



**COASTERS**  
**ASSOCIATION**  
UNITED FOR A BETTER FUTURE

# MARCH 2021 NEWSLETTER

Welcome to the March edition of our newsletter to the population of the Lower North Shore and beyond.

Email: [info@coastersassociation.com](mailto:info@coastersassociation.com)



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The Coasters Association would like to take this opportunity to wish everyone a very safe and Happy Easter. May this Easter season bring you joy, happiness and prosperity. From the board and staff of the Coasters.





# .01 A MESSAGE FROM OUR PRESIDENT



Over the 32 years, the Coasters have worked tirelessly for the improvement of quality of life of the citizens living on the Lower North Shore of Quebec, and the Board of Directors and Lower North Coalition for Health have played a major role in ALL its developments. I believe one of the many factors in the Coasters success is their ability to work so synergistically with many partners: the institutions, local government, organizations on and off the territory, the CCTT's, the five municipalities and businesses on and off the coast, as well as federal and provin-

cial government departments. Each partner plays a different role in achieving successful initiatives on the territory. Under the strong leadership of the Executive Director, Cornella Maurice, the many strengths of the team have brought about innovative approaches to the social and economic challenges that the Coast faces. Kimberly Buffitt worked tirelessly, or as she calls it "dated" many universities to pilot the first distance master's program on the territory. The Coasters spearheaded many internship programs again with the intent to bring educated youth back home, this strategy of bringing youth back to the territory to work in their fields of study has brought new sense of hope for the villages who have experienced "brain drain" for so many years. I want to point out something that Cornella always says, "Never Give Up and Never give in", this is the modus operandi of the Coasters Association. Their perseverance and with the continued support of the many partners I believe we will continue to see many more successful initiatives in the near future.

## **I am delighted to share with you some of our recent Agreements and Projects:**

ADT-Tourism Development Association - to promote and develop the tourism industry in the Municipality of Bonne Esperance.

Pakuashipi - to support the advancement of the birch sap in Pakuashipi

Cedfob - to support the internships, agro-food and agriculture industry

Steel River Group - to contribute to the educational sector on the LNS, by providing Awards to the seven high schools on the LNS, and the Cornella Maurice award

CEDEC - to support the implementation and the progression of the Northern Research Center

Steel River Group - a second agreement to support the development of the Place aux Jeune program on the Lower North Shore

## **Projects:**

the BIAC - Business Incubation and Acceleration Center funded by Canada Economic Development from March 2021 to September 2022;

Announcements coming soon: LNS Wellness Centers, Northern Research Center & BIAC, Employability and the ERCC program

I want to express my thanks to the many people who volunteer their time to help promote the Coasters Association, and to anyone who helped in anyway. Your contributions throughout our last fiscal year 2020/2021 have been remarkable.



## .02 Enhancing Regional Community Capacity - ERCC

Funded by the Anglophone Secretariate, the current objective of ERCC is to support community networks throughout Quebec in order to ensure maximum service to English-speaking communities and to strengthen the capacity of local and regional community organizations, like the Coasters Association, to act in the community and to better respond to the needs and priorities of English-speaking communities with government stakeholders and regional stakeholders. My focus for the fiscal year 2021-2022 will be economic and social development. The Coasters Association will be working with communities, partners, individuals to increase their capacity in order for them to better support their communities and increase economic and social development opportunities. Examples of supporting communities to increase capacity would include sharing training needs with relevant stakeholder, advocating for policy change, sharing challenges and barriers of the LNS to relevant provincial government departments and supporting economic development across the Lower North Shore.

## .02 Lower North Shore Coalition for Health - LNSCH

Lower North Shore Coalition for Health

The current mission of the LNSCH is to create and nurture a network of relationships between community and public-sector leaders and resources in order to identify, prioritize, address and resolve health and social service access issues for the communities of the Lower North Shore of Quebec.

My role with the LNSCH is administrative... support and organization of meetings, preparing agendas and minutes as well as ensuring the sharing of information. The LNSCH is comprised of representation from the Coasters Association, CISSS, Centre Services Scolaire du Littoral, MRC, Local Table for Seniors, Groupe Accessibilité, Domestic Aid Co-op, Youth Centers, Sûreté du Québec, Centre Petit Enfants Mer et Mousse, CEDEC and LNS Housing Corporation.



## .02 Uni-Aide Foundation

The Lower North Shore Health Fund (LNSHF) is one of the support services offered by the Coasters Association and Fondation Uni-Aide. The program gives support to people in financial need for transportation, medication and living allowances when traveling to and from treatment facilities. Lower North Shore residents can apply to the LNSHF by completing an application, available by contacting their CISSS Social Worker or by emailing [shelley.fequet@coastersassociation.com](mailto:shelley.fequet@coastersassociation.com).

My role with Uni-Aide is administrative... support and organization of meetings, preparing agendas and minutes as well as ensuring the sharing of information. With the LNSHF, my role is to support applicants and recipients and provide the necessary information to the Administrative Committee, in order to process submissions. The Administrative Committee is comprised of representation from the Coasters Association, LNSCH and Community.

For more information regarding the ERCC, LNSCH or Uni-Aide Foundation please contact :

Shelley Fequet - Director of Community Development & Mobilization at [shelley.fequet@coastersassociation.com](mailto:shelley.fequet@coastersassociation.com)

# .03 CEDFOB ANNOUNCEMENTS

Centre d'expérimentation et de développement en forêt boréale (CEDFOB) is a college centre for technology transfer, based in Baie-Comeau and affiliated with the CEGEP Baie-Comeau. As one of the speakers at the Coasters Association's Annual General Meeting on February 23rd they shared a background of their work here on the Lower North Shore and an update on some exciting announcements. CEDFOB has been active on the LNS since 2014 and has had full time staff on the region since 2017. In 2020-2021 they hired three local staff, Shae-Lynn Roberts-Researcher, Kimberly Organ-Technician, and Delaney Collier-Student. To date there has been an investment of approximately 40 000\$ in the labo-

ratory infrastructures in Gros Mecatina, a project made possible due to the use of Center de services scolaire du Littoral infrastructure.

There are three big announcements for 2021-2022. Thanks to funding from the MRC of Golfe Saint Laurent and the National Science and Engineering Research Council (NSERC), CEDFOB will be able to begin investing in more equipment in Bonne Esperance (25 000\$), and continue to facilitate the partnership with the Coasters Association (30 000\$) to support internships and collaborations. CEDFOB has also secured a 277 000\$ investment from CRSNG from 2020-2022 to support enterprises across the LNS in the small fruits economy. The CEDFOB labs

and offices in Baie-Comeau have also secured 8 963 447\$ in funding to preform upgrades on their facilities, this infrastructure will benefit the entire Cote-Nord.

Looking towards the future, CEDFOB looks forward to continuing their work on the LNS, for the 2021-2022 fiscal year we hope to hire six staff on the region so please keep an eye out for job postings. CEDFOB also has projects beginning in TALB and in northern Quebec. Lastly please keep an eye out for their upcoming conference: La boRéalité: Innovation et perspectives d'avenir in April.

Shae-Lynn Roberts  
[shae-lynn.roberts@cedfob.qc.ca](mailto:shae-lynn.roberts@cedfob.qc.ca)







targeted schools no candidates

## 04 EDUCATION AWARDS

### Steel River Group – Athletics and Academics Award

The awards will be funded by the Steel River Group. An amount of \$1000.00 for one (1) secondary V student from each of the secondary schools (Netagamiou - Chev-ery, Gros Mecatina, St. Augustine, St. Paul's River, Mgr. Scheffer – Lourdes de Blanc Sablon, Ecole Pakuashipi and Ecole Olamen – La Romaine) will be awarded annually. The student winning the award will perform well in both academics and school related sports. Candidates will have to have participated in a minimum of two (2) local or regional designated CSSL and/or Pakuashipi and/or Unamen Shipu, sports competitions and maintain an academic average equal to or greater than their cohort. In the event that a student is alone in their school cohort, the overall average for the school board Secondary V will be used as a measure. If in one of the targeted schools no candidates are eligible, the funds will be awarded to the school to promote active lifestyles.

### Steel River Group - Cornella Maurice-Resilience and Passion Award

Cornella Maurice, Executive Director, is one of the founding members of the Coasters Association established in 1988. She has been directly involved in the organization's growth and progression over the last 33 years. In recognition of her commitment to the communities of the Lower North Shore, her son, Trent Fequet, is honoring her 33 years (May 2021) of dedication to the Lower North Shore with an annual award of \$2,500.00. This will be given to an exemplary Secondary V student selected from one of the secondary schools from across the Lower North Shore.

**The Cornella Maurice Secondary V Award will be given to an exemplary Secondary V student selected from one of the secondary schools from across the Lower North Shore, who has demonstrated:**

- good academic standing;
- a desire to pursue a post-secondary education;
- perseverance in achieving an important goal that has contributed to helping others.
- social responsibility;
- a passion for community engagement;
- a significant contribution to life on the Lower North Shore through participation in school and community service.

**In order to qualify for consideration for the Cornella Maurice-Resilience & Passion Award the candidate must:**

- be recommended by a local selection committee composed of staff members from the student's school;
- submit term 2 secondary V transcripts and secondary 4 ministry results;
- provide proof of enrollment in the fall semester of the application year at a post-secondary institution;
- submit a short essay (not to exceed 500 words) outlining why they believe they should be considered for this scholarship.

**Final Selection Committee Information on Page 6 ►**



**Final Selection Committee:**

Selection committee will be comprised of representatives across the Lower North Shore. This committee will be comprised of the President of the Coasters Association -, Eileen Schofield, the Administrator of the CSSL - Philip Joyce, Steel River Group - Kristopher Fequet, Local Education Committee - Ghislaine Nadeau Monger, Ecole Pakuashipi - Mary Mark, Ecole OLamen, Unamen Shipu - Eric Reid

The scholarship payment will be made by cheque and sent to the Secondary V students - winners of the award, who are studying at the post-education address, upon receiving approval of the Partnership Selection Committee and all documentation pertaining to the awards provided during the verification process.

For more information, please contact:  
 Cornella Maurice, Executive Director, by phone at 418-379-2024, via email at [cornella.maurice@coastersassociation.com](mailto:cornella.maurice@coastersassociation.com)  
 OR  
 Kimberly Buffitt, Director of Operations and Innovation, by phone at 438-870-3215, via email at [kimberly.buffitt@coastersassociation.com](mailto:kimberly.buffitt@coastersassociation.com)



The Coasters Association would like to take this opportunity to congratulate Kristopher Fequet who has been offered a position with Steel River Group, on the Lower North Shore, in the community of St. Paul's River. Kristopher will be missed as part of our Coasters team, however, the opportunity to work with Steel River Group was one too advantageous to pass up. The Coasters is certain that in addition to his education and the experience he has received as Manager of Engineering, Research & Development, attained through his work with the Coasters Association, we are confident of his success in his new position. Once again, congratulations Kristopher, from the board and staff of the Coasters Association, and we look forward to the incredible things you will accomplish in the future.



.05

# VIRTUAL COASTAL SUMMIT



A virtual Coastal Summit was organized and carried out by the Coasters Association in the fall of 2021. A total of 156 individuals participated in a series of Zoom sessions which had the objective of sharing information about the social and economic initiatives of the Coasters Association and how to support the development of the Lower North Shore.

From November 2 - 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 also consisted of 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/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. Espace Muni presented their services available to Municipalities and the 13 Ways presentation showcased barriers communities were experiencing in development.

On December 8 & 9, 2020, a 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. 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 of the Lower North Shore to address them. Keynote speakers; Trent Fequet of Steel River Group and Pierre Erwes of BioMarine Network, showcased their models and solidified the Coasters Association's vision for potential economic development.

At the Coasters Association Annual General Meeting (Feb 23, 2021), a Coastal Summit summary was presented. Presentation is available at the office. A full report will be produced and shared. Thank you to all the participants of the 2020 Virtual Coastal Summit.

Shelley Fequet  
Director of Community Development & Mobilization

*In loving*

# MEMORY

*of* LENORA KEATS



07.20.69 - 12.12.20



It is with extremely heavy hearts we announce that on December 12th, 2020, the Coasters Association and our community lost a treasured individual within our organization to cancer, our Office Secretary, Lenora Keats.

Lenora was an employee of the Coasters for almost 29 years. She was dedicated to her job, hardworking, friendly, considerate and supportive not only to the organization but to the residents of the communities we serve. So many people were touched by her kindness and generosity. Always with a smile, and always the first one to help when asked. Lenora was not only an employee but a member of the Coasters family. She was a gifted singer, funny, charismatic, a true Montreal Canadians fan and had such a love for not only her family but for the Coasters family as well.

Lenora battled brain cancer like the fighter she was, never giving up and never giving in. She truly was an inspiration as she soldiered through some of the toughest times a person can experience. She is survived by her husband, Bobby and her children, Jordan and Jerzie as well as her family.

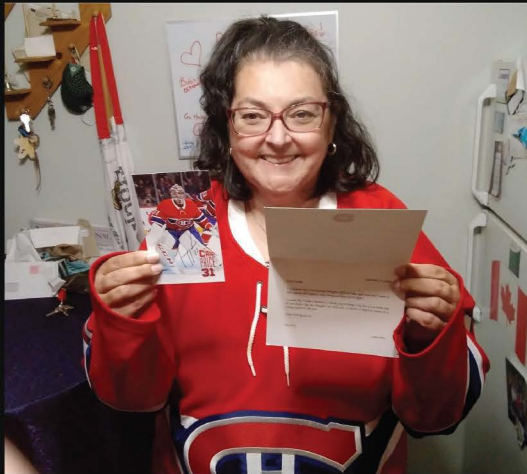
Lenora "Norrie" Keats will be missed beyond measure, however, she will live on in her children and in the stories we tell and memories we share.



*The Board & Staff*







Lenora has been my right arm for 28 years (1992), and there have been times that I don't know what I would have done without her. The endless days and nights of trying to meet deadlines were made easier - having her by my side. We have accomplished more together than anyone could have ever imagined.

Back in 1993 we lost everything to a fire, relocated our office 5 times over the years, tragedies within the board and staff, employees going out on maternity leave, but we have had more laughter than tears.

Lenora was the pleasant voice behind the phone "when Medrick Maurice, would call to speak to Band number 780345, she would say I guess you want to speak to Cornella. We could hear her loud laughter when Randy Jones would call or leave a message or ask to speak to Nellie. I would hear her singing at the office when I arrived in the morning - the Coasters had their very own band (Lenora, Shannon, Shelley, Heidi & Faye). We were like the Waltons, one big happy Coaster family.

In the last two years, either in the office or by phone, she would say "What did you just tell me to do" I can't remember - my answer was I can't remember either. She said two of us don't make one anymore". Every time the phone rings I think of her. Lenora wasn't just a co-worker, she was a dear friend, like a younger sister or an older daughter. She was so strong, touched so many lives, an inspiration to us all. We loved her dearly!



*Cornella Maurice*  
*Executive Director*



## Cornella Maurice ■ Executive Director



My role as the Executive Director of the Coasters Association (since 1989) is to ensure that the operations of the organization stay aligned with the mission, vision and values of the organization, as well as to develop and implement policies and achieve the goals elaborated in the Strategic Plan. The day-to-day operations, including proper oversight of the staff and the organization's activities, are also my responsibilities. As you read elsewhere in this newsletter, the roles of each staff member, the activities that are being carried out and the programs and services provided across the LNS are astonishing. The dossiers undertaken over the years and the success of our lobbying efforts proves that we have been able to take on any challenge, and this can all be summed up in one single phrase, "Passion for the community."

My role requires working many hours during the week and outside of office hours. I am never really 'off-duty,' but neither am I ever alone - staff are always by my side. In the beginning, I was always seen as the face of the organization; but the face of the organization has proudly changed through the years with the introduction of so many dedicated employees from Kegaska to Blanc Sablon.

Coasters Association's "Northern Research Center" is leading the way in finding innovative methods to leverage local assets, protect resources, enhance the community's economic well-being and ensure a sustainable future for the people of the LNS. The aspirations of the "Wellness Centers" show that so many people are willing to become actively involved in improving the quality of life in their community.

We recognize that our hopes and dreams cannot be accomplished without a strong local-regional-provincial-federal partnership. The 2021 year will be for everyone to come together more than ever before. Despite the challenges of the COVID-19 pandemic, we must remain a strong organization that continues providing resources and remain committed to meeting all the challenges head on as we go forward.

We owe a debt of gratitude to members of the Founding Committee, the Presidents (9) and the Board of Directors, so many it's "difficult to count", as well as our consultants and others who have guided and supported our process throughout our 33 years (May 2021) in operation. We never would have done it without ALL of them.

As Executive Director of the organization, if you or your organization requires support in any way, please feel free to call and I will apply every effort to assist you. I can be reached at [cornella.maurice@coastersassociation.com](mailto:cornella.maurice@coastersassociation.com) or by phone at 418-379-2024 or at 418-379-2006.

## Shannon Keats ■ Executive Assitant

My role as Executive Assistant is to support the Executive Director with various activities such as yearly program funding applications and annual/interim reporting to Canadian Heritage. As well as annual/6-month reporting to the board, the organizations' restructuring process and any current administrative and human resource actions that need to be addressed. Moreover, my mandate is to develop and/or revise policies, plans, etc... in collaboration with the Executive Director, and submit to the Executive Committee for recommendations to the Board of Directors. Also, I work closely with the Office Manager, maintain the efficiency and professionalism of an executive office environment, and act as a liaison with staff, Regional Groups, Provincial groups and the Quebec Community Groups Network (QCGN). [shannon.keats@coastersassociation.com](mailto:shannon.keats@coastersassociation.com)







## Priscilla Fequet-Griffin ■ Office Manager

As Office Manager, I am responsible for ensuring efficient and effective day to day operations of the Coasters office. I work under the direction of the Executive Director and in collaboration with Executive Assistant to ensure the needs of the board, the staff and the members of the Coasters Association are met in a suitable and timely manner. I am the first point of contact for visitors/public in answering or referring inquiries and directing them to the appropriate person/employee. I also carry out tasks as requested such as photocopies, assisting in completing specific documents, contact various agencies

and institutions on their behalf. I also assist and support several partner organizations which include:

**Local Table for Seniors & Lower North Shore Housing Corporation:** I support them with administrative tasks, such as organizing meetings, developing agendas, and completing minutes, etc.

**Éducaloi:** I oversee the Éducaloi's project whose mandate is to inform English-speaking citizens about the law and to offer referrals to legal services. I am responsible to make Éducaloi's resources better known, inform health and social services partners about Éducaloi's legal information and share with citizens their rights in the health and social services system. I am also responsible for organizing information workshops to various audiences: seniors, parents, youth, etc., and sharing that information with the population. Therefore, the community will be informed when a session is available and it will be advertised through local radio, facebook and public postings.

**Community Health Education Program (CHEP):** I am responsible for organizing and informing the population of upcoming CHEP sessions, which is carried out through video conferencing and/or zoom. This program is supported by CHSSN and its mandate is to increase the availability of health education information to our English-speaking communities, increase collaboration locally between the community and public health professionals, and support and equip health partners with knowledge on the needs of, and access to, the English-speaking populations. These sessions are carried out once a month, usually mid month on a Wednesday. All sessions will be advertised in the community, through local radio, Facebook and public postings. [priscilla.griffin@coastersassociation.com](mailto:priscilla.griffin@coastersassociation.com)

## James Buckle ■ Director of Finance

As Director of Finance, I ensure the proper functioning of all financial administration and financial processes, including accounting and budgets, employee salaries and benefits, and other internal processes of the Organization. I perform financial modeling and analysis and provide advice to assist the administration with funding decisions and project management. I ensure that the numerous project budgets are managed, and funder agreements are adhered to and reporting commitments met. As reference, for the current fiscal year we have managed 40+ projects, 80+ project funders, 60+ employees and over \$1.7 million. I am very appreciative of my small finance team. Their capability and motivation make my job a lot easier. [james.buckle@coastersassociation.com](mailto:james.buckle@coastersassociation.com)







## Ida Jones ■ Assistant to the Director of Finance

The role of the Assistant to the Director of Finance is to provide accounting and administrative support to the Director of Finance ensuring efficient and accurate financial operations of the Coasters Association. Primary Duties include assisting with monthly financial reporting and processing all financial transactions to ensure that finances are maintained in an effective, up to date and accurate manner. [ida.jones@coastersassociation.com](mailto:ida.jones@coastersassociation.com)

## Jessica Jones ■ Finance Clerk

As Finance Clerk I report to the Director of Finance, James Buckle and work with Ida Jones the Assistant Director of Finance. I am responsible for recording and paying vendor invoices to ensure efficient and accurate vendor payments as well as updating and maintaining the financial filling system for the Coasters Association. I provide accounting support to the Uni-Aide Foundation in helping maintain the accounts receivable and payable, and I work in collaboration with Shelley Fequet, the Director of Community Development and Mobilization, who provides administrative support to the foundation in the processing of health fund requests. I also prepare press releases, collect application forms, forward bursary selections to McGill for the McGill Bursary Program along with other duties. [jessica.jones@coastersassociation.com](mailto:jessica.jones@coastersassociation.com)



## Kimberly Buffitt ■ Director of Operations & Innovation

As the Director of Operations and Innovations at the Coasters Association, I have multiple roles within the organization. One is to ensure the implementation of the **Networking and Partnership Initiative (NPI)** that is funded by the Community Health and Social Services Network (CHSSN).

**This program has a few major areas we work in:**

**Networking:** We maintain and manage a partnership table called the Lower North Shore Coalition for Health that consists of regional partners across the Lower North Shore. Though this area we also attend other regional, provincial, and federal meetings pertaining to health and social services to ensure the Lower North Shore is represented at important discussions.

**Representation:** In this activity area we sit on regional committees such as the Advisory Committee to the CISSSCN, the access committee, etc... and/or we may also try to support other community members in getting onto regional and provincial committees so they can ensure that the Lower North Shore issues, concerns, and suggestions are heard in regard to access to services.

**Knowledge:** In the knowledge area we compile statistical profiles for the region based on a variety of data sets (i.e. stats Canada, CHSSN research, provincial and federal surveys, employment data, etc..). This is done so that we can properly document the current situation and have measurable indicators established of where we want to be. If you don't know where you are it's difficult to know if you are improving things.

**Partnership:** Another of my key areas of development work is trying to increase partnership with an organization, institutions, businesses, etc... that will benefit the region and support our development. Through this area, we attend a lot of meetings and events on and outside of the territory to build relationships and actions to benefit our region.



**Outreach:** In this area, we relay a lot of information in regard to health prevention and promotion to the communities, we also implement direct programming through our wellness programs (i.e. Early Childhood Development and Senior Programming). These programs are available to all communities across the Lower North Shore and aid in improving the quality of life in the communities.

I am also responsible for the **management of overall operations** in the organization to ensure effective and successful management of all programs, activities, and outcomes identified in annual work plans in collaboration with the Executive Director.

**This involves the development and implementation of a series of operational areas such as:**

**Integration Management-** Developing Project Management Plans, Directing and Managing Project work with respective staff, perform integrated change control if staff change and/or a new project starts, and overseeing the close of a project or phase.

**Human resources-** Assisting with the management of human resources, aid in preparing job descriptions and relevant posting, review human resource documents and policies, staff development, holding work sessions with teams within the organization, and assist with finding solutions in the areas of conflict and/or difficulties in collaboration with the Executive Director.

**Stakeholder engagement-** Stakeholders are critical to our organization's and region's success. As part of my role I work on identifying stakeholders, planning stakeholder management, and ensuring stakeholder engagement.

**Communication-** In my role here I assist the various teams in the implementation of our overall communication strategy. This also entails supporting the development and implementation of internal and external communications for the Coasters Association.

**Material resources-** I work closely with the staff to determine their needs in terms of equipment and resources to properly carry out their jobs in the communities. After determining needs, we look at acquiring funds to purchase needed materials and then manage the ordering and maintenance of the equipment with the staff person implicated and the finance department.

**Risk management-** I support the various teams at the Coasters in planning internally and externally risk management (i.e. fire safety, Intellectual Property, first aid certifications for staff, etc..). The safety of our personnel and the people attending our events and programs is very important to us.

**Financial management-** In my role with finance for the organization I support the development of grant applications, contract agreements, and budgets in collaboration with the staff, Executive Director, and Finance team. I also support the finance department in ensuring that staff stays on the budget outlined in the agreements that the association has signed in the programs they are running.

My position also oversees the innovation arm of the association, in collaboration with the Executive Director and we bring new initiatives, strategies, and opportunities to the attention of the Coasters Association board of directors, communities, staff, and its partners. This is probably one of the favourite parts of my job as I love hearing new ideas and possibilities that could aid in our development. One of the new concepts we are working on is the development of the Blue and Green Economy and the strategies that have been launched by the government.

As you can see my position covers many areas of the association's daily activities and development, in particular, daily interactions with the Executive Director, and should you have any questions don't hesitate to contact me as I would love to speak with you. [kimberly.buffitt@coastersassociation.com](mailto:kimberly.buffitt@coastersassociation.com)





## Shelley Fequet ■ Director of Community Development & Mobilization

I have been working with the Coasters Association since January of 2006. I work on a multitude of initiatives in health, social and community development and have held positions of Coordinator, Manager and Assistant to the Director of Programs, before being promoted to the position of Director of Community Development and Mobilization in 2019. My role is to support the Municipalities and communities in increasing their capacity in order for them to increase social and economic opportunities for the Lower North Shore. I also provide administrative support to the LNSCH and the Uni-Aide Foundation. For more details please see the ERCC, LNSCH and Uni-Aide articles for more details. (Page 3) [shelley.fequet@coastersassociation.com](mailto:shelley.fequet@coastersassociation.com)

## Nathan Mason ■ Director of Youth & Employability

I am currently replacing Chelsey Thomas while she is on maternity leave. My role is to create and manage programs that engage youth in the region with employment and training opportunities, as well as promote economic development within the region. I am also responsible for managing any interns that are hired by the Coaster's Association, as well as supporting the youth within the organization in any way that I can. Our internship process works by having a pool of potential candidates for upcoming internship opportunities. In the event that we do not have a suitable candidate for a position, the job will be posted.



Due to this process, I highly recommend that youth in the region get in contact with us so they have the best possibility of finding new positions within the organization. My job is about creating opportunities for youth in the region, and this is best done by creating interdependent partnerships. Another responsibility of mine is running the H.O.M.E. committee, which is a group composed of individuals representing the Coasters Association, MRC Golfe du St-Laurent, CEDEC, CISSSCN and the CSL. The goal of this committee is to develop the region for youth by focusing on 4 main topics; Hiring, Opportunity, Mentality and Employability. By working together with other organizations in the region, we have more capacity to create meaningful change within the region.

[nathan.mason@coastersassociation.com](mailto:nathan.mason@coastersassociation.com)



## Kayla Kippen ■ Senior Manager of Operations

The Senior Manager of Operations is responsible for two (2) major aspects of the organization, one is supporting the implementation of the Networking and Partnership Initiative (NPI) tasks, and the other is supporting the overall operations of the Coasters Association. In my role with NPI, I provide support to, and ensure effective and successful management of, various activities involving seniors initiatives, early childhood development programming, improved access to health and social services, support to non-profit organizations and SMEs, etc. Through this program, I also oversee the satellite offices from Kegaska to St. Augustine which to date has eight (8) offices, outside of our Head Office.

Due to the diversity of my role at the organization, I am available to assist the population in many ways. If there are suggestions, questions, or concerns regarding access to our health and social services, I can advocate for the population. This position allows me to be a voice for the Lower North Shore regarding access to health and social services, and community programs. I am always looking for ways to improve these services and bring new programs to the region.



Additionally, I contribute to the identification of innovative solutions for various Coasters Association core operations, along with continuously investigating innovative solutions to encourage community development. All these activities are heavily focused on continuous community consultation, and collaboration with local and regional partners and improving the overall operations within the organization so we can become a more effective advocate for the communities we serve. Another important aspect of my role in operations is supporting the Northern Research Division. This division has an important mandate to support economic and social innovation for the region. With that, if there are any small or medium enterprises, or non-profit organizations, looking for start-up guidance, networking, or any other assistance, I can navigate them through the Business Incubator and Accelerator Center (BIAC) or other resources the Northern Research Center can offer. The third role within operations management is the supervision of the Place aux Jeunes program. It is a new program that supports the migration, settlement, and retention of young graduates aged 18 to 35 to the region. We are thrilled to have this opportunity, and I am so excited about the benefits our agent and this program will bring to the region. Through my position at the Coasters Association, I truly do work in a little bit of everything. The Lower North Shore is my home, and I could not be prouder to be living where I am while working with such a passionate staff, Board of Directors, and so many dynamic partners. The time is now for change. [kayla.kippen@coastersassociation.com](mailto:kayla.kippen@coastersassociation.com)



## Ashley Roberts ■ Manager of Marketing & Communications

I am responsible for the Communications and Marketing team at the Coasters Association. This team has two mandates one being the improvement and development of internal and external communications at the Coasters Association and our second mandate is through the Northern Research Center division. Through the work on the Coasters Association side, we support with developing a variety of strategies, procedures, plans, and policies, as well as the branding, for the organization and its two divisions, the Wellness Centers and the Northern Research Centers. We use both traditional and new marketing tools and platforms such as social media, newsletters, brochures, pamphlets in addition to our new website, to increase our reach, engagement, and overall efficiency at communicating what we are doing to the population of the Lower North Shore and our extensive network of partners. Within the Northern Research Center Division, our department also works closely with businesses, from numerous industries, through the Business Incubator and Accelerator Center (BIAC). We offer services such as branding and brand guides. To give an example of a branding proposal we usually include logo design, color palettes, mood boards, brief branding guidelines, and identity development. We can also design letterheads, business cards, brochures, pamphlets, posters, product mock-ups, and more. Additionally we offer start-up support, networking, graphic design, video creation, product and business photo-shoots, basic website development, advertising development and strategies, marketing and communication strategy development, as well as other services. We are also actively keeping up to date with market trends and developments pertinent to our organization, its divisions as well as our incubates industries. Through meeting and understanding the business's needs and development goals we work to offer custom and tailored support for each business with the understanding that each is unique in its requirements and long-term goals. Our aim is to support them in their success. In the next year, with the newly acquired funding from the Canada Economic Development project, our department will be working in-depth with businesses in the Bio-Development industry to expand this sector in our region. We will provide all of the above-mentioned marketing and communication services and assist with the logistics of implementing a research laboratory infrastructure in Bonne Esperance. For any inquiries regarding my department's services, programs or projects don't hesitate to email me at [ashley.roberts@coastersassociation.com](mailto:ashley.roberts@coastersassociation.com).



## Mason Organ ■ Manager of Nutrition North



As the Manager of Nutrition North in Gros Mecatina it is my responsibility to develop culturally appropriate educational nutrition, cooking and food sustainability programs within the constructs of the Public Health Agency of Canada's Nutrition North Education Initiative, which was recently extended for a further five years. Overseeing the Nutrition Education Animator, Leatrice Collier, we offer a variety of practical and theory based educational activities to all age groups, such as cooking skills classes, taste testings, nutrition

workshops with topics including understanding nutrition labels and how to shop healthy and make informed choices, increasing skills in gardening and food harvesting. We also work on creating informative print and digital content, and curating a growing collection of healthy recipes for the community to try.

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## Erin Snider ■ Manager of Early Childhood Development



My role as Manager of Early Childhood Development with the Coasters Association allows me the great privilege of coordinating resources, training and support for our Early Childhood Animator and Wellness Animator teams across the Lower North Shore including but not limited to Kegaska, La Tabatiere, St. Augustine, St. Paul's River and Blanc Sablon. Reporting to the Director of Operations & Innovation, I am responsible for realizing our workplans with Public Health Agency of Canada, Healthy Early Years and Bright Beginnings. Our main focus for the Early Childhood Development department of the Coasters Association is to provide programming and services that will benefit LNS English speaking parents, family and children in the 0-5 age category. Across the Lower North Shore every year, we have 40 registered children with their parents to participate in our Early Childhood programming. These programs are crucial for early years development. By participating in our programming, children have the great opportunity to further develop their fine & gross motors skills, socialization, cognitive abilities, emotional regulation and most importantly getting them setup for success as they enter the school system. In addition to school readiness, we are also committed to providing LNS parents with up to date information and education opportunities on various parenting topics. Our Animator team is prepared and skilled to assist children and their families through the various stages of early childhood development by regularly attending training and keeping up with best and evidence based practices. While the Coasters Association is privileged and grateful for our partners and their continued support, the Early Childhood Development department continues to face financial challenges. We see the opportunities and understand the importance of ECD, however, it is difficult to sustain when we are not able to fund the hours and positions required to make our positions robust and desirable. With the departure of Avenir d'enfants in December 2020, a primary source of funds for Animators, it has been increasingly difficult to retain permanent Animators with sufficient weekly hours with competitive wages. Thus, resulting in minimal part time hours and fragmented program delivery. In the meantime, despite our challenges, we are pleased to work toward a brighter future and adding value to our programming. Our Animator team is currently going through training for the following programs: Triple P – Primary Care Level 3 – Two of our staff members have been trained and accredited to provide light touch parenting intervention for common childhood behavioural issues. This service is planned for deployment in May 2021. Child and Nature Alliance – Outdoor Practitioner – Four staff members are currently participating in online training with an in person practical in June 2021. This will allow for more outdoor play and learning in an environment that is safe and encouraging. Methods and processes from this training will be implemented for September 2021. erin.snider@coastersassociation.com



## Kaitlin Bilodeau ■ Manager of Senior Services



As the Manager of Senior Services my role is to support the Senior and Wellness animators along the Lower North Shore. There are ten (10) Day Centers along the Lower North Shore that are located in the following communities: Kegaska, Chevery, Harrington Harbour, Tete a la Baleine, La Romaine, La Tabatiere, St. Augustine, St. Paul's River, Old Fort Bay and Blanc Sablon. Although they do not all operate the same, they all share the same vision which is to improve the social, mental and physical well being of seniors living in our communities. Along with planning and leading information sessions and activities the animation team and I help bridge programs seniors can access to improve their quality of life.

The Animation team is as follows; Karen Elaine Wellman representing the community of La Tabatiere, Marta Ivonne Fuentes representing Tete a la Baleine, Leona Griffin representing St. Paul's River, Chandra Nadeau who was hired as a Wellness Animator representing Kagaska and in La Romaine a person was hired through the Municipality to cook for the seniors in the community.

Although there are ten Day Centers, not all the locations have active animation. Unfortunately, it has been seemingly difficult to maintain employment amongst the animation staff as only 10 hours a week prohibits it as a sustainable source of income. With the knowledge of the need for this service in the communities lacking an animation staff, we created a Wellness position which incorporates both Senior Initiatives and Early Childhood Development. This position offers more hours along with bringing the community together as it focuses on intergenerational activities. We are hoping to create more Wellness positions in the communities currently without animation.

There are several ongoing programs that are available to seniors to help improve their quality of life. The Day Centers unfortunately have been closed due to the pandemic but hopefully in the near future they can return to normal operations. The day Center provides a place for numerous activities such as, community kitchen, crafts, adapted exercise, card games, bingo, sharing health and promotional material and workshops. The "Meals on Wheels" which is supported through the 50+ clubs, allow seniors to be provided with a nutritious and cost-effective meal (in some communities). The "Senior Phone Pal" program enables seniors to have ongoing support during the pandemic giving them a connection and friend to talk to. "Home Visits" allow an animator to visit with a senior who may be feeling isolated or lonely. It is common for many older adults to suffer from this and including them socially is an important step in improving their health and quality of life. "Books on Wheels" provide seniors with books or puzzles either signed out through the day centers or delivered by the animators, reaching out to those who may not be able to physically attend the activities at the centers. Please feel free to contact the animator in your community at any-time.

As the Manager of Senior Services, I also focus on a work plan around senior abuse through the QADA. (Quebec friends of seniors). For the 2020 timeframe many of the plans for this program had altered for the pandemic, focus was adjusted to education of our staff. Training our animators in Mental Health first Aid, Suicide prevention and attending information sessions on Protecting the rights of older adults who are at risk and lack capacity and a few other webinars geared towards senior's mental health. Social media has been a great tool for getting information out to the community. Several Facebook posts were shared regarding the different forms of abuse. We have also taken into consideration the seniors without access to a computer or internet and have requested the resources to bring this capacity to those lacking. In order to help overcome ageism in our communities I worked on an intergenerational project in collaboration with Centre de Services Scolaires du Littoral and the CISSS connecting youth with seniors. Hopefully with the easing of restrictions in our region the opportunity to facilitate more activities and events towards senior abuse will be available. Currently we are developing a safety plan to distribute amongst the seniors along the Lower North Shore with the CISSS. [kaitlin.bilodeau@coastersassociation.com](mailto:kaitlin.bilodeau@coastersassociation.com)





## Latesha Fequet ■ Place aux Jeunes Migration Agent

Place aux Jeune en Region was established on the Lower North Shore in June 2020 and the 80th migration agent in the network was hired. As the Place aux Jeune Agent for the Lower North Shore I am responsible for supporting youth ages 18-35 with finding employment opportunities and moving to the region. The support opportunities are all encompassing and can be but are not limited to:

- Current job market in your field;
- Potential employers;
- Local and regional organizations;
- Entrepreneurship;
- Accommodation;
- Schools;
- Child care;
- Social, cultural and sporting life, Etc.



It is my responsibility to organize exploratory stays for individuals interested in moving to the region and would like a "taste" of what it might be like to live here. My mandate does also cross over to the adolescent sector aged 14-17 to generate interest and inform them of opportunities if they are interested in settling in their "home" region to live. Place aux Jeune on the Lower North Shore is so fortunate to have so many partners in the region such as the MRC du Golfe du Saint Laurent, Centre de Services Scolaire du Littoral (CSSL), Centre Integre de Sante et de Services Sociaux de la Cote-Nord (CISSS), Community Economic Development and Employability Corporation (CEDEC) and many more. These partners are eager to support the migration of youth back to the region in any way they can. An example of partners coming together is the success of a graduate from the nursing program receiving a position on the Lower North Shore through partners attending a career fair and presenting the opportunities in the field of nursing at our local CISSS Cote-Nord. We have many partners outside of the region as well, one that we would like to highlight for the PAJ program is Steel River Group based in Alberta. They have been a dedicated supporter of this program since the inception and continues to be to date.

**You can contact me by**

**email: [latesha.fequet@coastersassociation.com](mailto:latesha.fequet@coastersassociation.com)**

**Cell: (780) 691-6291**

**Facebook: Latesha Fequet**

I am very passionate about the region I call "home" and consider it a privilege to be able to share everything I love about living on the Lower North Shore with anyone who is interested in moving here.





## Honlee Etheridge-Hobbs

### Assistant Manager of Marketing & Communications/ Coordinator of Business Development

I primarily work in the marketing and communication department at the Coasters Association. This team has two mandates one being the improvement and development of internal and external communications at the Coasters Association and our second mandate is through the Northern Research Center division.

For the Coasters Association I work on digital marketing, such as the new website, and social media for the Coasters Association and its divisions, the Northern Research Centers and the Wellness Centers.

In my mandate with the Northern Research Center I am a communications specialist for the Business Incubator Accelerator Center (BIAC). Through the BIAC, I offer support for digital marketing platforms such as social media, websites, etc.; social media plans, strategies, and management; and other communications tools such as communications plans, advertising strategies and techniques and more to small and medium enterprises and non profits on the Lower North Shore. As of April 1st, 2021, I will also be the Business Development Coordinator along with my role as Assistant Manager of Marketing and Communications under funding from Canada Economic Development.

I am also currently working on a variety of youth initiatives through funding with Canadian Heritage, one example being the Speaker Series; this is a series of presentations by young professionals from the Lower North Shore to students in the region. The Series features a variety of professions which demonstrates to youth on the Coast that they can return home with an education in any field. The possibilities are limitless, not limited. Thus far, we have hosted presentations with students in the Eastern communities. It is definitely a wonderful opportunity for youth from the Central and Western communities to learn more about the possibilities of their home as well. Along with the Speaker Series, there is also the Youth Forum that will be held at the end of March. This event will gather schools and students across the region for discussions on the topic of Technology on the Lower North Shore. The opinions and ideas of our youth are vital to the sustainability and innovative initiatives of the Coast.

I am also leading a project to develop tourism in Bonne Espérance under the Northern Research Centers agreement with the Association Development Tourism (ADT). Through this project, we are working closely with local businesses, nonprofits and the municipality in Bonne Espérance to assess if they have the proper resources, skills and training necessary to participate in the tourism industry. From there we will be making links with our partner organization to support their development. We are also looking in collaboration with Voyage Coste at possible tourism packages that could be offered in the municipality and the various aspects of marketing with the ADT.

For any further inquiries into any of my department's services, programs or projects please do not hesitate to email me at [honlee.etheridge@coastersassociation.com](mailto:honlee.etheridge@coastersassociation.com).



The Coasters Association would like to take this opportunity to extend a very special thank you to ALL our partners and various individuals who provided their unending support, whether it was lobbying and networking, volunteering or providing any assistance needed to ensure the success of the organization. They are too many to name, however, it's important we thank all those who have continued to play a part in the organizations' accomplishments.

The following partnerships provided contributions of either financial support or infrastructures for the April 2020 – March 2021 fiscal year.

### Federal Government

Canadian Heritage  
Health Canada  
Public Health Agency of Canada  
Economic Development Canada  
Service Canada

### Provincial Government

Anglophone Secretariat  
Ministère de la Famille  
Ministère des Aînés  
Secrétariat à la jeunesse du Québec (Place aux Jeunes)  
Avenir D'enfants (Chagnon Foundation)  
Service Quebec

### Organizations/Institutions/Companies

Community Health and Social Services Network  
Educaloi  
Community Economic Development and Employability Corporation  
Centre d'expérimentation et de développement en forêt boréale (CEDFOB - College Centers for the Transfer of Technologies – CCTT)  
Bio-Talent Canada  
Chantier de L'économie Sociale  
Centre de services scolaire de Littoral (CSSL)  
Centre intégré de santé et de services sociaux de la Côte-Nord (CISSSCN)  
Pakuashipi  
Association for the Development of Tourism (ADT)  
Municipalité du Golfe Saint Laurent  
McGill University  
L'Université du Québec à Trois-Rivières (UQTR)  
Regional Development Network (RDN)  
Local Table for Seniors  
Steel River Group – Calgary, Alberta



Canadian  
Heritage

Patrimoine  
canadien

### Contact Us

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### Complaint Form

Have a complaint? Are we doing our part? If you have a complaint and/or concern regarding the organization, its programs, events, activities, or publications, we invite you to contact our Executive Assistant, Shannon Keats, via email at [shannon.keats@coastersassociation.com](mailto:shannon.keats@coastersassociation.com) to obtain a complaint form and help us to continually improve our quality of service. Thank you!



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