions**

The recreational vehicle market has expressed interest in a “grand tour” that begins in Baie Comeau and then goes to Labrador West, Central Labrador, the Labrador Straits and the Quebec Lower North Shore, and then across the Labrador Strait to Newfoundland, and then on to Cape Breton Island. Therefore, in order to attract and service this market, the regions of Northern Quebec and Labrador must work together to provide a seamless service to the visitor. The two regional tourism associations, Tourisme Côte Nord Duplessis and Destination Labrador, need to collaborate closely to ensure this seamless arrangement. One specific project that the two associations could work on is a map of the “grand tour”, showing the attractions, accommodations and other services along the route.

The partners on this initiative should include the RDÉE TNL, CEDEC, Destination Labrador, Tourisme Côte Nord Duplessis, ATR, and CoSte.

- **Opportunity #3: Straits of Belle Isle Regional Tourism Coordination Initiative**

In order to make the “grand tour” successful, it will be important to coordinate the tourism offerings of the Quebec Lower North Shore and the Labrador Straits. A committee should be created led by the RDÉE TNL and CEDEC, and including Destination Labrador, the Quebec-Labrador Foundation, ATR, ADT, HDC, and the Red

Bay UNESCO World Heritage Site. It would be helpful for the media to take an interest in this initiative.

- **Opportunity #4: Process to continue dialogue**

There are many advantages to collaborating across the provincial border. However, the border is a psychological barrier to collaboration. To overcome this barrier, it will be essential to create some type of committee (“Neighbours Without Borders”) whose main mandate is to stimulate communication, collaboration and coordination across the entire region. A primary focus should be transportation: the completion of Route 138, the construction of a fixed link between Labrador and Newfoundland to complete the touring circuit, the upgrading of the wharf in Blanc Sablon, etc. The committee must be led by local officials, but it will be important/essential for this committee to be multi-stakeholder: communities, governments, universities, etc. It would be extremely useful if this committee could be resourced by the two provincial governments (the Government of Newfoundland and Labrador maintains a development office in the Labrador Straits); funding may also be available from the Federal Government (ACOA and DÉC). The committee should be formed as soon as possible to keep the momentum from this forum going. The committee should organize a regional forum 2-3 times a year; it might be possible to piggy-back these forums with other local events, such as festivals.

On the Quebec side, it would be very useful to have the CLD and/or the MRC, as well as The Coasters. In the absence of the regional economic development boards, it is not clear who should lead from the Labrador side (the Joint Mayors?). The groups that should be invited to take part in the committee include the Quebec Labrador Foundation, CEDEC, SAIC, RDEE TNL, the two provincial departments responsible for regional development, the two tourism associations, the Labrador Institute, etc.

- **Opportunity #5: Learn from Labrador how to maximize opportunities and to maximise benefits**

The tourism industry of Labrador seems to be more advanced than that of the Quebec Lower North Shore. The region boasts a number of important historic sites (L’Anse Amour Lighthouse, Red Bay Basques whaling station and Battle Harbour) and, as well, is connected to the “grand tour” via the Trans-Labrador Highway. Destination Labrador also has a long history of collaborative endeavours. It was noted that the RDÉE TNL has already developed a brochure highlighting the geological attractions of the Labrador Straits.

For its part, the Quebec Lower North Shore also has many tourism attractions, many of them less well developed than on the Labrador side. There are important geological, archaeological and natural (both on-land and under-water) resources that could be developed, packaged and promoted to an international market. In addition, the tourism industry does not seem as well integrated as in Labrador. What improvements could be made on the Quebec side to enhance its tourism attractions? Does the region need a new or an improved tourism planning structure?

In addition, the region has other industrial potential, in minerals (such as rare earths), the fishery, etc. The Labrador Institute has a geochemist who might be able to help with assaying samples.

Memorial University currently undertakes recruitment in the region's high school; recently, 60 youth visited the St. John's Campus. Memorial might be able to mobilize the youth of the region, by encouraging them to return during the summer.

What is the role of Federal and Provincial regulations in either encouraging or discouraging investment in the region? Are the governmental funding agencies aware of the economic potential of the region?

This opportunity should be followed up by the CLD, the MRC, the Labrador Institute and the Harris Centre. The Harris Centre's Yaffle database might be useful in connecting people together and in connecting them to the university's resources (people and research).

- **Opportunity #6: Oil exploration on-shore**

It was asserted that the Quebec Lower North Shore is home to on-shore petroleum reservoirs. However, the Government of Quebec has shown no interest in exploring this potential. Would Memorial University's Department of Earth Sciences be interested in undertaking research on this potential? The local contact for this project is Armand Joncas.

- **Opportunity #7: Federal Government and Quebec dealing with the Old Harry petroleum reservoir in the Gulf of St. Lawrence**

The Old Harry petroleum reservoir is located in the middle of the Gulf of St. Lawrence, east of Anticosti Island. It has been claimed that this reservoir can be as productive as Hibernia. Corridor Resources has applied to drill an exploratory well to estimate the size of the reservoir. There may be possibilities for harbours and businesses on the Quebec Lower North Shore should this venture proceed. However, an oil spill in the Gulf would be catastrophic to the fishery, to the tourism industry and to coastal communities. Many environmental groups have expressed strong opposition to the venture. What should be the position of the region regarding this potential mega-project?

- **Opportunity #8: Paving the Trans-Labrador Highway in its entirety**

The Trans-Labrador Highway is a critical element of regional development for this area. It connects the region with Central Labrador, with Quebec and the wider world beyond. It is an essential element of the "grand tour" as well as a key supply link for goods ranging from foodstuffs to industrial inputs. However, the highway from Happy Valley-Goose Bay to Red Bay is not paved and is in bad shape, especially during the Spring thaw. The segment between Red Bay and the Quebec border is paved but sections are in poor condition. It is imperative that the entire highway link

be paved and upgraded to meet the needs of local industry, local commuting and tourism traffic.

Given that Route 138 is not connected to the rest of the province, the Trans-Labrador Highway provides a road link to Quebec, through Labrador. And so the state of this highway is also of interest to residents of the QLNS.

- **Opportunity #9: Internet Service**

High-speed Internet is now a necessity for conducting business, whether that business is located in an urban area or a rural area. Tourism operators need to connect with customers via the World Wide Web; fish plant operators need to purchase inputs and find markets via the Web; government planners need access to studies, statistics, etc.; resident consumers need to purchase unavailable items through on-line retailers; etc.

The Labrador Straits region has the benefit of high-speed Internet, however, the Quebec side of the border doesn't. Is there a way of extending high-speed connectivity to the Quebec side? Sheila Downer of Labrador Solutions Inc. has a great deal of experience and expertise in developing computer projects in Labrador and could assist her Quebec neighbours. The MRC is interested in pursuing this initiative.

- **Opportunity #10: Internet Radio**

There is a communications divide in the region: Quebeckers and Labradorians get their news from outside, Quebeckers from Quebec and Labradorians from Newfoundland. There don't seem to be any/many media that connect the QLNS and the Labrador Straits.

Community radio and especially Internet radio might be a solution to this problem and might be a way to bring the two communities closer together. The Fédération des Francophones de Terre-Neuve et du Labrador (FFTNL), a sister organization to the RDÉE TNL, has some experience with Internet radio and the RDEE might be able to bring this expertise to the region. As well, the Grenfell Campus of Memorial University (in Corner Brook) has expertise in community radio, which could also be brought to bear to assist the region.

- **Opportunity #11: St. Lawrence Strategy Ferry Terminal Improvement**

The wharf at the ferry terminal in Blanc Sablon is in great need of repair. On the NL side, the operations of the ferry are now the responsibility of the NL Provincial Ferry Services. The MRC has agreed to lead the project.

- **Opportunity #12: Share MRC model in Labrador Straits**

Until 2012, the province of Newfoundland and Labrador was endowed with 19 economic development boards that coordinated development in their regions. Most of these were located in rural areas; the Labrador Straits had its own such organization. These organizations had a small staff responsible for attracting external investment into their region, for identifying investment and entrepreneurial opportunities, and for coordinating local resources. Since the disappearance of these boards, rural areas in particular have been left to fend for themselves. The Labrador Straits region has felt this loss and is attempting to redefine how it should coordinate itself on a regional basis; in particular, it is looking to the municipal level to address the gap.

For its part, the Quebec side of the border seems to have addressed this problem with the recent creation of the Municipalités Régionales de Comté (the MRCs). Can this model be adapted to the Labrador Straits region (and possibly to the rest of the province)? This is an ideal research project for a Geographer, Political Scientist or Sociologist at Memorial University.

The MRC of the Golfe du St-Laurent and the Mayor of Forteau have expressed interest in taking part in such a research project. Municipalities Newfoundland and Labrador has also been leading research and support for municipal regional cooperation and may be interested in taking part in a pilot project.

- **Opportunity #13: Social Programming/Health Coordination**

This is a complex topic that is rich in collaborative opportunities. The determinants of health include not just the delivery of healthcare, but also such things as income, education, recreation opportunities, social supports, etc.

There are formal arrangements for sharing health services between the governments of Quebec and Newfoundland and Labrador, such as the sharing of emergency services, the services of the private physician, research into cancer, etc. However, other elements of health, such as recreation, are divided by the border; for example, children from Labrador can't sign up for sports leagues on the Quebec side. Health promotion campaigns on one side of the border stop at the border and don't cross into the other community.

Lower North Shore Coalition for Health (Quebec) has expressed an interest in working with a Labrador-based partner to explore possible solutions to these situations. The Office of Public Engagement in the Government of Newfoundland and Labrador would be a natural partner in this type of activity.

- **Opportunity #14: University student research and learning**

University students provide an inexpensive way for stakeholders to undertake research projects or to do public engagement with local residents. There exist many funding programs that encourage students to take on projects of importance to stakeholders; some of these funding programs are within universities and others within governments.

Memorial University of Newfoundland operates Yaffle (www.yaffle.ca), which allows external stakeholders to submit research projects or public engagement ideas to the university. If these suggestions are taken up by a faculty member or a student, funding can often be found to address the suggestion. Entering a suggestion in Yaffle is easy and its reach is wide. As well, the Canadian Rural Revitalization Foundation expressed interest in matching students with research or engagement projects.

8. FOLLOW-UPS AND CONCLUSION

Opportunity #4 is the key follow-up recommendation, i.e., to create a mechanism, committee or structure to continue the dialogue between the two sides of the border. Both communities have much to learn from each other and much to achieve if they collaborate. Some projects are much greater than the entire region (e.g., paving the highway, coordinating the “grand tour”, the Strait of Belle Isle as a “natural aquarium” and Old Harry) and must be addressed in a collaborative manner if they are to have any chance of success. Other projects would benefit both communities if they shared information and resources (e.g., community health, integrated tourism industry and Internet radio). And still other projects would benefit from each side helping the other: Labrador has high-speed Internet while the QLNS doesn’t; the QLNS has a mechanism for coordinating municipal action, while the Labrador Straits doesn’t. Etc.

It is imperative that this committee be formed soon to maintain the momentum generated by the workshop. The Harris Centre and RDÉE TNL are both prepared to assist with this process to the fullest extent of their abilities. The Harris Centre is also prepared to harness the resources of Memorial University (research, teaching and public engagement) to help the region. The other university partners (Concordia, UQAR and the members of CRRF) have also expressed interest in helping the residents of the region. The RDÉE TNL is also prepared to use its experience in tourism and economic development to the benefit of the Straits of Belle Isle regional development for the extended regional map of attractions, the regional tourism coordination initiative, and the internet radio. RDÉE TNL is also very interested in taking part of any initiatives related to the MRC sharing its model with the Labrador Straits region. The regional office of the Department of Business, Innovation, Tourism, Culture and Regional Development has offered its facilitation support.

It might be helpful for a follow-up forum to be held a year from now to measure progress, to address any barriers and to identify additional opportunities. This meeting would need to be convened and coordinated by the local leaders of the QLNS and the Labrador Straits, and should include the same participating organizations as took part in the 2014 workshop.

The workshop was considered a success by all participants. The level of engagement during the discussions demonstrated the knowledge of, passion for and commitment

of the local participants to their region. For their parts, the visitors to the region shared their own expertise and gained a great deal of local knowledge. Everyone thought the event very worthwhile and expressed their interest in continuing the discussion into the future.

9. BUDGET

To be finalized.

Expenses				
Section 1 - Air Travel Expenses (Speakers/Attendees)	Airfare	Per Diems	Accom.	Total
Rob Greenwood (St. John's)	619,60	113,14	386,31	1 119,05
Mike Clair (St. John's)	619,60	113,14	358,19	1 090,93
Christophe Caron (St. John's)	847,54	89,82	362,33	1 299,69
Mustapha Fezoui (Labrador City)	439,73	89,82	362,33	891,88
Kelly Vodden (Corner Brook)	894,67	118,61	354,40	1 367,68
Bill Reimer (Vancouver-Montreal)	1 863,72	144,10	348,71	2 356,53
Ryan Gibson (Halifax)	1 514,50	72,62	579,21	2 166,33
Sub total 1 - Air Travel expenses	6 799,36	741,25	2 751,48	10 292,09
Section 2 - Other expenses	Blanc Sabon	L'Anse au Clair		Total
Meeting rooms	150,00	106,50		256,50
Catering				
Breakfast buffet	494,89			494,89
Mid-morning break	123,72	139,81		263,53
Buffet lunch	742,33	367,90		1 110,23
Mid-afternoon break	123,73	139,82		263,55
Supper	917,66			917,66
Ground transportation		2 249,97		2 249,97
Site visits				
Aqua Labadie scallop farm				
Blanc Sablon history/heritage tour	120,00			120,00
Red Bay Heritage Site		294,75		294,75
Sub-total 2 - Other expenses				5 971,08
Total Sections 1 & 2				16 263,17

CONFIRMED SOURCES OF FINANCING							
Registrants (N=45)	ACOA (\$10,000)	IBRD (\$5,000)	SADC (\$3,000)	CLD (\$700)	RDÉE TNL	HARRIS CENTRE	Total
	1 119,05						1 119,05
	1 090,93						1 090,93
	1 299,69						1 299,69
	891,88						891,88
		1 367,68					1 367,68
			2 356,53				2 356,53
	2 166,33						2 166,33
-	6 567,88	1 367,68	2 356,53	-	-	-	10 292,09
Expenditures Subject to HST							
	196,81	59,69					256,50
		494,89					494,89
		263,53					263,53
		1 110,23					1 110,23
		263,55					263,55
				917,66			917,66
	809,54	1 440,43					2 249,97
							-
							-
	120,00						120,00
	294,75						294,75
-	1 421,10	3 632,32	-	917,66	-	-	5 971,08
	7 988,98	5 000,00	2 356,53	917,66	-	-	16 263,17

10. THANKS

We would like to thank all the funding partners that made this event possible:



We also would like to thank the members of the steering and organizing committee:



11. ANNEXES

1) ANNEXE 1: WORKSHOP AGENDA

Quebec Lower North Shore-Labrador Straits Regional Development: Towards Regional Collaboration

A workshop to explore how 2 Provinces, 22 Communities and 1 Region can work together

October 14-17, 2014 - Blanc-Sablon (QC) & L'Anse-au-Clair (NL)

Please be aware of **time difference** between Quebec Lower North Shore and Southern Labrador (1,5H)
Hours are indicated in local time

DATE/TIME	ACTIVITY	LOCATION
Tuesday, October 14, 2014		Quebec time zone
2 p.m.-4 p.m.	Optional visit (to be confirmed) to Point Amour Lighthouse (fee may apply)	L'Anse-Amour
5 p.m.-5:30 p.m.	Registration and Networking	Blanc-Sablon Arena
5:30 p.m. - 5:45 p.m.	Welcome speech by: - Mike Clair, RDÉE TNL - Robert Greenwood, Harris Centre Round-table introduction	Blanc-Sablon Arena
5:45 p.m. - 8 p.m.	Banquet <i>Moderator:</i> Lisa Densmore, Office of Public Engagement Keynote address by Dr. Bill Reimer, Rural Policy Learning Commons – Concordia University Collaboration Challenges: Research, Policy, Community The new realities of rural places require new forms of collaboration among researchers, policy-makers, and community members – especially in cross-border settings. This presentation identifies some of the personal, professional, and institutional challenges to such collaboration in the face of those new realities and suggests several strategies that can be used to address them. The strategies are not only relevant to the workshop deliberations which will follow, but to future individual, government, and community action on behalf of rural revitalization.	Blanc-Sablon Arena

Quebec Lower North Shore-Labrador Straits
Regional Development Workshop

October 14-17, 2014
Blanc-Sablon (QC) & L'Anse-au-Clair (NL)

Wednesday, October 15, 2014		Quebec Time Zone
Quebec Time Zone	Master of ceremony: Allen Richards, Provincial Development Officer – CEDEC Greetings from Lisa Dempster, MHA – Cartwright-L'Anse-Au-Clair	
9 a.m. - 10:15 a.m.	Session 1: The Trajectories of Rural Canada: how did we get here and what are the drivers? <i>Moderator:</i> Christophe Caron, RDÉE TNL - Dr. Kelly Vodden, Environmental Policy Institute - Grenfell Campus, Memorial University Round-table discussion	Blanc-Sablon Arena
10:15 a.m.- 10:30 a.m.	Nutrition Break	
10:30 a.m. - 12 p.m.	Session 2: The Future of Rural Communities: Where are we going and how can we prepare? <i>Moderator:</i> Allen Richards, CEDEC - Dr. Ryan Gibson - Canadian Rural Revitalization Foundation and Department of Geography, Saint Mary's University - Mark Stoddart, Department of Sociology, Memorial University Round-table discussion	Blanc-Sablon Arena
12 p.m.-1 p.m.	Lunch	Blanc-Sablon Arena
1 p.m. - 2:30 p.m.	Session 3: Presentation of Local Situation – Quebec Lower North Shore <i>Moderator:</i> Vicki Driscoll, CEDEC - Jarvin Joncas, Local Development Center Lower North Shore - Glen McKinnon, Warden, Regional Municipal County: Collaborative politics for local & provincial governments Round-table discussion	Blanc-Sablon Arena
3 p.m.-4 p.m.	Optional visit to the Blanc-Sablon Visitor Center: 9,000 years of history Sample of local products (fee may apply)	Blanc-Sablon
	Supper (on your own)	

Thursday, October 16, 2014 (morning)		Newfoundland Time Zone
NFLD Time	Master of ceremony: Christophe Caron, RDÉE TNL	
9 a.m. - 10:15 a.m.	Session 4: Presentation of Local Situation – Labrador Straits Moderator: Sheila Downer, Smart Labrador - Randy Letto, Destination Labrador - <u>Alvina O'Brien</u> , Eagle River Credit Union	Northern Light Inn, L'Anse-au-Clair
10:15 a.m.- 10:30 a.m.	Nutrition Break	
10:30 a.m. - 12 p.m.	Session 5: Regional Collaboration Moderator: Keith Chaulk, Labrador Institute The Quebec Lower North Shore and the Labrador Straits comprise one "functional region". That is, despite the provincial border that bisects the region, the citizens of the region cross the border frequently and easily for such things as healthcare, shopping and transportation outside the region. Tourists and electricity also ignore the provincial border. This session will delve into how people in the two regions collaborate to make life livable in a remote rural area that is divided by a provincial boundary. - Health care : Barbara Blake, Labrador Grenfell Health Round-table discussion - Tourism : <u>Alberte Marcoux</u> , <u>Voyages Coste</u> ; Randy Letto, Destination Labrador Round-table discussion	Northern Light Inn, L'Anse-au-Clair
12 p.m.-1 p.m.	Lunch	Northern Light Inn, L'Anse-au-Clair
1 p.m. - 2 p.m.	Session 5 (continues) Moderator: Keith Chaulk, Labrador Institute - Regional development : Christophe Caron, RDÉE TNL: <u>Transborder</u> collaboration – two regions, one offer!; Allen Richards, CEDEC Round-table discussion	Northern Light Inn, L'Anse-au-Clair

3

Thursday, October 16, 2014 (afternoon)		Newfoundland Time Zone
2 p.m. - 2:45 p.m.	Session 6: Knowledge gaps/research: What do we need to know? Moderator: Robert Greenwood, Harris Centre, Memorial University How can universities help local stakeholders gain a better understanding of the opportunities and barriers facing them? What research can universities undertake to help fill important knowledge gaps in the region?	Northern Light Inn, L'Anse-au-Clair
2:45 p.m.- 3 p.m.	Nutrition Break	
3 p.m. - 3:45 p.m.	Session 7: Brokering Opportunities and Next Steps Moderator: Mike Clair, Harris Centre - Memorial University How can the stakeholders on both sides of the provincial border better collaborate with each other to maximize their opportunities? How can government departments work with local stakeholders to ensure the viability of the region? And how can the two provincial governments better coordinate their activities for the benefit of local residents?	Northern Light Inn, L'Anse-au-Clair
3:45 p.m. - 4 p.m.	Workshop Summary - Christophe Caron, RDÉE TNL Adjournment - Mike Clair, President - RDÉE TNL - Robert Greenwood, Executive Director - Harris Centre	Northern Light Inn, L'Anse-au-Clair
4 p.m. - 8 p.m.	Travel to Red Bay World Heritage Site by bus Supper (on your own: \$25) in <u>Forteau</u> at <u>Seaview</u> restaurant Return to L'Anse-au-Clair	Red Bay <u>Forteau</u>
Friday, October 17, 2014		Newfoundland Time Zone
9 a.m.-12 a.m.	Optional visit (to be confirmed) to the Aqua Labadie Scallop Farm (\$30)	Blanc-Sablon
Afternoon	Return Travel	

2) ANNEXE 2: PRESS RELEASE - ENGLISH



For Immediate Release

Press Release

Blanc-Sablon (QC) and L'Anse-au-Clair (NL), October 20, 2014 – The Réseau de développement économique et d'employabilité de Terre-Neuve-et-Labrador (RDÉE TNL) (Newfoundland and Labrador Francophone Economic Development Network) and the Harris Centre of the Memorial University of Newfoundland and Labrador have joined forces to organize a regional collaboration workshop in the Québec Lower North Shore and Labrador Straits Region from October 14 to 16, 2014.

More than 50 persons took part in this workshop, namely representatives of community groups, academic researchers and business peoples from both sides of the border, along with federal and Newfoundland and Labrador government officials. In order to support the discussion during the various sessions, presentations from researchers, academic researchers and community leaders were given by way of introduction. In the spirit of regional cooperation, the first day of the workshop took place in Blanc-Sablon, Québec, and the second in L'Anse-au-Clair, Newfoundland and Labrador. Although the discussions were conducted in English, more than a third of the participants were francophones.

The objective of this workshop was largely met: identify opportunities for cross-border collaboration. No less than 14 of these were noted in the discussions, the more important one being the implementation of a mechanism to facilitate cross-border collaborations. RDÉE TNL and the Harris Centre also took the opportunity to expand their networks. After meeting for the first time in 2008, these two regions were given the occasion to renew contacts and be the starting point for new collaborations. According to Mike Clair, RDÉE TNL's President: "We are delighted with the results of this workshop, and we see great opportunities for future collaborations with community leaders".

The next step will be to mobilize key local actors to develop the initiatives identified. A final report on this workshop will soon be available in both French and English. Due to the great success of this "pilot workshop" in cross-border collaboration, RDÉE TNL and the Harris Centre are considering similar workshops for cross-border regions like Labrador West-Fermont and Burin Peninsula-Saint-Pierre et Miquelon.

Mr. Robert Greenwood, Executive Director of the Harris Centre, "warmly thanks the advisory committee for the organisation and the success of this workshop, and the panelists for sharing their knowledge". This workshop was made possible with the financial contribution of the Atlantic Canada Opportunities Agency (ACOA), the Department of Business, Tourism, Culture and Rural Development (BTCRD), the North Shore's Société d'aide au développement de la collectivité (SADC) and the Centre local de développement (Local Development Centre) of the Lower North Shore.

-30-

The Réseau de développement économique et d'employabilité de Terre-Neuve-et-Labrador (RDÉE TNL) (Newfoundland and Labrador Francophone Economic Development Network) offers economic development expertise to francophones and francophiles who wish to use the French language as an added value in order to strengthen the position of the French community within the Newfoundland and Labrador economy. RDÉE TNL aims to enhance the labour market and diversify the economy through business support and creation, as well as promotion of NL as a tourist destination in Francophone markets.

The Harris Centre is Memorial University's hub for public policy and regional development issues. The Harris Centre links Memorial researchers with groups all over Newfoundland and Labrador, supporting active community engagement throughout the research process. Working with all units at Memorial, it builds connections, encourages informed debate and supports collaboration, enhancing the University and the Province through mutually beneficial partnerships.

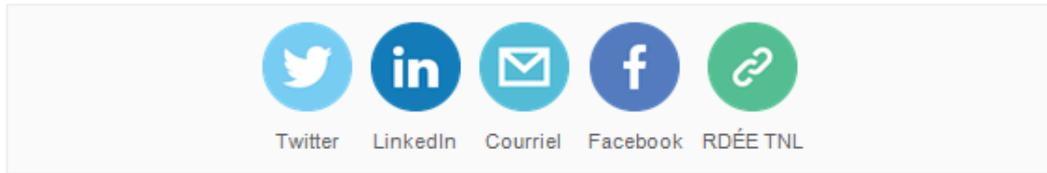
Source : Dominic Robitaille

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1) ANNEXE 3: PRESS RELEASE - FRENCH

Pour publication immédiate

Communiqué

Blanc-Sablon (QC) et L'Anse-au-Clair (TNL), 20 octobre 2014 – Le Réseau de développement économique et d'employabilité de Terre-Neuve-et-Labrador (RDÉE TNL) et le Centre Harris de l'Université Memorial de Terre-Neuve ont organisé conjointement les 14, 15 et 16 octobre derniers un atelier de collaboration régionale dans la région de la Basse-Côte-Nord du Québec et du Déroit du Labrador.

Au total, plus de 50 personnes ont participé à cet atelier, regroupant des représentants des deux côtés de la frontière de groupes communautaires, d'universitaires, de personnes d'affaires et d'agents des gouvernements fédéral et de Terre-Neuve-et-Labrador. Afin d'animer les échanges lors des différentes sessions, des présentations de chercheurs, d'universitaires et de leaders communautaires étaient données en guise d'introduction. Dans un esprit de collaboration régionale, la première journée s'est déroulée à Blanc-Sablon, au Québec et la deuxième à L'Anse-au-Clair, à Terre-Neuve-et-Labrador. Bien que les discussions se soient déroulées en anglais, plus d'un tiers des participants étaient d'expression française.

L'objectif de cet atelier a été largement rencontré : identifier des occasions de collaboration transfrontalière. Pas moins de 14 opportunités ont émergé des discussions, dont la plus importante étant la mise en place d'un mécanisme pour faciliter et continuer les collaborations transfrontalières. Ce fut également l'opportunité pour le RDÉE TNL et le Centre Harris d'étendre leur réseau. Première et unique rencontre entre ces deux communautés depuis 2008, cet atelier aura été l'occasion de renouer contact et de donner le coup de départ pour de futures collaborations. Selon M. Mike Clair, président du RDÉE TNL : « nous sommes enchantés des résultats de cette réunion, et nous percevons des occasions à collaborer dans le futur avec les leaders communautaires ».

Les prochaines étapes consistent à présent à mobiliser les acteurs clés locaux pour démarrer les initiatives identifiées. Un rapport final de cet atelier sera disponible très prochainement en français et en anglais. Cet "atelier pilote" en collaboration transfrontalière ayant connu un franc succès, RDÉE TNL et le Centre Harris envisagent d'organiser des ateliers similaires pour les régions transfrontalières de l'Ouest du Labrador-Fermont et de la péninsule de Burin-Saint-Pierre-et-Miquelon.

M. Robert Greenwood, directeur général du Harris centre, « remercie chaleureusement les membres du comité aviseur pour l'organisation et la réussite de cet atelier, ainsi que les panelistes pour avoir partagé leurs connaissances ». Cet atelier a été rendu possible grâce à la contribution financière de l'Agence de promotion économique du Canada atlantique (APÉCA), du ministère de l'Entreprise, du Tourisme, de la Culture et du Développement rural (ETCDR), de la Société d'aide au développement de la collectivité (SADC) de la Côte-Nord, et du Centre Local de Développement (CLD) de la Basse Côte-Nord.

Le Réseau de développement économique et d'employabilité de Terre-Neuve (RDÉE TNL), offre de l'expertise en développement économique aux francophones et francophiles souhaitant utiliser le français comme valeur ajoutée afin d'accroître la force de la francophonie dans l'économie de la province. Le RDÉE TNL vise à renforcer le marché du travail et à diversifier l'économie à travers le soutien aux entreprises et à la création d'entreprise, ainsi que par la promotion du tourisme à TNL sur les marchés francophones.

Le Centre Harris de l'Université Memorial de Terre-Neuve possède de l'expertise en politique publique et en développement régional. Le Centre Harris favorise les rapprochements entre les chercheurs de l'université et les groupes de Terre-Neuve-et-Labrador en appuyant activement l'engagement communautaire dans le cadre de leurs processus de recherches. De concert avec toutes les unités organisationnelles de l'Université, il tisse des liens, encourage les débats éclairés et facilite la collaboration, renforçant la position de l'Université Memorial et de la Province au moyen de partenariats mutuels.

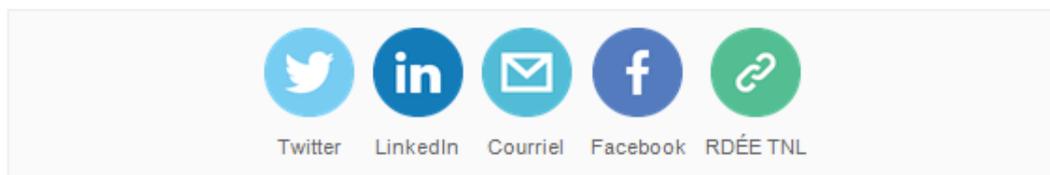
Source : Dominic Robitaille

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2) MEDIA REVIEW

- **Radio Canada** (Philippe Grenier) – Interview of Mike Clair, MUN; Christophe Caron, RDÉE TNL; Vicki Driscoll, CEDEC – Wednesday October 22, 2014 (minute 19)

<http://ici.radio-canada.ca/widgets/mediaconsole/medianet/7170573>

- **Radio Canada**, Bonjour la Côte (Bis Petitpas) – Radio interview of Alberte Marcoux, Voyages CoSte – Wednesday October 22, 2014

Société

Tourisme : bilan de l'atelier de collaboration régionale



Municipalité de Blanc-Sablon, en Basse-Côte-Nord Photo : www.blancsablon.com

Afin de développer de nouveaux créneaux touristiques, le Réseau de développement économique et d'employabilité de Terre-Neuve-et-Labrador (RDÉE TNL) et le Centre Harris de l'Université Memorial de Terre-Neuve ont organisé conjointement un atelier de collaboration régionale dans la région de la Basse-Côte-Nord du Québec et du Déroit du Labrador. Plus de 50 personnes ont participé à cet atelier, regroupant des représentants groupes [communautaires](#), d'universitaires, de personnes d'affaires et d'agents des gouvernements fédéral et de Terre-Neuve-et-Labrador. Parmi celles-ci : Alberte Marcoux, directrice générale de la

Coopérative de solidarité en tourisme équitable COSTE.

AUDIO FIL

 [Tourisme : bilan de l'atelier de collaboration régionale](#)

http://wap.src.ca/emissions/bonjour_la_cote/2014-2015/archives.asp?date=2014-10-22

- **Northern Pen** – Article – Interview of Vicki Driscoll, CEDEC

3) PHOTOS



Banquet – Tuesday October 14, 2014, Blanc Sablon (QC)



Bill Reimer, Concordia University – Presentation on Collaboration Challenges – Banquet – Tuesday October 14, 2014, Blanc Sablon (QC)



Morning sessions – Wednesday October 15, 2014, Blanc Sablon (QC)



Morning sessions – Wednesday October 15, 2014, Blanc Sablon (QC)



Morning sessions – Wednesday October 15, 2014, Blanc Sablon (QC)



Mark Stoddart, Department of Sociology, MUN and Ryan Gibson, Canadian Rural Revitalization Foundation, answering questions of attendees – Wednesday October 15, 2014, Blanc Sablon (QC)



*Lisa Demster, Member of House of Assembly –
Wednesday October 15, 2014, Blanc Sablon (QC)*



*Vicki Driscoll, CEDEC – Presentation of local
history from 8,500 BC to present – Blanc Sablon
Visitor Centre - Wednesday October 15, 2014,
Blanc Sablon (QC)*



*Morning session – Thursday October 16, 2014,
L'Anse-au-Clair (NL)*



*Alvina O'Brien, Eagle River Credit Union –
Thursday October 16, 2014, L'Anse-au-Clair (NL)*



*Rob Greenwood, Harris Centre – Identifying
Collaboration Opportunities – Thursday October
16, 2014, L'Anse-au-Clair (NL)*



*Mike Clair, Harris Centre – Adjournment –
Thursday October 16, 2014, L'Anse-au-Clair (NL)*