



# COASTERS ASSOCIATION

UNITED FOR A BETTER FUTURE

## Strategic Plan 2018-2023



“Connecting  
the  
Coast”



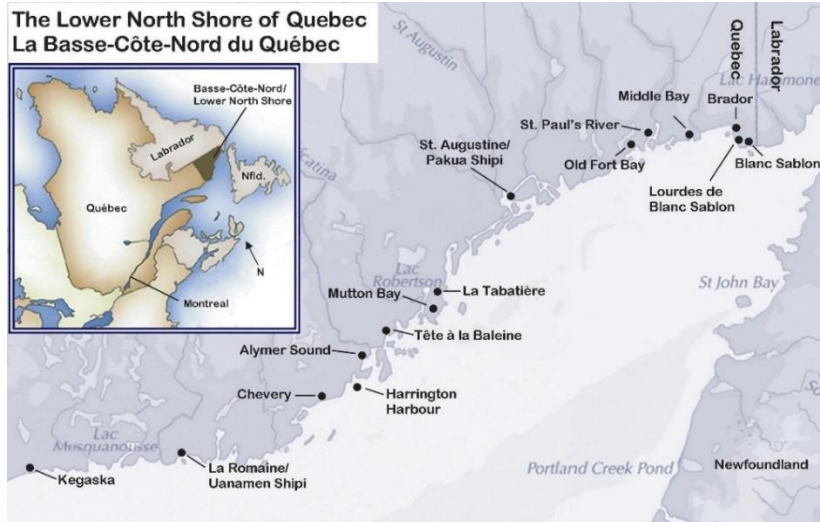
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The complete version of the Coasters Association 2018-2023 Strategic Plan is available at the office by emailing [coasters@globetrotter.com](mailto:coasters@globetrotter.com)

## THE LOWER NORTH SHORE

The Lower North Shore of Québec stretches from Blanc Sablon (at the Labrador border) to Kegaska (opposite the eastern tip of Anticosti Island). Sixteen (16) communities, including the two (2) native communities of Pakua Shipu and Uanamén Shipu, are spread along 400 kilometres of rugged coastline, and in most cases are accessible only by boat, plane or snowmobile (in winter). Due to the vastness and isolation of the region, transportation costs are extremely high and often unreliable due to extreme weather conditions.



Honorable Pierre Arcand visits the Lower North Shore

This remote region, which is majority English-speaking, has witnessed a significant decline in population over the last few decades due to the collapse of the region's main economic activity (the cod & salmon fishery), and the decline in the snow crab fishery. It is estimated that approximately half of the region's adult population leaves the Coast at some time during the year to secure employment elsewhere. Many leave the territory for several months at a time while their family remains on the Lower North Shore which results in social dislocation as, in some cases, both parents leave for work and their children are housed with grandparents or other family members. Many social challenges have emerged from the changing circumstances, such as caring for the elderly, and many youth leave and do not return due to the lack of job opportunities.

The Lower North Shore has come very close to losing some of their communities simply because of the current socio-economic circumstances and the region faces a double challenge in terms of sustainable development and enhancing vitality.

The Coasters Association seems to have a very strong sense of place and a sense of commitment, I am drawn to the organization.

**Shelia Downer,**  
Office of Public Engagement - Memorial University  
Vice-President, Finance, Development & Engagement - UARTIC  
Strategic Northern Liaison – COASTS (Cold Ocean Arctic Science Technology Society)



Our famous bakeapple!

## ABOUT "THE COASTERS"

The Coasters Association, often known simply as "the Coasters", is a non-profit organization formed in 1988 by a group of concerned citizens of the Lower North Shore of Quebec. The objective was to protect and further the interests of the population and contribute to the vitality of the region.

Nearly 30 years later, the Coasters Association's membership stands at 3,542. With each new member, the Association becomes stronger and the objective of identifying and responding to the pressing needs of the Lower North Shore more feasible.

The Coasters Association is a regional organization of the Lower North Shore that represents all of the communities on all issues, and voicing their concerns as one collective body. The Association's work is mainly funded by the Ministry of Canadian Heritage, along with other regional, provincial and federal agencies, while the remainder of its funding is derived from fundraising, donations and membership drives. To accomplish the various tasks at hand, 9 elected directors, representing the five municipalities of the coast, manage the Association and ensure that it remains attuned to the specific needs of the coast. Channelled through a Board of Directors, the Association serves as a reliable source of information for residents of the Lower North Shore. The Association assists residents of the Coast by bringing new skills, developing new programs, offering new services and by providing leadership training in each community to foster autonomy and development.

Some of the Coasters Association current actions are:

- Youth issues, such as job training and employment, research & development, transportation, camps, leadership and life skills, retention strategies, and networking.
- Development services for the community, for example transition services for the fishery sector, tourism development, economic diversification through bio-development (wild berry and other non-timber forestry resources), and agriculture (greenhouse, community gardens, etc.) and community kitchen programs, as well as heritage and culture activities & partnerships.
- Health and vitality that focuses on drug and alcohol abuse, crime prevention, seniors', women's and disabled issues, literacy, early childhood development, anti-poverty measures, healthy lifestyles, nutritional programs, food security, diabetes, health & social service retention strategies, regional access program, housing, community public health strategy and community profiles (HPP, CHEP, TV's in clinics on the LNS, etc.).
- Communication networks through local newspapers, web pages, support for radio stations, video conferencing sites, phone-in programs and high speed internet and implementation of a cellular phone service.

The Coasters Association's objective is to make the Lower North Shore a better place to live for residents of the Coast and we firmly believe that this objective will be attained sooner if everyone gets involved. By linking the communities of the Coast and by giving them a chance to partake in joint initiatives, the Coasters Association aims to create a common bond that will enable the entire Lower North Shore to face the challenges of renewal and development as one.



Some of our fantastic coastal scenery!

## MESSAGE FROM THE BOARD

This document reflects the vision, mission and goals of the Coasters Association, through its five-year strategic plan (2018-2023). A strong believer in organizational preparedness and producing measurable results, this strategic plan is the association's roadmap for the next five years. As an organization, a lot of time has been invested in developing its content – board members, staff, partners, and members have all contributed so that the plan truly reflects the needs of the entire community.

Our objective is to work with these same individuals and groups to achieve the goals of the plan and to implement the strategies that will make a difference. With such a framework to guide our actions, the organization can efficiently and effectively deploy its resources (human and financial), to make sure that the programs, projects and activities that it undertakes with its partner organizations are all working towards common and successful outcomes.

While the strategic plan elaborates many specific actions, these are all guided by five major pillars: to nurture and enhance community vitality and leadership, to promote and develop vulnerable groupings, to develop, diversify and sustain the LNS Economy and retain youth, to enhance government relations, and to renew and constantly revitalize the Coasters Association.

All these goals are important, but the last one is particularly vital, not only for the organization but also for the people that the association serves. Being prepared in a context where government resources are under pressure and social, economic and technological change is the rule rather than the exception is an essential element for community development. Through the development of a strategic vision and plan, Coasters Association has laid the foundation to ensure that the Lower North Shore region will be able to continue the process of revitalization and make certain that the future for its communities will be sustainable.



**Coasters AGM event!**

We are all very proud and very impressed by what the Coasters have done and by what you have brought to our region.

**Darlene Rowsell Roberts,**  
Administrator, Mun. Golfe St. Laurent

We are finally in a more positive era, we are using what we have to our advantage!

**Ashley Babin-Duguay,**  
CISSS Côte-Nord



**KIDS Summer Camp activities!**

Representatives per Municipality:



Eileen Schofield, President  
**Municipality de Bonne Esperance**  
Tel: 418.379.2053  
Email: [epnad@hotmail.com](mailto:epnad@hotmail.com)



Kaela Goudie, Board Member  
**Municipalité de Blanc Sablon**  
Tel: 418.461.2946  
Email: [keally@hotmail.com](mailto:keally@hotmail.com)



Nicole Fortin, Vice-President  
**Francophone Representative**  
Tel: 418.461.2509  
Email: [jacinthef@live.ca](mailto:jacinthef@live.ca)



Serge Mestokosho, Board Member  
**Native Representative**  
Tel: 418.947.1331  
Email: [sergemest@hotmail.com](mailto:sergemest@hotmail.com)



Gloria Bobbitt, Secretary  
**Municipalité de Golfe Saint Laurent**  
Tel : 418.787.2285  
Email: [globeth1@hotmail.com](mailto:globeth1@hotmail.com)



Johanne Beaudoin, Board Member  
**Senior Representative**  
Tel: 418.461.2394  
Email: [rjbeaudo@globetrotter.net](mailto:rjbeaudo@globetrotter.net)



Tony Roberts, Treasurer  
**Youth Representative**  
Tel: 418.379.2024  
Email: [t4roberts@xplornet.ca](mailto:t4roberts@xplornet.ca)



Dale Keats, Board Member  
**Physically and Intellectually Challenged Representative (non-voting)**  
Tel: 418.379.2951  
Email: [dale.keats@mrcgsl.ca](mailto:dale.keats@mrcgsl.ca)



Randy Jones, Executive Member  
**Municipality de Gross Mécatina**  
Tel : 418.773.2473  
Email: [randyjones@xplornet.com](mailto:randyjones@xplornet.com)



Deborah Foltin, Board Member  
**Education Representative (non-voting)**  
Tel : 418.962.5558  
Email : [dfoltin@csdulittoral.qc.ca](mailto:dfoltin@csdulittoral.qc.ca)



Greta Gallibois, Executive Member  
**Municipalité de St. Augustine**  
Tel : 418.947.2379  
Email : [ggallibois@gmail.com](mailto:ggallibois@gmail.com)

I would like to commend the Coasters for all the hard work they continue to do!

Deborah Foltin,  
Commission Scolaire du Littoral

## VISION

The vision of the Coasters Association, as a representative and responsive organization, is to enhance the quality of life on the Quebec Lower North Shore, by creating and supporting community development and community leadership.

## MISSION

The mission of the Coasters Association is to develop knowledge of the needs and expectations of the sixteen communities on the Lower North Shore and act in partnership with community leaders, organizations and stakeholders to design and deliver community strategies, programs and services which respond to the region's development challenges and which profile the unique cultural and natural resources of the region.

## GOALS

- Nurture and enhance community vitality and leadership
- Promote the social development of vulnerable groupings
- Develop, diversify and sustain the LNS Economy and retain youth
- Enhance Government relations
- Renew and constantly revitalize the Coasters Association

### Founding Members – May, 1988

Dennis Murray	President
Bill Floch	Vice-President
Medrick Maurice	Member
Emmerance Murray	Member
Randy Jones	Member
Cornella Maurice	Member

### Presidents

Dennis Murray, Medrick Maurice, Joan McKinnon, Barry Roberts, Wilson Evans, Scott Buckle, Tony Roberts, Anthony Dumas, Eileen Schofield

### Executive Director

Cornella Maurice September, 1989 – April 2018

## VALUE STATEMENT

The ability to lead and model diversity throughout the organization and within the communities of the Lower North shore. Value diverse organizational and life challenges, creating an environment that is inclusive of all. The organization should act with integrity, openness, respect and honesty in all relationships, dealings and transactions. The core values of the organization are:

**Integrity** – Accept and demonstrate a shared responsibility throughout the organization and within the communities.

**Innovation** – Continue to improve and enhance our current activities and services to develop programs.

**Accountability** – Competent management of both the resources and activities that lead the organization.

**Inclusiveness/Diversity** – Recognize and respect all persons in the organization and in the communities.

**Networking/Partnership** – Promote the exchange of experiences and achievements between organizations.

**Commitment/Impact** – Focus on positive impact with our resources, with measurable outcomes.

**Leadership/Accessibility** – Set tangible benchmarks for the organization to succeed in them

**Volunteerism** – Value the contributions of volunteers to the organization and the community.

### The Coasters Association will nurture and enhance community vitality and leadership

#### By enhancing organizational development on the Lower North Shore

- Provide organizational, professional and leadership development opportunities for volunteer organizations
- Assist other organizations to develop their individual capacities to identify and respond to the needs of their members and their communities

#### By facilitating the emergence of local leadership and organizational groups and committees to address specific challenges and concerns

- Participate in regional development activities, in particular the promotion of a common vision of the Lower North Shore
- Create or participate on committees and working groups in the areas of economic development, H&SS, education, senior and youth social and employability programs, justice issues, etc....
- Participate in regional and provincial networks, and create networking opportunities for organizations and the implementation of their action plans



**Master students Jessica Poole and Karla Roberts accept the Innovation Award won at the GALA DES PRIX INNOVATION for our strong technological partnerships!**

#### By improving support measures available to volunteers

- Support the Local Table for Seniors in the implementation of a Volunteer Action database

#### By facilitating the growth of a solid and effective communications and multimedia network across the LNS

- Contribute to the development of local and regional radio, print, social media (Facebook, Twitter, Instagram, etc...) websites and high speed internet
- Develop communication plans pertaining to projects, and undertake initiatives
- Provide training for staff and board to keep pace with technology developments

#### By increasing the capacity of local foundations to support community initiatives

- Provide administrative support to the Uni-Aide Foundation, and participate on Uni-Aide Foundation Board of Directors
- Collaborate with the Dr. Camille Marcoux Foundation in their efforts



## STRATEGIES FOR ACTION

### The Coasters Association will promote the social development of vulnerable groups on the Lower North Shore

By developing and implementing specific strategies to respond to the unique needs of vulnerable groupings, youth, seniors, and those with loss of autonomy, and the disabled population.

- Research the needs of each of these programs to support the LNS vulnerable groups
- Apply for application status to establish a Maison de Famille on the Lower North Shore
- Maintain partnerships with Centre d'intégr  de Sant  et des Services Sociaux (CISSS), Community Health and Social Services Network, Local Table for Seniors, Local Senior groups, Alzheimer's Society, L'Appui, Commission Scolaire du Littoral, Municipal Regional Council and Groupe Accessibility, in implementing programs across the LNS



**Intergenerational activity with seniors and youth at Residence aux Beaux Sejours!**

By identifying overall objectives and initiate partnership actions in collaboration with social services and health networks

- Complete and implement work/actions plans that improve vitality of the LNS Communities for social economy programs (Show me the Way-Avenir D'enfants, Basse C te Nord en Forme, Ecosystemic Plan, Seniors Day Centers)
- Through NPI Initiative, complete and implement the work/action plans that improve access to H&SS

By increasing collaboration with organizations involved in social/community development the LNS

- Representation on the board of directors of the CISSS C te Nord Advisory Committee
- Maintain LNS Coalition for health
- Continue the Education Network (McGill)
- Assistance to the User's Committee
- Collaborate with the CISSSCN in the delivery of their programs
- Collaborate with Table Sant  Qualit  de Vie 09 (Quality of Health Table), in the development of a regional plan
- Increase the availability of housing for Seniors, those with loss of autonomy and low-income families, so they can remain in their communities for as long as possible

- Work in collaboration with the Uni-Aide Foundation to provide affordable lodging to families across the LNS when travelling to Blanc Sablon for medical reasons or family support, through the launching of a housing facility

By developing and implementing Information and Communications Technologies (ICT) initiatives that support social development

- Support development of tele-health sessions and programs by promoting and hosting sessions across the LNS
- Develop a health promotion framework

## STRATEGIES FOR ACTION

### **The Coasters Association will encourage the development, diversification and sustainability of the Lower North Shore economy, and retain youth**

By increasing employment opportunities for youth

- Lobby for improved employment prospects for youth, and identify specific industries for employment to prepare youth through education and training programs
- Provide support for complementary programs that will enhance the quality of their work, and improve vitality in the region
- Provide youth ages 15-29 with opportunities to increase their employability skills and work experience through research and development, career focus and youth skills program, and the creation of a youth mobilization program



**Introduction to Bee farming (Apiculture) on the Lower North Shore!**

By increasing the provision of education opportunities for youth in the region

- Collaborate with Commission Scolaire du Littoral (CSL), College Centers for the Transfer of Technology (CCTT's), LNS Bioproducts Solidarity Cooperative to develop programs related to science and engineering
- Develop program linkages between the LNS Research Facility, post-secondary and vulnerable youth
- Assist the CSL in obtaining necessary resources to enable youth to participate in activities on and off the coast through job fairs
- Support the expansion of the fisheries/aqua-entrepreneurship into new species and assist local businesses and/or harvesters in the start-up and/or expansion of fisheries/aquaculture

By collaborating on the renewal of the fishery

- Keep the Department of Fisheries and Oceans (DFO) informed of issues/needs through consultations with the Harbour Authority, local fishers, and plant workers
- Assist local organizations, committees and associations with fishery efforts and contact information for government lobby materials and other resources

By ensuring the sustainable development of the wild berry and non-forest timber industries

- Contribute to the development of the LNS Bioproducts Solidarity Co-op through the establishment of a laboratory within the LNS Research Facility and the implementation of other industries (i.e.: algae harvesting, birch sap, partridge berry farms, bee pollination, etc...)

By ensuring industry development on the LNS

- Support the development of the LNS Business Incubation Acceleration Center – LNS Research Facility



**Lower North Shore Scientific Summit!**

By facilitating the development of agriculture, aquaculture, and bio-development industries in the region

- Assist in the implementation of sheltered cultivation, greenhouses, and permaculture gardens along the LNS in partnership with the municipalities
- Support the establishment of two composting sites in two separate communities on the LNS to mitigate organic waste and transform it into marketable compost and implementation of an organic waste program on the LNS

By ensuring the development and implementation of food security initiatives across the LNS

- Support the implementation of the Nutrition North Program
- Increase access to local food production, which also addresses transportation issues

By ensuring the development of the tourism industry potential, and heritage and culture activities

- Support the LNS Tourism ad hoc table in the implementation of their action plan
- Support the local museums and tourism stakeholders
- Implementation of a Tourism Marketing plan with partners
- Sport/recreational cod fishery in place on the LNS with the Lower North Shore Fishermen's Association, DFO, LNS Tourism Ad Hoc Table, etc...
- Enhance natural, heritage and cultural attributes and attractions in partnership with the local museums and QLF
- Support and promote exchanges between cultures with the Aboriginal communities and the Community Learning Centers (CLC)



**Visit from representatives of the Native Community!**

By ensuring the development and implementation of strategies that improve transportation in the region

- Support the MRC and other partners for the completions of route 138

- Advocate for a better transportation systems to serve the region with the MRC du Golfe-du-Saint-Laurent and Coop Voyage CoSte to deliver a fast maritime link, chartered flight service, and improved airline and ferry/ship services
- Ensure ground transportation for tourists and other visitors in all communities of the LNS and develop and publish a database of services

## STRATEGIES FOR ACTION

### The Coasters Association will enhance government relations

By initiating and collaborating in efforts to maintain and improve government engagements with organizations and communities of the Lower North Shore

- Plan initiatives, in partnership with other organizations, to be submitted to government
- Make presentation(s) to various governments to improve policy, programs and services and lobby for improvements to criteria(s) of government funding and current programs
- Create links with support mechanisms at federal, provincial and regional levels of government

## STRATEGIES FOR ACTION

### Renew and constantly revitalize the Coasters Association

By carrying out a strategic planning process to ensure the operational efficiency and effectiveness of Coasters Association

- Identify and undertake strategic planning processes on an ongoing basis
- Complete and implement various organizational plans, as appropriate
- Revise the Constitution, Operational, Personnel & Board policies and procedures, as necessary

By carrying out a research on organizational needs to support the development of the Coasters Association

- Conduct Needs Assessment and Skills Audit of Staff
- Prepare and update job descriptions and annual activity charts
- Carry out employee development appraisals

The **Lower North Shore Coalition for Health** is comprised of representatives from various leading organizations on the coast, which include:

- ✚ Coasters Association
- ✚ CISSS Côte-Nord
- ✚ Commission Scolaire du Littoral (CSL)
- ✚ Suréte du Québec
- ✚ MRC du Golfe-Saint-Laurent
- ✚ Quebec Labrador Foundation (QLF)
- ✚ Local Table for Seniors
- ✚ Groupe Accessibilité
- ✚ Community Economic Development and Employability Corporation (CEDEC)

This group is dynamic and active, playing a decision making role to help better serve the population of the Lower North Shore.

## **PARTNERS**

### ORGANIZATIONS/FOUNDATIONS

Ami Quebec  
Groupe Accessibilité St. Augustin  
H&SS User's Committee  
Advisory Committee to the CISSSCN  
Local Table for Seniors and Community Groups  
Aidant Naturelle de la Basse Côte Nord  
Domestic Aid Cooperative  
Lower North Shore Housing Corporation  
Residence aux Beaux Sejours  
Holland Center  
St. Bridge's Home  
Jeffrey Hale Partners  
Métis Region BCN/Métis Inuit Community  
Quebec 4-H/4-H Canada  
ACCORD – Resources, sciences et technologies marines  
Coopérative de développement Régional du Québec (CDRQ)  
RAP Côte Nord  
YMCA – Young Men's Christian Association  
YWCA – Young Women's Christian Association  
MADD Canada  
LNS Sports & Leisures  
Canadian Junior Rangers  
North Shore Deanery/Anglican Diocese  
Dr. Camille Marcoux Foundation  
Fondation Uni-Aide  
Tamarack Foundation  
QCHSSN Foundation  
Corporation de developpement des exportations de la Côte Nord  
Centraide

### NETWORKS

CHSSN (Networking and Partnership Initiative)  
Community Learning Centers  
Education Network  
Lower North Shore Coalition for Health  
Provincial Health Committee  
Quebec Community Groups Networks  
Community Economic Development & Employability Corporation  
LEARN – Leading English Education and Resource Network

### GOVERNMENTS, AGENCIES & INSTITUTIONS

Canada Economic Development  
Canadian Heritage  
Service Canada  
Fisheries & Oceans Canada  
Human Resources & Skills Development Canada  
Status of Women  
Young Canada Works  
Agriculture & Agri-food Canada

Employment and Social Development Canada (ESDC)  
Minister of Economy, Science and Innovation  
Societe d'Aide au Developpement des Collectivites(SADC)  
Agence de la santé et des services sociaux de la Côte-Nord  
Ministère de Santé et Services sociaux du Québec (MSSS)  
Institute nationale Sante Publique du Quebec  
Ministere de la Famille et des Aines  
Centre de la Santé et des Services Sociaux de la Basse Côte-Nord (CISSSCN)  
Alzheimer's Society  
L'Appui  
Avenir D'enfants  
Ministère de l'Éducation et de l'Eseignement supérieur Québec  
MRC du Golfe-du-Saint-Laurent/LNS Municipalities  
LNS Caisse Populaires  
Société du Plan Nord du Québec  
Affaires municipales et Occupation du territoire (MAMOT)  
Ministere du Developpement, de l'Innovation et de l'Exportation – MDEIE  
Ministere de l'Agriculture de Pecheries et de l'Alimentation - MAPAC  
Soutien aux initiatives visant le respect des aines  
CIRADD (Centre d'initiation à la recherche et d'aide au developpement durable)  
Ministry Économie, Science et Innovation Québec  
Natural Sciences and Engineering Research Council of Canada (NSERC)  
Unite Regionale de Loisir et de Sport (URLS)  
Member of National Assembly  
Member of Parliament  
Commission Scolaire du Littoral (CSL)  
Sûreté du Québec (SQ)  
Secrétariat aux affaires anglophones

### UNIVERSITIES/CCTT'S

Carleton University  
Concordia University  
Memorial University  
McGill University  
Royal Roads University  
University of Waterloo  
UQTR (Université du Québec à Tros-Rivière)  
Innoweave  
CICAN (Colleges and Institutes Canada)  
Mérimov  
Biopterre  
Innofibre

Oleotek  
 CEPROQ (Centre d'études des proceeds chimique  
 du Québec)  
 Centre d'experimentation et de developpement  
 en forêt boreal (CEDFOB)

BUSINESSES/COMPANIES

GIDC Mécatina Inc.  
 Aqua Labadie  
 TC Business Solutions  
 R&B's Harbour Retail  
 Numerik – Solutions d'affaires  
 Raymond Chabot/Grant Thornton – L'instinct de la  
 croissance  
 Grafkar – L'agence Image Multimedia  
 Sebastien Rist/Andre Leroux-Levesque –  
 Production Company  
 Numerik  
 Pêcheries Petit Harve  
 Depanneur Riverview  
 Coopérative de Solidarité en Tourisme Equitable  
 Shore Grow  
 Virage Santé  
 LNS Bioproducts Solidarity Cooperative  
 10243256 Canada Inc.  
 Pec Nord

TOURISM/TRANSPORTATION/FISHING

Coop Voyages CoSte  
 LNS Tourism ad-hoc Table  
 Tourism Committees/Museums/Centers  
 Association touristiques régionale (ATR)  
 Quebec Labrador Foundation  
 LNS Arts and Culture Guild  
 Pal Airlines  
 Bella Desgagnes  
 Apollo  
 LNS Fishermen's Association/Committees  
 Harbour Authorities

MEDIA

LNS Radio Stations (CFBS, CJAS, CFTB, CFTH)  
 LNS Cable Coop  
 Gazette/Northern Pen  
 Canadian Broadcasting Corporation  
 Radio Canada  
 La Presse  
 TVA Sports 1 & 2



The Coasters Association has many organizational documents available at the office, which ensures the association continues to operate in the best possible way. Along with the Five (5) Year Strategic Plan, some of these vital documents include:

- ✚ Constitution
- ✚ Operational & Personnel Policies
  - Chart of Employees
  - Human resources Organigram
  - Job Descriptions
  - Annual Activity Reports
- ✚ Operational & Board Policies/Guidelines
- ✚ Office Rules & Regulations
- ✚ Employment Agreement
- ✚ Human Resources Development Plan
- ✚ Stabilization Plan
- ✚ Organization Development Strategy
  - Succession Plan/Framework
  - Personnel & Board Development
  - Transition Plan
  - Organizational Regulations & procedures
  - Implementation Tools (*Action Plan, Knowledge & Transfer Plan, Training, Learning & Development Plan, Interview Reference Guide*)

## CONCLUSION

The Lower North Shore is a historic region with links going back to the first European fishers who ventured along the rugged coastline of the Golfe of St. Lawrence over 500 years ago. Today's challenge is to renew the community's vitality in the face of macro-economic shifts and long-term changes in the exploitation of natural resources.

For 30 years (May 2018), the Coasters Association has been front and centre in addressing the challenges facing the population of the region by focusing on a range of community issues, especially the development of the human and social capital required to renew leadership, develop new programs and undertake projects that spark innovation and bring about positive change.

But the Coasters Association cannot act alone, it has – and must – continue to work hand-in-hand with the many partners from government, institutions and the private sector that are essential to achieving progress for the entire community. Despite the remote and rugged nature of the region, there is potential in every member of each community to contribute to the enhancement of the vitality of the Lower North Shore, and Coasters Association is there to make sure it happens.

## CONTACT INFORMATION

The Coasters Association is here for you and is committed to offering information concerning available services to all of the Lower North Shore's communities. For further information regarding the current activities of the organization, please feel free to contact the office in St. Paul's River at your convenience:

### **Coasters Association Inc.**

313 Boul. Bonne Esperance  
P.O. Box 10  
St. Paul's River, Qc., G0G 2P0  
Phone: 1-877-447-2006  
418-379-2006/2356  
Fax: 418-379-2621

Just wanted to say how impressive the Coasters AGM is and to hear all the accomplishments over the years is wonderful. Listening to the young adults speaking, and as a former resident of La Tabatiere, honestly, I tip my hat to all of you. You've found your heart and inspiration, I really truly honour that, and have a lot of respect for you.

**Juel Chouinard,  
Consultant**

Cornella Maurice  
Executive Director  
Ext. 223  
Email: [coasters@globetrotter.net](mailto:coasters@globetrotter.net)

Kimberly Buffitt  
Director of Programs  
Ext. 226  
Email: [hssnpi@globetrotter.net](mailto:hssnpi@globetrotter.net)

James Buckle  
Director of Finance  
Ext. 222  
Email: [jbcoasters@xplornet.com](mailto:jbcoasters@xplornet.com)

Lenora Keats  
Office Secretary  
Ext. 221  
Email: [coasters@globetrotter.net](mailto:coasters@globetrotter.net)





30 years ago – startup of the Coasters Association  
*“United for a Better Future”* – Randy Jones