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Coasters Association

Coastal Summit Report 2020

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Saint Pauls River QC

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Introduction

A virtual Coastal summit was organized and carried out by the Coasters Association in the fall of 2020. A total of 156 individuals participated in a series of Zoom sessions which had two objectives. First, sharing information about the social and economic initiatives of the Coasters Association; and second, how to support the economic and social development of the Lower North Shore.

From November 2 to 17, 2020, 9 community meetings were held across the territory. Community members and partners in Kegaska, Harrington, La Romaine, Chevery, Tete-a-la-Baleine, the Municipalities of Gros Mecatina, St. Augustine, Bonne Esperance, and Blanc Sablon came together to share information, identify challenges and potential areas of development. Participants received information on their community/municipal data, the Coasters Association Social Development Framework, and the initiatives the Coasters Association had implemented in their community. Each community meeting carried out an exercise to identify the strengths, weaknesses, opportunities, and threats for each community and/or Municipality.

On November 24 & 25, 2020, a Leadership Summit took place where municipal councils and local committees had the opportunity to come together to discuss the realities and challenges of the Lower North Shore. Municipal profiles were presented and discussions took place that highlighted issues that impacted accessing and developing infrastructures, programs and services for Municipalities. Featured were, Espace Muni, which highlighted their services available to Municipalities; and 13 Ways Inc., which presented common barriers that communities experienced in terms of development.

On December 8 & 9, 2020, a Partnership Summit brought together a dynamic fusion of local, regional, provincial, national, and international partners. This was an opportunity for interested stakeholders to discuss the development of the economy of the Lower North Shore. The accomplishments of the Coasters Association's Northern Research Center were highlighted, and discussions were held around the realities of developing isolated, northern communities and the innovative solutions being used by businesses and organizations on the Lower North Shore.

Keynote speakers were Trent Fequet of Steel River Group and Pierre Erwes of BioMarine Network. Both speakers showcased their models that complemented the Coasters Association's vision for potential economic development.

Community Consultations

Facilitator – Hugh Maynard, Qu’Anglo Communications

Words of Welcome

Each of the nine (9) community meetings were opened with words from the Director of Operations & Innovations for the Coasters Association, and a Municipal representative. All attendees were introduced and thanked for their participation.

Opening of the Coasters Association Satellite Office

The Coasters Association was extremely proud to officially introduce staff in its satellite offices throughout the Lower North Shore. Video messages were played from Natalie Valbert of Health Canada, Christopher Skeete, Parliamentary Assistant to the Premier for Relations with English-Speaking Quebecers, and Jennifer Johnson from the Community Health and Social Services Network. Each speaker congratulated the communities on opening their satellite office with the Coasters Association.

An overview was provided about the initiatives taking place in each community and how the process of developing and implementing a project works. This included identifying the needs a community may have, developing partnerships with key players, building an action plan, and securing the funding needed.

Information was shared about the Coasters Association operational budget and how the organization evolved into two divisions. The first division, the Northern Research Center division will focus on economic development, social development, and research. The second division, the Wellness Center division, will focus on social and community programs for youth, family, and seniors across the Lower North Shore.

Presenting Municipal Profile

Municipal data (2016 census) was shared with each community. Data highlighted were:

- Population age groups
- Population trends and the population decline from 1996-2016
- Education levels
- Language percentages
- Unemployment rate and how each Municipality compares to the regional and national unemployment rates.

Highlighting Opportunities and Successes

The Coasters Association identified it would not be as successful without partnerships. The Lower North Shore Coalition for Health was mentioned as a great example of a partnership that works toward regional support and development.

The partnership between the Coasters Association and the Centre de services scolaire du Littoral (CSSL) was featured and CSSL staff noted the mutual benefits this collaboration brings for the communities. Benefits that include:

- Infrastructure – office space, animation space, etc.
- Training – Adult education, bursaries, field trips, science integration model, etc.
- Human resources – Employment, recruitment/retention, human resource planning, etc.
- Partnerships- HOME Committee, Lower North Shore Coalition for Health, Education Network, etc.

**Copies of each community presentation are available at the Coaster's Association, contact shelley.fequet@coastersassociation.com if you would like an electronic copy.*

Lower North Shore Social Development Framework

The Lower North Shore Social Development Framework outlines an approach that focuses on increasing support and capacity for communities on the Lower North Shore. Social development is about improving the wellbeing of every individual in society so they can reach their full potential. This relates to the improvements in health, education, housing, drinking water, etc. Social development is directly related to economic development because if income increases then people can potentially have better education, nutrition, housing, and health which can result in improved wellbeing.

Community Capitals

A major component of social development are the community capitals. Community capitals are resources and characteristics identified with successful and sustainable communities. Every community possesses a variety of resources and characteristics that interact between and with each other. A community capitals approach allows for the viewing of various elements, resources, and relationships within a community and their contribution to the overall functioning of the community.

Natural Capital is a community's environment, ocean, forests, wildlife, soil, weather, berries, natural beauty, etc. Natural capital not only adds to the beauty but can affect the economy in such areas as the fishing industry, agriculture development etc. It can increase revenue and create business opportunities.

Cultural capital gives a community its own distinctive character, consisting of common attitudes, symbols, events, traditions, heritage, etc. Cultural capital influences what voices are heard and listened to, which voices have influence in what areas, and how creativity, innovation, and influence emerge and are nurtured. It can be used for economic development through tourism.

Human Capital includes the qualities of an individual that helps them earn a living; strengthen the community through volunteerism and community representation. Investments in people are important for the development of communities. Example: Training programs increase an individual's potential to earn a higher income or employment advancement. It can increase an individual's capacity to access outside resources and have a better understanding of how to support their community.

Social Capital is a network of connections among individuals and organizations in a community and between communities. Social Capital is the glue that holds our society together and makes things happen. Social capital is a vital component to influence change in a community as it is through a communities' networks of relationships and connections that people can work together towards economic and social change. It can be the most important community capital.

Political Capital is created when access to power causes a change in resources. It is the ability to influence standards, rules, regulations plus enforce guidelines. Power in communities can take many forms and can be found in people working at different levels. As well, political capital is strongly affected by social capital. Political capital can stop community projects. Understanding how political capital works is an important key to change.

Financial Capital is money used for investment, not for consumption. Communities depend on financial capital to invest in the growth of the community and to ensure sustainability for the future. Financial capital includes the financial resources available to invest in community capacity building, economic development, support entrepreneurship, and future community development. Example: Private investors, loans, grants, community foundations, etc.

Built Capital is the infrastructure that supports the community. It is the basic services and structure a community expects to have and needs to be managed. Built capital is often an important focus of community development efforts. It includes water and sewer systems, roads, telecommunications, fish plants etc.

The Clock Analogy: How the 7 Community Capitals Work in Social Development

When you look at a clock you see the smooth progression of time, which is consistent and continuous. But when you open a clock, you see a complex system of gears and cogs all in motion for the purpose of moving time forward. Envision your community the same way. From the outside things are just happening; people are moving, and day-to-day activities are going on. But behind the scenes there are organizations, groups, municipal bodies, and people working to make community life happen. And much like a clock, if one of the moving parts stops, or is lacking in any way.. it impacts the entire function. Communities and municipalities can use community capitals to measure current resources and identify potential for improvements.

**Copy of the Lower North Shore Social Development Framework is available at the Coaster's Association, contact shelley.fequet@coastersassociation.com if you would like an electronic copy.*

Strengths, Weaknesses, Opportunities, Threats (SWOT) results

During the Summit, participants divided up into break out groups to discuss and identify community strengths, weaknesses, opportunities, and threats:

Kegaska:

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Water line being installed • Sewer line being installed • Community Center being built 	<ul style="list-style-type: none"> • Complicated process to get land approved • Lack of employment diversity • ATV trail not completed • School not always accessible • Lack of MRC presence
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Increase in tourists • Tourism experiences • Campground location identified by Municipality • Building at wharf available for utilization • Adult Education for various training • Community is a gateway to the LNS • Shared human resources for sustainable employment 	<ul style="list-style-type: none"> • Lack of developed land for housing • Lack of consultations with community • Lack of clarification about who is responsible for infrastructure at wharf (MTQ vs DFO) • Lack of phase 3 Hydro • Lack of space for early childhood activities • Lack of human resources • Challenges in getting resources and access to services

La Romaine:

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Maison Municipal • Strong senior participation • Community kitchens • Community gardens & garden boxes for seniors 	<ul style="list-style-type: none"> • Communication with Coasters Association • Lack of communication with English communities • Lack of municipal parking • Lack of employment opportunities • Unaman Shipu has work available but not in La Romaine • Lack of interest from Unaman Shipu in partnering with La Romaine on tourism

OPPORTUNITIES

- Training
- Tourism
- School available to be utilized for a senior's home
- Site designated for mini golf course
- Site identified for campgrounds

THREATS

- Closing of Marie Sarah School
- High senior population
- Lack of fishing industry
- Lack of youth

Chevery:

STRENGTHS

- Covered rink/community center
- Utilization of school
- Green spaces
- Community is welcoming

WEAKNESSES

- Lack of family-oriented activities
- No active tourism Committee
- No infrastructure for heritage space
- Lack of summer tourism support

OPPORTUNITIES

- Composting site development
- Develop and preserve heritage
- Collaboration with Harrington
- Hiking trails
- Online stores for local artisans
- Land development
- Housing
- Infrastructure available to be utilized (Lonzo's)
- Zoom platform for Local committees to connect
- CSSL – training
- Resource – Michael Cosgrove (CEDFOB) previously worked on the planification of the ATV trail (AECOM)
- Resource – MAMH forwarding of info to other ministry departments
- Many projects have been started/developed – need to move forward

THREATS

- Lack of social activities for adults (20-45)
- Lack of hotel
- Lack of restaurant

Harrington:

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Seafood Co-op • Fish plant • Pool • Rowsell House 	<ul style="list-style-type: none"> • Low salaries • Transportation services are difficult (helicopter, taxi) for employees working between Harrington & Chevery • High costs to transport products • Lacking leadership for transportation file on the LNS • Lack of services for tourists • Lack of community consultation about the National Park • Lack of regional collaboration with the Cote Nord • Airfare Reduction Program needs restructuring for LNS residents

OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Shipping live products (i.e., lobster) • LNS package for tourism • Some land available for development • Fish by-product waste for composting • Establishment of the Coalition 128 and Airline Charter Co-op in the Cote Nord • Community forums with various departments (MRC, MTQ, STQ, Airlines, Municipalities) • Share complaints and issues with STQ • MRC Manicouagan willing to share their experience establishing a Transportation Committee 	<ul style="list-style-type: none"> • Low number of youth • Lack of road link • Low number of young families • Lacking human resources • Accessibility to services on the mainland • High cost of airfare • Poor transportation services

Tête-à-la-Baleine

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Radio station (4 employees) • Weekly tours for tourists on the Bella • Some winter tourism • Auberge (serves meals) • Engaged individuals 	<ul style="list-style-type: none"> • Lack of competitive salaries • High cost of living • Not a high supply of healthy food options • Lack of lodgings (CSSL) • Difficult to secure the 20 %- 30% needed to submit projects • Lack of leisure activities for adults • Low hours for the library • Lack of housing available for rent

OPPORTUNITIES

- Culture Café project
- Winter tourism
- Cine Club project with Sports & Leisure
- Agriculture development
- Compost site
- Peat Moss beds
- Place aux Jeune
- Land available for development

THREATS

- 8 youth in the school
- Lack of 15-40 yr. old age demographic
- Lack of human resource
- Difficulty in securing sustainable funding for staff at CJTB Radio
- Lack of housing available to buy or rent
- Transportation issues

Gros-Mécatina (La Tabatière, Mutton Bay):

STRENGTHS

- Agro
- Improvements in waterline
- Arena
- Nutrition North
- 3 fishing clubs
- Hard working people

WEAKNESSES

- Lack of road connection
- Lack of hydro to Agro sites
- Lack of marketing (tourism, Agro, etc.)
- No government officials have visited the Municipality
- Language
- Identifying funds and maneuvering the grant process
- Large amount of scrap metal needs removal
- National Park project was not supported
- High cost of air fare
- Airfare Reduction Program needs restructuring for LNS residents
- Many projects started but not completed
- Interest lost in rock quarry
- MRC has not taken lead on identifying community challenges

OPPORTUNITIES

- Fish plant infrastructure available for utilization
- Blue economy initiatives (algae, sea cucumber, sea salt, etc)
- Municipality able to be the hub for joint internet connection on the LNS
- Remote work
- Upcoming road work
- Land available for development
- Housing available for rent or sale
- Tourism
- Tours offered to tourists on the Bella

THREATS

- High transportation costs
- High employment loss when fish plant closed
- Lack of youth
- Lack of employment opportunities
- Low student numbers

- St. Lawrence School infrastructure able to be utilized (office space, training, research, etc)
- Potential lodging available for out-of-town students (Maison Mecatina)
- Training with Adult Education
- Member of the Municipality is a board member on Culture Cote Nord
- Build a global LNS plan to identify regional initiatives for common issues

St. Augustine:

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Natural resources – river, berries, forest, etc • Arena • Active tourism committee • 2 ice fishing cabins available to rent • Utilization of Municipal building – offices, fitness room, Nutrition North, Eco-center • Utilization of school – PACE, 50+ Club, school daycare, municipal library • Park • Partnership between school & 50+ Club to create a garden and install compost bins • Job opportunities with STQ 	<ul style="list-style-type: none"> • Lack of adult activities • Few family activities • Lack of diverse employment opportunities • Transportation • Bridge needed across river • Bella schedule – late arrival, inadequate for tourists • Hovercraft schedule – not ideal for the plane schedule, number of crossings not adequate • Fast Link Ferry Project did not move forward • High travel costs • Airfare Reduction Program needs restructuring for LNS residents

OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Tourism – winter & summer • Work closer with Pakua Shipi • Waterfront Development project started • Connect Sports & Leisure Committee with others on the LNS to discuss event scheduling • Online store for artisans • Recording history of St. Augustine • Land available for housing • Build on existing community activities – Whitefish Hole carnival, Women’s Day, Percy Island event • Community beautification • Multifunctional trail between St. Augustine and Gros Mecatina • Training with Adult Education • New industry development- algae, peat moss, agriculture etc. 	<ul style="list-style-type: none"> • Lack of road connection • Lack of lodgings for rent or sale • Lack of youth • Lack of employment diversity

Blanc Sablon (Brador, Lourdes de Blanc Sablon, Blanc Sablon):

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Tourism • Ferry to Newfoundland • Road connection to Labrador highway • Beach • Campground • Welcome center • Marina and floating docks • Radio station • Sûreté de Québec office • Arena – has 1 paid employee 	<ul style="list-style-type: none"> • Lacking funds to maintain human resources • High senior population – resources needed to keep them living at home • Welcome center needs upkeep and maintenance • Materials needed for walking trails – signs, info plaques, garbage cans, etc • Lack of senior facility in Brador or Blanc Sablon • Lack of support to identify grants and grant development • Lack of amenities at beach- change rooms, bathrooms, etc • Damaged ATV trail between Brador and Blanc Sablon • Location of ferry terminal is not ideal- safety concerns • Lack of marina in Brador – funding needed • Lack of growth in fishing industry • Wharf needs expansion • Lack of infrastructures and amenities in Kegaska for fishermen from eastern sector • Difficulty in sustaining the arena infrastructure and employee(s) • Lack of volunteers • High turnover in CISSS staff • Lack of employment diversity • High costs for artisans – materials, shipping, etc

OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Increase in 2020 tourists • Tourism – Archeology sites, trails, Greenly Island, link with Bonne Esperance • Sports complex – arena expansion, swimming pool, walking track, indoor playground, rental space • Pier at beach – summer jobs, boardwalk, washrooms, concession stand, artisan booths • Economic development- algae, aquaculture, agriculture • Link all Sports & Leisure Committees to schedule events • Higher wages for Homecare workers 	<ul style="list-style-type: none"> • Seniors need resources and support to remain in their homes • Service delivered by the Bella needs improvement • Difficulty recruiting homecare workers • Lack of housing • High transportation costs – products and individuals • COVID- inability of in-person fundraising

- Partner with companies, organizations to hire qualified locals
- Training with Adult Education

Bonne Esperance (Middle Bay, St. Paul's River, Old Fort Bay):

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Fish plant • Elementary school • High School • Road connection • Parks/playground • Active senior group • Coasters Association head office-job creation • Returning youth • Some business development from natural resources • Adult Education Center • Active Sports & Leisure Committee 	<ul style="list-style-type: none"> • Boat launch at OFB wharf needs upgrading • OFB wharf infrastructure – needs maintenance, parking lot needs expansion • Difficulty in identifying funders • Lack of land available for development • MRC – difficult to access funding and to purchase existing businesses • Lack of understanding of CCQ restrictions • Inadequate number of local hires from outside companies • High transportation costs • Airfare Reduction Program needs restructuring for LNS residents • Reduction in mail service • Caisse Populaire Business Center located off territory • Lack of infrastructure and basic amenities in Kegaska for fishermen from eastern sector • Large amount of scrap metal needs removal • Lack of recreational center for year around use • Lack of government offices on territory • Municipality not prepared for large economic growth – water and sewer infrastructures, lodging, etc • High cost of transporting recyclables
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Fish plant buildings in Middle Bay and Old Fort • Old Fort Wharf • Deep harbour in Old Fort • Tourism development • LNS Bio-products Co-op • Explore ability to receive employment insurance benefits while working to start a business • Build database of individuals seeking employment and identify skills 	<ul style="list-style-type: none"> • Inadequate amount of employment opportunities – youth and adults • High travel costs • High transportation costs for shipping out products • Lack of human resources • Lack of infrastructures • Lack of housing for rent or sale • Difficulty to obtain land • Difficult to obtain CCQ cards

- Municipal waterfront project – includes 3 communities
- Utilize waste from fish plant
- Training with Adult education
- Bio development
- Waste management – recycling, composting
- Re-establish Chamber of Commerce
- Community beautification
- Use natural resources for economic development
- Market the benefit of living on the LNS

Leadership Summit

Facilitator – Hugh Maynard, Qu’Anglo Communications

The Coasters Association Leadership Summit allowed the Municipalities of the Lower North Shore, and the Municipalités régionales de comté (MRC), to come together and learn from partners, participate in workshops geared at increasing Municipal support and participate in networking strategies.

Words of Welcome

Both nights of the Leadership Summit meetings were opened with words from the President of the Coasters Association, and the MRC. All attendees were introduced and thanked for their participation.

Lower North Shore Profile

The global statistics of the Lower North Shore data (2016 census) was shared, the data highlighted were:

- Population trends over the 20-year period of 1996-2016
 - Overall population decline with most notable decline from 2001- 2006 and from 2011-2016
 - Population declines in ages 0-19; Blanc Sablon-33%, Bonne Esperance – 52%, St. Augustine – 31%, Gros Mecatina – 52%, Golfe-du-St-Laurent, 57%
- Education levels trends over the 20-year period of 1996-2016
 - 43% of ages 25 – 64 are without diploma, certificate, or degree
 - Elementary and Secondary school population (2010-2019)
- Language percentage – 51.5% English, 15.4% Francophone, 33% Bilingual
- Unemployment rate of the Lower North Shore (28%) compared to the national unemployment rate (7.7%) - 381 more individuals would need to be employed on the Lower North Shore for it to match the national unemployment rate.

**Copy of the presentation is available at the Coaster’s Association, contact shelley.fequet@coastersassociation.com if you would like an electronic copy.*

Presentation – Project Rural

Jennifer Hayes – Rural Development Consultant

The Coasters Association worked on the Regional Development Initiative for Eastern Quebec (RDIEQ) Project, funded by Secrétariat aux Relations avec Québécois d’Expression Anglaise (SRQEA), with the Committee for Anglophone Social Action (CASA) and Council for Anglophone Magdalen Islanders (CAMI), Heritage Lower St. Lawrence and the North Shore Community Association (NSCA) to look at the situation in certain Anglophone regions in Quebec. Jennifer Hayes was the consultant hired to create a portrait for each of the regions implicated in the RDIEQ project.

The main objective of the RDIEQ project was to accurately elaborate on development challenges and opportunities that Eastern Quebecers share, compared to official language minority communities in the rest of the province. A selected subset of the overall project results, that touched on the Lower North Shore was presented.

- Sources of indicator data
 - Census profiles
 - Ministère des Affaires Municipales et de l’Habitation (MAMH) vitality index
 - Investment reporting
 - Regional Development Policy
 - Community Health & Social Services Network (CHSSN) documents
 - Coasters Association reporting
- Comparative Vitality Model developed to contextualize all the data collected
 - Regional vitality versus English-speaking community vitality to identify which quadrant the Lower North Shore is situated
- Lower North shore does not have stand-alone political influence, it’s included into the Cote Nord territory and that does not give an accurate representation of the social dynamics of the region. However, the Lower North Shore as a regional entity, has a considerable concentration of English-speakers who hold the keys to regional development.
- The Lower North Shore received no funds from the Programme d’infrastructures Québec-Municipalités (PIQM) and Fonds des petites collectivités (FPC) investment of 386 million. The number of requests submitted from the Lower North Shore is unknown.
- There was no Municipalités régionales de comté (MRC) du Golfe-du-Saint-Laurent policy around the Fonds de développement des territoires (FDT) (2018-19).
- 2016 census - the unemployment rate in the English-speaking community was 31.7% and at 19.9% for Francophone community.
- 41% of low educational attainment (high school diploma or less) on the Lower North Shore.
- Lower North Shore is a region of long-term population decline and population growth cannot occur with birth rate alone, attraction of new people to the region is vital.
- English-speakers on the Lower North Shore benefit from better income compared to the English-speaker in the rest of the province. This includes government transfers, which is a large portion of Lower North Shore income. However, most income is seasonal which does not have the benefits of health insurance or a pension fund.

**Copy of the presentation is available at the Coaster’s Association, contact shelley.fequet@coastersassociation.com if you would like an electronic copy.*

Presentation – 13 Ways to Kill Your Community

Doug Griffith – President & CEO, 13 Ways

Doug Griffith is the President and CEO of 13 Ways Inc, a company he founded to provide consultations to struggling North American communities. He is a coauthor of the book “13 Ways to Kill Your Community”, now in its second edition. This book has become the go-to manual for community building in North America. Doug is an instructor with the Executive Education Program at the University of Alberta School of Business, a former politician and former member of the legislative assembly of Alberta.

It takes many elements of a community working together to make it strong and be successful. These are elements that can be detrimental for community success:

1. Forget the water – Quality and Quantity

- 3 communities, on average, every week are put on boil advisory alerts in Canada.
- Citizen count on the ability to have access to quality water.
- Quantity of water is just as important for community development.

2. Don't attract businesses

- Competitiveness with businesses is not a bad thing.
- Competition gives a community the benefits of price, quality, selection, service, etc.
- Competition makes business better and encourages people to spend money locally.

3. Don't engage youth

- It is the nature of youth to go explore, to see new ideas and to meet new people.
- The key is to give youth a reason to come back after they are done exploring.
- Telling youth there is no future and being negative will not make them stay.
- High speed internet and connectivity are vital for creating opportunities for youth.
- If youth leave a community the future of that community leaves.

4. Deceive yourself

- When communities have no idea who they are or what they have to offer.
- People say their community is perfect, which is never the case, or like every other community.
- Municipal strategic plans have too many objectives or actions that are unrealistic to achieve.
- Location, language, culture, people, lifestyle; those are the things that make a community unique. That's what should be valued by a community if they want people to live there.

5. Shop elsewhere

- Every dollar spent in a community, touches seven (7) other people before it leaves.
- Money spent outside the community is gone forever.
- Businesses need support on how to be competitive and professional to keep community members shopping local.

6. Don't paint

- Community beautification is very important when growing a community.
- An ascetically pleasing environment looks more successful than one that looks to be unkept and not well maintained.

7. Don't cooperate

- Municipalities and communities who do not work together are destined to fail.
- Partners within a community who refuse to cooperate and compete for the same resources (grants, volunteer, fundraising, etc.) will contribute to the failure of the community.

8. Live in the past

- Not In My Back Yard (NIMBY's) – these are people in a community who are aware things need to change in the community but do not want it to happen close to them.
- Build Absolutely Nothing Anywhere Near Anything (BANANA's) – these are people in a community who do not want anything to change in their community.
- Not On Planet Earth (NOPE's) - these are people in a community who think nothing should change anywhere.
- Citizens Against Virtually Everything (CAVE's) - these are people in a community who will go against everything.
- Fire-up Everyone Against Reasonable Solutions (FEARS) - these are people in a community who stop change by spreading fear and negativity.
- Those 5 groups keep a community focused on the past and not thinking about the future.

9. Shut out your seniors

- Seniors are community builders and have a lot to contribute to a community's development.
- In the past, today's seniors were the volunteers that helped build a community.

10. Reject everything new

- When communities are short sighted and forget about how things are changing.
- Housing, economic development and technology are challenged when a community does not evolve.

11. Ignore outsiders

- People who have deliberately moved to your community.
- They have a different perspective that can contribute to a community's success.
- A community who is not welcoming will not succeed.

12. Grow complacent

- Community continuing to do things the way it has always been done will not grow.
- Status quo does not equal sustainability.

13. Don't take responsibility

- Blame and responsibility are different.
- The Lower North Shore is not to blame for the status of the fishery but is responsibility for how it addresses the needs that arise from it.

It is important to remember that every community must start from somewhere... one person, one business or one organization. Anyone who believes in the value that their community has to offer can find value in growth.

“Those who say things cannot be done should not interrupt those that are doing it.” – Doug Griffith.

**Copy of the book “13 Ways to Kill Your Community” is available at the Coaster’s Association, contact shelley.fequet@coastersassociation.com if you would like a copy.*

Discussion period - Highlights

- Socialization is important for community growth.
- The Lower North Shore must work towards accessing funds from the Programme d’infrastructures Québec-Municipalités (PIQM) and Fonds des petites collectivités (FPC) investments. All Municipalities must work together with the MRC to make that happen.
- It is possible for the Lower North Shore and Labrador to work together, as a functional, inter-provincial partnership, towards collective advancement of their common regions.
- Current investment policies at the MRC are written to discourage competition, this is not beneficial to the Lower North Shore.
- Review the current MRC policies to reflect on whether they are beneficial for the growth of the region.
- Engage Jennifer Hayes to conduct a more comprehensive profile of the Lower North Shore.
- Engage Doug Griffith to work with the Municipalities and MRC on the Lower North Shore.
- It will take more than just employment to grow the Lower North Shore.
- Unless mobilization occurs on all levels (local, regional, provincial) then lasting change will not happen.

Guest speaker

Christopher Skeete – Parliamentary Assistant to the Premier for Relations with English-Speaking Quebecers

Mr. Skeete has been instrumental in helping promote Coasters Association initiatives such as the Business Incubator and Accelerator Program. He and his team are in frequent contact with the Coasters Association and his previous visit to the Lower North Shore gave him a sense of what it would take to be the government of the regions. His aim is to understand the realities of the regions and recognizes that services are not always accessible.

- The Coasters Association was congratulated on all the work they have been doing and should be commended on its ability to bring relevant actors together to move actions forward.
- The Secrétariat aux Relations avec Québécois d'Expression Anglaise (SRQEA) is there for initiatives like the Coastal Summit, to keep community vitality ongoing and help ensure they can do well in Quebec.
- Recent budget announcements from the Secrétariat aux Relations avec Québécois d'Expression Anglaise (SRQEA), allocated a record amount for the English communities. The Enhancing Regional Community Capacity (ERCC) program received an increase of 1.6 million and funding was also allocated for senior wellness center and employability initiatives.
- It is important that the English communities feel at home in Quebec. This includes knowing that the Quebec government can fund initiatives and that the Secrétariat aux Relations avec Québécois d'Expression Anglaise (SRQEA), can build links with other ministries.
- It's encouraging to see the Lower North Shore working towards ensuring they have a place in Quebec's economy and the Secrétariat aux Relations avec Québécois d'Expression Anglaise (SRQEA), will be there to support keeping the community and economy vibrant.

Question/Comment period - Highlights

- There is an entente signed between the Secrétariat aux Relations avec Québécois d'Expression Anglaise (SRQEA), Ministère des Affaires Municipales et de l'Habitation (MAMH), the Municipalités régionales de comté (MRC) and the Municipalities on the Lower North Shore to build capacity and help manage government on a local level.
- One of the ways Secrétariat aux Relations avec Québécois d'Expression Anglaise (SRQEA), will support youth retention in the regions is the 7.4 million, over 5 years, designation for employability with the Provincial Employment Roundtable (PERT).
- The health care system on the Lower North Shore is in a vulnerable position, there is a shortage of nursing staff and communities are fearful of clinics closing. The province hired more Préposé aux Bénéficiaires (PAB's) during the first COVID-19 wave.
- There are not enough police on the Lower North Shore, more support needed to enforce COVID-17 protocols. Canadian Rangers were deployed during the first COVID-19 wave but concerns were raised about additional support if the virus spreads in the region. Mr. Skeete offered to organize a meeting between the Mayors and the Minister of Public Security, if requested.
- Sports & Leisure Committees on the Lower North Shore need support, COVID-19 had impacted their fundraising efforts. Lower North Shore was invited to reach out to Mr. Skeete's office to arrange meeting with different departments if needed.

- Accessibility to the Lower North Shore is still an issue, the Coalition Avenir Québec (CAQ) government announced a plan for the 138 but airfare is still a huge concern. The Lower North Shore was not invited to consultations with the airlines and all communities stated that the Airfare Reduction Program is not adequate due to the high cost of air travel to the region. Mr. Skeete will follow up with the Minister of Transport.
- Municipalities have issues accessing the Programme de la taxe sur l'essence et de la contribution du Québec (TECQ) funding.
- The Coasters Association can facilitate a meeting between the Secrétariat aux Relations avec Québécois d'Expression Anglaise (SRQEA) and the mayors to have a more in dept conversations about the needs and priorities of the Lower North Shore.

Presentation – Community Economic Development & Employability Corporation (CEDEC)

The public sector: An essential partner in collaborative economic development

Early Results in the Lower North Shore

John Buck – President, Chief Executive Officer

Martha Crombie – Director

Objective of CEDEC's presentation:

- Illustrate how collaborative economic development is producing results in the Lower North Shore and it can help municipalities optimize economic growth.
- Provide examples of how collaborative economic development is having an impact elsewhere in the province.
- Discuss with mayors, municipal opportunities for economic development and barriers.

Our collective challenge:

- Canada's prosperity is impacted by the disruptive potential of massive technological innovation and shifting domestic and international trade flows.
- The current pandemic underlines the economic challenges Canada is facing or will face.
- Economic innovation that benefits communities will be crucial to ensure prosperity, inclusiveness, and solidarity across Canada.

Collaborative economic development means working with public, private, and civil society:

- CEDEC will contribute to the future prosperity of Canada by taking bold action to benefit official language minority communities.
- CEDEC's HUB of expertise and innovation leverages Public, Private, and Civil Society (PPCS) collaboration to improve the production, distribution, and trade of goods and services that benefit official language minority communities
- CEDEC believes that together, the Public, Private and Civil Society sectors can innovate, access new streams of investment/revenue, enhance economic activity, and distribute economic benefits more evenly. This means being inclusive and that all parties benefit.

Targeted economic benefits for communities include:

- Securing new investment to enhance economic activity.
- Increasing tax revenues. Especially important for municipalities.
- Developing the workforce so people get jobs, better jobs, or increase wages.
- Creating and scaling businesses.
- Producing new products and services and/or introducing them into new markets.
- Expanding domestic and international trade.

Lower North Shore tri-sector:

- Opportunity to foster the Public, Private, and Civil Society (PPCS) sector collaboration to ensure the continued development of the emerging bio-product industry on the LNS.
- CEDEC supported the development of priorities among competing opportunities, facilitated conversations, encouraged the adoption of multi-sector action plan to ensure the growth of the berry initiative and supported Pakua Shipi in building a case for project funding.

Sector stakeholders:

- Private sector
 - Integrity Inc. – Investor and client of Lower North Shore Bioproducts Solidarity Cooperative
 - Lower North Shore Bioproducts Solidarity Cooperative – locus of business development
- Public sector
 - Secrétariat aux Relations avec Québécois d’Expression Anglaise (SRQEA) – Business Incubation & Acceleration Center funder
 - Pakua Shipi Band Council – Leverage fund for, and beneficiary of lab construction
 - Service Canada
- Civil Society sector
 - Coasters Association – vision, creation and operation of Business Incubation & Acceleration Center and supporter of Lower North Shore Bioproducts Solidarity Cooperative
 - Centre d’expérimentation et de développement en forêt boréale (CEDFOB)- research and funding.
- Results:
 - 3-year fixed price contract with a US-based distributor to the cosmetics/nutraceuticals industries.
 - \$7.28M in new private and public sector research and development investment.
 - 32 clients supported through local business incubator.
 - 6 harvesters trained in sustainable gathering of non- timber forestry products.
 - Harvester’s Guide produced for sustainable harvest and business development.

What to watch for:

- New business in the land-based supply chain.
- Laboratory development and skilled workers on the Coast.
- Business development of birch sap, sea cucumbers, etc.
- More trained harvesters to increase supply of land-based products.
- Expansion of bio-marine harvesting and product development (pending funding).

Other helpful learning for municipalities from CEDEC's work across the province:

- Move the initiative out of the political cycle / public sector = enabler (Sutton).
- Beneficial tri-sector collaboration in agri-food development, housing as an economic driver, creative recruitment strategies to fill labour shortages.
- Municipality as employer and role model (Montreal - recruitment).
- Beneficial inter-municipal and municipal-regional collaborations (Housing, Agri- Food).
- Role of the public sector and an enabling role (from municipalities):
- Regulations
- Permits
- Policies
- Strategies
- Investments
- Political support
- Lending resources
- Funding studies
- Accessing exclusively available public funds

In conclusion:

- CEDEC is convinced that public, private, and civil society collaboration is critical to prosperity, inclusiveness, and solidarity across official language minority communities and all Canadian communities.
- Successful innovation in human resource/economic development must produce end-state benefits for communities and their citizens.
- Tri-sector collaborations have broad applications - may be used to address future LNS opportunities to benefit municipalities.
- Municipalities are key public sector stakeholders in collaborative economic development.

**Copy of the presentation is available at the Coaster's Association, contact shelley.fequet@coastersassociation.com if you would like an electronic copy.*

Presentation – Espace MUNI

Isabelle Lizee – Director General

Marie-Christine Dubuc – Service Offer Coordinator

Espace MUNI is a non-profit organization that was created from the merger between the Carrefour Action Municipal et Famille (CAMF) and the Réseau Québécois de Ville et Villages en Sante (RQVVS). Dedicated to putting people first, in the perspective of municipal professional and elected officials, where citizens are considered workers, parents, volunteers, students, grandparents, etc. so they may contribute to today's communities.

Who is Espace MUNI:

- More than 30 years of Municipal expertise.
- Membership: brings together more than 400 municipalities and MRC's.
- Mission: Support municipalities to improve the overall health and quality of life of citizens through community development.
- Vision: A sustainable and inclusive municipal environment that allows citizens to develop their full potential.
- A passionate and interdisciplinary team with 16 employees, more that 20 inter-regional facilitators and advisors from fields of sports and recreation, urban planning, communications, politics regional and community development and sociology.

What Espace MUNI can offer:

- Tools and platforms
- Programs
- Inspiration training network
- Personalized support
- Municipal policy development process
- Intersectoral, citizen participation and empowerment approach

How municipalities should engage in social development or why municipalities should adopt a social development policy:

- To fully exercise leadership and ensure that social development is at the heart of a sustainable development.
- To develop a coherent and concerted vision.
- To share responsibilities with concerned stakeholders.
- To act as an engine of change and create new synergies.

Role of municipalities:

- Leader
- Partner
- Ambassador
- Facilitator

Impacts of municipalities participating in a social development discussion and adopting a social development policy:

- Concerted and partnership actions.
- Adequate resources.
- Achievement's consolidation and innovation.
- Knowledge and outcome s evaluation.
- Raise citizen involvement and social commitment.
- Support social cohesion and living together.
- Develop human scale communities.

Participants were invited to read the book “Putting People First: A municipal management guide to social and sustainable development”. The goal of the book is to support municipalities and citizens in their ongoing efforts the quality of life in their communities. The Coasters Association provided each municipality with a copy of the book prior to the Leadership Summit.

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Strengths, Weaknesses, Opportunities, Threats (SWOT) results

During the Leadership Summit, participants divided up into break out groups to discuss and identify community strengths, weaknesses, opportunities, and threats of the Lower North Shore:

Lower North Shore:

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Rich cultural history • People - resilient, skilled, resourceful, genuine, determined, volunteerism • Natural capital – low pollution, scenery, wildlife, potential for scientific research • Close knit communities • Languages – English, French, Innu • Information shared quickly in a community • High speed internet and cell service • Collaboration • Unique artisanal products • Connection with partners • Curriculum for northern research • Funding secured for 2 additional MRC agents 	<ul style="list-style-type: none"> • Lack of virtual medical consultation • Isolation • Lack of sustainability – low numbers, inadequate core funding • Access to basic services – water, housing, etc. • High aging population • Mostly seasonal work • Low salary scale • Lack of infrastructures • Securing percentage required to apply for funding • Low political capital • MRC is young – more capacity building needed • No long-term strategic planning between MRC and municipalities • Lack of regional consensus on priorities • Lack of regional representation in the Cote Nord • Urban parameters need to be expanded

- Lack of diverse involvement in community projects
- Communities not always open to change
- Missed funding opportunities – lack of knowledge, not fitting into policy
- Communities not aware of realities in other communities
- Working in silos and duplicating work
- Training not always viewed to increase employability or wages
- Inadequate number of local hires from outside companies

OPPORTUNITIES

- Use natural resources for innovative research and economic development
- Become a leader in northern research and development
- Expand on tourism – experience packages, winter tourism, national park
- More investment from regional departments
- More events to bring key players together
- Training with CSSL – carpentry equipment operator, French-second language
- High speed internet – remote work, telemedicine, videoconferencing, etc.
- Audit of housing need with the population
- Work with SRQEA to build link with other government departments
- Entrepreneur mentorships
- Northern Research Center – innovation and economic development
- Connect with Cote Nord Table of Prefees
- Explore implementation of multi-functional ATV trail
- Re-establish the Chamber of Commerce
- Promote entrepreneurship

THREATS

- Population decline, exodus of youth and families
- Transportation – high costs, lack of road access, food security
- Inadequate number of full-time employment opportunities
- Lack of human resource
- Insufficient land available for purchase or development
- Housing – lack of availability to rent or purchase, lack of low-income housing
- No political focus on regional priorities
- Lack of understanding of program funding and how to adapt to the territory
- Lack of economic and social opportunities to attract youth

Partnership Summit

Facilitator – Hugh Maynard, Qu’Anglo Communications

The Coasters Association Partnership Summit brought together a dynamic fusion of local, regional, provincial, national, and international partners. This provided the opportunity for interested stakeholders to discuss the development of the Lower North’s Shore’s economy.

Words of Welcome

Both nights of the Partnership Summit meetings were opened with words from the President of the Coasters Association, and the Préfet of the Municipalités Régionales de Comté (MRC). All attendees were introduced and thanked for their participation.

Presentation – Québec’s Lower North Shore and the Challenge of Sustainable Development

William Flock – Secrétaire ajointe - Secrétariat aux Relations avec Québécois d’Expression Anglaise (SRQEA), Ministère du Conseil exécutif

The Secrétariat aux Relations avec Québécois d’Expression Anglaise (SRQEA) was created approximately three (3) years ago. In its initial year, and again in 2019 after the change in government, the Secrétariat launched extensive consultations to interact with community organizations and institutions to identify the preoccupations of English-speaking Quebecers and what direction to the Secrétariat in terms of priorities and orientations.

The Secrétariat is focused on listening and responding to the priorities and needs that have been identified while acknowledging what already exists in the English-speaking community.

- Education - there is a strong base of institutions (elementary and secondary schools, Cegeps, and universities).
- Health – Provincial Health Committee advises the government, some regions have health institutions, strong community organizations (Coasters Association) that works on access to health.
- Employability – the 2016 data shows that the unemployment rate is 8.6% for English -speaking Quebecers and 6.9% for French speakers, which is approximately a difference of 12,000.00 jobs. This statistic, in relation to the Lower North Shore, means that if the unemployment rate were to be equal for the English and French communities, then 176 more jobs would need to be created.

The Secrétariat has taken a strong interest in the socio-economic sector and the employability sector, in particular. It was stated that English-speaking youth don’t see their future in Quebec. They are more likely to leave the province, taking with them valuable skills and therefore not contributing to their home regions. Youth should have the opportunity to return to their home communities, stay in the regions, and consequently live and continue contributing to Quebec society.

A brief history was given on Sir Wilfred Grenfell's impact on the health and economic sectors of the Lower North Shore and the Teachers Association's attempt to bring computers to the region in the 80's. This was highlighted as an example of knowledge transfer, economic and community development and innovation.

The Coasters Association and partners are working hard to bring parties together to discuss sustainable development and the challenges faced by the population on the Lower North Shore. The importance of having long term goals that reflect economic and community development was identified. To succeed with attaining the goals, actionable tasks that are monitored and updated are needed. With this clearer vision for the Lower North Shore and unified regions, it will be easier to work with the government.

SRQEA initiatives (ongoing)

- Agreement with the Ministère des Affaires municipales et de l'Habitation (MAMH) -MRC and municipalities
- Agreement with Coasters - Business Incubator and Accelerator program for emerging businesses in the Lower North Shore
- Enhancing Regional Community Capacity (ERCC)
- Regional Development Initiative for Eastern Quebec (RDIEQ)
- Leadership Summit

SRQEA initiatives (coming soon)

- Agreement with Coasters - Incubators and accelerators for emerging businesses on the Lower North Shore - Phase 2
- Enhancing Regional Community Capacity (ERCC) - Phase 2
- Regional Development Network (RDN)
- Provincial Employment Roundtable (PERT)
- Wellness Centers

**Copy of the presentation is available at the Coaster's Association, contact shelley.fequet@coastersassociation.com if you would like an electronic copy.*

Presentation – Coasters Association

Kimberly Buffitt – Director of Operations & Innovation

Kayla Kippen – Senior Manager of Operations

Participants were informed about the geographical location of the Lower North Shore and its fifteen (15) communities. Information was shared on the road connectivity to the eastern and western ends of the territory and the lack of road connections in between.

Who is the Coasters Association?

- Vision: Enhance the quality of life on the Lower North Shore, by creating and supporting community development and community leadership
- Mission: Develop knowledge of the needs and expectations of the 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

- In March of 2020, the Coasters Association initiatives were separated into two (2) divisions:
 - Northern Research Center: economic development, social development, and research and development
 - Wellness Center: senior, youth, and family programming
- Sources of funding: Core – Canadian Heritage (14%), federal (25%), provincial (40%), regional (10%) and other - consulting, businesses, etc. (11%).
- Revenue for 2019/20 was \$1.3 million with more that 90% dedicated to delivering programs across the Lower North Shore

Lower North Shore Data Summary (2016 Stats Can)

- 50% of population – Anglophone only
- Population in a steady decline over the last 20 years
- Significant outward migration of youth
- Steady decline in the elementary and secondary school populations
- 28% unemployment rate on the Lower North Shore. To meet the national unemployment rate average (7.7%), 381 more people would need full time employment
- 381 jobs on the Lower North Shore are comparable to 500,000 in an urban center like Montreal, if they had an unemployment rate of 28%
- 381 jobs would have significant impacts economically, socially, and culturally

**Copy of the presentation and copy of the Portrait of the Territory is available at the Coaster's Association, contact shelley.fequet@coastersassociation.com if you would like an electronic copy.*

Keynote speaker – Trent Fequet

A cross- country Journey – Coming full circle and giving back to my home

Founder & Chief Executive Officer – Steel River Group

The Coasters Association reached out to the Steel River Group, in 2018, for advice on how to be more proactive on the Lower North Shore especially in relation to the Northern Research Center, and to provide needed support to the communities. With funding from industry and the Secrétariat aux Relations avec Québécois d'Expression Anglaise (SRQEA), the Coasters Association was able to start implementation of the Northern Research Center activities. The intent is to grow over the next five (5) years with accompaniment for the communities and partnership of Steel River Group.

The Coasters Association was proud to have Trent Fequet, an Indigenous entrepreneur and business leader from the Lower North Shore of Quebec, speak about Steel River Group, their investments in the Coasters Associations Northern Research Center, his future expansion, and how returning to his roots and learning about the social model used by the Coasters Association has helped shape his directions.

Trent shared his background about growing up on the Lower North Shore, his involvement in the construction industry and how it led to the creation of Steel River Group. Steel River Group's link to the Lower North Shore has helped shape the company's values.

- Vision: Steel River was born out of a deep belief that there has never been a better time to reimagine how a private Indigenous business defines, creates, and captures value for our people, communities, and alliance partners.

- The Ecosystem model premised around creating internal alignment between multiple groups to work together and align with industry and government:
 - Indigenous and non-indigenous communities
 - Steel River owned companies
 - Strategic alliance partners
- Participation in the 2019 Coasters Association's annual general meeting was an informative experience that showcased all the impressive work the Coasters Association is carrying out and its dedication to the development of the Lower North Shore. This experience inspired the partnership between Steel River Group and the Coasters Association.
- The Steel River Group Collective Impact Model, modeled after the Coaster's Association process with the Business Incubation and Acceleration Program, is synergized throughout their businesses and incorporated with all Steel River's partners in western Canada.
- Steel River Group is committed to investing and implementing their ecosystem models on the Lower North Shore:
 - P4 Model – People, Private, Public & Partnership
 - Collective Impact Model
 - Economic Synergy Model
- Steel River Groups commitment is to holistically bring industry, government, and local businesses together to bring autonomy and generational wealth for the wellbeing of the people
- Current commitments of Steel River Group to the Lower North Shore are youth scholarships, entrepreneurial and industry support, supporting the Coasters Association on various initiatives such as housing and acquiring a Quebec construction company to work and focus on the Lower North Shore.

Question period highlights

- Steel River Group is open to creating partnerships outside of Quebec and across Canada.
- There are opportunities for cross-provincial initiatives between the Lower North Shore and Labrador
- Many opportunities for economic, social, and government investments
- The Coasters Association is open to working with all partners.

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Regional Disparities Panel

Kim Harrison – Executive Director, Community Anglophone Social Action (CASA)

Kimberly Buffitt – Director of Operations & Innovation, Coasters Association

Sheila Downer – Vice President Finance, Development & Engagement, University of UARIC
Office of Public Engagement, Memorial University

Cathy Brown – Executive Director, Regional Development Network (RDN)

Facilitator - Russel Kueber, Community Health & Social Services Network (CHSSN)

All panel members were introduced and thanked for their participation. The context was set for the panel about regional disparities and to highlight a few models that are being applied in English-speaking communities throughout the province. The regions presented work from an asset-based approach that builds upon the development approach for the communities.

Disparities include a variety of factors but an English-minority community in Quebec is a disparity in and of itself. It was explained that in Quebec's regional territory of services (RTS), the Lower North Shore is not identified on its own but included with the Cote Nord.

Regional disparities and the social determinants of health:

- Economic stability – employment, income, expenses, debt, medical bills, support, etc.
- Neighbourhood & physical environment – housing, transport, safety, parks, geography, etc.
- Education – literacy, language, early childhood education, vocational training, higher education, etc.
- Food – Hunger, access to healthy options, etc.
- Community & social context – social integration, support systems, community engagement, discrimination, stress, etc.
- Health care system – health coverage, provider availability, quality of care, etc.

Program, services, and policies are developed from a provincial and regional perspective. Often rural / remote communities do not fit typical service and policy structures and mobilization and engagement with community, public, and private stakeholders to make changes needed to ensure accessibility.

In 2012, the Community Health & Social Services Network (CHSSN) worked with the Institut national de santé publique du Québec (INSPQ) and English organizations created the Community Mobilization Model for Improving Health and vitality. This model inspired the Enhancing Regional Community Capacity (ERCC) program from the Secrétariat aux Relations avec Québécois d'Expression Anglaise (SRQEA). The community Mobilization Model is implemented in communities in five (5) key areas, networking, representation, knowledge, partnerships, and outreach.

The Community Health & Social Services Network (CHSSN), in partnership with the Secrétariat aux Relations avec Québécois d'Expression Anglaise (SRQEA), created the ERCC Development Model. This model identified the development process that communities go through in terms of going from a passive phase into a leadership phase. To be successful, this model required communities to become mobilized and act while engaging government and private stakeholders in the process. The five (5) phases of the ERCC Development Model are passive, reactive, participative, empowerment and leadership. Organizations like the Coasters Association are in

the empowerment and leadership phase of community development. Coasters have become stewards of their own knowledge and issues and are engaged in working with government, institutions, and private sectors towards change. The Coasters Association has undertaken an intersectoral development approach that includes multiple mandates such as health, economic development, employability, social development, education, and culture. Government often has difficulty understanding how this works in a minority-linguistic community.

Kim Harrison - Community Anglophone Social Action (CASA)

- Geographical region is the Gaspé coast.
- 8,175 English-speakers make up 12.6% of the regional population.
- 24% unemployment rate compared to 15% for the francophone community in the region.
- 40% youth unemployment rate compared to 17% for the francophone community in the region.
- 38% of children live in single parent households compared to 18% for the francophone community in the region.
- 43% are low income compared to 35% for the francophone community in the region.
- Statistics Canada Census of Canada shows that the English-speaking population of Gaspésie-Iles-de-la-Madeleine is the most vulnerable socio-economic group among all language minority communities in Canada.
- CASA's vision is to ensure the English-speaking community of the Gaspé Coast is a vital linguistic minority that actively participates in and contributes to the social, economic, cultural, and political life of the Gaspé Coast.
- CASA focuses its mandate in five (5) areas:
 - The Gaspesian Way – tourism, social enterprise, arts, culture and heritage.
 - Bright Beginnings – early childhood.
 - Access to health and social services.
 - Senior Wellness Centers.
 - Youth and employment
- CASA has worked to build collaboration and partnerships with the francophone communities in their region.
- CASA is an intersectoral and generalist regional association with challenges that relate to having to work with many partners, creating visibility across the entire network and accessing funds.

Kimberly Buffitt - Coasters Association

- Access is a major challenge for the Lower North Shore:
 - Road access to the territory.
 - Access to programs and services for the largely unilingual population.
 - Government is not used to organizations with multiple mandates, this adds more difficulty for organizations to secure funding for the communities and the territory.
 - The Coasters Association also serves the francophone population, which is the minority on the Lower North Shore as well as the Innu communities.
 - The creation of the Lower North Shore Coalition for Health (LNSCH) in 2004, was a success in relation to mobilization for the Coasters Association. This networking table of regional partners came together to look at finding solutions to access programs and services across the territory. A model had to be developed to ensure communities received equitable services and human resources (i.e., Animators) were prioritized.
 - The Coasters Association, with partners, had to adapt existing services and innovate new programs to ensure the communities had access to what was needed. This process will continue

to be ongoing as community needs and challenges evolve.

- There is power and results in working collectively with other English-speaking minority organizations across the province.

Shiela Downer - University of UARTIC, Memorial University

- University of UARTIC, established through the Arctic Council, is a network of universities and research institutions from across the Arctic and non-Arctic regions interested in working with the Arctic, with 250 members.
- Began working with the Coasters Association in 2013, residing in Southern Labrador that is made up of communities with many cultural and economic similarities as the Lower North Shore.
- Northern and rural communities must face many social and economic challenges and deal with disparities on different levels – transportation, human resources and capacity, funding, outmigration of youth etc.
- Having current data is important for planning and making decisions to move forward.
- Regions and communities must be more engaged on a leadership level to increase economic performance. In the past, rural and northern communities looked to the government to solve the challenges but now must take responsibility for their own development.
- Collaboration is vital for the sustainability of rural and northern communities and to scale up opportunities.
- A vision for the future of northern and rural communities includes local leadership, collaboration on a local level and global partnerships.

Cathy Brown – Regional Development Network (RDN)

- The Regional Development Network (RDN) was created in November 2019. Nine (9) regions came together to create a network that was designed for the regions because they felt they were left out of federal and provincial governments funding and were not properly represented.
- Mission is to improve the socioeconomic situations of the regions.
- Funded by the the Secrétariat aux Relations avec Québécois d'Expression Anglaise (SRQEA).
- Mandate is to work with various government departments such as ministère des Affaires Municipales et de l'Habitation (MAMH), ministère de Tourisme, ministère de l'Agriculture, des Pêcheries et de l'Alimentation du Québec (MAPAQ) and the ministère de l'Économie et de l'Innovation (MEI).
- Goal of RDN is to work with the members, support the regions by collecting data on their needs and priorities and meet with organizations to identify the gaps in services.
- RDN will represent the regions when meeting with the government to identify what program funding exists, how the regions fit into the programs and how the programs can be adjusted to reflect regional realities.
- Collaboration is vital and partnerships are a necessity for moving forward.

Question/Comment period - Highlights

- Federal government departments need to invest in the Lower North Shore as well as provincial government departments.
- More emphasis will be put on securing funding for cultural, heritage, and tourism initiatives.
- It is difficult for a minority linguistic group to explain its needs to a majority government and for rural regions to explain its needs to urban regions.
- Two (2) years ago the Quebec government started an initiative to look at Quebec government support to the community sector.

- Twenty-two (22) departments and organizations in the Quebec government that deliver nearly seventy (70) programs with more than 5,000 beneficiaries annually that the government funds approximately 1.1 billion per year.
- Working towards building a new action plan for the community sector, the Quebec government carried out a series of consultations, received briefs and created internal working groups within government. Communities are not alone in underlining the barriers.
- Communities have a responsibility to come to government with priorities and ideas that are actionable.
- Many of the recommendations made by the Quebec government in the Payne Report were never followed through and the Lower North Shore is still facing many of the same challenges.
- Funding from the Société Plan Nord was announced, the Lower North Shore needs to access more of that funding.

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Industry Panel

Curtis Stubbert - Member, Lower North Shore Fishermen's Association

Michael Sheppard - Owner, Pêcheries Petit Havre

David Howell - Co-founder, Integrity Ingredients Corporation

Alberte Marcoux – General Director, Voyage Coste

Facilitator – John Buck, President & CEO, Community Economic Development & Employability Corporation (CEDEC)

All panel members were introduced and thanked for their participation. The goals of this panel is to showcase successes and growth in the economic sector on the Lower North Shore.

Curtis Stubbert - Lower North Shore Fishermen's Association

- Many changes in the fishing industry over the years
 - Lower North Shore was built on the cod fishing industry and was the main economy until the cod moratorium happened in 1992.
 - Snow crab became the main fishery resource since the moratorium, but quotas have been declining over the last several years while operating expenses (i.e., fuel and bait) have increased.
 - Fishermen have been investing in larger boats and more efficient fishing equipment to try and minimize costs.
 - Cost of fuel and bait is significantly higher on the Lower North Shore.
 - Exportation of raw product in an unprocessed form has remained the same.
 - In 2013, the extension of the 138 to Kegaska facilitated opportunities in terms of transporting raw products.
- Future sustainability of the fishery
 - In Kegaska there is potential for economic growth and sustainability but there is a lack of infrastructure.
 - New crab zone (16A) created in 2003 established Kegaska as an economic hub for the Lower North Shore, in terms of the fishery. It has become the 3rd highest unloading port on the territory

- Raw product and not finished product, continues to be exported.
- Construction of a new modern processing facility would permit the harvesting and processing of multi-species while minimizing waste. It would create employment opportunities for Kegaska and neighbouring communities.
- Currently, Kegaska has outdated single phase Hydro which cannot meet the current needs of the community and hinders development. Hydro Quebec is currently installing 3rd phase power to the communities east and west of Kegaska but bypassing that community by approximately 500 meters.
- Land at the wharf and marina is currently owned by Transport Canada and restricts use by the community. The Department of Fisheries and Oceans is open to supporting the community with development of that land but there are issues between both government departments. It would be beneficial to have the land relinquished back to the Municipality and managed locally to be utilized for growth and development.
- Municipal infrastructures are lacking. There is no sewer system. There is an inadequate water supply which is a huge challenge for the fishery and community.
- Any future development and sustainability of the fishery is directly linked to infrastructure upgrades.
- Non-traditional species (algae, sea cucumber, etc.) would add to the sustainability of the fishing industry. However, third phase power is required for processing and storage.

Michael Sheppard - Pêcheries Petit Havre

- Future of seafood processing on the Lower North Shore:
 - Increased investment in technology to decrease the need for manual labour. There will be a lack of human resources due to an aging workforce. Lack of interest from the younger workforce to work in fish processing facilities. Technology will not diminish employment but decrease the positions that will be hard to fill. Positions remaining will be higher paying and more diverse (quality control, equipment operators, mechanics, refrigeration technicians, product development, etc.).
 - Opening a new lobster holding facility in 2021 to be able to store 25,000 lbs of live lobster for up to four (4) months. This will allow for the sale of lobsters in an unsaturated market (July and August) for a better price.
 - Installing an automated mussel processing line to increase production from 100 lbs per day to 1000 lbs. Will require two (2) workers instead of four (4) and increase production and lower costs.
- Transportation of live product to market:
 - Only business on the Lower North Shore which ships live lobster to the US, China, and South Korea markets.
 - To address transportation issues Pecheries Petit Havre took a point-by-point approach - point 1 (ocean floor) to the final point (storage tanks in Shanghai).
 - Step 1 was to secure supply (fisheries from the Lower North Shore) and grade by size. Branded Lower North Shore Lobsters as the coldest in the world which has market appeal.
 - Step 2 was to transport lobster to Nova Scotia and once there, transfer the lobsters to cold water to regain strength for two (2) days then load on a cargo plane to Asia & Europe. Once there, the lobster is shipped to smaller markets.
- Challenges for Pêcheries Petit Havre business expansion:
 - Political challenges – if Canadian or Asian governments have tensions, live lobster usually gets held back by customs. This delays transportation and increases species mortality.

- Cash flow – difficult to obtain lines of credit due to the perishable nature of the product. Government grants and subsidies take a long time to get approved and this is challenging when needing to purchase equipment for a time sensitive season.

David Howell - Integrity Ingredients Corporation

- Opportunities and successes with the Lower North Shore Bioproducts Solidarity Cooperative:
 - Lingonberry, cloudberry and crowberry are of much interest to Integrity Ingredients' customers.
 - Mushrooms, birch water, algae and other natural resources are being explored for potential use in cosmetics.
 - Extracts from the Lower North Shore fits into what customers are looking for – natural, clean, origin traceability and ethically sourced.
 - Social responsibility is also important to customers.
 - An Australian customer (Nude by Nature) is finalizing ten (10) new skin care products with lingonberry and cloudberry liquid extracts.
 - A custom blend of lingonberry, cloudberry and crowberry powder was created into an artic berry nutritional powder.
 - Estee Lauder is interested in using berries from the Lower North Shore in some of their brands. To get the product into development with Estee Lauder, an audit must be completed. Integrity Ingredients will be conducting this audit with the Lower North Shore Bioproducts Solidarity Cooperative in 2021.
 - Other Integrity Ingredients customers are exploring using Lower North Shore extracts in their product formulas.
- Challenges in moving forward with next steps in working with the Lower North Shore:
 - Covid-19 has impacted the progress of approvals and developments.
 - Transportation in getting supplies in and out of the Lower North Shore, especially in winter months, is difficult. Solutions would be to combine shipments as much as possible and maximize inventories to fill orders.
- Media and marketing:
 - The Coasters Association supported the creation of a video that showed the region with locals speaking about the harvesting of berries. The video helped customers to see the region and get a better understanding of the region.
 - More marketing materials will be developed that appeal to customers and promote the Lower North Shore.

Alberte Marcoux –Voyage Coste

- Growth of the tourism industry on the Lower North Shore:
 - Cooperative Voyage Coste was created in 2010. It has grown from selling \$35,000 in tourism packages in the first year to \$700,000 in tourism and services packages in 2019.
 - In terms of visitors, the first year saw 500 tourists and approximately 3,500 tourists in 2019 visiting the Lower North Shore.
 - There is great interest and opportunities for tourists in the territory.
 - There are now a variety of tourism packages – land excursions, Bella, snowmobile, iceberg, Blanc Sablon-Labrador, etc. There are opportunities to develop more tourist packages for the Lower North Shore.
- Assets for tourism development on the Lower North Shore:
 - The unique history and environment of the Lower North Shore.

- Located in a remote and isolated area.
- Three (3) different cultures.
- Eco tourism activities.
- Various ways to travel into the region (i.e., Route Blanche).
- Islands all along the coast.
- Many species of seabirds.
- People of the Lower North Shore working together.
- Challenges for tourism development on the Lower North Shore:
 - Accessibility to the region – no road, the schedule of the Bella for maritime transport and the high cost of plane travel.
 - Snowmobile trail – there are certain areas in the Cote Nord region where there is a cut off in the trail (Sept-Iles to Rivière au Tonnerre and Baie-Johan-Beetz to Kegaska).
 - Lack of technology – High Speed internet and cell service has just been implemented on the Lower North Shore, which is positive, but Voyage Coste requires a proper reservation system to sell packages online.
 - Need for more human resources in tourism development and improve the competencies of individuals working in the tourism industry on the Lower North Shore.
 - Lack of access to working capital. Applications for government funding are complicated and small businesses from the Lower North Shore have difficulty fitting into the programs.

Question/Comment period - Highlights

- There is a lack of cohesive representation for fishery lobbying at a government level.
- Lower North Shore Fishermen's Association has good communication with the Department of Fisheries and Oceans but not with Transport Canada. Conversations with Export Development Canada are limited.
- Partners need to be secured to fund the reservation system for Voyage Coste.
- Collaboration and communication are key to addressing the industry challenges on the Lower North Shore from a community, municipal, provincial and federal level.
- Municipalities on the Lower North Shore have capacity challenges and require support.
- The conférences administratives régionales (CAR) should be made aware of the needs of the Lower North Shore.
- Jonathan Julien, Ministre responsable de la région de la Côte-Nord, is committed to working with the Regional Development Network (RDN) to ensure English-speaking communities are better represented in the way that regional development is supported by the Government of Quebec.
- It would be important to build relationships with Jonathan Julien and Christopher Skeete on a government level.
- Change will not happen overnight but will take time and continuity.

Keynote speaker – Pierre Erwes

BioMarine: Scouting the future

Chief Executive Officer – BioMarine Network

Venture partner – Blue Forward Funds

In 2008, BioMarine was created, an international platform dedicated to marine bio-resources. In June 2018, the first blue investment fund dedicated to the blue bio economy was started. Mr. Erwes was part of a team that initiated the International Blue Cooperative (IBC), whose head office is housed on the Lower North Shore. The International Blue Cooperative (IBC), has

already received support from governments and industry key players and is growing its presence across the globe.

Insights were shared on the future of the Blue Economy, his reflections on the importance of the social business model created by the Coasters Association and the role that the International Blue Cooperative will play in the future of the blue economy.

The goal of BioMarine is to support local communities, grow small businesses internationally, and to develop the blue economy. Kimberly Buffit, Director of Operations & Innovation for the Coasters Association, attended a BioMarine Conference in Norway. Her presence at the conference was the catalyst for BioMarine's involvement in the blue economy on the Lower North Shore. At that conference, the efforts, opportunities, and marine potential of the territory were shared along with the work of the Coasters Association in supporting the Lower North Shore Bioproducts Cooperative.

BioMarine focuses on:

- International Blue Cooperative (IBC)
 - Access to an international blue network.
 - Bigger and more long-term contracts.
 - Cooperative model giving voice to small producers and communities.
 - Increased knowledge sharing and promotion of traditional ecological knowhow (TEK).
- Blue Plastic Consortium
 - The accumulation of plastics in the oceans is a recognized international problem. In order to address the growing global consumption and production of plastics requires innovative solutions, such as bioplastics.
 - Blue cooperatives can sustainably cultivate and harvest blue crops and serve as the building blocks for future bioplastics.
- Blue Forward Fund
 - Low trophic aquaculture and marine by-products.
 - New ingredients & algae production systems.
 - Marine ingredients for industrial use.
 - Marine disruptive technologies.
- Blue developing trends
 - Micro algae added value markets – pharmaceuticals, biomaterials, regenerative medicines, 3D printing, etc.
 - Seaweeds added value markets – antiviral, pharmaceuticals, biopolymers, skincare, carbon capture, etc.
 - Sea cucumbers added value markets – in vitro subtracts, pharmaceuticals, artificial skin, cosmetics, etc.

“Wealth comes from people and the work of people. If you invest in people, invest in education and invest in the environment then you will be the winner for years to come.” – Pierre Erwes.

Question/Comment period - Highlights

- BioMarine community is a global community.
- Business opportunities in blue economy projects from the Lower North Shore are welcome. Businesses were invited to contact Kimberly Buffitt or Pierre Erwes for more information.

**Copy of the presentation is available at the Coaster's Association, contact shelley.fequet@coastersassociation.com if you would like an electronic copy.*

Education, Research, and Innovation Panel

Micheal Cosgrove – CEO, Centre d’expérimentation et de développement en forêt boréale (CEDFOB)

Kristopher Fequet – Manager of Engineering and Research & Development, Coasters Association
Ana Osborne – Coordinator of Adult and Vocational Education Services, Centre de services scolaire du Littoral (CSSL)

Andrew Sowinski – Assistant Professor, University of Ottawa

Facilitator – Simon Barnabe, Professor, Université du Québec à Trois-Rivières (UQTR)

All panel members were introduced and thanked for their participation. Goals of this panel is to highlight the potential and prosperity of the Lower North Shore in terms of education, research, and innovation.

Michael Cosgrove – Centre d’expérimentation et de développement en forêt boréale (CEDFOB)

- CEDFOB is a centre collégial de transfert de technologie (CCTT). CEDFOB is the first CCTT to have staff on the Lower North Shore. This staffing decision has had an impact on the boreal forest growth industry on the territory:
 - CEDFOD has a provincial mandate to work with small businesses in innovation.
 - Staff on the territory is a start to working more closely with the people and initiatives on the Lower North Shore.
 - Organizations and communities must be involved for innovation to work and local persons need to lead the innovation on the Lower North Shore.
 - CCTT’s are there to ensure the transfer of knowledge from researchers.
 - CEDFOB is proud of all the work being done on the Lower North Shore. Teamwork has been beneficial to all parties involved.
 - CEDFOB saw the potential of the Lower North Shore. They have a lot of knowledge to share with other researchers as well as the ability to attract other researchers to the territory. This is a great model for working with other northern regions.

Kristopher Fequet –Coasters Association

- Future of research and development on the Lower North Shore:
 - Natural resources, culture, community behaviors, and business and economics related to remote, northern communities.
 - On the Lower North Shore there is much potential to utilize natural resources in a variety of disciplines.
 - Research is so important for innovation. It is the tool that allows for key decisions to be made in looking at knowledge and prioritizing the available opportunities.
 - The Lower North Shore needs to move into an implementation phase, there have been many feasibility studies completed.
 - Partnerships between public, private and university sectors are vital for research and developing the Lower North Shore’s socio-economy.
 - The marine portion of natural resources (i.e., sea cucumber and algae) are interesting opportunities in research for biomaterial and pharmaceuticals among others.
- Importance of youth involvement in research and development:

Youth from the Lower North Shore are very important for research and development on the territory.

- Youth that leave the territory, to continue their education, still have their traditional and cultural knowledge while learning new skills in science, economics, etc. They can come back to the Lower North Shore and contribute their new knowledge to the development of the territory.
- The contribution of youth should be in collaboration with the adult and senior members of the population.

Ana Osborne –Centre de services scolaire du Littoral (CSSL)

- Future of adult education on the Lower North Shore:
 - Taking a collaborative approach in terms of sharing existing infrastructures and building training programs that are adaptable to the needs of adults on the Lower North Shore.
 - Diversifying the educational offerings. It is important for adults and youth to have learning options in order to continue their education on the territory.
 - The CSSL is working with the Northern Research Center and other partners to help ensure adults on the Lower North Shore have access to new and continuously developing education opportunities.
 - Adult Education, in partnership with the Coasters Association and Lower North Shore Bioproducts Solidarity Cooperative, offers a non-timber forestry product program. This program is geared towards adults entering into the job market for the emerging employment opportunities that currently exist on the Lower North Shore or are under development.
 - A next step for Adult Education is a program for the transformation of the non-timber forestry products once the resources are harvested.
 - The CSSL is currently working with John Abbot College to develop an attestation d'études collégiales (AEC) program which is focused on the production and quality management in pharmaceutical and biotechnology in the food industry. This is important for our region for those seeking that type of training and employment in future industries that are emerging.
 - These programs will give northern communities access to quality education programs that are not always accessible to them. This model will be transferable to other areas of Quebec.

Andrew Sowinski – University of Ottawa

- Involvement of the University of Ottawa in research and development on the Lower North Shore:
 - Professor Sowinski is a former teacher of Kristopher Fequet. Kristopher reached out for guidance on a berry drying process. This is when the partnership developed with the Coasters Association and Lower North Shore Bioproducts Solidarity Cooperative.
 - The pandemic happened during the partnership and the University of Ottawa had interns who were unable to carry out their placements in person. An opportunity was created where the interns could carry out research remotely on projects related to the bioeconomy.
 - Four (4) interns worked with the Coasters Association and Lower North Shore Bioproducts Solidarity Cooperative during the summer of 2020 to carry out research on product development from fish waste and using berries to create a soap.
 - The initiative was a success and of great interest to the interns.
 - This project is a good model for other Universities to work with the Lower North Shore.
- Future initiatives between the University of Ottawa and the Northern Research Center:
 - Continued internships, if possible.
 - Offering chemical engineering students the opportunity to design a processing facility on the Lower North Shore to produce soap from natural resources.
 - Offer opportunities for students to connect remotely with partners on the Lower North

Shore.

- It will be important for the Lower North Shore to attract young researchers to the region. This relationship is a good example of the mutual benefits of a partnership between researchers at a university, interns, and Lower North Shore bio-development interests.

Question/Comment period - Highlights

- There are opportunities for the federal government to be involved in the transfer of knowledge to other provinces and countries.
- Other northern regions have reached out to the Coasters Association for support on developing educational opportunities in northern plants and species for remote communities.
- In partnership with CEDEC and CSSSL, a harvester's guide for algae was created. This is an example of a resource, created on the Lower North Shore, that can be shared with other northern communities.
- The success of the master's program with Université du Québec à Trois-Rivières (UQTR) on the Lower North Shore can be an incentive for other universities, as well as a model for other remote regions.
- The work the Coasters Association and its partners are doing with supporting educational development with English and French educational institutions is something the Secrétariat aux Relations avec Québécois d'Expression Anglaise (SRQEA) may be able to support.
- With the installation of high-speed internet on the Lower North Shore, distance may be less of a barrier to education than it has been in the past.
- The Plan d'action nordique was just announced by the Quebec government. This may be an opportunity to develop education programs, bio marine infrastructures, and opportunities.
- In regions like the Lower North Shore where much of the adult population does not have high education levels, training must be carried out in phases, and this is complex to establish. The Coasters Association would not have been able to do this without partners such as CEDEC, CSSL and Services Quebec.
- Research and education are necessary if a region intends to explore new economies.
- The Lower North Shore is a vibrant and unique region, and we need to cross borders to develop new partnerships with educational institutions. This is what the Coasters Association has done with Université du Québec à Trois-Rivières, University of Ottawa, Memorial University, among others.
- Provincial and national partnerships are necessary for securing expertise, funding, and support.
- The Lower North Shore has come a long way over the last few years. There has been an appropriation of responsibility happening in terms of economic development, development of educational programs and other sectors.
- Education is an important pillar in economic development because it leads to employability and supports entrepreneurship. Education is also vital for youth and adults in seeing a future for our region.
- The culture of the Lower North Shore is an interesting area for research that can be shared and promoted.

Break Out Sessions

All participants were divided into four (4) break out rooms. Each breakout room focused on a different topic that allowed for discussion and input from various perspectives. After the sessions, participants came together to share insights and highlights from the discussions.

Sustainability of communities in rural, remote regions:

- How rural, remote regions can reattract population demographics:
 - Opportunities with the Lower North Shore Bioproducts Solidarity Cooperative are interesting for non-traditional employment and for the cosmetic industry.
 - Partnership with Integrity to create year-around employment including secondary product transformation.
 - Promoting the sense of home and the lifestyle of the Lower North Shore.
 - Change the conversation around traditional employment on the territory.
 - Potential for jobs in the technology sector.
 - Change mentality around seasonal employment and promote year-around employment.
- How rural, remote regions can ensure infrastructure systems that will attract investment and allow for growth:
 - Housing is a challenge that needs to be addressed.
 - Unless there are economic benefits the highway 138 will not be completed.
 - Installation of high-speed internet and cell service has increased remote work opportunities.
 - The population must see job creation in order to shift its mentality.
 - It is important to support youth when they leave the region and encourage them to return.
 - Currently, a significant portion of the male population leaves the territory for employment. Increasing employment opportunities closer to home may change this.
 - Cote Nord has employment opportunities but lacks the skilled workforce to fill the jobs.
 - Other factors besides a good job are needed to entice people back to the Lower North Shore. Promoting the quality of life and the social and cultural lifestyle is important to promote.
 - Encouraging and supporting immigration.
 - Transportation challenges and transportation costs are high and impact economic development.
 - Identify, improve, and promote the Lower North Shores assets (natural resources, location, geography, etc.).
 - Address the barriers.

Adapting policy:

- How to address the fact that policy is mostly designed for cities and often has critical mass requirements that don't work in rural remote regions:
 - Identify ways to communicate with government officials and demonstrate the unique situation of the Lower North Shore.
 - Partnerships with community organizations.
 - Have a strong and clear message from all communities.
 - Ensure that the members of the Conférence administrative régionale (CAR) understand the realities of the Lower North Shore.
 - Practice clear communication on all levels.
 - Communicate clearly to all communities how the different government departments work and then support all partners (communities, organizations, etc.) in using and applying that knowledge.
 - Support the government in creating policies to address specific issues.

- How to ensure effective representation when distance and small numbers hinder minority community participation in policy development:
 - Motivate community members to participate in creating change for their communities.
 - Identify provincial organizations to address specific issues (i.e., CEDEC for economic development); and create collaborative partnerships.
 - Create a community mobilization model that is based on demographics and data.
- How to identify the specific elements which are an essential of policy to work for rural, remote minority communities:
 - Prepare communities for the radical changes that occur from these policies. An example is the construction of the highway 138, it will mean significant changes for the Lower North Shore and the region will require a lot of infrastructure to deal with the changes.
 - Ensure that the challenges and issues are seen as essential by the policy makers.
 - Encourage bilingualism to allow for easier communication with governing bodies that support employability.
 - Consult with communities to identify a Wish List of priorities for the Lower North Shore. Priorities such as the completion of Highway 138, housing, and basic needs such as power and water.

Education, Research and Innovation:

- How to get the National Research Council to adjust its policies to better service rural, remote minority communities:
 - Grants offered often do not fit the capacity of rural, remote communities in terms of the types of organization or businesses that can apply or support the funding. An example is a grocery store with that mission, who is interested in bee research.
 - Ensure federal representatives become aware of the request, and that the policy does not fit the reality of the rural, remote communities despite capital, readiness and willingness.
 - Recommend amending or adapting regulations to accommodate rural, remote areas.
 - Support advocacy around official languages.
 - Identify who would be the best advocate for change and increased equity in coherence between philosophy, policy, programs, and practices.
 - Groups of organizations or businesses need to form an association that would make the request for the research grant.
 - Create an inventory of all programs that exist which are not adapted for rural, remote regions and would not meet the funding criteria. This would identify what is available and what adaptations need to be made.
- How to create curriculum and education models for northern economic development:
 - Remote learning is an option but in remote communities not all adults are ready to engage in remote learning as opposed to in-person learning.
 - Create an inventory of existing educational programs that currently exists for northern communities.
 - Post graduate innovations in distance learning.
 - Partnerships on all levels are essential for adapting and creating educational models - local, regional, provincial.
 - Centre de services scolaire du Littoral (CSSL) has a mandate to assure the educational delivery for both languages in our remote, northern communities but this must be supported from all levels.

- Facilitating post-secondary institutions and agencies to be more present and proactive in rural remote minority communities:
 - Access to employment opportunities are important for individuals following the completion of their education remotely from the Lower North Shore or from outside the region.
 - Create an inventory of youth from the Lower North Shore who leave or wish to pursue post-secondary education.
- Tourism on the Lower North Shore:
 - L'association touristique régionale de Duplessis met with the MRC Tourism Development Agent.
 - Tourisme Cote Nord has programs to provide support for tourism needs. It is recommended to have an office on the Lower North Shore.
 - Offer information sessions to communities to highlight opportunities for employment and training in tourism.
 - Work with educational institutions to advocate for training of a qualified workforce.

Socio Economic Development:

- Addressing how rural remote minority communities have difficulties accessing funding, programs and services for their socio-economic development and face negative economic and social impacts:
 - All aspects of a project need to be clearly defined in the application. Some aspects of a project may be difficult to fund.
 - Important to build capacity of organizations on the Lower North Shore in grant writing, results-based management planning, and expertise development.
 - The Lower North Shore is challenged to access information and have it available in English.
 - Important to clearly communicate the priorities and opportunities of the Lower North Shore to government and other sectors.
 - Identify how to adapt programs to address specific issues and barriers.
 - Concrete actions need to be identified and implemented to facilitate needed change.
 - Work with the Secrétariat aux Relations avec Québécois d'Expression Anglaise (SRQEA) to model the process Gaspé implemented to establish a subcommittee of the Conférence administrative régionale (CAR).
 - Ministère des Affaires municipales et de l'Habitation (MAMH) is currently working with the MRC and partners on a revitalization plan. Opportunity for funding to implement actions.
 - Create awareness of the Lower North Shore with universities and research bodies.
 - Difficult for the government to understand multi sectoral organization. This reality has created funding challenges.
 - Address the capacity needs of the MRC.
 - Address the monetary percentage organizations are required to contribute to a project. This is a challenge when applying for funding. A solution would be partners to financially contribute when applying for funding (i.e., CEDEC).
 - Strong, collaborative partnerships are a key to successful development.
 - Use the Lower North Shore's devitalization status as an opportunity.
 - Important to develop investor engagement for the economic growth of the Lower North Shore.
 - Identify and acquire support to negotiate agreements for increasing socio-economic impact.
 - Communities want to see actions, prioritize short term goals to achieve while identifying long-term strategies to address with partners.

Coastal Summit Wrap up

Community and partners were thanked for their participation and contribution to the community meetings, leadership summit and partnership summit. Information gathered during the summit will be used in the creation of Community Wellness Plans, in partnership with the Lower North Shore Coalition for Health, which will identify concrete actions for the communities moving forward.

Engagement of partners from all levels (local, regional, provincial, federal) will be essential for the development of our communities and the Coasters Association is committed to keeping the conversations going and working for the development of the Lower North Shore.