



Summary Report

**Harris Centre Regional Workshop:
The Opportunities and Challenges of Mega-
Project Development on the Southwest Avalon**

**Placentia, Newfoundland and Labrador
June 6, 2013**

Memorial University Partnering with
Community, Government and Industry Stakeholders

www.mun.ca/harriscentre

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1.0 EXECUTIVE SUMMARY

The Harris Centre's twenty-second Regional Workshop was held on June 6, 2013 in Placentia, Newfoundland and Labrador.

Planning partners included:

- Community Business Development Corporation Avalon West
- Department of Advanced Education and Skills
- Department of Innovation, Business and Rural Development
- Eastern Destination Management Organization
- Eastern Health
- Eastern Regional Waste Management Board
- Placentia Area Historical Society
- Rural Secretariat
- St. Mary's Bay North Regional Development Association
- Town of Placentia

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

The 'Regional Workshop' was held on Thursday, June 6 2013, from 10:00am to 5:00pm at the Placentia Bay Cultural Arts Centre (see Appendix A for the Agenda). Fifty-eight people attended the workshop, and attendees included eighteen faculty, graduate students and staff from Memorial University, and twenty-six others from community-based and non-profit organizations, corporations and businesses, labour unions, educational institutions, municipalities, provincial and federal government departments, aboriginal government, and media (see Appendix B).

The overall theme of this workshop was the opportunities and challenges of mega-project development. The morning and afternoon sessions were divided thematically into three sub-themes: 1) Addressing labour shortages, 2) Fostering industrial development and cooperation and 3) Dealing with the social impacts of development. These themes were determined by the local planning committee in consultation with regional partners prior to the workshop.

In the morning, there was an introduction of several Memorial services and departments during the opening presentations. Presentations were given by Rob Greenwood, Executive Director of the Harris Centre and Public Engagement at Memorial University; Gerald Anderson, Manager of Development and Engagement, Marine Institute; and Bojan Fürst, Manager of Knowledge Mobilization with the Harris Centre. The group also took in a presentation by Chris Newhook, Business Manager with the Argentia Management Authority, who provided more context about the region and its current and prospective economic priorities.

Participants broke into the three themed groups for the rest of the morning 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.

A Memorial Presents public forum was held at lunchtime on the topic of Growing Gains/Growing Pains: The Opportunities & Challenges Facing the SW Avalon. It was attended by 58 people, while 30 people also watched it online. The main presenter was Mark Shrimpton, a Senior Associate with Socio-Economic Services at Stantec Consulting. Panelist responses were by Heather Hall, a Postdoctoral Fellow with Memorial University's Department of Geography, as well as William Hogan, the Mayor of Placentia. The forum can be seen here: <http://www.mun.ca/harriscentre/policy/memorialpresents/2013d/>

Following the lunchtime presentations, participants returned to their break-out groups. During the afternoon, the participants informed Memorial faculty, students and staff, as well as the other participants, about development priorities in their region. Discussion then

followed to identify potential new opportunities for Memorial to establish linkages and partnerships for future projects.

There were a total of 23 follow-up opportunities identified at the workshop:

- Addressing labour shortages - 8
- Fostering industrial development and cooperation - 10
- Dealing with the social impacts of development - 5

Those opportunities are listed in section 6.0 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 morning session of 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 zone. It also allows people from the region to discuss their own work and interests and how they relate with the theme. The afternoon session entitled "new opportunities," allows 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 MORNING SESSIONS: MEMORIAL UNIVERSITY'S CURRENT PROJECTS

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:

- Addressing labour shortages: Mike Clair, the Harris Centre
- Fostering industrial development and cooperation: Rob Greenwood, the Harris Centre
- Dealing with the social impacts of development: Bojan Fürst, the Harris Centre

5.0 AFTERNOON SESSIONS – NEW OPPORTUNITIES FOR COLLABORATION

Parallel sessions were held under the themes carried over from the morning sessions. 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 on the Southwest Avalon 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:

5.1 Addressing labour shortages

1) Labour Mis-Match in Newfoundland and Labrador: How to Match Workers with Jobs

Why is there such a large labour mis-match in NL? Why do we have the highest unemployment rate and still have employers clamouring for workers? What mechanisms should exist to match workers with jobs? What is the role of Memorial and the College of the North Atlantic in upgrading skills? How much “up-skilling” is required to match the unemployed to available jobs? This is a multi-factored issue that needs to be explored. There was no local champion identified, nor is one needed, as this would be a province-wide research project.

2) Studying the Effectiveness of Career Counseling in High School

Many students do not seem to have received any counseling on different employment opportunities and the skills and education they need to find the employment they want. How can we examine the extent of this issue, and how can it be addressed? To what extent does this factor play in the skills mismatch evidenced in the region?

3) Encouraging Life-Long Learning in Education

Encourage experiential learning/reflective learning as early as high school, and throughout university, and encourage continuous learning throughout the career. What are the implications for post-secondary institutions in terms of on-site and distance education? What are the implications for Vale and other employers in the region? What mechanisms are needed to ensure that life-long learning opportunities are available to maintain a quality workforce?

4) Health and Safety Concerns of Regional Mobility

There are health and safety concerns regarding the regional mobility of daily commuters. When people work 12 hours and then drive to and from home for more than an hour on the

highway (especially in the winter months), there are certain risks that they take on. Could teleworking be one possible solution? Is there a demand for a bus system between St. John's and Long Harbour?

Local contact: John Kennedy, Advanced Education and Skills, 709-227-1316,
johnkennedy@gov.nl.ca

5) What are the Possible Benefits of Regional Governance in St. Mary's Bay North?

With the demise of the Economic Zone Boards, it is unclear how regional development is to be encouraged and coordinated in St. Mary's Bay North. A study is required on alternative forms of regional governance in the area. A researcher could undertake a review of legislation and what has already been done, as well as suggest possible structures moving forward.

Memorial contacts: Joan Butler, Distance Education, Teaching and Learning Support (DELTS), 709-864-4065, jmbutler@mun.ca; Heather Hall, Postdoctoral Fellow, Department of Geography/The Harris Centre, 709-864-6127, hhall@mun.ca

6) The Impact of Government Restructuring on Employment Services

In the most recent Provincial Budget, funding was eliminated for community-based career development agencies. Many of these agencies had been dealing with marginalized populations or those requiring extensive assistance. A study is needed on the impact of government restructuring dealing with employment services. What will be the impact on the unemployed, especially those with multiple challenges or barriers to participation in the work force?

Local contact: John Kennedy, Advanced Education and Skills, 709-227-1316,
johnkennedy@gov.nl.ca

7) How to Better Promote D2L's E-Portfolios to Schools

“Desire To Learn (D2L)” is an on-line platform that provides teachers with more flexibility in how they teach. It also provides students with a consistent “portfolio” of their achievements and accomplishments. At this time, D2L is not widely known or accepted by teachers in the K-12 system. Is there a way to better promote D2L's e-portfolios to schools (K-12) throughout NL?

Memorial contact: Joan Butler, Distance Education, Teaching and Learning Support (DELTS), 709-864-4065, jmbutler@mun.ca

Possible contact: Provincial school board

8) Women in the Trades and Technology: The Role of Mega-Projects in Impacting Female Perceptions

How can more women be encouraged to study and to seek jobs in non-traditional occupations, trades and technology? Have mega-projects changed women's perceptions of non-traditional occupations? A study of gender issues in construction and operations would help identify barriers for women in trades and technology.

Local contact: Don Reid, Vale Long Harbour Training Centre, 709-228-3693, Donald.Reid@vale.com

5.2 Fostering industrial development and cooperation

1) Chamber of Commerce Support in Maximizing Benefits from the Husky Project

The Chamber is working to maximize partnerships and participation between locals and the Vale Long Harbour project. Participants would also like to see this done with the upcoming Husky project. There have previously been many activities within the business community with Vale, such as tours of facilities. Resource people at Memorial could share their knowledge on how to help small businesses and suppliers tap into the needs of large

developments. These businesses may need help understanding the request for proposal process, how to bid on projects, and so on. Perhaps additional mechanisms could be set up for large corporations and small businesses to network.

Local contact: Chris Newhook, Argentia Management Authority, 709-227-5502 Ext. 202, c.newhook@argentia.ca

2) Evaluate Chamber of Commerce Work on Vale Development to inform future development

A study could be developed to evaluate what the Chamber of Commerce had done to support local businesses when the Vale Inco project started in Long Harbor. It could also help determine if the Chamber was efficient in reaching their goals - and if this would be a good strategy to take when the Husky project gets going.

Local contact: Chris Newhook, 709-227-5502 Ext 202, cnewhook@argentia.ca

Potential Memorial contact: Cathy Button, Master of Applied Social Psychology Program,

3) Placentia Bay Integrated Management Committee Sources of Regional Governance Support with loss of REDBs

Through Marine Institute's SmartBay initiative, Placentia Bay Integrated Management Committee (PBIMC), among others, cooperative efforts are being made in marine use and management. Fisheries and Oceans Canada and the provincial Department of Aquaculture are currently taking the lead, but they need a local partner to take on this role to apply for funding, etc. It has been suggested that the Placentia Institute for Newfoundland Studies or the Argentia Management Authority take on this role. Could Memorial do research on alternative forms of collaboration (what's next for PBIMC)? The research could examine ways to support regional governance with the loss of REDBs.

Local contact: Johan Joensen, FFAW, 709-769-1857, jjoensen@ffaw.net
Memorial contact: Christopher Dunn, Department of Political Science, 709-864-8178/9, cdunn@mun.ca

4) Development Plan for Argentia Management Authority Lands

The Argentia Management Authority holds a large area of land as well as facilities that could potentially be used, renovated, refurbished, etc. A project is needed to look at what has been done with this land in the past, explore what worked and did not work, and try to gather lessons learned for future development of the area. This project could explore how these lessons learned could be applied to the property in the future.

Local contact: Chris Newhook, Argentia Management Authority, 709-227-5502 Ext 202, cnewhook@argentia.ca

5) Alternative routes for freight Shipments to Newfoundland and Labrador

St. John's is reaching its shipping capacity. A study is needed to look at the alternative routes for freight, by looking at the economics, shipping growth rates, geography and other factors. There is a need to understand the value of our ports, although port authorities have been privatized. Is there a possibility to develop a marine port subsidy program, like exists for airports? Argentia could be considered as an alternate port. This could be connected with various departments, such as Business, Engineering, Geography, Political Science, Economics, etc. Collaborative Applied Research in Economics (CARE) could be a potential support source.

Local contact: Chris Newhook, Argentia Management Authority, 709-227-5502 Ext 202, cnewhook@argentia.ca

6) Examining the tourism industry in the Placentia area

There are many questions that could be answered with respect to tourism in the Placentia area, which would help the industry in developing further. What is the impact of tourism on the economy of Placentia and surrounding areas? How does having the Marine Atlantic terminal in Argentia impact on tourism? Can this be better capitalized? What impact do the mega-projects have on availability of accommodations for tourists?

Local contact: Kathi Stacey, Eastern Destination Management Organization, 709-699-1602, Kathi.stacey@easterndmo.com

7) Increasing tourism on the Southwest Avalon: integrating the past and the present

What are some innovative ways to increase tourism in the area? Can local groups highlight the historic background of the community, and also integrate it with the modern mega-projects currently happening in the region. How can themed tourism be developed, such as tourism based on the resettlement programs, battles that have happened throughout history, archaeological artifacts, etc.? Is there potential for tourism marketing of industrial mega-projects?

Local contact: Kathi Stacey, Eastern Destination Management Organization, 709-699-1602, Kathi.stacey@easterndmo.com

8) Assess Impact of Demise of Regional Economic Development Boards

What impacts do businesses, non-profit groups, municipalities, etc. feel from the close of the Regional Economic Development Boards (REDBs)? Are there gaps that people feel? What is missing now and how can the space be filled? This research project could interview former REDB members and clients.

Local contact: Kathi Stacey, Eastern Destination Management Organization, 709-699-1602, Kathi.stacey@easterndmo.com

9) Blue berry anti-oxidant research – the gap between commercial farmers and researchers

A project could focus on commercialization/knowledge mobilization to assess the gap between business and research with respect to antioxidants in potential crops (such as blueberries). There is a need for a cool crop research facility that focuses on farmers and technology development for farmers. The Genesis Centre at Memorial could provide support to commercialize this information. The Argenta Management Authority has 6000 acres of private property, it is undeveloped, demonstration land. Could the growth of antioxidant plants be a good use of this land?

Local contact: Jonathan Hammond; Innovation, Business and Rural Development; 709-729-6811, jonathanhammond@gov.nl.ca

10) Gardiner Centre training for local firms

There is a need for leadership training for local businesses from the Gardiner Centre, which is part of Memorial University's Faculty of Business Administration. There may also be a need to train members of the Chambers of Commerce for skills based training. Another training source could be the Government, from Advanced Education and Skills or Innovation, Business and Rural Development.

Local contact: Gene Collins, Chamber of Commerce, 709-227-0003, eugene.collins@placentiachamber.ca

5.3 Dealing with the social impacts of development

1) Ensuring availability of affordable housing

What are the best practices in rural areas to ensure that there is availability of affordable housing for those outside of high-paying industrial jobs: seniors, people on fixed incomes or low paying jobs? Community advisory boards that speak to affordable housing have been

developed elsewhere, can they be developed in the Placentia area? Who controls what happens with housing?

Local contact: Des Linehan, Rural Secretariat Regional Council, 709-227-5717,
deslinehan@hotmail.com,

2) Providing housing for co-op students with placements in rural areas

Explore the possibility of Memorial University working with local communities and industry to provide housing (either subsidized or free) for co-op students with placements in rural areas, in addition to the programs that exist for pharmacy and medicine.

Memorial contact: Meghan Mahoney, Masters of Applied Social Psychology Program,
c55mem@mun.ca

3) Negotiating benefits from industrial development

What are the possible mechanisms that municipalities and regions could use to ensure that industrial developments in the region contribute to public services in the community such as health and education, municipal infrastructure etc. A study looking at the best practices in benefits negotiations would be beneficial to small communities who are trying to figure out how to deal with large industrial developments in their regions.

Local contact: Kerry Murray, NL Federation of Labour, 709-689-3383, kmurray@nlfl.nf.ca

4) Best practices in Social Enterprise

What are the best practices in social enterprise development, elsewhere and on the Southwest Avalon, that could inform future endeavors?

Local contact: Tom O'Keefe, Placentia Area Historical Society, 709-227-0322,
tokeefe@personainternet.com

5) Networking municipalities for better regional development

Municipalities in the region may be ready to create an informal network to explore ways in which they can work together on regional development issues. It would be helpful if an organization such as the Harris Centre would facilitate the initial meeting in the Southwest Avalon area. In order to gain benefits from mega-projects they may have to work together.

Local contact: Priscilla Corcoran-Mooney, Town of Branch and Eastern Health, 709-227-4140, priscilla.corcoranmooney@easternhealth.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 58 people, while 30 people also watched it online. The entire forum can be seen here: <http://www.mun.ca/harriscentre/policy/memorialpresents/2013d/>.

The forum began with a presentation by Mark Shrimpton, a Senior Associate with Socio-Economic Services at Stantec Consulting. The presentation focused on the opportunities and challenges of mega-projects in NL, with a focus on the Southwest Avalon. Mr. Shrimpton provided an overview of NL as a province in transformation, in the process of overcoming many economic challenges it has faced in the past. His presentation also focused a great deal

on benefits planning, providing a description of how it works and its limitations, as well as examples from the province. In addition, Mr. Shrimpton's presentation also provided information on community effects management, including some past successes and current challenges.

Dr. Heather Hall was the first panelist to speak during the forum. Dr. Hall is a Postdoctoral Fellow with Memorial University's Department of Geography, and she provided insights from her experiences and research on resource dependent communities in Ontario and Newfoundland and Labrador. She discussed some of the challenges related to boom bust economies, as well as the positive impacts developments bring. Dr. Hall also discussed mega-projects and ways in which they can contribute to regional development, such as trusts and regional economic development funds, resource revenue sharing and regional economic alliances.

William Hogan was the final panelist of the forum, as the Mayor of Placentia. He agreed with much of what the main presenter and other panelist said, and provided additional context on the issue from his experience in local initiatives throughout the province. He drew on his experiences working with natural resource projects in Labrador West and on the Avalon Peninsula. Mr. Hogan argues that while there has been a lot of big picture success in the province, the needs and issues in local communities on the Southwest Avalon should be taken into consideration more frequently with sensitivity and earnestness. He also spoke about the hiring process and the involvement of unions. His experience with formal benefits agreements in the area were also explored, along with his informal experiences with asking for and receiving benefits from major developments in the region.

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 Southwest Avalon 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

Southwest Avalon Regional Workshop

Placentia Bay Cultural Arts Centre, Placentia
Thursday, June 6, 2013 9:45am - 5:00pm

Agenda

9:45 – 10:00	Workshop Registration
10:00 – 9:10 (10 mins)	Welcomes <ul style="list-style-type: none">• Rob Greenwood, Harris Centre• Mayor William Hogan, Placentia
10:10 – 10:20 (10 mins)	Outline for the Day Rob Greenwood, Harris Centre
10:20 – 10:35 (15 mins)	The Role of Memorial University in Regional Development Gerald Anderson, Marine Institute of Memorial University
10:35 – 10:50 (15 mins)	Regional Profile and Priorities Chris Newhook, Argentia Management Authority
10:50 – 11:00 (10 mins)	Follow-Up Process for New Opportunities Bojan Fürst, Harris Centre
11:00 – 11:15 (15 mins)	Break

- 11:15 – 12:30**
(1hr 15 mins)
- Parallel Sessions: Current Memorial Activities in the Region**
Participants will discuss current activities in the region and discuss various Memorial departments/centres in break-out groups.
- **Addressing labour shortages**
Facilitator: Mike Clair, Harris Centre
 - **Fostering industrial development and cooperation**
Facilitator: Rob Greenwood, Harris Centre
 - **Dealing with the social impacts of development**
Facilitator: Bojan Fürst, Harris Centre
- 12:30 – 2:30**
(2 hrs)
- Memorial Presents Lunchtime Public Forum**
Growing Gains/Growing Pains: The Opportunities and Challenges Facing the Southwest Avalon
- Presentation by Mark Shrimpton, Socio-Economic Services, Stantec Consulting
 - Panelist response by Mayor William Hogan, Town of Placentia
 - Panelist response by Heather Hall, Department of Geography, Memorial University
 - Lunch provided by the Harris Centre
- 2:30 – 3:55**
(1hr 25 mins)
- Parallel Sessions: New Opportunities**
Discussion of potential new opportunities for collaboration based on regional priorities. Groups will brainstorm new research questions, outreach/engagement activities, teaching opportunities, etc.
- **Addressing labour shortages**
Facilitator: Mike Clair, Harris Centre
 - **Fostering industrial development and cooperation**
Facilitator: Rob Greenwood, Harris Centre
 - **Dealing with the social impacts of development**
Facilitator: Bojan Fürst, Harris Centre
- 3:55 – 4:10**
(15 mins)
- Break
- 4:10 – 4:50**
(40 mins)
- Report Back/Wrap-Up and Next Steps
Facilitator: Rob Greenwood, Harris Centre
- 4:50 – 5:00**
(10 mins)
- Evaluations
Facilitator: Mike Clair, Harris Centre

APPENDIX B

Harris Centre Southwest Avalon Regional Workshop Registrants

June 6, 2013

Name	Organization
Kerri Abbott	Communities Against Violence
Gerald Anderson	Marine Institute, Memorial University
Emily Bland	Memorial University
Joan Butler	Memorial University
Mike Clair	The Harris Centre
Darrell Clarke	College of the North Atlantic
Eugene Collins	Placentia Area Chamber of Commerce
Priscilla Corcoran Mooney	Eastern Health/Town of Branch
Francine Couture	Nunatsiavut Government
Eliane Desrosiers	College of the North Atlantic
John Duff	The Harris Centre
Chris Dunn	Memorial University
Jessica Earle	Memorial University
Jamilee Fitzpatrick	Provincial Office of Public Engagement
Joan Fleming	
Bojan Fürst	The Harris Centre
W. Gambin	Town of Colinet
Juran Goyali	Memorial University
Rob Greenwood	The Harris Centre
Heather Hall	Memorial University
Jonathan Hammond	Dept. of Innovation, Business, and Rural Development
Earl Hann	Innovation, Business and Rural Development
Margie Hatfield	Town of Placentia
Tiffany Hepditch	Placentia Area Development
William Hogan	Town of Placentia
Johan Joenson	Fish, Food and Allied Workers Union
Janine Kalluak	College of the North Atlantic
John Kennedy	Advanced Education & Skills
Mary King	
Des Linehan	Rural Secretariat
Elizabeth MacDonald	The Charter
Meghan Mahoney	Memorial University
Bill Morrissey	Memorial University
Shree Mulay	Memorial University
Elaine Murray	Festival of Flags
Kerry Murray	Strategic Partnership
Morgan Murray	The Harris Centre
Frankie Nash	Genesis Employment Corp.
Chris Newhook	Argentia Management Authority

Harris Centre Regional Workshop: Southwest Avalon

Anita O'Keefe	Town of Placentia
Patrick O'Keefe	Innovation, Business and Rural Development
Tom O'Keefe	Placentia Area Historical Society
Angie Pittman	Genesis Employment Corp.
Claudette Pittman	CBDC Avalon West
Rhonda Power	Town of Placentia
Wayne Power	Town of Placentia
Carlos Sanyer	Memorial University
Don Reid	Vale
Mike Rudofsky	Husky
Sharon Sellars	Transport Canada
Nicole Shea	Memorial University
Michelle Sheppard-Whalen	College of the North Atlantic
Mark Shrimpton	Stantec Consulting
Kathi Stacey	Eastern NL Destination Management Organization
Heather Sutton	Communities Against Violence
Amy Tucker	The Harris Centre
Terri Whyte	College of the North Atlantic
Nancy Wicks	Husky

APPENDIX C

Summary: Regional Workshop Evaluation

Total number of participants: 58 Total forms filled out & returned: 24

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.	4.25
Here was a good opportunity for dialogue at this workshop	4.25
Regional Workshops are helpful for Newfoundland and Labrador communities and/or Memorial University.	3.92
The facilitated workshop format was a good way to conduct such a workshop	4.21
I will follow up on ideas and opportunities identified at this workshop.	3.71
Memorial Presents	
The speakers were well informed and provided relevant information.	4.29
There was sufficient time provided for the question and answer period.	3.54
This forum has given me a better understanding of the issues involved.	3.88
The presentations followed by a discussion session is a good format for informed debate and decision-making.	4
Overall, this workshop and public forum has met my expectations.	4

Additional Comments:

- Surprised and disappointed that co-op is not showing up to grow the engagement with the community. Not just business but all co-op programs.
- Good overall program. Should do follow-up.
- My comments: Please encourage local stakeholder of grassroots level especially farmer, fishermen as well as their leaders, especially young ones.
- Thanks to Rob et al for taking the time and effort to engage
- Thanks for the help with community development
- The Memorial Presents Lunchtime Public Forum was awesome until Mayor Hogan spoke. Although I understand the frustration, many of his comments were coming from misinformation and did not contribute much to the conversation.
- Well done
- By working together we will accomplish much more than either organization can do alone, It is important to encourage rural communities and support them in ensuring companies are socially responsible and invents locally. And attract youth to stay and become leaders of the future.
- Did not comment on expectations, I look forward to outcomes or research projects.
- Presentations were too long, should have been more engaging. The mayor's presentation was the best because he spoke of the average person, not like someone giving a highly specialized presentation that can be hard to follow.
- There is a void in rural NL in terms of regional ways and means of setting policy. Who and how will this be solved?
- It would be nice to have more time for breakout sessions discussions
- A good way to develop a deeper understanding about issues in NL

How did you find out about this workshop?

- Email from the Harris Centre – 6
- Email – 6
- Colleague/Work - 2
- Online
- Harris Centre/Nicole Power
- On the Harris Centre website and on the Planning Committee
- Through the Placentia Bay Integrated Management Committee
- College of the North Atlantic

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

- Yes – 10
- This is a fine adaptation
- One is enough for one theme, not all three
- Yes but the morning was a bit rushed, but I understand why it was done that way
- Yes, totally adequate
- I liked the one-day period format, although it was a lot of information
- No, more time needed for discussion.

- Need more time
- Harris Centre will need to plan further sessions
- Possibly longer time would be better

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

- Community Engagement in Economic Development
- Similar workshops on this geographical area and other regions
- Keep up the great work! I would like to see more on how to work better with rural communities and motivate youth leaders to successfully take us into the future.
- Solutions to problems
- More solutions to solve such problems or social community issues
- Nature abhors a vacuum? Help get this region “communicating” – municipalities and community groups.
- Some actual presentation dealing with impact on families and health, equality issues.

Age Group:

Under 30 - 5

Between 31 and 54 - 10

55 and over - 4

APPENDIX D

List of Memorial University Projects in the Southwest Avalon 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.

Principal Investigator	Department/Faculty	Project Title
Oceans and Fisheries		
Bill Carter	School of Ocean Technology	SmartBay: Better Information, Better Decisions
Amy Tucker	Department of Geography	Stakeholder Participation and Communication in the Placentia Bay/Grand Banks Large Ocean Management Area
Reade Davis	Department of Anthropology	Compromising Situations: Participation and Politics in the Sustainable Development of Canada's Oceans
Steve Carr	Department of Biology	The Daughters of Eve in Newfoundland, and "The Da Vinci Cod:" Genetic Clues to the Genealogy of Newfoundlanders, and the Structure of the Newfoundland Cod Fishery
Robert Hooper	Department of Biology and Ocean Sciences	Sea Urchins: A New Fishery for Newfoundland and Labrador
Don Deibel	Ocean Sciences, Faculty of Science (STJ)	Non-native and Invasive Species in Newfoundland Harbours and Coastal Waters
Philip Walsh	Centre for Sustainable Resources	Using Baited Pots in the Newfoundland Fishery for Harvesting Cod: Comparative Studies using Sentinel Fisheries Program and Commercial Harvesters
Chris Dawe	Centre for Aquaculture and Seafood Development	American Lobster Enhancement in Placentia Bay - Phase III
Zhimin Ma, Guoqi Han, & Brad deYoung	Department of Physics and Physical Oceanography; Fisheries and Oceans Canada	Modelling Temperature, Currents and Stratification in Placentia Bay
Regional Development		
Alvin Simms	Department of Geography	Regional Economic Capacity Index
Nicole Power and Kelly Vodden	Department of Sociology, Department of Geography	On the Move Partnership: Employment-related geographical mobility in NL
Ratana Chuenpagdee	Department of Geography	Reconceptualising Ecosystem Complexity
Ekaterina Lysenko	Department of Geography	Labour Market Profile for the Avalon Gateway Region (Economic Zone 18)
Susan Sweeney and Lyle Wetsch	The Harris Centre and Gardiner Centre, Memorial University	E-Marketing Workshops in Regional Economic Zones 8, 9, 14, 18, and 19

Scott Lynch	Department of Economics	The Absence of Opportunity and the Prospect of Prosperity: Understanding the Dynamics of Migration within Newfoundland and Labrador
Health		
Stephen Bornstein	Newfoundland and Labrador Centre for Applied Health Research (NLCAHR)	The Reprocessing and Reuse of Single-Use Medical Devices in Newfoundland and Labrador
Stephen Bornstein	Newfoundland and Labrador Centre for Applied Health Research (NLCAHR)	Integrated Knowledge Translation for Decision Support in the Health Care System: an Innovative Approach in Newfoundland and Labrador
Dr. Maria Mathews	Department of Community Health and Humanities, Faculty of Medicine	Spousal Perspectives on Factors Influencing Recruitment and Retention of Rural Family Physicians
Ted Callanan	Psychiatry, Faculty of Medicine	Addressing Mental Health Issues in Rural Communities: Can a Self-help Program for Depression Have an Impact?
Peter Cornish	Student Affairs and Services	Rural Mental Health Interprofessional Training Project
History, Archaeology and Folklore		
Jeanette Browne	Department of Folklore	Nowhere Was Home: Displacement Narratives of Resettled People of Placentia Bay
Suzanne Power	Department of Linguistics,	Newfoundland English: Sociolinguistic Variation in Placentia
Rob Wells, Doreen Neville	Distance Education, Learning and Teaching Support ; Associate Vice-President (Academic)	The Placentia Institute of Newfoundland Studies
Peter Pope	Department of Archaeology	Post-Medieval Breton Earthenwares in Newfoundland
Municipal Infrastructure		
Alana Earle	Faculty of Engineering and Applied Science	Climate Change – Placentia Flood Wall
Christopher Clark	Faculty of Engineering and Applied Science	The Sir Ambrose Shea Lift Bridge Replacement Project In Placentia, Newfoundland
Adam Mandville	Faculty of Engineering and Applied Science	Flood Resisting Infrastructure in the Town of Placentia
Vince Kerrivan	Faculty of Engineering and Applied Science	The Sir Ambrose Shea Lift Bridge
Geology		
M.J. Batterson and D. M. Taylor	Department of Geography	Regional Ice-Flow Mapping, Surficial Geology and Till Geochemistry of the Northern Burin Peninsula and Adjacent Placentia Bay
Denise Brushett	Department of Geography	Late Wisconsinan glacial history of Placentia Bay, Newfoundland, as interpreted from

		seabed geomorphology and stratigraphy
Environment		
Dana Feltham and Tom Cooper	Faculty of Business Administration	Sustainability Assessments and the Precautionary Principle: Examining the Voisey's Bay Mine and Mill Environmental Assessment