



Summary Report

Harris Centre Regional Workshop for the Coast of Bays

**Harbour Breton, Newfoundland and Labrador
October 22, 2013**

Memorial University Partnering with
Community, Government and Industry Stakeholders

www.mun.ca/harriscentre

TABLE OF CONTENTS

1.0 EXECUTIVE SUMMARY.....3

2.0 ABOUT THE HARRIS CENTRE.....6

3.0 REGIONAL WORKSHOP PURPOSE.....6

**4.0 PARALLEL SESSIONS: MEMORIAL UNIVERSITY’S CURRENT PROJECTS
AND NEW OPPORTUNITIES FOR COLLABORATION.....7**

4.1 Community and Regional Sustainability.....8

4.2 Tourism Development.....11

4.3 Ocean and Coastal Issues.....15

5.0 FOLLOW-UP PROCESS.....17

6.0 MEMORIAL PRESENTS.....17

7.0 CONCLUSION.....18

APPENDICES

Appendix A – Workshop Agenda

Appendix B – List of Attendees

Appendix C – Evaluation

Appendix D – List of Memorial University Projects in the Coast of Bays

1.0 EXECUTIVE SUMMARY

The Harris Centre's twenty-third Regional Workshop was held on October 22, 2013 in Harbour Breton, Newfoundland and Labrador.

Planning partners included:

- Conach Consulting
- Department of Fisheries and Aquaculture
- Department of Innovation, Business and Rural Development
- Department of Tourism, Culture and Recreation
- Fortune Bay North Family Resource Centre
- Harbour Breton Community Youth Network
- Miawpukek First Nation
- Newfoundland Aquaculture Industry Association
- Office of Public Engagement - Rural Secretariat
- UPW Support Services

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 Tuesday, October 22, 2013, from 8:30am to 4:00pm at the Harbour Breton Lions Club (see Appendix A for the Agenda). Fifty-five people attended the workshop, and attendees included seventeen faculty, graduate students and staff from Memorial University, and thirty-eight others from community-based and non-profit organizations, corporations and businesses, business development, educational institutions, municipalities, provincial and federal government departments, aboriginal government, and media (see Appendix B).

The three themes of the workshop were:

1) Community and regional sustainability: Many communities are challenged to sustain an efficient level of services, and in some cases the very existence of communities are in jeopardy. How can communities and the region move forward to build the labour force, develop businesses, improve infrastructure, and obtain long-term benefits from local projects? What discussion is needed regarding regionalization of services or relocation?

2) Tourism development: A local voice representing the tourism industry in the region is lacking; however, this may be necessary to further tourism capacity. How can a tourism organization or working group be fostered, and what could its role be in connecting the region with provincially led tourism promotion? What potential challenges and opportunities exist for tourism development?

3) Ocean and coastal issues: Since many of the economic sectors and recreational interests in the Coast of Bays focus on ocean and coastal areas (aquaculture, fisheries, tourism, etc.), there is a need for discussion on how users interact with each other. How do ocean-based economic sectors impact each other and the local region, with respect to the economy, society and environment?

In the morning, we began with breakfast and a Memorial Presents Public Forum called “Doing Good and Doing Well: How communities can benefit from social enterprise.” The main Memorial Presenter was Natalie Slawinski, Department of Business Administration, Memorial University, and the panelists were Penny Rowe, Community Sector Council Newfoundland and Labrador and Gail Hoskins, St. Alban’s Recreation Committee and Department of Innovation, Business and Rural Development. The entire forum can be seen here: <http://www.mun.ca/harriscentre/policy/memorialpresents/2013f/>.

Following this Memorial Presents session, we began the Regional Workshop portion of the day. Several Memorial services and departments were introduced during the opening presentations, by Rob Greenwood, Executive Director of the Harris Centre and Public Engagement at Memorial University; Cyr Couturier, Research Scientist and Chair

Aquaculture Programs, Marine Institute of Memorial University; and Amy Tucker, Knowledge Mobilization Coordinator with the Harris Centre. The group also took in a presentation by Gail Hoskins, Economic Development Officer with the provincial Department of Innovation, Business and Rural Development, who provided more context about the region's demographics and its current economic sectors and challenges of their growth and expansion.

Following lunch, participants broke into groups based on the workshop's three themes and discussed the work of the faculty, staff and students within the various Memorial departments, faculties and centres which were represented at the workshop. The morning was also spent introducing everyone in the group and getting to know more about their work and interests. Participants from the region also informed Memorial faculty, students and staff, as well as the other participants, about development priorities in they see for their region. Importantly, much of the time spent in the break-out groups focused 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.

There were a total of 27 follow-up opportunities identified at the workshop:

- Community and Regional Sustainability - 11
- Tourism Development - 10
- Ocean and Coastal Issues - 6

Those 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).

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 three 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 about the research and discuss possible opportunities for using the research. The people from the region also had the opportunity to introduce themselves and discuss their own work and activities related to the themes. Below is the list of the facilitators for each break-out group:

- Community and Regional Sustainability, Rob Greenwood, Harris Centre
- Tourism Development, Mike Clair, Harris Centre
- Ocean and Coastal Issues, Morgan Murray, Harris Centre

Discussion followed between Memorial representatives and stakeholders from the region to identify potential new opportunities and partnerships between the university and the community.

Many potential opportunities for Memorial University research, teaching and outreach with stakeholders in the Coast of Bays arose from the afternoon sessions of the workshop. 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 Community and Regional Sustainability

1) Strategic Planning and Proposal Writing for Coast of Bays Region

Now that the Coast of Bays Corporation is gone, there is a major gap in services related to strategic planning and proposal writing. Three areas of delivery are particularly lacking, including training in strategic planning, regional planning and legacy planning. How can the region move forward most efficiently to best deliver these services? Who will deliver them, and how can the gap be closed?

Local contacts: Gail Hoskins, IBRD, ghoskins@gov.nl.ca, 709-538-3796; Carolyn Collier, MHA Tracey Perry Office, carolyncollier@gov.nl.ca.

2) Corporate Responsibility of Crown Corporations

There needs to be research on corporate social responsibility and engagement in other communities and regions, to see how best practices can be applied to the Coast of Bays. Of specific importance is the responsibility of Crown Corporations to the areas where they are located. This is applicable because the Bay du Nord Wilderness and Ecological Reserve has removed a large portion of land from resource development and road access. It was a disadvantage for the local region, but there has not been a discussion of accountability for these negative impacts. Additionally, the generator station in Bay d'Espoir also caused flooding of an enormous amount of land; however the region received little from the Crown Corporation. There was a 1988 agreement, stating many benefits for the local region following the creation of the generator station in terms of community/regional compensation (jobs, tourism, community improvements, etc.); however, many have not come to pass.

Local contact: Terry Hickey, Conach Consulting, terryhickey@conach.ca, 709-682-9026 (Also potential partnership with Coast of Bays Joint Mayors Council).

3) Local Benefits of Private Sector Industrial Development

Developments by private sector aquaculture firms and Belleoram quarry are advanced without considered for local supplier opportunities; Companies are vertically integrated, everything is in a silo: health and safety, human resources, etc. all in house; opportunities for linkages and diversification are being missed. Need research on business development opportunities and obligations of companies; example of Shetland Islands, where an endowment fund was established with a percentage from every barrel of oil, but not possible in rural NL due to a lack a governance structure below the provincial level to advocate on behalf of rural regions. Two major parts of the project: Supply chain analysis and also corporate responsibility.

Potential local contact: Coast of Bays Joint Mayors Council

Potential MUN contact: Alvin Simms

4) Governance Structure for the Region

With municipal elections, mayors and councillors come and go. However, communities need consistency regardless of government changes. The needs will vary by the community and the region, but all areas need to be sustainable in their own way. The regional structure in the Coast of Bays could be more efficient and encouraging for interactions between municipalities, but also between the municipal, provincial and federal levels. What opportunities are there for regionalism, with respect to services? How can a new governance structure foster these opportunities? MNL is doing work in this area, in cooperation with the Harris Centre and Dr. Alvin Simms.

Potential local contact: Coast of Bays Joint Mayors Council

5) Impact of Out-Migration on Conne River

Out-migration has had numerous effects on the workforce, volunteers, and service provision in Conne River. Conne River needs partners to grow opportunities. . Partnerships in the Coast of Bays Region are needed, and with partners outside. There is an existing partnership with Faculty of Medicine. Are there ways to connect with members off the reserve? Are there funds available? Are there lessons from other jurisdictions of reserves partnering with neighbouring communities and with partners outside the region?

Local contacts: Tracey Howse, Miawpukek First Nation, thowse@mfn.gov.ca; Lev Kearley, NL Hydro, lkearley@nlh.nl.ca; Coast of Bays Joint Mayors Council?

6) Provision of Management Skills for Non-Profit Organizations

Non-profits have several issues with respect to the attraction and retention of volunteers and staff, as well as challenges with respect to leaders obtaining management skills for front line issues.

Local contact: Tracey Howse, Miawpukek First Nation, thowse@mfgov.ca.

MUN contact: Gardiner Centre

7) Provision of Management Skills for the Private Sector

Private sector companies also need training in certain areas related to management skills. It may be appropriate for companies/organizations to share training opportunities with each other, which would be a benefit for the region as a whole. Community Business Development Corporation (CBDC) has funds for management skills

Local contacts: Tracey Howse, Miawpukek First Nation, thowse@mfgov.ca; Jamie LeRoux, CBDC South Coast, Jamie.leroux@cbdc.ca; Lev Kearley, NL Hydro, lkearley@nlh.nl.ca

MUN contact: Gardiner Centre

8) Geological assessment of work done in the region for resource extraction

In the 90's the Government undertook a study of potential aquaculture sites that established a baseline of water data that was invaluable for the growth of the industry. We would like to see a similar effort for the mineral sector. It could start with a literature review of previously published materials on the Coast of Bays Region. For example:

- An assessment of existing mineral exploration, claims, and mines.
- An assessment of land ownership, to see where potential sites could be in the future.
- The economic impacts of the mining sector.
- The impacts on infrastructure that the mining sector has and could have in the future.

Local contact: Terry Hickey, Conach Consulting, terryhickey@conach.ca, 709-682-9026

9) Database to Access Service Industry

Many large companies and industries require a diverse spectrum of services. For example, aquaculture companies need services from dive companies, construction companies, etc. There is a need for a virtual business network, that incorporates IBRD's contacts. There is potential for Yaffle to be a tool for keeping track of expertise in the region. What is the best way for local service providers to let companies know what they have to offer?

Local contacts: Lev Kearley, NL Hydro, lkearley@nlh.nl.ca; Gail Hoskins, IBRD, ghoskins@gov.nl.ca, 709-538-3796

Potential MUN contact: Cedric Brunelle, Department of Geography; Bojan Furst regarding use of Yaffle for NL KMb Network

10) Succession planning for Social Enterprise in the Coast of Bays

There are numerous opportunities for social enterprise and co-operatives in the Coast of Bays. However, when organizations are planning for implementation of these opportunities, they should also be planning what they will be doing in 5-10 years, as well as what they plan for an exit strategy when they are finished with the business. Organizations need to consider succession planning throughout the planning process, but may not be aware of how to do it. Training is necessary in this respect.

Local contact: Jamie LeRoux, CBDC South Coast, Jamie.leroux@cbdc.ca

11) Public Services Availability in the Coast of Bays

Attracting and retaining workers in the region greatly depends on the quality of life and availability of services for them. This includes health services, education services, cell phone access, recreation facilities, etc. Learning about best practices and lessons learned from other rural areas would be very useful. How can communities in the region share access to services for the benefit of all?

Potential local contact: Coast of Bays Joint Mayors Council

Potential MUN contact: Steve Tomblin, Department of Political Science

4.2 Tourism Development

1) Feasibility study to attract high-end tourism in the Coast of Bays

Catering to a high-end tourism industry can create many opportunities for this rural area that may not be fully realized right now. The high-end market is a low-volume, high-yield market. Packaging for this particular market could be explored. Some other high-end locations found elsewhere could be modelled, such as those on Fogo Island, Iceland, or other coastal regions. For high-end tourists, success factors have to be different (profit rather than jobs). A good example might be a network of lighthouses where tourists staying could stay for a week for the unique experience.

Local contact: Alex Hickey, AXHYS Consulting, alexhickey@warp.nfld.net.

2) Improving Regional Collaboration in the Coast of Bays Region

What governance mechanisms should be put in place in Coast of Bays that would entice stakeholders to work together? A study could review what works and does not work in other regions (Twillingate)? How would this be funded? Could social enterprise funding from CBDC be used to provide workshops and inform stakeholders of opportunities in the region?

Local contact: Colleen Lambert, Miawpukek First Nation, tcr@mfn.gov.ca.

3) Instituting a “tourism entrepreneur-in-residence” on a seasonal basis in the Coast of Bays

The community of Conche on the Great Northern Peninsula has a house available for artists to come and work. Could we do the same on the Connaigre Peninsula for a “tourism entrepreneur in residence”? The idea would be to provide free rent for someone to come and do work in the area. Look at potential sources of funding for an “entrepreneur-in-residence” program. Such a program would provide accommodations in the area to entrepreneurs looking to study and potentially develop business in the area. Research could examine success stories of if and how this has worked in other communities, and help with developing best practices. Additionally, the study could examine what potential sites there are in the Coast of Bays region to host this type of activity.

Local contact: Chris Tuck, Department of Tourism, Culture and Recreation, christuck@gov.nl.ca

4) Social media awareness training for tourism front line staff in the Coast of Bays

There are a lot of free means to promote events and attractions in the region (e.g., www.Bookings.com), but vendors are not making the effort to update information and availability with these free guides. Training is needed in social media, web marketing, etc. It would be great if visitor information centre workers had the ability to have tourism sites and attractions at their fingertips online. This awareness would create a network of people that could share information readily. If employees are working in one community but they have not been to other sites, it can be hard for them to effectively promote the region. It would be beneficial to have someone from the University examine the tourism sites and compile them in a usable way, and/or examine how information such as this has been used in other regions successfully.

Potential MUN contacts: Bill Morrissey, Gardiner Centre for labour market training; Lyle Wetsch, Faculty of Business Administration for social media training.

5) Establishing a network of Tourism ‘Ambassadors’ and transferring knowledge to a younger generation

How can the Coast of Bays set up a network of Tourism “Ambassadors,” who would act as tradition bearers, “national treasures” etc.? What are effective means for elders to transfer their knowledge and their passion of the region to a younger generation? Is there potential for succession planning workshops? How can the Community Sector Council be involved?

Local contact: Pansy Blackmore, Sunny Cottage, pansyblackmore@hotmail.com.

6) Examining the barriers to entry in the tourism industry in the Coast of Bays

There are numerous perceived and actual barriers to entry into the tourism industry, such as the region’s tier 3 tourism destination designation, a lack of regional coordination, inadequate communication services, geography and travel distance, transportation, demographics, deteriorating or lack of infrastructure, lack of government leadership, etc. However, these barriers are not insurmountable, and many may be addressed or overcome. How can the region work together to help new entrepreneurs and business developers enter and succeed in the tourism industry?

Local contact: Alex Hickey, AXHYS Consulting, alexhickey@warp.nfld.net.

7) Feasibility of a roll-on-roll-off ferry between Connaigre and Burin Peninsulas

When you are on the North side of Fortune Bay you can see the lights in houses on the Burin Peninsula at night. At particular locations you can see the headlights of cars as they approach Bay L’Argent yet in order to get there you must drive eight hours. Proponents have lobbied for a roll-on-roll-off ferry to connect the region with the Burin Peninsula for years and have received silent treatment in return. A study is needed on the costs and benefits of developing the ferry option for this region. Should a ferry prove too difficult, what about a road between the Burin and Connaigre peninsulas?

Local contact: Alex Hickey, AXHYS Consulting, alexhickey@warp.nfld.net.

Potential MUN contacts: Faculty of Business Admin, Geography, Faculty of Engineering

8) Examination of transportation infrastructure in the Coast of Bays

The road system in the Coast of Bays was not built to the standards required to withstand the constant travel of heavy trucks as is now seen associated with the aquaculture industry. The deterioration of roads has an impact on all sectors including tourism development. Yet, curiously, government does not seem to factor in the net losses and negative impacts that can occur when one industry causes such deterioration are not effectively measured. There must be a relationship struck between government, local industries and community needs and external companies coming into a region such as this to address and mediate these negative impacts. Investment in local infrastructure in return for access to resources both primary and human, need to be part of the bigger picture of economic development. Clearly it is not the case in the Coast of Bays and now the crumbling transportation infrastructure is acting as a deterrent and barrier to other development initiatives. This isn't a single community issue – it is a regional issue which must be addressed as such. A study could be developed that examines how industries interact and impact each other with respect to transportation infrastructure.

Local contact: Alex Hickey, AXHYS Consulting, alexhickey@warp.nfld.net.

9) Feasibility of joint packages with St. Pierre et Miquelon

Considering its close proximity to the French islands of St. Pierre et Miquelon, work should be done to explore additional opportunities to make tourism connections. However, it should be noted that issues pertaining to customs and border control would need to be examined as part of this.

Local contact: David Jenson, RDEE TNL, east@rdeetnl.ca.

10) Partnership with Grenfell's Theatre Program

There is potential to have a partnership with the theatre program to offer the play “The Mildred Baxter Story” during the summer season.

Local contact: Tanya Rogers, Town of Harbour Breton, tanyarogers_edo@hotmail.com.

4.3 Ocean and Coastal Issues

1) Fisheries Tourism

Are there opportunities to take individuals out on the water to see how fish are caught, processed, etc.? Can operators take tourists to see aquaculture sites and the operations there? Following tour operations, could tourists be offered the opportunity to try products? A research project could be undertaken to identify what has worked elsewhere, and attempt to emulate those activities in the Coast of Bays region. In addition, it would look at barriers to these activities, including regulations, licencing, insurance, etc.

Local contact: Maureen Hyneston, Cooke Aquaculture, Maureen.hyneston@cookeaqua.com.
Potential MUN contact: Barb Neis, Department of Sociology.

2) Feasibility of a Local Fish Market, Promoting Food Security

Would it be possible and practical to build a small shop or conglomerate of shops that can sell fresh fish and shellfish directly from the dock. This would provide direct sales to consumers from fish harvesters (both wild stocks and farm grown). This would likely be a seasonal fish market. A study must be undertaken to see if this is economically feasible in the Coast of Bays. This study could examine present markets, determine if there is an opportunity to sell more fish locally. In addition, it would look at barriers to selling fish locally, including regulations, licencing, insurance, etc.

Local contact: Roberta Collier, Newfoundland Aquaculture Industry Association, Roberta@naia.ca.

3) Trust Building and Collaboration to Improve Communication

Avenues to increase information sharing and trust among stakeholders need to be developed. Committees and groups should be formed to help direct this process. The environment, trust among 'opposing' stakeholders, and cooperation/issue mitigation are major issues that need to be discussed. The Coast of Bays Coastal Planning Committee filled in this role; however, with the Coast of Bays Corporation closing, that organization has also been lost.

Local contact: Linda Brett, Office of Public Engagement, lindabrett@gov.nl.ca.
Potential MUN contact: Perhaps bring in Alistair Bath to help improve relations between opposing groups (fishers, aquaculture industry, etc.)

4) Municipalities dealing with Fisheries

Improve the understanding of the fisheries and how they work. Species by species breakdown of prices locally, and abroad – MUN can help in understanding these facts. Is data missing? Are there data gaps? Compile a catalogue of MUN fishery research.

Local contact: Steward May, Town of Belleoram, stewardmayo@hotmail.com.

5) Youth Involvement Initiative

Try and understand young people's perception and understanding of local fisheries and aquaculture. This project would help show the importance of fisheries to youth. Education can be used as a central resource to improve knowledge of the fishery among young people. This increased knowledge of the fishery would hopefully lead to greater involvement of youth in fisheries and aquaculture. In addition, this project could examine ways to encourage and support new entrants to the fishing and aquaculture industries. A research project could identify barriers to youth involvement, such as quota and license costs, and address those issues.

Local contact: Roberta Collier, Newfoundland Aquaculture Industry Association, Roberta@naia.ca; Marie Bungay, Harbour Breton Community Youth Network, hbcyn@nf.aibn.com.

6) Long Term Study of Industry

A project is needed that examines the industry at present, twenty years ago, and twenty years into the future. This would help local decision makers and stakeholders understand the history and future of fisheries and aquaculture in the coast of bays region.

Local contact: Marie Bungay, Harbour Breton Community Youth Network, hbcyn@nf.aibn.com; Roberta Collier, Newfoundland Aquaculture Industry Association, Roberta@naia.ca.

6.0 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), Memorial's online research database, to enable web-accessible listings for further follow up.

7.0 MEMORIAL PRESENTS

A Memorial Presents public forum was held at lunchtime during the Regional Workshop. It was attended by fifty-five people. The entire forum can be seen here: <http://www.mun.ca/harriscentre/policy/memorialpresents/2013f/>.

The forum began with a presentation by Dr. Natalie Slawinski with Memorial's Faculty of Business Administration. She first explained what social entrepreneurship is, then used the example of the Shorefast Foundation on Fogo Island as a model, and then outlined lessons for other communities. Some key lessons she shared is that to have successful social enterprise development, there needs to be community champions who engage the whole community, those involved need to think holistically and seek sustainable community development. In addition, these ventures should capitalize on local assets, have vision and long-term goals, work through tensions, and create social value.

Penny Rowe with the CEO of the Community Sector Council (CSC) was the first panelist for the event, and provided more examples of community/social enterprise for organization, community and regional development. She began by explaining the role of the CSC, and its work with social enterprise. She then outlined the defining characteristics, models, development processes, and factors for success of social enterprise. Mrs. Rowe also provided some context related to policy in the province, and the work of the CSC related to this policy.

Gail Hoskins was the final presenter, as she discussed the St. Alban's Recreation Committee as a local example of social enterprise. She provided a history of the organization, as well as how they became a social enterprise because of their need to maintain infrastructure. She explained some of the issues they face, as well as how they deal with them and make the organization work. Her final thought was that the key to their success in that particular organization has been partnerships and accountability.

This event was very well-received, as can be seen in the evaluation results in Appendix C. The audience believed that the speakers were well informed, and provided them with a better understanding of the issues involved.

8.0 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 Coast of Bays region of the province. 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

Coast of Bays Regional Workshop Agenda

Harbour Breton Lions Club
Tuesday, October 22, 2013 8:30am – 4:00pm

- 8:30 Workshop Registration and Breakfast
- 9:00 Welcomes
- Rob Greenwood, Harris Centre
 - Roy Drake, Town of Harbour Breton
- 9:10 Memorial Presents Public Forum
Doing Good and Doing Well: How communities can benefit from social enterprise
- Natalie Slawinski, Department of Business Administration, Memorial University
 - Penny Rowe, Community Sector Council Newfoundland and Labrador
 - Gail Hoskins, St. Alban's Recreation Committee
- 10:45 Break
- 11:00 Outline for the Day
Rob Greenwood, Harris Centre
- 11:15 The Role of Memorial University in Regional Development
Cyr Couturier, Marine Institute of Memorial University
- 11:30 Regional Profile and Priorities
Gail Hoskins, Department of Innovation, Business and Rural Development
- 11:45 Follow-Up Process for New Opportunities
Amy Tucker, Harris Centre
- 12:00 Lunch
- 12:30 Parallel Sessions (including a break at the convenience of each group)
A discussion of current activities and projects in the region, followed by a discussion of potential new opportunities for collaboration. Groups will brainstorm new research questions, public engagement activities, teaching opportunities, etc.

Harris Centre Regional Workshop: Coast of Bays

- Community and Regional Sustainability
Facilitator: Rob Greenwood, Harris Centre
- Tourism Development
Facilitator: Mike Clair, Harris Centre
- Ocean and Coastal Issues
Morgan Murray, Harris Centre

3:15 Report Back/Wrap-Up and Next Steps
Facilitator: Rob Greenwood, Harris Centre

4:00 Adjourn

APPENDIX B

Harris Centre Coast of Bays Regional Workshop Attendees

Name	Affiliation
Alex Hickey	AXHYS Consulting
Amy Tucker	The Harris Centre
Anastasia Day	ACOA
Bill Morrissey	Memorial University
Blair Thorne	Fisheries and Oceans Canada
Carolyn Collier	CA for MHA Perry
Christopher Baird	Memorial University
Chris Tuck	Department of Tourism, Culture and Recreation
Colleen Lambert	Miawpukek First Nation
Cyr Couturier	Marine Institute, Memorial University
Dan Baker	Fish Harvester
David Jensen	RDÉE TNL
David Joe	Miawpukek First Nation
Easkey Britton	Memorial University
Elizabeth Barlow	Department of Fisheries and Aquaculture
Esraa AbouAmin	Memorial University
Everett Allen	Interested Citizen
Florence Allen	Interested Citizen
Gail Hoskins	Department of Innovation, Business and Rural Development
Georgina Ollerhead	Town of Harbour Breton
Greg Jeddore	Miawpukek First Nation
Hazel Hickey	AXHYS Consulting Inc.
Hossameldeen Bakr	Memorial University
Hubert Langdon	CBDC South Coast
Jamie LeRoux	CBDC South Coast
Janelle Arsenaault	SIMCorp Marine Environmental Inc.
John Legge	Department of Advanced Education and Skills
John Duff	The Harris Centre
Juanita Organ	CBDC South Coast
Judy Dobson	College of the North Atlantic
Julia Jensen	Cold Ocean Salmon Inc.
Julie Fitzpatrick	Marine Institute
Katherine Morton	Memorial University
Lev Kearley	NL Hydro
Linda Brett	Office of Public Engagement
Marie Bungay	Harbour Breton Community Youth Network
Maureen Hynes Ion	Cooke Aquaculture
Mike Clair	The Harris Centre
Morgan Murray	The Harris Centre
Natalie Falk	Department of Innovation, Business and Rural Development

Natalie Slawinski	Memorial University
Olalekan Ogunsakin	Memorial University
Pansy Blackmore	Sunny Cottage
Penny Rowe	Community Sector Council
Rob Greenwood	The Harris Centre
Roberta Collier	Newfoundland Aquaculture Industry Association
Sandra Dominie	Central Health
Sharmane Allen	Memorial University
Steward May	Town of Belleoram
Tanya Rogers	Town of Harbour Breton
Terrence Hickey	Conach Consulting Inc
Tom Cooper	Memorial University
Tracy Howse	Miawpukek First Nation
Tracey Perry	MHA-Fortune Bay Cape La Hune
Winston Fiander	Fisheries Community Alliance

APPENDIX C

Summary: Regional Workshop Evaluation

Total number of participants: 55 Total forms filled out & returned: 31

Response rate: 56%

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)
Regional Workshop	
The workshop increased my awareness of how Memorial University and community members can work together.	4.09
Here was a good opportunity for dialogue at this workshop	4.02
Regional Workshops are helpful for Newfoundland and Labrador communities and/or Memorial University.	4.45
The facilitated workshop format was a good way to conduct such a workshop	4.45
I will follow up on ideas and opportunities identified at this workshop.	4.3
Memorial Presents	
The speakers were well informed and provided relevant information.	4.42
There was sufficient time provided for the question and answer period.	3.97
This forum has given me a better understanding of the issues involved.	4.35
The presentations followed by a discussion session is a good format for informed debate and decision-making.	4.2
Overall, this workshop and public forum has met my expectations.	4.3

Additional Comments:

- Very well organized!
- This was my first exposure, but found it very informative and beneficial.
- Fabulous! I couldn't have accomplished this much info-gathering in an entire week.

- Groups too big. Should have split groups into less people and split topic on ocean and coastal.
- Excellent opportunity. Great for COB Region. Thanks for coming to Harbour Breton this time.
- It would be more useful to have been able to participate in all three sessions.
- Excellent job in organizing.
- The presentations are full of very interesting information but time is limited, so could you email us with slides.
- Could have used more time for participants to do more network as well as to experience sites in the town.
- Well done. Fast paced to get lots of info but still feel like enough time to discuss
- Good participating, good workshop.
- Would have liked more ideas focused on social, recreational concepts. Very much focused on CBDC initiatives and employment.
- Real coffee...please!
- A very 'well-oiled' machine – great day! Would like to see a similar approach in my own country – An Ireland branch of the Harris Centre?! Important to consider how to involve those at the frontline of the issues discussed, eg. fish harvesters and youth.
- Very informative. Nice to hear from others and hear their concerns and suggestions. Thanks for coming to Harbour Breton.
- More time needed! Maybe a whole other day. I wanted more time to make contacts. It seemed like lunch was the only time.

How did you find out about this workshop?

- Through work, co-worker, or manager – 6
- Through MUN department or supervisor – 3
- Harris Centre website or email – 3
- Contacted by Amy Tucker – 2
- Email and websites – 5
- Contacted by local people – 6
 - Invited by Gail Hoskins – IBRD
 - Marie Bungay, Harbour Breton CYN
 - Through Chris Tuck and Gail Hoskins – please put my name on your distribution lists.
 - Contacted by town – Tanya Rogers, EDO
 - Referred by CBDC
 - Word of mouth
- Planning Committee
- Facebook

Was the one-day period for the workshop adequate? If no, do you have suggestions for an alternative?

- Yes – 15
- One day is perfect. It's adequate enough to get conversant with the problem identification and to get research focus.

- Yes, although 2 days would be better to help reflect on issues/collaborations
- Yes; although a follow up networking event maybe conducive to moving things along in the Coast of Bays.
- Yes, but with follow-up needed or perhaps 2 days with an extra day to explore the area and interact more with local groups.
- Yes/no – it was sufficient for an overview, but ocean/coastal issues could take several days for a full discussion
- Additional time to network would be useful for building partnerships.
- Like to tie in to visit/tour in the area
- An evening session prior to the full day discussions could allow for more meaning discussion
- An evening session prior to the full day discussions could allow for more meaning discussion
- It could be two days
- 2 days would be good in this area – to see the place.
- At least 2 days to hold workshop and visit the area
- No, I suggest two days.
- No, I'd do 3 days for the 3 sessions with one key note per day.

Memorial Presents: What other information would you like to see on this topic?

- None that I am aware of at this time
- Well covered
- Data on fisheries and aquaculture
- How aquaculture affects infrastructure of area
- A follow up on movement regarding research projects
- Governance best practices for social enterprise models
- More about student projects, not just faculty!

Age Group:

Under 30 – 9

Between 31 and 54 – 14

55 and over – 6

APPENDIX D

List of Memorial University Projects in the Coast of Bays Region: 2008-2013

This list is not exhaustive, and most of these projects are from Yaffle (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
Ratana Chuenpagdee, Department of Geography	Too Big to Ignore: Global Partnership for Small-Scale Fisheries Research
Sharmane Allen, PhD Student, Department of Geography	Social, economic and ecological viability of small-scale fisheries in the Coast of Bays
Tom Cooper, Faculty of Business Administration	Various socio-economic projects with Miawpukek First Nation
Ted Callanan, Psychiatry, Faculty of Medicine; Elizabeth Church, Department of Education, Mount St. Vincent University	Addressing Mental Health Issues in Rural Communities: Can a Self-help Program for Depression Have an Impact?
Räisa Mirza, MSc Student, Department of Geography	Engaging Youth for Sustainable Coastal Community Economies
Richard L. Haedrich, Department of Biology,	First Record of the European Giant File Clam, <i>Acesta excavate</i> (Bivalvia: Pectinoidea: Limidae), in the Northwest Atlantic
Doug Furey, Ph.D. Student, Faculty of Education	From Radio Broadcasts to Virtual Reality: A Case Study of Distance Education in Hermitage Bay Schools
Wilf Nicholls, Madonna Bishop and Tim Walsh, Memorial University Botanical Garden	Granite Canal Site Restoration
Janice Esther Tulk, Mi'kmaq College Institute, Cape Breton University	Mi'kmaw Traditional Knowledge Mobilization: A Project to Index and Digitize Interviews from the West Coast of Newfoundland
Marlene Brooks, Distance Education and Learning Technologies, Memorial University	The Miawpukek - Conne River Project in Second Life
Danny Boyce, Ocean Sciences Centre	Ocean Sciences Centre Partners in Cod Demonstration Farm
Janice Esther Tulk, School of Music	"Our Strength Is Ourselves": Identity, Status, and Cultural Revitalization among the Mi'kmaq in Newfoundland
Victoria Belbin, MMS Student (Fisheries Resource Management), Marine Institute	Regional Governance and the Newfoundland Fishery
S. Bornstein, NL Centre for Applied Health Research	The Reprocessing and Reuse of Single-Use Medical Devices in Newfoundland and Labrador
Peter Cornish, Counselling Centre, Student Affairs and Services	Rural Mental Health Interprofessional Training Project
Janice Esther Tulk, MMaP Research Centre for Music, Media, and Place	Welta'q - 'It Sounds Good:' Historic Recordings of the Mi'kmaq
Nancy Sullivan, Michelle Sullivan and Donna	Youth Engagement in Social Policy Phase 2: Action

Harris Centre Regional Workshop: Coast of Bays

Hardy Cox, School of Social Work, Memorial University	and Change
Bill O'Gorman, History Department	The Never Forgotten Days at Miller's Passage, Sagona and Harbour Breton
Danny Boyce and Ian Fleming, Ocean Sciences Centre	Cod and Halibut Aquaculture