

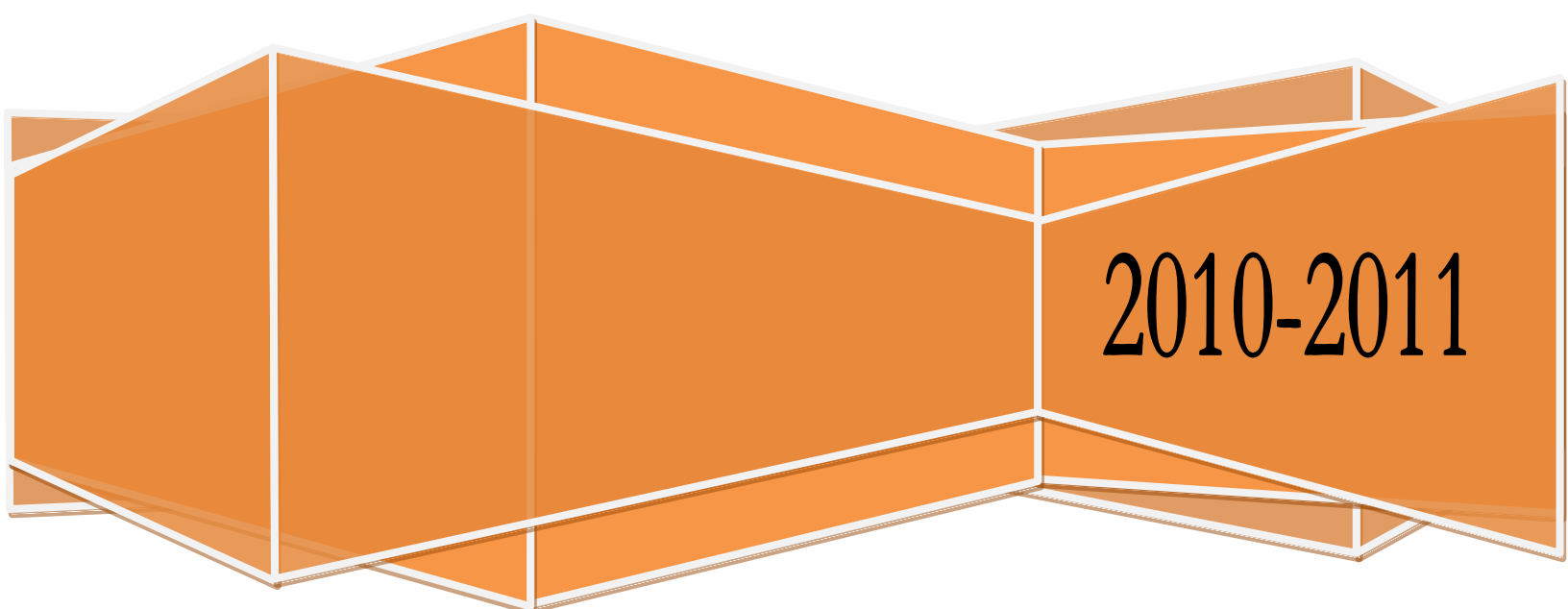


Regional
Economic
Development
Boards



Annual Report

Humber Economic Development Board

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2010-2011

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HEDB Operations

Management and Operations

- Continue to review policies and procedures on a regular basis to reflect activities and actions of the Board of Directors and staff;
- Continue to adhere to the Governance Policy/By-Laws as approved to ensure consistency with transparency, inclusiveness, stakeholder engagement and accountability; and
- Arrange quarterly meetings with staff from ACOA and DINTRD to review previous activities in relation to planned activities and revise, if necessary.

Management

2010-2011 Board Meetings

The Board meetings were held on the following dates:

- April 20th, 2010
- May 25th, 2010
- September 15th, 2010
- October 19th, 2010
- February 8th, 2011
- March 15th, 2011
- March 29th, 2011

2010 - 2011 Executive Meetings

The Executive meetings were held on the following dates:

- May 12th, 2010
- October 13th, 2010
- October 18th, 2010
- November 22nd, 2010
- February 7th, 2011

2010-2011 Quarterly Meetings

The quarterly meetings were held on:

- June, 2010
- September 10, 2010
- Dec. 20, 2010

2010-2011 Special Meetings

- March 1st, 2011
- March 15th, 2011
- March 29th, 2011

2010 Annual General Meeting

The Annual General Meeting was held September 15th, 2010 at the Pasadena Ski & Nature Park in Pasadena. Thirty (30) people were in attendance.

Election of Officers

The Election of Officers was held at the September 15th, 2010 regular Board of Directors meeting at the Main St. Pub & Eatery in Pasadena. The 2010-2011 Executive remained the same as the previous year, consisting of:

Tony Blanchard, Chairperson

Glenda Garnier, Vice-Chairperson

Arlene Sedlickas, Treasurer

Andrea Barrett, Secretary

Ex-Officio List

Representing ACOA – Sonya Lane

Representing INTRD – *vacant* – current contact is Sheila Earle

Representing Service Canada – Joanne Duhart

Representing HRLE – Lana Bannister

Contract and Core Staff

Acting Executive Director

Connie Taylor (January 1, 2010 – June 2010)

Gordon Hancock (December 2010 – present)

Executive Director

Connie Taylor (June 2010 – January 2010)

Executive Assistant	Carolann Brenton (June 21, 2010 – December 2010)
Acting Executive Assistant	Denise Baker (January 11, 2010 – May 7, 2010) Amanda Mastin (January 2010 – present)
Economic Development Officer	Gordon Hancock (May 13, 2010 – December 2010)
Acting EDO	Carolann Brenton (December 2010 - present)
LCN Coordinator (WBS)	Nathan Wareham (June 7, 2010 – present)
Business Wings Coordinator	Andrew Hibbitts (January 24, 2011 – present)
Agriculture Resource Coordinator	April Elms (January 10, 2011 – present)

HEDB Board of Directors

Representing Education Post-secondary – Andrea Barrett (Secretary)

Representing Education K-12 – vacant since February 2010 (*formerly Linda Spingle*)

Representing Municipalities Bay of Islands – Alfred Park (McIvers)

Representing Municipalities City of Corner Brook – Donna Luther

Representing Municipalities Humber Valley-White Bay South – Jean Kelly (Howley)

Representing Business Bay of Islands – vacant since October 2009 (*formerly Daniel Baldwin*)

Representing Business City of Corner Brook – RJ Locke

Representing Business Humber Valley-White Bay South – Ruth Story (Reidville)

Representing RDA-White Bay South – vacant since January 2010 (*formerly Dave Nichols*)

Representing RDA-Humber Valley – Glenda Garnier (Vice-Chair)

Representing RDA-South Shore Bay of Islands – vacant *for extended time period*

Representing RDA-North Shore Bay of Islands – Tony Blanchard (Chairperson)

Representing Groups of Persons with Disabilities – vacant since October 2010

Representing the NL and Lab Organization of Women Entrepreneurs – Marvella Coates

Representing Youth – vacant

Representing Labour – Arlene Sedlickas (Treasurer)

Representing CBDC – Eli Bishop

Sub-Committees

The sub-committees assist with Board governance and the development and implementation of the initiatives outlined in the Statement of Work. The current active sub-committees consist of:

- Executive
- Policy
- Communications
- Monitoring and Evaluation
- Human Resources
- Finance

Training and Professional Development Opportunities

- Improving Electronic Communications
- Opportunity Management
- Labour Standards Session
- Workplace Health and Safety
- Executive Directors' Boot Camp
- Product Development (Heritage) Museum Association of NL
- Window Conservation (Heritage) Parks Canada
- Excel 2007 – Memorial University

Financial Audit – 2009-2010

The 2009 – 2010 financial audit was conducted in June 2010 by James Pike, CA. There were no issues to report and all standard accounting practices were followed throughout the year.

Policies and Procedures Review

A Policy sub-committee reviewed the human resources policies and procedures to ensure cohesiveness with the activities and actions of the Board of Directors and staff. This committee consists of HEDB Board members with support from staff. A review of the Policy Manual was started, but resulted in minimal changes last year due to competing priorities. A review of this manual remains a priority for the 2011-12 fiscal year.

The only change to the Policy Manual was the annual leave policy. It was changed in the 2010 – 2011 year from three weeks annual leave upon start of employment with the Humber Economic Development Board to two weeks.

Communication Plan

The goals of HEDB with regards to communications are:

- Continue with the Communications sub-committee to develop and implement an effective Communications Plan;
- Continue to increase the profile and partnerships of the zone by developing and distributing appropriate communication materials; and
- Continue to maintain and update the HEDB website and expand the webpage to link with other community and industry stakeholders.

The Communications Sub-Committee held discussions on the development and implementation of an effective Communications Plan.

Promotion

As part of the Communications strategy, HEDB will work toward establishing a more pronounced presence in the Zone. The successes of the initiatives implemented under HEDB require more public attention. This will be achieved through promotion using various media resources. Awareness and promotion of successful projects will assist in creating the opportunity for further initiative developments throughout the zone and also result in increasing awareness of HEDB's mandate.

HEDB will continue to increase the profile and partnerships of the zone by developing and distributing appropriate communication materials.

Orientation Package

This binder contains the Policy Manual, Board contact list, Annual Report for previous year, Strategic Economic Plan, Integrated Business Plan, Statement of Work and Communications Plan. It is updated as changes occur.

Website

HEDB launched its new website on February 19, 2010. The website was completely rebuilt by 'Visible Innovations'. HEDB staff has control of the website information through a backdoor component which allows us to keep our website current and up-to-date. We are able to upload documents and pictures, change information and promote initiatives or upcoming events through the added calendar on the home page. Our website can be viewed at www.humber.nf.ca

Performance Based Framework

(Statement of Work)

April 1, 2010 to March 31, 2011

Humber Economic Development Board Inc (Zone 8)

Strategic Initiatives CF1-A (Target – 5)

Business Wings Phase IV – ACOA (4/5) INTRD (4/5)

The Business Wings initiative is part of a strategy that works toward promoting awareness of entrepreneurial opportunities for individuals that are considering leaving the province to seek employment opportunities, supporting those that want to remain in Western Newfoundland and reaching out to individuals that have relocated and would like to return to Western Newfoundland. The focus of the Business Wings program is to provide entrepreneurs with an important opportunity to enhance and grow their business. This is done by providing them with networking sessions, the opportunity to exchange resources with other entrepreneurs and to work together with them to identify business challenges and growth opportunities; thus, making each individual entrepreneur stronger and more competitive in industry.

During Phase I, II, and III of the Business Wings program, networking sessions took place bi-weekly and were based on the learning and business networking needs of its members. There were initially 16 participants registered in the Business Wings program in Phase I and that quickly grew to 33 registrants in Phase II and 78 registrants in Phase III. It is clear there is a need being addressed with the Business Wings program, coupled with an opportunity for exchanging resources and working to address the challenges of being in business.

Phase IV of Business Wings began January 2011. The program was originally supposed to start September 2010, however, funding was not immediately secured resulting in a late start. A new coordinator was hired in January and Business Wings sessions began in February. Because of the tremendous success of Business Wings Phases I, II, and III in this region, the program has been expanded to cater to all ages and levels of entrepreneurship, as well as expand to satellite sites in communities outside of Corner Brook. Participants typically fall into one of the three categories below:

- **Business Idea, Research and Development** – working it into a business plan and finding supports
- **Established business** –how to become more efficient and earn a profit
- **Well-established** – seeking growth opportunities and engaging new customer markets

The initiative will run from January 2011 – January 2012 and therefore will stretch beyond the March 31 fiscal year end. The activities within the initiative are well planned out and will be completed by the January end date. The activities completed thus far include:

- **Proposal submission for funding**
- **Funding approval**

- **Hiring of Business Wings Coordinator**
- **Program launch – Received significant media coverage and promotion**
- **Introductory networking session held and needs analysis completed**
- **Request for Proposals completed and educational institution selected**
- **Delivery of 6 tailored Enterprise Seminars completed (14 more to follow)**
- **Three 30-hour courses schedules and filling up fast**
- **Partnership building with the Deer Lake Chamber of Commerce, the Greater Corner Brook Board of Trade, Human Resources, Labour and Employment, UInooweg, Community Business Development Corporation, etc.**
- **Planning for small business week launch and keynote address (Partnership with Deer Lake Chamber of Commerce)**
- **Enterprise Seminars planned for the Deer Lake area**

The reaction so far this year has been tremendous and testimonials are pouring in. The participants are very happy with the networking and learning opportunities. In an effort to examine sustainability, we have begun to research the effect of Business Wings on long-standing members. This has recently begun, but initial research has proven to be very positive in its effects. The testimonials below truly exemplify what the program is all about:

Lisa Freake is a current Business Wings member and started attending sessions in Phase II with her business idea. Freake says that Business Wings gave her the business background she needed to help launch her business, as she had no education relating to business. Her business, called *Learn*, has been open for three years and employs five people. She continues to attend Business Wings sessions because she is hoping to expand her business and hire more people. “The program was great for me,” says Freake. “Everything I have learned has been as I go. I do not have a business degree to back me up, so the Business Wings program has been an excellent source of information for me.”

Shawn Monahan joined Business Wings in 2009, just as he was starting up his own companies, *Xxcel Designs* and *Xxcel Infrared*. Since joining, he has participated in every session and training opportunity offered. Through Business Wings he learned the basic of accounting and what professionals to go to and who to seek help from in starting his business. “It’s a room full of resources. There’s always something to learn,” says Monahan. Monahan is an architectural designer and certified thermographer and he designs residential homes and commercial structures and also works on municipal infrastructure.

Local Community Network **ACOA (4/5) INTRD (3/5)**

The provincial forestry sector has had to deal with many challenges, over the past year, with rising energy costs, a strong Canadian dollar, new international competition, and reduced timber supplies. Communities that depend on the forestry sector, such as White Bay South have felt the impact of the downturn in the forestry industry.

The Local Community Network (LCN) is a partnership between the Model Forest of Newfoundland & Labrador, the Humber Economic Development Board Inc. (HEDB), Nordic Economic Development Corporation and the Red Ochre Regional Board Inc. HEDB has focused on the White Bay South area within the network and has hired a LCN coordinator to assist in the project and set up a Regional Forest Network in White Bay South. The LCN negotiates how to best develop capacity for forest-based opportunities within its region. This process must set a good foundation for sustainability within the community. Issues such as natural resource capital, human and social capital, and community infrastructure capital will form the basis for each region's initiative.

2010-2011 IBP Activities	Status
Negotiate Funding for LCN Coordinator	Complete
Hire New Coordinator	Complete
Explore Opportunities in Agri-Forestry and NTFP's	Complete
Develop a Forest Management Plan This was manageable, but since Corner Brook Pulp and Paper sold its WBS land tenure back to crown we have had to start over from scratch (agreement in principal with CBPPL was no longer valid). Meetings have begun with lower levels of DNR (government) to begin the process again, but we are nowhere near a forest management plan as of now.	N/A*
Develop a local community garden (Partnership)	Complete
Develop Opportunities for an Interpretive Forest With Kruger selling its land rights back to crown, this area was included. This is still on the radar and we are now working on implementing a proposal from Parks and Natural Areas Division of the Department of Environment and Conservation for developing a Main River Gateway Staging Area. This plan is available upon request.	N/A*
Development of Cultural Strategy for White Bay South This will be linked in with the previous plan for the Main River Gateway Staging Area.	N/A*
Planning a three day LCN Conference	Complete
Develop link with forestry and geo-referencing tourism values.	Complete

Capacity Building and Professional Development	Complete
2010-2011 IBP Activities – Changes and Additions**	Status
Wreath Production Training	Complete
Wreath Pilot Project	Complete
Co-operative Community Capacity Building Workshop (January)	Complete
Hosting and delivery of three day forest conference.	Complete
Addition of the Humber Valley LCN – bio-energy, farmers market, mountain bike master plan.	Complete

** Items listed as N/A indicate that they were attempted, but met with external obstacles and therefore were either unachievable or were deemed to be unnecessary or unneeded within the region.*

*** Economic conditions and community needs often require flexibility in delivery of activities. The items in this chart were added in consultation with the LCN Advisory committee as they were deemed appropriate in terms of the direction of the initiative.*

Regional Cultural Heritage Development Strategy **ACOA (3/5) INTRD (N/A)**

The Humber Economic Development Board built into its 2010-2011 Integrated Business Plan the Regional Cultural Heritage Development Strategy. This initiative was about collaborating as a region to gather and understand the various cultural/heritage tourism assets we have in Zone 8 that are currently undeveloped in some way whether it be structure, concept or marketing. The initiative included these main activities:

- Encouraged municipalities to think about their cultural assets and the value they bring or could bring to a community;
- Brought municipalities to the table often together to think regionally about the assets that should be developed;
- Mobilized community heritage groups to get involved;
- Collected municipally completed asset documents outlining their priorities for assets, the assets development needs and the municipalities contribution willingness; and
- Community capacity building for all municipalities.

2010-2011 IBP Activities	Status
Develop an mapping document to catalogue assets	Complete
Catalogue assets in conjunction with municipalities	Complete
Gather preliminary data on asset significance	Complete
Final catalogue document	Complete
Deliver three Community Capacity Workshops <ul style="list-style-type: none"> • Cultural Interpretation (<i>did not receive funding</i>) • Packaging (<i>did not receive funding</i>) • Product Development (Funding Received and complete) 	Complete

North Shore Strategic Plan Phase II **ACOA (N/A) INTRD (3/5)**

In Phase I, the Humber Economic Development Board and the Department of Innovation, Trade & Rural Development facilitated a Strategic Planning Workshop in June of 2007. The workshop consisted of stakeholders from the six North Shore communities with a common goal to develop a strategic plan for the North Shore of the Bay of Islands. Throughout the consultative process stakeholders were able to establish core economic goals and objectives, develop a vision, and prioritize their sector focus.

HEDB has since met with the communities and has identified the strategic focus for the Bay of Islands-North Shore. In utilizing the opportunity management model we have prioritized the focus and will come together to develop the tourism assets of the area. Although slightly unknown the assets of the North Shore have inspired songs, brought in geologists from around the world and truly capture the rich history, culture and pride of Newfoundland.

2010-2011 IBP Activities	Status
Host a strategic session with North Shore Communities	Complete
Facilitate OM session (asset identification and prioritization)	Complete
Develop an mapping document to catalogue assets	Complete
Catalogue assets in conjunction with municipalities	Complete
North Shore asset development plan	Complete
Complete proposal for Pond Point	N/A*
Deliver three Community Capacity Workshops <ul style="list-style-type: none"> • Cultural Interpretation (<i>did not receive funding</i>) • Packaging (<i>did not receive funding</i>) • Product Development (Funding Received and complete) 	Complete

** Items listed as N/A indicate that they were attempted, but met with external obstacles and therefore were either unachievable or were deemed to be unnecessary or unneeded within the region. In this case, the development committee changed course, deciding not to pursue Pond Point as a development project. The focus for the North Shore communities has shifted to Brakes Cove. This will be examined as part of the Regional Cultural Heritage Strategy in phase II.*

Deer Lake Chamber of Commerce **ACOA (N/A) INTRD (4/5)**

The Humber Economic Development Board (HEDB) has once again worked with the Deer Lake Chamber of Commerce to develop and launch a continuation of the Business Retention and Expansion (BR&E) program launched in Deer Lake a couple of years ago. The BR&E Business Builder sessions will encourage business growth and competitiveness which is crucial to the sustained viability of the communities since businesses that stay competitive are more likely to remain and expand.

The Humber Economic Development Board has also worked with the Deer Lake Chamber of Commerce in the development of a comprehensive strategic plan. This was a landmark for the Deer Lake Chamber as it has provided them with a direction and a plan. The chamber has made great strides this year and will continue to be a valuable resource for its membership.

The Chamber has identified an opportunity to align their strategic focus with the demands of the business community. This focus will be demonstrated through the enhancement of business services and activities that are measurable and create more value for their membership that directly benefit the business community.

2010-2011 IBP Activities	Status
Develop needs assessment survey in consultation with the Deer Lake Chamber of Commerce	Complete
Review survey results and define direction for the Deer Lake Chamber of Commerce	Complete
Facilitate Opportunity Identification session with chamber executive	Complete
Work with the Deer Lake Chamber of Commerce to complete a strategic plan to unveil at the AGM	Complete
Launch a continuation of the BR&E Program Builder Seminars in Deer Lake. <ul style="list-style-type: none"> • Session 1: Intro Session (executive change, not interested) • Session 2: Quick Job Session – Cost Saving Programs • Session 3: HR - Retention • Session 4: HR - Recruitment 	N/A* Complete Complete N/A*

** Items listed as N/A indicate that they were attempted, but met with external obstacles and therefore were either unachievable or were deemed to be unnecessary or unneeded within the region.*

Non-Commercial/Commercial Initiatives – CF1-B (Target – 8)

Jackson’s Arm Heritage Society Phase III

The Jackson’s Arm Heritage Society was formed in 2006, to protect the heritage assets within the community of Jackson’s Arm. The Town of Jackson’s Arm has a rich history that can be dated back to the late 1700s with the first European presence. The Heritage Society has begun their journey focusing on the revitalization of the Stanley Ford Heritage Property and outbuildings.

This property has historical and cultural value as one of the oldest surviving properties in Jackson’s Arm exhibiting the rural community’s connection to the land and sea. The Ford property has considerable cultural value in Jackson’s Arm as a cluster of domestic, fishery, and farming buildings. The Stanley Ford Home is a 20th century vernacular, white painted wooden dwelling with a low hip roof. It was constructed in 1947, upon Stanley Ford’s return to Jackson’s Arm after serving in the Newfoundland Overseas Forestry Unit during World War II.

Phase I consisted of the restoration and revitalization of the property. Phase II of this initiative focused on the creation of value or significance of the heritage site. In Phase III, the Humber Economic Development Board supported and assisted the Jackson’s Arm Heritage Society in the following activities:

Activities	Status
Update existing Stanley Ford development plan	Complete
Develop proposal to fund the collection of tangible and intangible artifacts within the region	Complete
Develop Ford Heritage Interpretation Document	Complete
Deliver three Community Capacity Workshops <ul style="list-style-type: none"> • Cultural Interpretation (<i>did not receive funding</i>) • Packaging (<i>did not receive funding</i>) • Product Development (Funding Received and complete) 	Status details described in activities description

Cormack Agriculture Resource Centre

The newly developed Cormack Agricultural Resource Centre is a facility that is geared to promote economic growth in the agricultural industry. Cormack already has a strong agricultural industry on which to build. The centre will provide the opportunity and the resources to bring new techniques and innovative farming practices to the farmers where it will make the most impact, right in Cormack. It will promote interest and activity in new and non-traditional products. The town, in partnership with many organizations, was successful in constructing an agricultural development centre. This facility needs to be utilized to its full potential to house the many resources that are available to help farmers to thrive on the global interests to grow and develop better food products.

The Town of Cormack and the Humber Economic Development Board have partnered on this initiative to try and ensure the centre will have resources for farmers and for the community to better understand the needs of the agriculture community. The Agriculture Resource Coordinator was hired through the Skills Link program and the Town of Cormack provided office space, technology and travel allowance for the coordinator. We are happy to have assisted the community in this initiative and the information that will come out will certainly assist the board in future activities and initiatives. The position is set to conclude June 2011.

Activities	Status
Develop proposal to hire an Agriculture Resource Coordinator	Complete
Hire Agriculture Resource Coordinator	Complete
Identification of 3 priority workshops	Complete
Deliver three Community Capacity Workshops <ul style="list-style-type: none"> • Agriculture Opportunities (Complete and a success) • Agri-Tourism (Did not receive funding under CCB) • Innovation in Agriculture (Incomplete) 	Status report within activity description.
Farmer Interviews	In Progress
Final Report (Primary Research)	June 2011
Farm Site Visits	In progress
Attend Local Workshops and Conferences in Agriculture	In Progress

Howley Lift Bridge

The current rail bed through Howley encompasses two historical bridges. The bridge of greatest historical significance is a “Single Leaf Bascule Bridge” (Lift Bridge) constructed in the 1920s. This bridge is quite unique in that it is the last standing Bascule Bridge on the rail bed in Newfoundland and Labrador. The lift bridge itself is in excellent condition and has recently received a surface upgrade to accommodate the many residents and visitors that utilize the trail as part of the T’Railway. The counter weights were removed for public safety, but remain within the town and can be displayed at the lift bridge location for interpretation of the functionality.

The Humber Economic Development Board supported the Town of Howley on this initiative this year and will roll the lift bridge into our Regional Cultural Heritage Strategy as highlighted in our current Integrated Business Plan. The designation of the site became the priority as once it has been provincially designated the available funding and supports are significantly increased and the project is more likely to be supported. The application for designation was completed last year and is currently in the hands of the community to be submitted. HEDB will continue to support the designation process and the project in its entirety with the Regional Cultural Heritage Strategy. The chart below describes the activities undertaken during 2010-2011.

Activities	Status
Identify funding programs for the Heritage Lift Bridge	Complete
Support the Town of Howley in the provincial designation of the lift bridge through the Heritage Foundation of NL.	Complete
Deliver three Community Capacity Workshops <ul style="list-style-type: none"> • Cultural Interpretation (<i>did not receive funding</i>) • Packaging (<i>did not receive funding</i>) • Product Development (Funding Received and complete) 	Status details described in activities description
Documented asset using the asset mapping document	Complete

Corner Brook BR&E

Business Retention and Expansion (BR&E) is a well-known international economic development model which works with existing businesses to support economic growth. The interview with the business owner or manager reviews the current business and future plans with the intent of identifying issues and potential opportunities and taking action where appropriate. (*Corner Brook Business Retention & Expansion Report 2008*)

HEDB was the organization responsible for negotiating the two Zone 8 BR&E Programs that were hosted by the Deer Lake Chamber of Commerce and Greater Corner Brook Board of Trade a few years ago.

In spring 2008, the Corner Brook BR&E Program completed their final report which was developed from the survey results and interviews conducted about the BR&E Program. The committee began to implement their action plan in the Fall.

HEDB had taken the lead role on the Partnership and Mentoring Committee in 2009. HEDB has been involved in researching mentorship programs and participated in a discussion with Andrea Mailman from Price Waterhouse Cooper to discuss the *Mentorship Program* that was implemented in New Brunswick. Some of the issues that were revealed were: (1) who is responsible if a mentor relationship goes wrong, and (2) the preparation of legal contracts.

This initiative was being led by the former Executive Director. With the departure of the Executive Director from Humber Economic Development Board in December 2010, alternative staff members began moving this initiative forward. The acting staff immediately set up a meeting with the mentorship committee and discussed its implementation. The committee decided that before this activity could move forward we would meet with the BR & E Representative and an analyst with INTRD as this meeting was scheduled for February anyway.

Coming out of this meeting was the idea that mentorship is an important issue for the BR & E in Corner Brook, but it does not need a formal program developed. The BR & E program in Corner Brook has done a good job with partnership piece and the mentorship should be combined with an existing program or business support agency. As a result of this meeting the initiative could not proceed further. At the final quarterly meeting we discussed the previous information, but it was after the quarterly update that the meeting with INTRD occurred. An honest effort was put forth, but the activity may have been put in the IBP prematurely as the activities outlined were not needed.

International Appalachian Trail of NL (IATNL)

The Appalachian Trail is a well-known and highly regarded outdoor adventure brand that has provided substantial benefits to connecting communities in the eastern United States and Canada. Established in 2003 as a not-for-profit volunteer organization, the IATNL's goal is to combine Newfoundland's unsurpassed outdoor adventure resources with the market size and appeal of this brand to create the highest-ranked adventure tourism destination in the North Atlantic basin.

The IATNL is being developed with a view to becoming one of the premier hiking destinations in eastern North America and Western Europe. Its close proximity to spectacular Gros Morne National Park, combined with its location in a pristine wilderness area open to adventure related development provides a unique opportunity to develop a world-class adventure product with the potential to increase the tourism and adventure tourism industries in Western Newfoundland.

This initiative was being lead by the previous Executive Director and upon her departure in December 2010 alternate staff had to take over the initiative. The former Executive Director indicated in the third quarterly report that she was having trouble scheduling a meeting with the IATNL and that the priority at this time is to ensure the protection of the area from potential cabin builders or people who may try to place a stake in the area after the access is developed by the IAT.

The Executive Director did go on two fact-finding missions with Paul Wylezol. On July 20 HEDB chartered a cruise off the North Arm of the Bay of Islands to appraise the outdoor adventure potential of the North Arm and Hills. There was an excellent view of the North Arm Hills golden peridotite. On August 16, IATNL Transportation Director Robert Bradbury took HEDB Executive Director and Paul Wylezol on a one-hour flight over the North Arm Hills in his Cessna 172. The Director also met with IATNL, Dept. of Forestry and Lands and the Model Forest to discuss complications with designation of land as a special management area. Everyone at the meeting was favourable of the IATNL pursuing protective status for the Chimney Cove Valley area but realized the process could be lengthy and complicated.

Upon resignation of the Director, the acting staff held a meeting with Paul Wylezol to assess where the IATNL work plan was going. It was determined that, based on the land issues, the work plan previously set out was unfeasible at this time and therefore much of the work plan could not be undertaken. The Humber Economic Development Board will continue to support and work with the IATNL in the coming years.

Harris Centre Regional Workshop

The Harris Centre's Regional Workshops are key outreach activities for Memorial University. Usually planned in collaboration with a REDB, the Harris Centre aims to organize four workshops a year throughout Newfoundland and Labrador. They work on inviting relevant Memorial faculty, staff and students to the region where they are partnering. The zone board helps invite local representatives and to identify key themes/issues for the region.

This year the Humber Economic Development Board partnered with the Harris Centre to deliver a workshop in Zone 8. The workshop proved to be a wonderful partnership and many ideas and collaborations have come about as a result. The Humber Economic Development Board was involved every step of the way and lead the following activities:

Activities	Status
Local invites and tours	Complete
Topic selection and development	Complete
Proposal for funding (Travel and accommodations)	Complete
Facilitation and note-taking	Complete
Follow-Up (Participated)	Complete
Conference calls (Participated)	Complete

Hampden Playground

The Humber Economic Development Board was contacted by the town of Hampden to see if we would provide help toward getting a playground in their community. After consultation with the Board we decided to assist them in this endeavour. After much deliberation in terms of what the community would want with respect to the site and equipment, we completed the following activities for the community:

Activities	Status
Met with community leaders and citizens to discuss needs.	Complete
Contacted equipment dealers and obtained many quotes.	Complete
Developed a proposal for funding and the community submitted it under the Capital Grant Program	Complete
School board collaborations toward utilization of school land base. Contract developed and signed by Town of Hampden.	Complete
Follow-Up	Complete

Deer Lake Economic Development Committee

Within the 2010-2011 fiscal year the Humber Economic Development Board was asked to sit on the Deer Lake Economic Development Committee in order to provide expertise on projects, ideas, activities, and economic development in general within Deer Lake. The development committee is made up of members of the town council, local businesses within the community, the Deer Lake Chamber of Commerce, and the Humber Economic Development Board. The first meeting of the committee focused on goals and laying the foundation to becoming an action-oriented committee. It was agreed on by the committee that too often groups just meet, but get nothing done. This group was not willing to exist if it could not be effective and therefore it has been action-oriented. Projects and activities have already been completed and others are being developed. Below is a list of contributions made by the Humber Economic Development Board:

Activities	Status
Assisted in gap analysis and goal setting.	Complete
Invitation design for Commercial Land Meeting	Complete
Assisted facilitation and design of workshop in which commercial land owners, local businesses, and citizens were brought together to discuss commercial land potentialities.	Complete
Developed and delivered the Commercial land mapping activity and final recommendations from the participants.	Complete
Researched and developed recommendations on hiring an EDO for the Deer Lake and surrounding area. Coordinated a meeting between Reidville, Deer Lake, Cormack and the Grand Lake Centre of Economic Development toward the collaborative hiring of a full time EDO for the shared group.	Complete
Collaborated and introduced the Snowmobile Initiative to the group and have received their support to go forward.	Complete
Assisted in promotional material design and selection.	Complete

White Bay South “Community Conversation”

The Humber Economic Development Board in conjunction with Innovation, Trade and Rural Development, Rural Secretariat of Newfoundland and Labrador, and Human Resources, Labour and Employment have developed a two-part series regarding regional development and regional capacity in White Bay South. There is a need for renewed economic development in the region, due to the recent temporary closure of the shrimp plant in Jackson’s Arm and the decline in the forest industry in the region.

The first of these asked participants to look at **how the region currently works together**. In groups participants identified successes and challenges. They then focused on how they would like to see the region work together and brought forward suggestions for how some of the challenges could be addressed.

The second component of this first workshop will focus on identifying **regional development priorities** and building capacity to work towards the delivery of these. Participants will be asked to review currently identified opportunities and potential projects (these will have been brought together from ICSPs and previous Economic Development Plans) and to add other ideas to these opportunities. In groups, they will then identify the top three priorities for the region (where working collaboratively can make the biggest difference). Within the larger group, participants will vote to determine the overall top three priorities. Participants will also be asked to sign up to be involved with a working group for each priority.

The first workshop was facilitated by HEDB, the Rural Secretariat of NL, and Human Resources, Labour and Employment. The workshop was an incredible success with four priorities established by the local business owners and citizens toward improving the economic and social development of the region. The participants will return for the second workshop and begin to develop action plans, working groups and connections with outside resources and supports. The second workshop has been designed and will be facilitated once again by the aforementioned groups. Below are some specific actions taken on by HEDB within the initiative:

Activities	Status
Planning and development– Industry Adjustment Committee.	Complete
Assisted with invite design and completed mail out.	Complete
Completed proposal for CCB funding for both workshops.	Complete
Hosted the first workshop in White Bay south	Complete
Second workshop designed and funding received (May 2011)	In Progress

Commercial Land in Deer Lake

The municipality of Deer Lake approached the Humber Economic Development Board to do a presentation to them regarding economic development in the region and we agreed immediately. Upon meeting with the Economic Development Committee it was decided that we would become a member of the committee and it would be re-established with regular meetings. One area of concern coming out of the public meeting was commercial land in Deer Lake and the lack thereof.

Upon joining the committee, the members planning a workshop in which the land owners, developers, business owners and citizens could come together to think and talk about commercial land in Deer Lake. The Humber Economic Development Board helped design and facilitated this meeting and as well developed a document to be used in moving the commercial land potential beyond the workshop. The turnout was great with a good mix of all parties. HEDB lead the group in a breakout session regarding land availability and suitability, drawing from the sub-groups their feelings on best uses and how we could connect the land owners with the business community. A final document was submitted upon completion of the workshop documenting the parcel, its most appropriate use, and potential connections within the business community. The workshop itself brought some key players together and as a committee we felt this was well worth the effort. The Deer Lake EDC is now positioned quite well-positioned for future developments requiring commercial land. It was also important from a community planning perspective in terms of where certain types of businesses will be located within the community.

Regional Economic Development Officer

The Town of Deer Lake has been interested in hiring an Economic Development Officer for some time now and the Deer Lake Economic Development Committee took this on as a goal. The committee members asked the Humber Economic Development Board to assist them in this endeavour. The Humber Economic Development Board staff researched and examined all possibilities given the budget of the council. After researching the possibilities HEDB made recommendations for the committee to examine. The committee agreed with the recommendation and, in an effort to make the position regional in scope, long-term in nature and competitive, is now in the process of finalizing negotiations with the towns of Cormack and Reidville and the Grand Lake Centre of Economic Development regarding the shared position.

The Humber Economic Development Board coordinated a meeting between the four groups and is continuing to assist them in the development of a Memorandum of Understanding, a job description and negotiations between the groups.

Other Initiatives

It is important to note that some of the above CF1-A initiatives were not given a grade by both funding partners and therefore next to them a N/A was placed to show that it did not receive points under CF1-A. It is important for funding partners to take these ones into consideration under CF1-B if they did not receive points in CF1-A. HEDB has not relisted them in this section, but instead is using this cautionary note to ensure funding partners take them into consideration. These would include the Regional Cultural Heritage Strategy, the North Shore Development Plan and the Deer Lake BR & E initiatives.

Opportunity Management Process

The board and staff adhere strongly to the Opportunity Management process. The board includes the following elements of Opportunity Management the process:

- 1. Identifying economic development opportunities**
- 2. Evaluating & prioritizing opportunities**
 - **Developing criteria, deliberating & ranking**
- 3. Driving opportunities**
 - **Assigning leads, accountability & action plans**
- 4. Constant monitoring**
 - **Advance: Commit additional resources to move the idea forward**
 - **Rework: More investigation / rethinking**
 - **Kill: Stop working on idea & move on**

The board has made a commitment that board meetings will be initiative-focused and we will invite government-line departments and stakeholders to present their perspectives on the priority sectors within the region.

The board has been very active participating in public meetings, business site visits, sector symposiums, focus groups, municipal roundtables, economic development committee meetings, regional conferences, stakeholder round table discussions, etc. If there has been a meaningful meeting in Zone 8 related to our priority sectors we have been there or have created the discussion. We work very hard with stakeholders to identify gaps in the zone, develop initiatives and activities, evaluate them and move forward on those that move through the Opportunity Management funnel.

On numerous occasions, such as with the Harris Centre Regional Conference, Agriculture Opportunity Session, Kitchen Table Sessions, Public Forum, White Bay South Community Conversation and many others, we have broke into strategic groups focusing on particular sectors or opportunities and have utilized components of the OM process to barrow down ideas and end up with workable initiatives, activities, partnerships, etc. OM for HEDB is occurring on a day-to-day basis. We are in constant contact with government and stakeholder supports and partners fine-tuning and moving initiatives and activities forward.

The Humber Economic Development Board has and will continue to be in close contact with initiative stakeholders and partners to ensure we are working closely to move initiatives forward and that we are contributing as a team in their implementation. HEDB provided regular reports to stakeholders, initiative and activity partners and funding partners. The quarterly meetings are wonderful opportunities to report and to, if necessary, indicate a reworking or end of an initiative for external reasons.

Municipal Collaborations – CF2-A (Target 3)

Municipal collaborations are a priority of the Humber Economic Development Board and we have worked very hard in the 2010-2011 year to further strengthen our relationship with municipalities in Zone 8. We have had communication with all municipalities within the zone and currently have a number of projects in which municipalities are involved. On a regular basis we sit on municipal economic development committees, present to councils, meet as regional working groups on projects, attend municipally lead public planning sessions, and present at to the Great Humber Joint Council. Within the 2010-2011 year we worked very closely with municipalities on three initiatives. Each of the initiatives received points from funding partners under CF1-A municipalities played a major role. The details are discussed above under CF1-A. The three notable collaborations were the:

- **North Shore Strategic Plan**
 - The municipalities included in this were Cox's Cove, McIvers, Gillams, Meadows, and Irishtown-Summerside.
 - A final plan including all of the above communities was the result (see sample pages from report in Appendices).
- **Regional Cultural Heritage**
 - The municipalities included here were Cox's Cove McIvers, Gillams, Meadows, Irishtown-Summerside, Corner Brook, Deer Lake, Humber Arm South, Cormack, Reidville, Howley, Jackson's Arm, and Hampden.
 - An Asset Mapping document for all of these communities was the final result (see sample pages from report in Appendices).
- **Local Community Network**
 - The municipalities included in this were Sop's Arm, Pollard's Point, The Beaches, Jackson's Arm, and Hampden. (see email in Appendices).

Co-Sponsored Activities/Events CF3-A (Target 4)

The Humber Economic Development Board undertook a number of collaborative or co-sponsored activities throughout 2010-2011. Below is an account of the co-sponsored events held within Zone 8. It is important to note that some of the events will not be discussed in detail as they were previously discussed in other sections.

Harris Centre Regional Workshop (Discussed above under CF1-B)

White Bay South “Community Conversation” (Discussed above under CF1-B)

Commercial Land in Deer Lake (Discussed above under CF1-B)

Volunteer Appreciation Event

On April 19, 2010 approximately 250 volunteers gathered at the Greenwood Inn in Corner Brook, NL to be recognized for their volunteer efforts. The event was co-sponsored by the Humber Economic Development Board and the Community Sector Council of Newfoundland and Labrador. The event kicked off Volunteer Week in Corner Brook.

Deer Lake Chamber Business Builder Sessions

The Deer Lake Chamber of Commerce, the Humber Economic Development Board and Human Resources, Labour and Employment co-sponsored two business builder sessions in Deer Lake, NL. The first session was referred to as a quick job session and focused on bringing in program officers from Human Resources, Labour and Employment and Service Canada to give the main details of strategically selected programming for the group. There were 32 business owners present and the feedback was very positive. We did receive some indication later that some of the participants had inquired about programs and submitted applications. The feedback from the session was used to develop the second session on retention of employees.

The second workshop again was co-sponsored by the three agencies and again was well received. Guest speakers were brought in from the community to talk about their strategies for retaining employees in this transient work force. The real life examples were considered the big draw according to the feedback sheets. A third session is planned for Small Business Week 2011.

Business Service Agency Network

HEDB established the Business Support Agency Network in 2008. The group has grown to include 47 members representing 27 organizations and government departments who support business development throughout Zone 8.

The Network has evolved into a great information-sharing forum. The meetings are hosted by different organizations quarterly. An information binder has been developed which includes information about the organizations and programs or initiatives that are currently active. At each meeting, the representatives are encouraged to add to the information that is included in the binder. The quarterly meetings have proven to be a great means to discuss and promote upcoming and new initiatives and/or programs throughout the region. The meetings also allow for partnerships and collaborations to develop on projects. The meeting schedule:

June 2010 – host unknown

October 2010 – The City of Corner Brook

January 17, 2011 – Department of Immigration and Multiculturalism

May 10, 2011 – Department of Human Resources, Labour and Employment

Regional Revitalization from our Forests Conference

The conference was held in St. Paul's from April 12-15 at the Gros Morne Resort developed and facilitated in partnership between the Model Forest of Newfoundland & Labrador, Red Ochre Regional Board Inc., Nordic Economic Development Corporation and the Humber Economic Development Board.

The purpose of the conference was to share knowledge, strategies and tools to assist forest dependent regions in adjusting to sector transitions in times of economic change. The intent was to bring individuals and organizations together to view our forests with a new perspective and discuss innovative solutions to promote economic growth and sustainability in their communities. The event featured many speakers, including:

- Guest speakers from across Canada who specialize in non-timber forest product businesses and research;
- Value-added manufacturers;
- Community development specialists;
- Government forestry officials; and
- Business development organizations.

The conference took a significant amount of planning and many other community partners were involved in the planning through a steering committee. The conference received

incredible response and feedback. The event allowed all REDB's the opportunity to learn best practices, network with key stakeholders and experts and in breakout groups develop opportunities for which we can pursue, particularly as it relates to non-timber forest products.

Capacity Building CF4-A (Target 4)

Community capacity building has always been a priority for HEDB as it lends itself to community empowerment. It is critical that we, as an economic development organization, not merely assist or implement projects, but that we also create opportunities for communities to grow and develop through learning and empowerment. Some of the community capacity building workshops and seminars were discussed above and, therefore, not all will be discussed below. However, all will be listed below.

WBS “Community Conversation” (Discussed above under CF1-B)

Strategic Planning Session (North Shore)

On June 3, 2010 at the Town of Meadows the Humber Economic Development Board hosted a strategic planning session with municipal representatives from the entire Bay of Islands North Shore. The planning session focused on priorities within the region in terms of economic development and we attempted to answer such questions as: Where are you? Where are you going? How will you get there? The priorities were narrowed using assessment criteria and ultimately the group arrived at heritage and cultural expression through tourism. This planning session helped pave the way for many activities and initiatives with or including the North Shore Bay of Islands. From this session as well a North Shore Development Committee was established to focus on making the activities and initiatives a reality. The group was made up of mayors and counsellors from the municipalities.

Agriculture Opportunities Workshop

The Humber Economic Development Board Inc. hosted a session on recognizing opportunities in the Agriculture sector in January 2011 in partnership with the Cormack Agricultural Resource Centre. The workshop featured guest speakers from the Federation of Agriculture, Innovation, Trade and Rural Development, The Western Environmental Centre, The Department of Natural Resources, and the Grand Lake Centre of Economic Development. The topics of discussion included co-operatives, agri-tourism, farmers markets, the industry at a glance, and the festivals in the Humber Valley.

The workshop was attended by farmers within the zone, government-line departments, post-secondary institutions, and, of course, the organizations represented by the speakers. The workshop had over 30 registered participants and a couple of farmers dropped in on the day of the workshop to see what it was all about. The workshop was a great networking opportunity as well as it allowed us the opportunity to form relationships with local farmers and afterwards interview many of them for the Agriculture Resource Centre activity discussed in CF1-B.

Product Development Workshop (Heritage/Culture)

In partnership with the Museum Association of Newfoundland and Labrador the Humber Economic Development Board developed a workshop on cultural product development for the various municipal partners under the Regional Cultural Heritage Strategy Initiative. The workshop was well-attended by municipalities in Zone 8 and has aided in the initiative development. The workshop was used by participants as an elective course for the nationally recognized Museum Studies Certificate Program. The workshop entailed the following topics:

- Define a cultural product and explore why it is important to visitor experience
- Show you some of the ‘Stars and Dogs’ created in other institutions
- Show you some of the ‘winners’ created right here
- Walk you through the process of product development
- Highlight the do’s and don’ts when choosing what product to develop
- Give you a retailer’s perspective on what to look for and what will sell
- Provide you with a forum to share your own ideas

Commercial Land in Deer Lake (Discussed above under CF3-A)

Cooperative Development Workshop (LCN)

In January 2011 the LCN Coordinator, an employee of the Humber Economic Development Board, completed a proposal for funding under the Community Capacity Building program to have a facilitator deliver a CCB module on the basics of a co-operative. This session was planned and delivered in response to an established desire in White Bay South to potentially develop a Christmas wreath co-operative. The event was well received and a second workshop is currently in the development phase.

Hosted Development Alliance of Western Newfoundland Meeting

On June 18, 19, 2010 the Humber Economic Development Board developed and hosted the quarterly DAWN meeting for REDB's in zone 6, 7, 8, 9 and 10. The DAWN meetings represent the five zonal boards on the West Coast of Newfoundland and are often referred to as the Western Caucus. The meeting brings in industry leaders, government line departments, funding partners, guest speakers, etc. and provides the opportunity for REDB's to share best practices, collaborate on projects, and to learn from the invited speakers. The event takes place over a couple of days and is focused on economic development and how to make a difference in the respective zones.

Board Professional Development (Target 1)

Every year the Humber Economic Development Board makes it a priority to provide an opportunity for the board to complete a community capacity module or other professional development workshop. Staff members often partake as well in the workshop. This year the board completed a workshop delivered by Ted Lomond of NLREDA on **Opportunity Management**. The workshop was held on January 28, 2011 at the Port Authority building in Corner Brook, NL with 36.4% of the Board in attendance. The lower attendance was due to the inclement weather which prevented people from travelling from across the region. The session was a real help as the board moved forward in developing its business plan and strategic plan for the coming three years.

Government Consultation

The Humber Economic Development Board has continued to strengthen our communication with government-line departments particularly as it related to priority sectors and integrated business plan initiatives and activities.

Much of the engagement occurs in person and over the phone and as a result we do not have necessarily all the meetings and collaborations documented. However, we do have a significant number of emails that we are attached as an appendices. Throughout the year there were considerable conversations and meetings with groups such as the Department of Natural

Resources, Department of Innovation, Trade and Rural Development, Department of Human Resources, Labour and Employment, Atlantic Canada Opportunities Agency, post-secondary institutions, and many other groups through public consultation sessions, committee work, Business Service Agency Network and day-to-day activities. We did have a few meetings with various staff at the Department of Tourism, Culture and Recreation, but due to their schedules it was often difficult to set up meetings with them. We have documented the numerous requests for meetings and they clearly indicate our attempt to improve communication. Some of the staff have also agreed to be a part of our Tourism Working Group in the 2011-2012 year.

We have decided to make this particular criterion a priority on a go-forward basis. We were unaware that we should have been documenting every consultation or meeting and, therefore, much of them happened in-person or over the phone. We have recently started keeping a file dedicated to documenting this criterion. After meetings and phone calls we will be sending emails in order to document the communication and developments within the meeting.

Operational Compliance			
OC-1	Board Members representing priority sectors as identified in SEP.	<p>The Board is currently under diagnostics and, while the desire to restructure is present, the Board is waiting for the diagnostics to be complete before proceeding.</p> <p>RJ Locke– Business Rep Marvella Coates- Business Rep Eli Bishop – Business Rep</p> <p>Other members represent municipalities, labour, education and regional development associations.</p>	Board reports annually.
OC-2	% of Board members participating in professional development workshops through the CCB program	A CCB session was held with the staff and board on Opportunity Management. The session was attended by four board members (36.4%) as well as funding partners and staff.	Annual
OC-3	Required documents received on the required date of submission as per renewal letter.	The board did receive permission to pass the documents in at a later date and did adhere to the revised renewal letter.	Funding partners report annually.

OC-4	Number of quarterly claim submitted at the beginning of each quarter.	All claims have been submitted at the required times.	Funding partners report quarterly.
OC-5	Annual review and adherence to Board's Policies and Procedures Manual.	The board currently has a Policy Committee which reviews, on a regular basis, the content of the document. The Board did a short review last year and has committed to a more thorough review in the 2011-12 fiscal year.	Board reports annually.

Budget to Actual 2010-2011

Humber Economic Development Board Inc.

For the period April 1, 2010 to March 31, 2011	12 month budget	12 months	Actual	%	Variance
Wages and Benefits					
Executive Director	50,834	50,834	46,148	91%	4686
Executive Assistant	33,793	33,793	32,326	96%	1467
Economic Development Officer	35,000	35,000	32,081	92%	2919
Non incremental Salaries	6,722	6,722	7,536	112%	-814
MERC (WHSCC)	10,000	10,000	8,309	83%	1691
Health Benefits	5,300	5,300	2,617	49%	2683
Staff Severance (2010/2011)	0	-	0	0%	0
Subtotal	141,649	141,649	129,017	91%	12632
Training					
	3,000	3,000	821	27%	2179
Subtotal	3,000	3,000	821	27%	2179
Meetings, Conferences, Memberships and Travel					
	32,000	32,000	26,101	82%	5,899
Subtotal	32,000	32,000	26,101	82%	5,899
Furniture & Equipment purchases					
Computer Upgrades/Software	1,500	1,500	1,467	98%	33
Furniture & Equipment	1,000	1,000	0	0%	1,000
Subtotal	2,500	2,500	1,467	59%	1,033
Administrative Expenses					
Advertising	1,200	1,200	1,264	105%	-64
Bank and other charges	1,600	1,600	1,204	75%	396
Copying & Printing	1,000	1,000	590	59%	410
Insurance	4,200	4,200	3,726	89%	474
Office Supplies	3,114	3,114	2,193	70%	921

Postage	1,500	1,500	1,089	73%	411
Professional Fees	2,700	2,700	2,663	99%	37
Telephone/Internet Access/Fax	7,500	7,500	8,397	112%	-897
Janitorial	1,560	1,560	1,480	95%	80
Communications	550	550	0	0%	550
Office Rent	10,224	10,224	10,224	100%	0
Resource and Promotional Material	500	500	232	46%	268
Subtotal	35,648	35,648	33,062	93%	2,586
2010-2011 Grand Total	214,797	214,797	190,468	89%	24,329

Appendices

- 1. Emails with Carl Simms of Department of Tourism**
- 2. Emails with Crystal Anderson-Baggs of Department of Natural Resources**
- 3. Emails with Susanne Dawe, Perry Bingle, Jeanette Pink, Erica Humber, and Tanya Hawco of Department of HRLE**
- 4. Emails with Keith Payne and Sheila Earle of Department of INTRD**
- 5. Emails with Sonya Lane of ACOA**
- 6. Emails with Marion McCahon of Rural Secretariat**
- 7. Email with Ivan Emke of Memorial University – Grenfell Campus**
- 8. Sample Pages from North Shore Strategic Plan**
- 9. Sample Pages from Regional Cultural Heritage report**
- 10. Emails with municipalities involved in LCN work.**