

# Executive Director's Report



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**APRIL 2020 TO  
MARCH 2021**



**COASTERS  
ASSOCIATION**  
UNITED FOR A BETTER FUTURE



## Executive Director’s Report

This report of activities of the Coasters Association Inc. have been prepared in order to provide the Board of Directors with general information and summary of the work carried out since April 1<sup>st</sup>,2020 to March 31<sup>st</sup>, 2021, as outlined in the activities of the contribution agreement of Canadian Heritage.

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## **Activity Component #1: Capacity and Leadership Development**

### ***Operational Structure***

#### Board of Directors:

- A board meeting was held in April 2020 by tele-conference to elect the directors to the Executive Committee. Minutes were produced. The members were selected, one per municipality, plus the treasurer was selected from the Municipality of Bonne Esperance.
- An Annual General meeting was held in April by tele-conference to approve of the members of the Executive Committee by the membership. Minutes of the AGM were produced. The members to the Executive committee were approved, thirty-eight (38) participants were present.
- The Executive Director and all members of the staff produced an annual report (April 2019 to March 2020) for the board. The annual reports were presented to the board and approved at the May 2020 board meeting.
- Preparations (packages of information) for the board meeting held in May 2020. Minutes produced of the meeting. There were many topics discussed, such as: Administrative topics (Contribution agreement – CH, Signing authority for Canadian Heritage, Signing authority/contact for all other documentation, 2020 March 19th AGM minutes, Executive Directors annual report, In-office Committees, Communications Implementation Plan, Agreement/Project charter template - Northern Research Center, Financial Policy Manual, COVID-19 federal support – loan & wage subsidy, Opening of office – working from home, Employee title change, Update of Restructuring Plan, Role of LNSCH versus Coasters Association).
- In addition, other topics of discussion were numerous projects: Update on Projects (Senior Day Centers – MRC, Wellness Centers – AS/CHSSN, Employability program – AS/PERT, Northern Research Facility – CED, DFO, KIDS summer camp/Family animation – Service Canada, Summer student jobs (new application) – Service Canada, Internships – Bio-Talent Canada, Service Canada & CEDEC, Youth Skills Link – Service Quebec, CHSSN – ERCC additional funds for seniors & other initiatives (COVID 19), Avenir d'enfant – additional funds for youth (COVID 19), COVID 19 support projects, Centraide Canada – Emergency Preparedness fund (food security, seniors, services), Canadian Red Cross (training, equipment, etc...), McConnell Foundation, Youth Engagement project replacement, Secretariat Jeunesse/Place aux Jeunes program, Raconte-moi notre histoire-CJTb radio, CEDFOB project – press release, Tourism projects/program partnership request).

- And continued with discussion on: Meetings/Workshops/Training (LNSCH bi-weekly meetings, results of survey – COVID19 topics, Update from partners – CISSSCN & CSL, Working groups – LNSCH, QCGN Town Hall Meeting – April, 2020, Anglophone Secretariat consultations – April & May, 2020, Provincial Health Committee meetings, Minister of Official Languages & EDC – May 2020, Topics for Information sessions – June, October & November, Employee Training sessions (DA). It was a very productive meeting.
- There was no presentation at the May 2020 meeting as the new board of directors had a lengthy agenda, and decisions had to be made. Organizations will be invited to participate in the other planned meetings.
- An Orientation Manual for the Directors and Managers was created and approved by the Executive Committee. This manual is a part of the Restructuring process. The structure and processes identified for onboarding new employees; it will assist the new employees to integrate better into the organization.
- The Executive Committee held a meeting in June 2020, and minutes were produced. The topics were: Approval of candidates (Interns and Summer students), Approval of replacement employee positions (Office Secretary, Youth Engagement Coordinator, NPI Satellite Office Coordinator, Director of Youth and Development), Regional Development Network of English Quebec, and Approval of Orientation Manual.
- Finalized the Canadian Heritage contribution agreement and produced an annual report for Canadian Heritage.
- Preparations (packages of information) for the board meeting held in October 2020. Minutes produced of the meeting. There were many topics discussed, such as: Administrative topics (Executive Directors six-month report, Update on Auditor's Report, Dossiers/Committees of board and staff, a presentation by Geoffrey Chambers – President of the QCGN, LNS Housing Corporation, Social Development Framework, Update on projects/planned activities, Meetings/Workshops/Training).
- Preparations (packages of information) for the board meeting held in January 2021. Minutes produced of the meeting. There were many topics discussed, such as: Administrative topics (AGM Program, Approval of the Auditor's Report, Representation on Boards, Manager of Human Resources, Employee Resignations, Office Secretary, Employee Titles, Senior Service Replacement, Social Media Policy, Finance Manual, QUESCEN Library, Canada's Best Apps Inc, Employee Training Courses, presentations by Latesha Fequet – Place aux Jeunes Migration Agent and Ashley Duguay – Community Organizer from the CISSSCN, presentation by Erin Snider – Manager of Early Childhood

Development, Update on previous and current projects, Meetings/workshops and training)

- The Coasters 27<sup>th</sup> Annual General Meeting & 32<sup>nd</sup> Anniversary was held on February 23<sup>rd</sup>, 2021 via zoom due to the ongoing COVID-19 pandemic. Minutes of the AGM were produced and disbursed.
- Presentations by partners at two (2) board meetings (i.e.: QCGN, Place aux Jeunes – Nursing Career Fair by Coasters and CISSSCN, and Coasters program: Bright Beginnings and Triple P). The President provided an update of the Provincial Health Committee at each board meeting.
- The Strategic Restructuring of the organization has begun through information sessions with the President, Executive Director, Staff, as well as two (2) surveys developed and forwarded to the staff for feedback, with the support of the Consultant, Hugh Maynard. Our goal is to have it finalized, with feedback from the board, and approved by the board of directors in June 2021.
- Employed forty-nine (49) employees across the Lower North Shore in 2020/2021, including seasonal workers, and managed over 1.6 million dollars.

## Staff

### *Staff Management*

- Regular staff meeting held in June 2020. Minutes produced of the meeting. The topics of discussion were; Operational documents and structure (2020/2021 Contribution Agreement – CH, Committees, Mandate & Representation, Employee Information & Training Manuals, Update on Communications Plan, Update on Strategic Restructuring, Preparation of Board Information sessions, Opening of office, Reporting Deadlines, Delivery of Activities, Staff Evaluation Chart & Employee Performance Evaluation), Overview of activities (NPI/ERCC team, Youth team, Northern Research Center team, Communications team, Finance team – James & Ida), Update of upcoming and potential projects (New positions – Bio-talent, Place aux Jeunes, summer students, CED, DFO, CHSSN-Red Cross, Service Quebec, Avenir d'enfant, Industry Canada), New business (Regional Development Network for EQ (DA), Recommendations for future development, etc....., Office building (extension), Summer Holidays).
- Meeting held with the executive team of the Coasters Association to discuss reorganization of programs due to COVID 19, staff duties and set-up of software so staff can work remotely from home.



- Onboarding session held with interns Michael Martin, Christian Rowsell and Joshua McKinnon.
- Staff meeting held in October 2020 and February 2021. Minutes produced of the meetings. Topics of discussion were Project Employment, Employment Evaluations, Follow-up (all departments), Service Contracts and Agreements, Office Extension & Equipment, Authorized Overtime, Update Time Sheets, Update on Operations Documents, Overview of Major Activities/Events, Update of New Projects & Potential Projects, Development Funding/Canadian Heritage, and Items for Upcoming Board Meeting, Employee Development Survey, Individual Staff Meetings, Operational Meetings, Feedback to other Restructuring Documents, Employee Replacement, Completion of Employee Documents, Representation on Boards/Committees & Responsibilities, Reporting at Meetings and Working in Collaboration, AGM Preparations, Health and Medical Insurance and 911 Calls.
- Performance follow ups completed with five (5) staff to identify challenges and training needs.
- As per the Orientation Manual for the Directors and Manager: Performance follow-ups carried out with four (4) Managers and one (1) Civil Engineer Technician, by Shelley Fequet.
- A time management workshop developed. Available for implementation with businesses. It will increase the knowledge and understanding of the importance of proper time management in the workplace.
- Job descriptions updated and produced for new employees, schedule of activities, work plans, meeting charts, committee representation, contact listing, and outcomes achieved.
- Eleven (11) team meetings held to review and prioritize job tasks.
- Maintained staff presence on the Lower North Shore in three (3) satellite offices (i.e., St. Augustine, Gros Mecatina, Golfe du Saint Laurent (Kegaska). As a result, communities have increased and improved development capabilities for improved community and social development.

### *Staff Reporting*

- All staff reporting: annual reports, monthly activity and meeting charts, quarterly reports were produced and distributed to the board, partners, and government departments.
- The Executive Director and all members of the staff produced reports related to implementation of activities in line with the strategic plan for the board in May 2020, followed by a planning session in October 2020 and a consultation in February 2021.

### *Staff Workshops/Work Sessions*

- Monthly work sessions were held with members of the staff (depending on activities). These work sessions with the staff have helped improve their skills in building constructive partnerships, developing successful funding applications, feedback to all initiatives, and the importance of planning for long term, sustainable initiatives, as well as improves their skills in management and effective planning.
- Work session with staff in May 2020 to review the contribution agreement of Canadian Heritage. This work session provided an opportunity for the staff to give their feedback to the contribution agreement, and a better understanding of the work to be carried out for 2020/2021.
- Workshops held with staff on the Restructuring Process of the organization, Communication Implementation Plan, Training Manuals, New employee positions, and Future development of the organization.
- Workshop carried out with staff on the implementation of the social media template.
- Five (5) workshops developed and carried out with thirty-seven (37) staff on the use of G-suite.
- Work session held with Maxine Skeet consultant of Pure Bliss Coaching; eighteen (18) Coasters Association staff participated.
- Sixteen (16) communication planning meetings held and a work session with the communication team held to discuss market analysis.
- Planning session held to discuss organization of shared drives for staff across the territory.
- Staff met to start mapping out the risk management plan. Research was done by several members and an excellent tool to follow was developed. The team will be meeting again and have been working on a check list of what is needed.
- Two (2) Networking and Partnership Initiative (NPI) virtual retreats with the CHSSN.

### *Staff Information sessions*

- Becoming a Change Maker: Intro into Social Innovation - University of Cape Town (via Coursera) - Bocconi School of Leadership (via Coursera) International Leadership & Organizational Behaviour.

- Thirteen (13 Ways) to kill a community – an information session given at the Partnership Summit by Doug Griffith.
- Canadian Municipalities; Strengths and Innovation in Rural Canada - Federation of Canadian Municipalities.
- Learning from Mentors” Webinar, by Innoweave, two participants (2).
- Impact of the COVID-19 Pandemic on Family Well-Being in Canada”, by the Vanier Institute.
- Emergency Community Support Fund Webinar, held by Employment and Social Development Canada.
- Stages to Partnership Development” webinar, held by the CHSSN.
- Information session on the “Assessment of safe 4-wheeled mobility aid” with Loop Community of Practice.
- Three Tamarack webinars called “Leading through Crisis Introductory”, A Just Recovery for all, and “5 Strategies to Reduce Poverty in Canada” with Tamarack, and a session held by Tamarack entitled “Mushkiki (medicine) Healing Self and Systems”.
- CHSSN Values based Leadership Webinar, CLC-NPI sharing session, Iceland Ocean Cluster meeting, Partner check in meetings, participated in session on Wellness Center Growth-wheel.

#### *Staff Training sessions*

- Training manual for replacement positions completed.
- Training on “Time Management” carried out with staff - Director of Community Development & Mobilization.
- Fifteen (15) employees signed up to take the suicide prevention training (on-line), with Living Works.
- Five (5) week French Second Language course (2020) completed with 8 participants (six from the Coasters Association staff team) - Attendees participated in conversational focused session to increase French language skills.



- With the support of the Commission Scolaire du Littoral and Emploi Quebec, staff has been taking training courses, French (2) and Excel (16) and Drone operations and certification (1).
- Kimberly Buffitt attended a training session entitled “Community Development and the Collective Planning Cycle” given by TAMARACK.
- Non timber forest product training developed and carried out with nine (9) participants, given by the CSSL.
- Triple P Primary Care training and accreditation – Primary Care level 3 Practitioner training for light touch parenting intervention for parents with a child exhibiting common child behavioural issues. Erin Snider and Adeline Anderson have completed the training and have been accredited.
- Child and Nature Alliance Outdoor Practitioner – Online monthly workshops with a practical (summer 2022 due to COVID-19). 3 PACE Animators and Manager of Early Childhood Development are finishing their last monthly session in May 2021.
- Quebec 4-H Safety certification – In the future where the Coasters Association and 4H have a collaborative project, Coasters Association ECD staff must participate in the 4H safety course to ensure all policies on safety are reviewed and understood.
- Obtained funds to purchase twenty (20) staff licences and twenty-five (25) support partners for an online project management tool called Wrike. Wrike is a digital work management tool that lets users track and coordinate projects, combining a simple user experience and interface that allows to manage multiple work plans in one place.
- Living the Future Today, training session held by TAMARACK and attended by Kimberly Buffitt.

*(The staff participated in a countless number of other sessions – outlined in the Northern Research Center sector in Component #3)*

#### **Staff Documents**

- Set up of G-Suite with thirty-seven (37) staff at the Coasters Association to be able to share documentation, hold online meetings and cloud enable collaboration on documentation through the cloud-based document storage. Training was

completed over four (4) weeks May 2020. Training is given to new employees as they onboard with the organization.

- Completed translation on communication materials as required in collaboration with MRC Golfe de Saint Laurent.
- Effective Communications presentations completed. Available for staff (winter 2021) and businesses and communities upon request.
- Developed a content delivery planning sheet for social media content for staff to use and plan communication on various topics for the Wellness Centre and North Research Centre.
- Developed project charter template and contract template for small medium enterprises and non-profits accessing services from the BIAC.
- Social media policy has been developed and approved by the board.
- An employee handbook drafted. This will be a great tool for staff, especially new staff.
- Finance Manual was developed and presented to the staff and board; it is a working document.

### ***Lower North Shore Coastal Summits***

#### Coastal Summit

- A lot of work went into the organization and preparations for the nine (9) coastal summits, a two-day Leadership Summit and a two-day Partnership Summit.
- Documents created for “virtual” Coastal, Leadership and Partnership Summits: Municipal profiles, Presentations, Agendas, Invitations, Bios, Booklet, Social media posts.
- Community and Municipal profile info graphics finalized and distributed at the Coastal summit. Municipal profiles created for five (5) municipalities.
- A virtual Coastal summit was planned, prepared, and carried with one hundred and fifty-six (156) individuals participating in a series of Zoom sessions.

- Coastal Summit (Nov 2-17) took place in nine (9) communities/municipalities with two hundred and thirty-three (233) participants. (Kegaska, Harrington, La Romaine, Chevery, Tete-a-la-Baleine, the Municipalities of Gros Mecatina, St. Augustine, Bonne Esperance and Blanc Sablon) to share information, identify challenges and potential areas of development.
- Assessments (13 Ways) forwarded to eighty-six (86) LNS residents that participated in Virtual Coastal Summit.

#### Partnership Summit

- One (1) meeting was held with members of the Regional Disparities Panel to discuss presentation at the Partnership Summit – CHSSN, CASA, CAMI, UArtic.
- One (1) meeting was held with members of the Education, Research & Development Panel to discuss presentation at the Partnership Summit – UQTR, CSSL, UOttawa.
- One (1) meeting held with members of the Industry Panel to discuss presentation at the Partnership Summit – LNS Fishermen's Association, Integrity Ingredients, Pêcheries Petit Havre, Voyage Coste, CEDEC)
- A Partnership Summit (Dec 8 & 9) took place with local, regional, provincial, national and international partners to discuss the development of the Lower North's Shore's economy. Eight-six (86) participants.
- Ten (10) S.W.O.T analysis completed – Kegaska, La Romaine, Chevery, Harrington, Tete-a-la-Baleine, Gros Mecatina, St. Augustine, Bonne Esperance, Blanc Sablon and Lower North Shore

#### Leadership Summit

- Leadership Summit took place (Nov 24 & 25) where municipal councils/local committees had the opportunity to come together to discuss the realities and challenges of the Lower North Shore. Seventy-two (72) participants.
- One (1) meeting held with Espace Muni to discuss presentation for Leadership Summit (Nov 24 & 25).
- Four (4) meetings held with 13 Ways staff to discuss keynote presentation and Leadership Summit (Nov 24 & 25).
- Two hundred and seventy (270) copies of Doug Griffiths book, "13 Ways to Kill a Community", were donated to the Coasters Association for distribution. Books

disbursed to municipalities, communities and partners to increase capacity of social and economic development.

## ***Sectoral and Stakeholder Meetings***

### **Local & Regional Groups**

#### Lower North Shore Coalition for Health

- Due to the COVID-19 situation, the LNSCH held six (6) special meetings from April to July 2020 and held a regular meeting in June 2020. The topics of discussion were: CISSS updates, Public Security, Food security, Economic needs, Needs of the vulnerable population. As a result, three (3) working groups were formed (Food security, Social programs, Economic development). COVID-19 postponed the review of the LNSCH mandate & mission scheduled for fall 2020.
- Lower North Shore Coalition for Health (LNSCH) held two (2) regular meetings to oversee and organize various initiatives (i.e: Senior Day centers, Avenir d'enfant, McGill, KIDS camp, Health Promotion & Prevention program, Telehealth - CHEP) and six (6) special sittings to discuss COVID-19 impacts on the LNS.
- LNSCH merged with the CISSS partnership committee. The membership expanded to include Domestic Aid Cooperative, Youth Centers, LNS Housing Corporations and a new resource (Services Quebec).
- Director of Operations and Innovation sitting at a Provincial table to work with Health Canada on the parameters of the next five (5) years of Health Canada funding.
- One (1) meeting held with the LNSCH to follow up on social and economic initiatives.
- Two (2) Working Group meetings held to discuss early childhood development initiatives on the LNS.

#### Municipal Regional Council (MRC)

- Meeting held with MRC to discuss food security (food bank) and the economic needs of fishermen and seasonal workers. Blanc Sablon Food Banks had an increase in support and capacity (funds) to serve all communities during COVID-19 from the MRC and CHSSN.
- Meeting held with MRC on April 3rd to discuss challenges with implementing meals on wheels due to COVID-19.

- Meeting was held by the MRC to discuss the deposit of three (3) priorities that had to be developed and submitted to the Ministère de l'Environnement et de l'Économie for the recovery of the Economy. The COVID-19 pandemic increased the dire economic situation on the LNS. The three (3) priorities were tourism, infrastructure, and support for seasonal workers (fishers, plant workers, and camp workers)
- Joint communication task force created between the MRC Golfe Saint Laurent and Coasters Association to distribute information daily from government, local services and information from the CISSSCN on social media, radio stations and on local bulletin boards.
- Supported the MRC in organizing the deployment of Canadian Rangers to deliver meals on wheels, groceries, mail pick-up, medication pick-up and banking services to vulnerable seniors throughout the territory.
- Attended meeting with MRC Golfe Saint Laurent and Ministry of Environment and Innovation to discuss the program put in place by the Quebec Provincial government called the “Re-Launch of the Quebec Economy” to give economic priorities of the Lower North Shore that will be added to Cote Nord economic priorities and submitted to the provincial government.
- Application submitted to La ministre des Affaires municipales et de l'Habitation (MAHA), in partnership with the Municipality of Golfe St. Laurent – Pending. Invitation from MAHA to consult on vitalization of MRC du Golfe du St. Laurent.
- Consulted on MRC's Cultural Policy development.
- Membership on the regional MADA committee for the MRC.
- Invitation from MAHA to participate in meeting with members of the Conférences Administratives Régionales (CAR), MRC du Golfe-du-Saint-Laurent, les Coasters, Secrétariat aux relations avec les Québécois d'expression anglaise (SRQEA) et Centre Service Scolaire du littoral to discussions prioritizing actions to be implemented in terms of the vitalization of the territory.
- Supported MRC in drafting a youth policy document for Bonne Esperance that was shared with other municipalities across the territory as a best practice document.
- Participated in all meetings as required with municipalities and MRC pertaining to the implementation of the Senior policy.

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- Participated in all meetings as required with municipalities and MRC pertaining to the implementation of the Senior policy.
- Letter of Agreement drafted with Municipality of Golfe de St. Laurent for housing assessment in Tete a la Baleine.

#### Centre de services scolaire du Littoral (CSSL)

- Partnerships maintained for infrastructures and meetings held with CSSL to discuss the development of partnership agreements for infrastructure use for each village, to advance files that the two organizations are working on in collaboration.
- Monthly meetings being held between the CSSL Director and Adult Education representative and the Coasters Association President (backed up by the Executive Director) and the Director of Operations and Innovation. CSSL committed to support internship salaries to aid in development of municipal/community profiles for the Lower North Shore, and continuation of their support to all our initiatives.
- Training program implemented in collaboration with the Lower North Shore Bio products Cooperative, CSSL and Services Quebec. As a result, nine (9) harvesters in the Non-timber sector are participating in this training program.
- Monthly meetings held with CSSL Director and department of adult education to discuss files that are in development and being implemented.

#### Centre intégré de santé et de services sociaux de la Côte-Nord (CISSSCN)

- CISSS partnership table continued its merger with the LNSCH. CISSS staff continued involvement in various working groups and application development. The merger took place in the new fiscal year and the LNSCH is stronger, and the new members are an asset to the coalition. Meeting will be held in fall 2020 to determine Coasters and CISSS role in managing the LNSCH.
- Meeting held with CISSSCN to develop special meeting agenda for COVID-19 meetings with LNSCH.
- Meeting held with CISSSCN to discuss Coasters Association restructuring process.



- Supported CISSSCN in distribution of information regarding meals on wheels protocols in place due to COVID.
- Supported five (5) individuals in processing of complaints regarding extra regional services.
- Sixteen (16) meetings held with the CISSS to discuss senior and early childhood programs.

#### Fondation Uni-Aide

- Supported the ongoing updating and implementation of the Uni-Aide foundations 5-year strategic fundraising and communications plan.
- Lower North Shore Health Fund - Followed up on all LNSHF applications as needed. Received twenty (20) requests, all were approved, the funds were distributed.

#### Dr. Camille Marcoux Foundation

- Continued to support the mission of the foundation in their efforts.
- Contacted six (6) youth and one (1) senior for video clip about receiving bursary and the history of Dr. Camille Marcoux. Supported the Foundation with its annual campaign.

#### Delta Waterfowl Foundation/Lions Club

- Continued support LNS Chapter - Delta Waterfowl Foundation.

#### Lion's Club

- Continue to support the Lion's Club.

#### Group Accessibilité

- On-Going partnership with Groupe Accessibilité to provide activities to their members, animation offered (seven (7) hours per week). No employee since COVID-19
- Lower North Shore Group Accessibilité maintained seat on LNSCH. The disabled file continues to be a challenge. However, we continue to integrate the disabled population into all our programming.
- Disabled population file added as a priority at the Regional and Local Users Committees of the CISSSCN.

### Native Communities (Pakuashipi – St. Augustine, Unamenshipu – La Romaine)

- Partnered with Pakuashipi on developing a project to Native Affairs and to Natural Resources.
- Continued to support the First Nations Education Council and other partners (CSSL, MRC, CISSSCN, etc....) to implement high-speed internet on the LNS.

### ***Provincial/Federal Groups***

#### Quebec Community Groups Network (QCGN)

- Continued to participate in the events and activities of the QCGN, and surveys conducted by them to support the network. As a result, the QCGN (Stephan), CEDEC (John) and Coasters (Kimberly) formed a working committee to work on social economic development issues and work jointly on projects, etc.
- Participated in two government consultations, federal and provincial, enabling us to provide input to the government regarding our economic situation. As a result, a meeting was held with CED to review the funds for the COVID-19 situation and inform them of what the Minister of CED announced with hopes that the CED office would move faster on requests, etc...
- Analysis completed of stats Canada data in collaboration with John Abbott College and the QCGN to complete community profiles.

#### Community Health and Social Services Network (CHSSN)

- Meeting held on April 3rd to review GBA evaluation surveys developed awaiting feedback of CHSSN before distributing to partners.
- Four (4) training sessions held (via Zoom) on community and leadership development. CHSSN retreat postponed due to COVID-19.
- Continue to hold regular meetings with the CHSSN to provide updates and obtain support for a number of initiatives.
- Conference call held with CHSSN, CAMI and Coasters Association to discuss emergency measures being put in place due to COVID-19.
- Special funds for COVID relief accepted at CHSSN.
- Funding applied for and accepted for Wellness Center implementation from the CHSSN.

- Supported the CHSSN in the completion of local interviews of patients that used Patient navigator service in Quebec City. Meeting held with MRC on April 3rd to discuss challenges with implementing meals on wheels due to COVID-19.

#### Community Economic Development & Employability Corporation (CEDEC)

- Weekly meetings and training sessions with CEDEC, and partnership formed on all our initiatives.
- Twenty (20) meetings held with CEDEC staff to review joint economic development initiative files – SME support.
- Partnership agreement in place for two (2) staff. As a result, aid was provided by the Coasters Association to support the COVID-19 relief for SME's.
- Sustained partnership with CEDEC and continue to work in collaboration on potential projects for the future development of the Lower North Shore economy.
- Staff support to service the Lower North Shore.

#### McGill University

- Continue to promote health sector career opportunities available on the LNS.
- McGill Bursary Category 1 for 2020-2021 press release issued.
- Three (3) bursaries awarded.
- Followed up with McGill bursary recipients for Proof of Enrollment, digital picture, and article for Fall Semester. McGill contract (bursary) signed and forwarded, including digital pictures of recipients.
- Proof of Enrollment, picture and article received from three applicants.
- Prepared and submitted Progress Report as of July 2020.
- No meetings held. All meetings postponed due to COVID 19.

#### Memorial University

- One (1) meeting was held with Memorial University to advance partnership with Labrador Development Corporation.
- One (1) meeting was held with the President of Memorial University who visited the Coasters Association office to discuss the Coasters Association Northern

Research Center division and discuss future partnerships. Meetings held regularly with Memorial University to discuss joint initiatives and continued partnership.

- The Coasters is really trying to encourage the university to have a master's program in business administration, like they have with UQTR on the science side. They are very receptive to the idea.

#### L'Université du Québec à Trois-Rivières (UQTR)

- Continued partnership with University of Quebec in Trois-Rivieres (UQTR) and CCTT Innofibre on the research and development of raw material extraction procedures and identification of the key chemical compounds.
- New Masters program underway with UQTR, in the field of Science Engineering in Lignocellulosic Materials in the department of Chemical Engineering with one (1) youth from St Augustine.
- Eight (8) meetings with UQTR to discuss ongoing bio development initiatives.

#### University of uOttawa

- Four (4) students helped study wild berry and fish waste applications and processes to help the economic development of the Lower North Shore. New projects will likely be established in winter and/or summer 2021.
- Potential partnership with Biotalent and Ottawa University to look at researching process development through CHG 4244.
- Will continue recruiting professors to help move the uOttawa-LNSBSC drying project forward.

#### Concordia University

- The Coasters were approached by Concordia University to verify interest in participating in a virtual library, where they would store Coasters reports online. They have approached many groups to participate in the virtual library, a contract will be signed to give them permission to do so. Also, QUESCREN will submit a project to hire Coordinators to support the organizations with this initiative. If the project is approved, a person will be hired for sixteen (16) weeks to gather all the documentation.

#### Bio-talent Canada

- Four (4) internships were completed with them. They contacted the Coasters for an interview and informed them that the Coasters had one of the best projects and one of the best stories. They will publish a report and wanted the Coasters story

to be a part of it. Kimberly and Kristopher did the interview with them and we will get a draft back for review before it's published.

#### Regional Development Network for Eastern Quebec

- Worked with CASA, CAMI, North Shore Association, Heritage Lower St. Lawrence in the implementation of the RDNEQ project for regional socio-economic development funded by the Secretariat aux relations avec les Quebecois d'expression (Anglophone Secretariat). The final report is under development.
- Work sessions were held with Regional Development Network for Eastern Quebec (REDNEQ) to discuss Regional portraits being developed on regional data and programs being accessed by the Lower North Shore.
- Statistics report completed by the consultant working for the REDNEQ network corrected and submitted back for finalization of report.
- A Regional Association Network meeting was held in August 2020 where the NSCA and Coasters Association re-affirmed their partnership and regional collaboration focusing on determinants of health. Discussion was primarily focused on access to health and social services and mental health awareness.

#### Regional Development Network E.S.C.

- Held a meeting with the President of the new network (RDN). A network is established but only with the regional associations that left the QCGN. The President of RDNEC will check with the board regarding Coasters being a part of it and get back to us.
- The Executive Director expressed concerns to the RDN, Anglophone Secretariat and Canadian Heritage. She has been in touch with Cathy Brown, Executive Director of RDN, and the Coasters will be invited to be a member of this group. Christopher Skeete recently announced that the organization will receive funding for two (2) years.

#### Q'uanglo Communications

- Continued a solid partnership with Q'uanglo Communications.

#### 4-H Canada/4-H Quebec

- 4-H Canada/4-H Quebec
- No work to date, as the camps did not open. Parents in Gros Mecatina wish to wait until in person activities resume before setting up a 4-H club. Interest in 4-H clubs remain.

- Attended 4-H Quebec Annual General Meeting 2020 via zoom on Sunday, September 27, 2020. Mrs. Jacqueline Morrison transitioned from the interim to the permanent role of Executive Director of 4-H Quebec.
- Participated in one (1) 4-H Leadership meeting by zoom, introduced our region to other 4-H clubs who are thrilled to have us join them going forward.

#### Youth for Youth (Y4Y)

- Continued support and partnership with Y4Y and their mandate. Chelsey Thomas participated in the English-speaking youth and Covid-19 zoom.

#### Educaloi

- Project with Educaloi for 2020-2021 - The goal of the Project is to inform English-speaking citizens about the law and to offer referrals to legal services; make Éducaloi's resources better known, and offer workshops to various audiences: seniors, parents, youth, etc.
  - Workshop on "Finding and Providing Reliable Legal Information" fourteen (14) participants.
  - Legal aspects of online shopping (November 20th) - two (2) participants.
  - Mental Health First Aid – Five (5) participants.
  - Educaloi's Lunch and Law: Work in the time of COVID-19 – One (1) participant.
  - Legal aspects of online shopping with Educaloi-two (2) participants

#### Centraide Duplessis

- No project with Centraide at this time

#### Youth Employment Services (YES)

- Continued partnership with YES Montreal to provide businesses coaching to develop Social Economy initiatives on the Lower North Shore.

#### Provincial Employment Round Table (PERT)

- Two (2) meetings held with PERT to discuss organizational impact of COVID 19.

### ***Provincial Governments***

#### Ministère de l'Agriculture des Pêcheries et de l'Alimentation - MAPAQ

- Meeting with the Director of MAPAQ regarding the joint project to DFO and MAPAQ. No response to date.



- Multiple communication with DFO and MAPAQ on project application updates and modifications of five-year work plans for the proposal. Project still pending.
- Contracted Merinov to develop two (2) sets of protocols for sea cucumber and algae stock assessment for the MAPAQ/DFO proposal.

#### Ministère de la Famille

- Project accepted with Ministère des Familles called Triple P (Positive Parenting Program). As a result, an Animator from La Tabatière and Manager of Early Childhood Development attended a training session in November 2020. This training will allow the two (2) staff members to be Triple P Practitioners and deliver Primary Care support to LNS Parents.
- A two-year (2020-2022) project was accepted with Ministère des Familles under the Age-Friendly Québec (AFQ) program, entitled “Senior Abuse is everybody business.”

#### Secrétariat aux relations avec les Québécois d’expression anglaise (Anglophone Secretariat)

As a result of the project with the Anglophone Secretariat, the following activities were carried out:

- Growth Wheel organized with CEDEC for new staff. This program/training will be very beneficial to the employees of the organization.
- Operational structure maintained with CEDEC to monitor and support SMEs through Growth Wheel.
- Surveys completed with thirty (30) SMEs to identify challenges and support needed - to be included in upcoming Municipal profiles.
- Surveys completed with thirty (30) community groups & non-profits to identify challenges and support needed - to be included in upcoming Municipal profiles.
- Surveys completed with five (5) Municipalities to identify needs and support required- to be included in upcoming Municipal profiles.
- Northern Research Center Strategic Plan for 2020-2025 under development.
- Planning under way for a community forum to be held by zoom during the month of November due to COVID 19.

- Social Development Framework report and presentation completed.
- The 2020-2025 NRC strategic plan has been drafted and shared with several employees and received feedback. The concentration is now on NRC policies and the procedures, administration, and HR, as well as going through the NPI workplan and ensuring everything is on track.
- Participated in consultation of the Secretariat aux relations avec les Québécois d'expression anglaise and had the opportunity to present projects and planned activities for the next three (3) to five (5) years.

#### Services Québec

- Meetings (5) held with Service Quebec, Commission Scolaire du Littoral to discuss training and projects for individuals displaced from loss of work due to COVID-19.
- A project application will be submitted to Emploi Quebec. If it is accepted, a Manager of Human Resources will be hired, starting in April or May 2021. Project pending.

#### Saines habitudes de vie

- Continued to support Municipalities with favourable environments consideration when developing their communities to improve quality of life as well as create and maintain environments that are favourable to health and active lifestyle of the population.
- Through the Saines Habitude des Vie Regional Working Group continued to support Municipalities with favorable environments consideration when developing their communities to improve quality of life as well as create and maintain environments that are favorable to health and active lifestyle of the population.

#### Table Sante Qualité de Vie

- A meeting was held to discuss social development funds designated to the MRC's in the Cote Nord.

#### English Language Arts Network

- English Language Arts Network (ELAN) had a project about identity and belonging funded by the Secretariat for Relations with English-Speaking Quebecers. They organized discussion groups. One of the discussion groups focused on identity and belonging from a regional perspective, and the Lower North Shore was asked to be apart of this group. They requested a few names of Coasters living in Montreal, who knew the coast and could participate in person. It was suggested

that it be done at a distance with someone in the region. Shelley Fequet did the interview.

## ***Federal Governments***

### Canada Economic Development

- Follow-up activities carried out with CED, meeting held, and the final documentation forwarded. No response yet, expecting a response to our project in July 2020.
- Three (3) meetings held with DEC to discuss fishery support measures on May 29th, June 1st, and 3<sup>rd</sup>. The program to support the fishers is still not clear and it is being worked out.
- After two (2) years the project was accepted. The project is to set up the laboratory in the school and to hire a coordinator to support it. There may be money for another post, however, the agreement is still not finalized.

### Department of Fisheries & Oceans (DFO) Canada

- Follow-up work carried out and meeting held, requested protocols to be done prior to the acceptance of the project. Merinov (CCTT) selected to do the protocols. And, worked with Merinov on a contract to be in place to have protocols completed for algae and sea cucumber stock assessment to submit to DFO.
- Completed all follow-ups regarding projects submitted to Department of Fisheries and Oceans and Economic Development Canada.
- A project was submitted a year ago, they informed that the information was not received so the project was not accepted, and they closed the file. Following conversations with the Executive Director, they noted that they would reopen the file but will have to resubmit it. Therefore, following a discussion with them, the file will be open, and two projects will be submitted, one for Algae and one for Sea Cucumber.

### Employment and Skills Development Canada (ESDC)

- Raised concerns with the QCGN about the low number of students accepted in the Lower North Shore Region and the fact that skills link project was not accepted with the new format with the Quebec Government. Preparation and participation in the dialogue day meeting in July 2020.
- ESDC Dialogue Day – virtual information session on OLMC to discuss the official languages program and the Road Map duality funding that is coming up for renewal next year. It was also for the employees in the department to better

understand the official languages act and the communities it serves. At this time, they are gathering information from organizations and another session will be coming soon.

#### Families Canada

- Participated in another virtual federal meeting, Dialogue Day with Families Canada.

#### Service Canada

- Received two (2) summer students for the KIDS summer camp (2020). The board decided, due to COVID-19, the camp would not be open, the students would do virtual Family Animation. The positions were posted, and students selected from La Tabatiere and Old Fort. A report will be completed in September.
- Service Canada Information Session, one (1) staff participated in the information session and a one pager was produced for the board regarding Canada summer jobs.

#### Health Canada – HC/Public Health Agency of Canada

- An annual performance report was prepared for Health Canada.
- A five-year project from April 2020 to March 2025 was approved by PHAC for the three municipalities of the LNS. Coasters works in partnership with the MGM.

#### Canadian Heritage

- Received and finalized the contribution agreement of Canadian Heritage. Feedback was received from all members of the staff and the board of directors to finalize the agreement, and it was approved by the board at the May 2020 meeting.
- Produced the annual report for Canadian Heritage and submitted it in June 2020. Follow-up work to the annual report will be done, when requested of Canadian Heritage. No request for follow-up activities.
- Submitted the interim report for Canadian Heritage in July 2020.

#### Office of the Commissioner of Official Languages (OCOL)

- Continue to work with and follow up on issues with OCOL
- The office of the Commissioner of Official Languages gave us the opportunity to voice our concern on Bill 101 and to review all our initiatives and plans. Asked if the youth could present to them soon on the Northern Research Center and on the model of bringing youth back to the region – this request did us proud.

### Industry Canada

- Two (2) projects under development for feasibility studies for the Northern Research Center.

### Societe d'Aide au developpement des collectivites (SADC)

- Three (3) meetings held with the SADC to discuss COVID-19 relief measures in place for fishermen. As a result, SADC informed that they would come to the LNS to explain to fishermen their programs (loans) in September 2020.
- The SADC came to the office and visited the coop. The Coasters presently are supporting thirty-three (33) businesses and it can be a bit overwhelming. SADC said that they would come back on October 27th /28th because there are a few businesses that would like to meet with them. However, due to COVID-19, it is not clear how or when they will arrive. There was also an environmental group present to talk about completing some studies and Kimberly and Kristopher met with them to discuss more on the waste management from the fish plant. Technopole Maritime du Québec was present, and they are currently in all the regions, they can fund up to 50% of research projects for businesses. The Coasters will be working with them to try and raise awareness.
- Participated in one (1) SADC Côte-Nord and Synergie 138 virtual Marine Café.

## **Activity Component #2 – Social Development of Vulnerable Groupings**

### **Senior Activities**

#### Local Table for Seniors

- Twelve (12) meetings held with the Local Table for Seniors and minutes produced. It is particularly important to hold these meetings to keep the board of directors updated on the activities of the Local Table for Seniors and the LNS Senior groups and obtain their feedback on various initiatives.
- Supported them in the development of a calendar, and the disbursement of five hundred (500) calendars to seniors 65+ on the Lower North Shore.
- Six (6) meetings were held with partners (MRC, Commission Scolaire du Littoral, Domestic Aide Coop, CISSSCN, Mer et moose, Local Table for Seniors), to discuss covid-19, and how as partners to support the population regarding food security and seniors' concerns (social programs). One of the results coming from these meetings was a project that was developed, submitted, and accepted under the rural Development Fund to the MRC to have MASKS made for all residents along the Lower North Shore.

#### Day Centers

- A project was submitted to the MRC for the Day Centers and accepted. The animators were rehired on April 20th, 2020. An agreement was signed for two (2) years under the Regional Social Programs Fund, however, part of the funding under the Structural Fund will have to be applied for again next year since, we can only apply for it one year at a time, the other source of funding will have to be applied for again the following year (2021-2022).
- Agreement with CISSSCN to contribute towards the fiscal years of 2020-2022 (adjusted annually to reflect inflation) towards the Lower North Shore Seniors Day Centre initiative.
- Assisted in the development of projects and writing reports for 50+ club, St. Paul's River.
- Ten (10) Day Centers on the Lower North Shore; Kegaska, La Romaine, La Tabatiere, Tête à la Baleine, St. Augustine, St. Paul's River, Old Fort Bay, Chevery, Harrington Harbour, and Blanc Sablon, in partnership with Commission Scolaire du Littoral, and the Municipality of Golfe St. Laurent, however, due to Covid-19, the centers were closed.



- Due to Covid-19 the home visits stopped. However, a new program was implemented. “Phone Pal Program”, vulnerable seniors were called each week for a friendly check-in and to see if they had any concerns, needs and/or questions.
- Through the day centers - forty-six (46) volunteers were contacted to sew masks, approximately, six thousand (6000) were made for all communities along the Lower North Shore. The masks were delivered by twenty-four (24) volunteers. (Canadian Rangers, Junior Rangers, and community members)
- Reviewed with CISSS and project director the communities without animation services and whether they are required. A meeting was held to discuss options for creating a position that was more viable for communities that were experiencing difficulties obtaining animation. A Wellness Animator position was created which incorporates both Senior initiatives and Early Childhood development. This position was offered in communities lacking both services and that had not received applications for the animation position in the past. The goal was to create a more enticing and better paying position for the animator. So far two communities that did not have animation service now provide both senior and early childhood initiatives.
- A two-year (2020-2022) project entitled; “Senior Abuse Is Everybody’s Business” under the Programme Québec ami des aînés Volet Soutien aux actions locales et regionals, Ministère de la Santé et des Services sociaux started in April 2020.
- Project with Educaloi for 2020-2021 - The goal of the Project is to inform English-speaking citizens about the law and to offer referrals to legal services; make Éducaloi’s resources better known, and offer workshops to various audiences: seniors, parents, youth, etc.
- A senior’s abuse awareness campaign is being developed to be carried out with new restrictions in mind. Due to Covid-19 no workshops were held, information on senior abuse shared through social media.
- Worked with CISSSCN to review development of Senior Day Centers and implementation of work plans for projects linked to senior dossiers and to discuss work plans and how things will change due to Covid-19.
- Positions were created in consultation with local 50+ Clubs and CISSSCN Community Organizers.
- Establishing better communication between Animators in all communities. Four (4) G-Suite training took place within office staff and two (2) training sessions with

Animators. Completed hiring of a new wellness animator in the community of Kegaska.

- No meetings held with the local advisory committees, or local action groups, due to covid-19.
- Participated in all meetings as required with municipalities and MRC pertaining to the implementation of the Senior policy.

#### Wellness Centers

- Funds for the wellness centers were accepted, not all the details have been worked out. Once it is finalized there will be a quick turn around for 2021-2022 and a work plan developed. After the first year a project will have to be submitted.
- Wellness Center Framework under development. Started the process of developing a safety plan for seniors across the LNS with aid from the CISSS.
- Completed Gender Based Analysis (GBA) evaluation surveys for Senior Wellness Centers, Early Childhood Development Programs, HPP events and Youth programs- surveys submitted to the CHSSN for review and discussions before going to partners.
- Completed GBA evaluation surveys for Senior Wellness Centers, Early Childhood Development Programs, HPP events and Youth programs- surveys submitted to the CHSSN for review and discussions before going to partners. Evaluation plan developed with all GBA Surveys awaiting feedback from CHSSN and partners before implementation.

#### Health Promotion Program – HPP/CHEP

- Due to Covid-19, CHEP was put on hold until June 2020. Through CHSSN the first Zoom CHEP session was held on “Coping with Arthritis during Social Isolation”, 119 participants. Two (2) communities on the Lower North Shore participated. This was a trial run information session on Arthritis via Zoom. Moving forward CHEP will continue to be held via Zoom for the time being.
  - CHEP session held on “Taking Care of Your Mental Health & Emotional Resilience During the Pandemic”, three (3) people registered from Bonne Esperance.
  - CHEP session held on “Eating Well during the Covid-19 Pandemic”, two (2) communities participated.
  - CHEP session held on “Moving Well During the COVID-19 Pandemic”, two (2) communities participated.

- CHEP session held on “The Price We Pay for Safety - Managing Risk and Uncertainty in Life”, four (4) communities participated.
- Researched and developed health promotional material, developed Mental Health tools (Green Ribbon Campaign) (Notepad, posters, etc...) One thousand (1000) notepads were disbursed to all households across the Lower North Shore. However, the green ribbon campaign was placed on hold due to the pandemic.
- HPP events/awareness campaigns on social media (150).
- Attended two (2) Regional Anglophone Network meetings in partnership with the North Shore Communities Association (NSCA). Work Plans were reviewed and aligned regarding mental health initiatives. Will also be working and exploring options collaboratively for tablet purchases and community deployment.

#### Food Security

- Food Security Committee established; six (6) meetings held.
- Partnership agreement established between existing Food Bank program carried out by catholic church in Lourdes De Blanc Sablon to expand services across the Lower North Shore.
- Established Food Bank services throughout territory (i.e. organized accounts at all grocery stores in thirteen (13) communities, publicity and referral system in collaboration with local churches and social worker team at the CISSSCN.
- Blanc Sablon Food Bank increased support and capacity (funds) to serve all communities during COVID-19 with support from the MRC and CHSSN.
- Created a system for deploying groceries, diapers, etc... from the Food bank Program with local grocery stores in each community that would respect the confidentiality of the recipient.
- Promotional material (food bank services and contact numbers) was dispersed throughout the region.
- Due to Covid-19, no community kitchens sessions were held.

#### Meals on wheels program

- Meeting held with MRC to discuss challenges with implementing meals on wheels due to COVID-19.

- Agreement with Municipality du Golfe Saint Laurent to have the senior animator cook for twenty-eight (28) vulnerable seniors in La Romaine during Covid-19.
- Due to Covid the meals on wheel program stopped in Bonne Esperance, thus a project was submitted to Service Canada and accepted, a cook was hired, and the meals-on wheels program restarted, meals were served to twenty-five (25) to thirty (30) seniors per week, age 70 and up. Extra funding was received to support the clubs (meals on wheels) in Bonne Esperance and Chevery.

#### Adapted Transport

- No activities during this reporting period.

#### LNS Housing Corporation

- The Executive Committee agreed for the Office Manager to support the LNS Housing Corporation Board of Directors by organizing and planning a board meeting.
- Continued support to the LNS Housing Corporation – a meeting to restructure the organization is planned for April 2021.
- Housing assessment finalized for Municipality of Bonne Esperance to determine amount of housing required and viable rent structures, funded by the Steel River Group.

### **Health and Social Services**

#### Centre Intégré de la Santé et des Services Sociaux de la Côte-Nord (CISSSCN)

- Physical disability, Intellectual disability, and development disorders. Disabled population file added as a priority at the Regional and Local Users Committees of the CISSSCN.
- Supported the members of the Board of Directors of the Centre intégré de santé et services sociaux (CISSS), by providing concerns forwarded by the Lower North Shore population.
- Multiple meetings and discussions held with mayors across the Lower North Shore due to access, issues being faced by population.
- Johanne Beaudoin was appointed to the board of directors of CISSSCN to represent the Anglophone population in the Cote Nord region.

### CISSSCN Advisory Committee

- Maintained an Advisory Committee to the CISSSCN Board of Directors. No meetings were held.

### Provincial Health Committee for the English Language Services

- Eileen Schofield (President) participated in monthly meetings of the Provincial Health Committee by tele-conference, and documentation was prepared for her to present at the meeting, and she provides feedback to the board.

### Regional Committee for the Program of Access to Health Services and Social Services in The English Language of the CISSS de la Côte Nord

- Participated in two (2) committee meetings for the Program of Access to Health and Social Services in the English Language of the CISSS de la Cote-Nord.
- Participated in three (3) virtual regional meetings: Regional Access Committee, Alliance Beneveillance, Special Needs Assessment Regional Committee.
- Participated in four (4) meetings held with the Sub-committee - Satisfaction questionnaire for the interpreter in Sept-Îles.
- Implemented one (1) intervention in partnership with the CISSS Cote-Nord to create awareness of the interpreter services offered in Sept-Iles and patient navigator services offered in Quebec City.
- Finalized one (1) questionnaire to assess the access and satisfaction with the interpretation services offered in Sept-Îles.
- Participated in three (3) meetings held with the Sub-committee responsible for user orientation to discuss how to better facilitate the orientation of English-speaking users in the CISSS Cote-Nord facilities.

### Lower North Shore Health Fund – Uni Aide Foundation

- No in person fundraising due to COVID-19.
- Annual Spaghetti Supper/Bazar postponed until 2021 due to COVID-19.
- There were forty-seven (47) requests made to the Uni-Aide Foundation in the amount of \$5,081.48 for the period of April 1, 2020, to March 31, 2021, and all approved.

## Education

### Early Childhood Development

- Screen Free Challenge: May 4-11,2020. Preplanned prior to COVID-19, the activity was modified to be compliant with emergency orders and health/safety precautions. Daily challenges were posted on Facebook to engage children and their families to participate in screen free activities from Monday May 4 through till Sunday, May 11th. The screen free challenge was a nominal success overall given the participation, feedback collected and COVID-19 restrictions. The deployment of the challenge through the new Wellness Centre Facebook page assisted in driving end users to like, explore and follow the new page. In total, the challenge posts reached 7,031 end users, engaged 731 clicks and received 171 reactions on Facebook. Family centered prizes were awarded to 4 families located throughout the Lower North Shore.
- Father's Day Challenge: June 19-21,2020. In conjunction with Men's Health week and Father's Day, a 2-day challenge was released to engage children and families to celebrate Father's/Father figures. The challenges released encouraged one on one time with Fathers and crafting ideas geared towards the 0-5 age group. The Father's Day Challenge was also a nominal success. Despite societal barriers (i.e. Fathers leaving the home to go work for long periods of time) the Father's Day Challenge encouraged LNS families on the importance of Father figures and their mental/physical health. This challenge was deployed through the Wellness Centre Facebook page. In total, the challenge posts reached 2,706 end users, engaged 211 clicks and received 93 reactions on Facebook. Family centered and age-appropriate prizes were awarded to 4 families located throughout the Lower North Shore.
- Early Childhood Programs: Bi-weekly packages. Bi-weekly series of home delivery activity packages were provided throughout April to June. Due to school closures and emergency orders, the Animators modified the delivery of early childhood support to children registered with the Early Childhood program. Children safely received thoughtfully curated activity packages with books, resources and crafting activities. These packages were very well received by parents and children.
- Application submitted to Caisse Populaire Blanc Sablon for early childhood supplies– approved.
- Manager of ECD with PACE Animator team continue to participate in monthly Child and Nature Alliance: Outdoor Practitioner training. Monthly training session commenced October 2020 and the final training session is set for May 2021. The

team was anticipating attending the onsite practical at the Sapling Forest School in Corner Brook Newfoundland, however, due to COVID-19 the onsite practical will be moved to summer of 2022.

- 2019/2020 Evaluation completed by consultant Tule on Early childhood development programs. Infographic on the data collected was shared with CSL administrators, school principals and LNSCH Regroupment. 2020/2021 evaluation will be deployed to Animators to have parents complete early June 2021.
- “Little Coasters in Muddy Boots”, which will place all the programs under one umbrella, is in final draft status and will be presented to the Board May 2021. Posters, info sheet, mission, values & goals, survey and registration forms have been created and will be implemented for September 2021. Registered participants will receive a welcome bag filled with various pamphlets, books and literature from Public Health, Naitre et Grandir and Literacy Quebec.
- Triple P program (Positive Parenting Program) Positive Parenting Program is one of the most effective and best-known positive parenting systems in the world. The range of programs available gives parents a user friendly and practical approach to build strong healthy relationships, confidently manage children’s behaviour, and prevent problems from developing. The Manager of ECD and one of her Animators have completed training of the program and are both accredited Level 3 Primary Care practitioners. This level of training provides light intervention for parents experiencing normal childhood behavioural issues. Mechanisms to refer parents are in place with the CISSS and school board. Referrals from the Coasters Association to outside agencies is also in place to escalate out of scope cases.
- Bright Beginnings focuses on addressing unique risk factors that are routinely faced by the English-speaking families and children aged 0-5 years old in Quebec and, fortunately, this includes the Lower North Shore. Bright Beginnings endeavors to respond to such risk factors including services available in English, isolation, and mental health issues, and assisting the high percentage of parents living within the poverty bracket or with low incomes. Each year a workplan is developed and broken down into 4 main categories: Disseminating Knowledge & Sensitizing Partners, Networking & Representation, Consultation & Outreach and Collaboration & Partnerships. (Presentation on file)
- Held three LNSCH Regroupment committee meetings. Membership consists of representation from CISSS, School board, CPE Mer Mousse and MRC to focus on 0-5 programming, services and outreach. Information and data sharing: Show Me the Way infographic for 2019/2020 and EQDEM Survey Results were reviewed by the committee. Referral process for Triple P reviewed and shared mechanisms

already in place by CISSS to escalate cases as required. Little Coasters in Muddy Boots rebranding documents were also shared and reviewed by this group. This working group table allows for the membership to share opportunities for partnership.

- In partnership with NSCA: Online Speech Pathology Sessions held by NSCA were shared through Coasters social media and attended by Coasters Association Early Childhood Development Animator team. Baby Book Bags x 5 & School Readiness Kits x5 supplied by NSCA were distributed to families in La Tabatiere and St. Augustine. Information sharing regarding Triple P Primary Care training (cost, requirements & readiness checklist) shared with NSCA from Coasters Association.

#### Show Me the Way (Avenir D'enfant)

- One (1) Animator (Bonne Esperance) carry out activities that encourage the development of youth 0-5 years.
- Partnerships maintained with CSSL for infrastructures.
- Animator meetings held and regular follow up to support Show ME the Way Animators.
- Wellness Animator role created to bridge Early Childhood Development and Seniors. Early Childhood Development Animator check in meeting held to review protocols for programming and changes due to COVID-19.
- Weekly work session with Manager of Early Childhood Development programs and Director of Operations and Innovation to review progress and any challenges encountered with ECD program implementation.
- As of December 31, 2020, Avenir D'enfants has been dissolved. Funding has been re-worked so that it is distributed through a local Maison de Famille. While the Lower North Shore does not have a Maison de Famille, the Coasters Association with the CHSSN is navigating through political obstacles to apply for a Maison de Famille status to ensure that funding can resume for SMTW programming. Funding for SMTW positions is currently being covered by MRC du Golfe du St.Laurent.

#### Community Action Program for Children (PACE)

- Work plan revised and approved by Public Health Agency of Canada.
- Animator meetings held and regular follow up to support PACE Animators across the Lower North Shore.



- Three (3) Animators (Blanc Sablon, St. Augustine, Gros Mecatina) carry out activities that enable communities to develop a continuum of integrated services to promote health and social development of children and their families.
- Continue to meet with Eclaire Cote Nord and contribute towards the Alliance Beneveillance subcommittee. Five (5) meetings held with Alliance Bienveillance to discuss Cote Nord initiatives.
- A survey was conducted June 2020 to the parents of the registered PACE and SMTW participants. The data was collected via Google Forms and was then sent to Thule Evaluation for data analysis and graphic design. The final data was produced in English and French profiles and shared with Early Childhood Animators, Principals and General Administration with Centre de Services Scolaire du Littoral, and with CISSS.
- Attended two (2) Regional Anglophone Network meetings in partnership with the North Shore Communities Association (NSCA). Work Plans were reviewed and aligned in regard to mental health initiatives. The Coasters Association with the NSCA are focused on providing early years education for parents and pre-k readiness activities to meet the growing concern of critical early year skill development.

#### Nutrition North Education Initiative (NNEI) Canada program

- Communication with two (2) working groups for quarterly program update moved to online format. Working group remains informed on all activities held and the ongoing changes made to the program to accommodate government recommendations regarding covid-19. Information shared online, potential for Google Hangout meetings if needed.
- Ten (10) information Pamphlets on healthy eating and cooking tips developed and mass mailed to residents of La Tabatiere and Mutton Bay. Information from workshops and activities adopted into written documents. Topics include cooking with pantry staples, planning for fewer grocery store trips and making the most of the growing season.
- Sixty-Six (66) healthy recipes developed and shared via social networking. Recipes usually used in activities, workshops and taste testing shared with the population online. Continues the learning of new recipes and cooking techniques.

- Let's Get Growing, complimentary seeds accessible to La Tabatiere and Mutton Bay residents interested in gardening. Thirty-five (35) seed kits distributed to the populations of La Tabatiere, and Mutton Bay interested in starting or expanding their seasonal gardens, supporting increased food autonomy.
- Twelve (12) different contests launched: topics included salads, stews, soups, smoothies and other healthy meals. Prizes for each contest include an assortment of healthy foods and kitchen or gardening tools and gadgets. Increases online engagement and expanding followers base to reach more people via social media. Ensures continued public interest in Nutrition North Education program.
- Four (4) recipes using locally grown honeyberries developed through partnership with AGRO (RDEM). Partnership also included shared promotional activities, including promoting farmers market days and promotion of AGRO products to other communities receiving NNEI funding.
- Preliminary partnership to support La Tablee des Chefs and Mecatina School in running the Kitchen Brigades after school activity.
- Nutrition North evaluation meeting held with Public Health Agency of Canada.
- Program evaluation process undertaken with Thule Evaluation. Collect feedback to assess successes and needs of the program to date. Actual activity evaluation on hold until in person activities resume.
- Still waiting for permission to return to animation activities for Nutrition North. A document is being developed with the CISSS, which will be shared with them by the Nutritionist, this will allow them to carry out in person activities. In the fall they will be carrying out a mid year meeting with the two working groups.
- A second healthy recipe cookbook has been printed using recipes from years 3-4 of the program.
- The five (5) year plan for Nutrition North extension is completed. There are a few updates in the project, allowing us to now work more closely with businesses, such as restaurants and stores if they are interested in participating.

#### Community Public Health Strategy (CPHS)

- Community Health strategy program under development.

### Speech Therapy

- No activity this reporting.

### LNS Education Network and the North Shore Education Network

- Meeting held in May 2020 to select candidates for McGill Bursary Program. Lakin Marcoux, Delaney Collier and Anna Anderson were approved by McGill for each to continue post secondary studies.

## **Activity Component #3: Diversification and Sustainability**

### ***Economic Development***

#### Fishery

- Received numerous phone calls from fish plant workers, fishers, and camp workers regarding their employment for the 2020 season, due to the COVID-19. As a result, the Coasters worked on the file and contacted the federal and provincial government for help. The plant did open in June 2020 with federal funding support; however, there was no program put in place to help the camp and/or construction workers.
- Several meetings held and worked with the LNS Fishermen's Association and the MRC for support for the fishers. The request for a package for the fishers was refused; therefore, the fishers went fishing at the end of May/beginning of June. So far, the fishing season looks grim, but it may pick up throughout the summer.
- Several meetings held with DFO, Harbour Authority, and MBE by teleconference, regarding the start-up of construction in two phases, the dredging to be done in phase 1. The request was made for the dredging in Phase 1 and was accepted.
- A meeting was held with the contractor (A. J. Construction Inc.) of the wharf extension project in Bonne Esperance.
- Three (3) meetings held with the SADC to discuss COVID-19 relief measures in place for fishermen. Several meetings held with DFO and MAPAQ, to put measures in place to support the economic development of the LNS.
- Projects submitted to DFO, Canadian Economic Development and Anglophone Secretariat and CHSSN for possible long-term funding. Projects accepted at Economic Development Canada and the Anglophone Secretariat

#### Tourism

- Continued to work with and support Voyages CoSte on all their initiatives. A new board member (HonLee Etheridge) was appointed to sit on the board of directors of the CoSte at the October board meeting.
- There was no follow-up to the Tourism Forum as the tourism agent of the MRC took another post and the Coasters support employee went on maternity leave.

- The Coasters was asked again to take the lead on the tourism file and the board approved. Therefore, a project was submitted to Bio-talent to hire a youth intern that has completed her studies in that field. The project was accepted. Honlee Etheridge was selected and began work in June 2020. She will work with all the partners on and off the LNS.
- A project was submitted by ADT of Bonne Esperance in partnership with the Coasters to the MRC, to support the tourism industry on the coast. Project has been approved, and a contract signed with ADT.
- Application submitted to Young Canada Works – Tourism Videographer – not approved. Submitted to MRC and approved.
- A task list has been created outlining the work that will need to be completed and by whom for the development of tourism packages in the Bonne-Esperance region.
- Work Plans are in the development phase for 3 staff persons regarding Tourism in the Bonne-Esperance region.
- Research has begun in the tourism sector to determine what the current situation is and how it can be developed.
- Two (2) working group meetings took place to determine what work will need to be done and assess the current situation regarding tourism.
- Five (5) meetings held with businesses interested in tourism development. Participated in one (1) Voyage Coste board meeting to discuss tourism on the LNS. Participated in one (1) LNS Tourism Ad-Hoc meeting.

### LNS Business Incubator Accelerator Center – BIAC

#### *Marketing*

- Whitely Museum of Bonne Esperance - Graphic Design support for creation of Walking Trail signs for the region of Bonne-Esperance. Signs will include a brief history and maps of the region as well as the trail itself and any safety guidelines. Three (3) walking trail signs created. Graphics for signs are still in the development phase.
- Uncle Bill's, St. Paul's River - Graphic Design Support to create gift certificates.
- Patty's Diner, St. Paul's River - Graphic Design and Marketing support regarding "wing night". Pricing was re-evaluated to ensure profit and graphics created for

promotional use. One (1) promotional flyer to be used for each wing night. Cost analysis completed & prices updated on menu as well as flyer.

- Photo and video footage created with four (4) businesses (Patty's Diner (St. Paul's River), Pêcheries Petit Havre (Lourdes e Blanc Sablon), The Anchor (LBS), Solidarity Bioproducts Cooperative – St. Paul's River), in two (2) Municipalities (Bonne Esperance & Blanc Sablon).
- Interviews and video footage created with local artisans - Film Intern, Josh McKinnon.
- Video footage created for promotion of (4) industries (Agriculture, Bio-Development, Aquaculture & Fisheries, Tourism), and market analysis under development.
- Integrity Ingredients Corporation of California, USA (Video footage, marketing sheet). A partnership maintained with Integrity Ingredients Corporation to distribute extracts, attend trade shows, market the products, and sell active ingredients.
- ADT & Whitely Museum of Bonne Esperance (Video footage gathered), and four (4) tourism package examples created.
- Support was also requested from Patty's Diner for financial assistance and operational guidance. A cash flow and financial situation was developed and assessed. Solutions were proposed and a network was developed for accounting services, banking services and training services.
- The work carried out for the Lower North Shore Coalition for Health were: graphic design for the press release for COVID-19, graphics for their survey, graphics for the community director brochure, and food bank poster. Four (4) promotional activities were achieved.
- Shore Grow - Salmon Bay Farms (Bonne Esperance) was met with to develop a branding concept including a logo, secondary logo, favicon and sub-mark as well as various social media templates for promotional and marketing purposes. First concepts have been developed and presentation is in development for approval.
- Graphic Design support was given to the HPP program to develop notepads in promotion of Mental Health Awareness Campaign.

- The Pearl Rose (Bonne Esperance) was provided Graphic Design and Communications support for digital marketing purposes.
- I&S Seafoods (St. Paul's River) was provided with a Logo in the previous year but was in the approval phase. Approval was finally received; the final requested edits were completed, and the logo was sent for implementation.
- Integrity Ingredients contracted work to create Marketing Sheets which are in the development phase. Ingredient Briefs were completed. Future projects requested are Brochure creation and Custom Presentation design templates.
- Logo was created for the Show me the Way and PACE program and sent to the Board for approval.
- Local Table for Seniors - Graphic Design support for creation of a calendar that provides health and valuable information relevant to our local seniors in short infographics. Calendar created.
- Y4Y Quebec received Graphic Design support in creating an Official English-minority flag for Quebec. Flag created. Graphic Design support was also provided to complete their Annual Report.
- In the Municipality of Bonne Esperance seven (7) businesses (Shore Grow, Pearl Rose, Patty's Diner, I & S Seafood, Uncle Bills General Store, Whiteley Museum, Harbour Authority, LNS Bioproducts Solidarity Coop) supported application development, marketing, promotion, professional resources, etc...

#### Services, and Operations/Business administration support

- In the Municipality of St. Augustine one (1) Native community (Pakuashipi) Band Council supported (application development), for Birch sap. Letter of Agreement completed with Pakuashipi Band Council.
- In the Municipality of Gros Mecatina one (1) business (Agro) supported application development, professional resources, etc...
- In the Municipality du Golfe St. Laurent two (2) businesses (Misty River Motel, Bay Transport/Chicatica River Lodge) supported professional resources.
- Letters of agreements completed for six (6) business (Patty's Diner, AGRO, Integrity Ingredients, Sun Flower, CedFob, Shore Grow)

- Lower North Shore Bioproducts Solidarity Cooperative received support in equipment analysis, financial/economic projections, operational and inventory documents, employment recruitment and promotion. One equipment analysis report, four (4) quotes, one cash-flow projection generated, two (2) operational documents generated.
- Sunflower Skincare sunless tanning was on boarded and met with 6 times to assess business growth in the areas of Marketing, Branding, Ingredient Research, Networking, Grant Writing, Shipping Logistics and Wage Programs. Branding concepts have begun and are in the editing phase, ingredient research is ongoing as well as grants, shipping, networking, and wage solutions. Meetings are ongoing and usually bi-weekly.
- The Harbour Authority received support in obtaining support letters from local organizations and an intent letter for dredging for phase II of DFO wharf. Three (3) support letters, one (1) intent letter.
- Aquilo received cash-flow projection support, equipment analysis support, history document and logistics support. One (1) cash flow projection, four (4) quotes, one (1) history document and one (1) shipment of product to be tested for batch manufacturing.
- Eight (8) International Blue Cooperative Board meetings held to aid in the development of the Blue Bio economy.
- Meeting with PCA Accounting and the Ministry of Environment and Innovation to develop a Bio factory project in Bonne Esperance.
- Five (5) meetings held with CEDEC to aid in development of Business Incubator and Accelerator Center.
- Developed project charter template and contract template for small medium enterprises and non-profits accessing services from the BIAC.
- Application submitted to Anglophone Secretariat – BIAC – approved.
- Application submitted to EDC for BIAC and Lab equipment – approved.
- University of Ottawa – Twelve (12) Interns to research development of biofuel, alginates and soap manufacturing.



- Partnership created to have four (4) Interns carry out research on soap manufacturing using techniques and berries that mirror the natural resources from the Lower North Shore and with fish waste.

### Research and Development

- One (1) food manufacturing report outlining two (2) products for one (1) resource was developed for AGRO.
- One (1) cosmetic manufacturing report outlining two (2) products for one (1) resource was developed for Aquilo.
- Supporting Municipality of Bonne -Esperance in establishing a working committee to help with the water intervention project and the implementation of the system.
- Three (3) meetings held between University Quebec and Three Rivers (UQTR) and Memorial University to discuss the future development of Hydrogen on the Lower North Shore and in Labrador.

### Laboratory

- Project funding for some of the lab equipment (i.e microbial analysis and antioxidant analysis) has been accepted through Economic development Canada and CedFob.

### Training for non-profits and SME's

- A list of available training programs was compiled that are offered by CEDEC and Y4Y. In preparation to be carried out in the fall. Also, the entrepreneurs were asked to identify their training needs in September 2020.
- Three (3) on-line training sessions were offered from April to June 2020 by CEDEC. AGRO, a business from the Gros Mecatina participated – that was the only group because the entrepreneurs were very busy dealing with the COVID-19 pandemic.
- Training need assessments carried out across the territory with non-profits, municipalities, and small and medium enterprises to determine training requirements.
- Development of a data base of all non-profits, committees and SME's on the Lower North Shore.

- Development and implementation of a survey with Non-Profit organizations and small and medium enterprises to determine needs and challenges regarding running their business/organization and needs regarding training.
- Training needs identified by businesses, community groups/non-profits and Municipalities shared with relevant partners (i.e Adult Education, CEDEC).
- Attended work session with CedFob to discuss announcement and start of NSERC grant for SMEs on the Lower North Shore.
- A list of trainings and workshops available to NRC staff as well as SMEs has been started.
- Outline of welcome packages for SME's onboarded to BIAC has begun. SME onboarding structure has been outlined and is in the development phase.
- Pricing structure for NRC services has been drafted and approved.
- Calling businesses in Chevery has begun to introduce NRC services and ask if they would be interested in receiving support.
- Two businesses in Chevery have been waitlisted.
- Participation in three (3) meetings for Interprovincial Commerce: Le marché des technologies de l'information et du divertissement au Canada, Le marché des biens de consommation au Canada, La marche du transport au Canada.

#### Northern Research Center

- Worked on the AGRO strategic five (5) year plan. We have been doing the research and the lab side of it. Will be applying to the MRC for more lab equipment, which will complement the two extraction projects. Working on the five-year project to start securing some of the equipment. Also, assisting the working group with the summit presentation material.
- A project was submitted and accepted by the University of Ottawa. The university of Ottawa has a coop program, and this summer work was done by their students for the Coasters Association. Christopher Fequet worked hard on this file, he had a meeting with his professor, and they were impressed with the work that was done by their students this summer, and the support from the NRC, so they offered the

Coasters to become apart of the coop program which will provide the Coasters with access to engineering students.

- Northern Research Center Strategic Plan for 2020-2025 under development and in the process of developing the division structure and investment model for the Northern Research Center.
- Seven (7) meetings held with the Coasters Association- Northern Research Center division team on restructuring and advancing files.
- Funding secured for Northern Research Center positions – Manager of Marketing & Communications, Assistant Manager of Marketing & Communications & Business Development Coordinator, Director of NRC, Business Development Agent.
- Meeting held with Tete a la Baleine community member Tom Hallet on April 2nd to discuss the Northern Research Center and look at economic and social development projects that could be viable in the community.
- Partnership with International Bio Marine Network to develop marine bio economy, and partner with U Arctic to improve research and development in the region.
- Application approved to Chantier de L'économie social under the Programme de Préparation a L'investissement – Northern Research Center Consultant Investment Readiness program to support new and innovative ways of developing the social economy sector in Canada. The project was accepted, and the consultant Hugh Maynard from Quanglo Communications was hired.
- Seven (7) meetings held with the Coasters Association and the Northern Research Center division team on restructuring and advancing files.
- Partnerships established with Groupe Cadoret, employee on the LNS, hired for surveying as part of the Northern Research Center initiatives.
- All NRC staff began meeting weekly on Fridays to improve communications and allow for a quick update on progress with relevant businesses.
- NRC Managers meet weekly to discuss any developments or issues to improve communication and problem-solving efforts.

- A form has been created to allow for easier onboarding of businesses. It will be distributed to any business that ask for support from the NRC prior to a first consultation meeting.
- Northern Research Center framework under development.
- Ten (10) meetings held with Integrity Ingredients to discuss continued partnership.
- Organized and carried out session with Iceland Ocean Cluster with CEO Thor Sigfusson author of the book “the new Fish Wave” with all managers and directors on the Coasters Association team.
- NRC staff met with Justin Steinberg and Craig Fleaner of Alaska Ocean Cluster to expand our international network.
- Attended online launch of The Ocean Finance Handbook with the Association of Ocean Finance.
- Organized and carried out session with Alaska Ocean Cluster with CEO Justin Sternberg with all managers and directors on the Coasters Association team
- Attended session entitled “The Power of One: The Role of an Individual in Systems Change” with Tamarack.
- Attended session on “Stages to Partnership Development” with Tamarack.
- Attended session entitled “Tenacity, Humility and Collaborative Leadership” with Tamarack.
- Participation in World Oceans Summit virtual week to learn more about the Blue Economy and new innovations.
- Eight (8) meetings with Steel River Group to discuss on going partnership initiatives, for the Northern Research Center.

#### Master/PHD Students

- One (1) student is continuing Master of Science and Engineering of Lignocellulosic Materials where he is studying the process development of collagen extraction from Sea Cucumber Cucumaria Frondosa. One (1) thesis started.

- Continued partnership with University of Quebec in Trois-Rivieres (UQTR) and CCTT Innofibre on the research and development of raw material extraction procedures and identification of the key chemical compounds. New Masters program underway with UQTR. In the field of Science Engineering in Lignocellulosic Materials in the department of Chemical Engineering.
- Partnership agreement in place with the University of Ottawa and twelve students (12) completed applied research and completing keystone projects on a biofuel factory and soap manufacturing
- UQTR – Masters program still in place and sharing of resources

#### Coop Solidarity Bio-products

- uOttawa COOP internship project where four (4) students are researching wildberry and fish waste to look at potential products and industries at a distance for the Coasters/LNS Research Center in Ottawa, in partnership with the Coop. Four (4) uOttawa students working/researching wildberries and fish waste.
- uOttawa-LNSBSC developed a drying project summary sheet to recruit more professors to help with the project. One (1) project summary proposal developed, to increase knowledge of collagen and sea cucumber processing.
- The Coasters has been working with CedFob for the last two years on a five (5) year proposal to NSERC to develop Agriculture in the region. As a result, the project has been accepted for 3 million dollars, with 2 million pending – a major accomplishment.
- MOU's with the Labrador Development Corporation and Alaska Ocean Cluster are advancing. Action plans are in development.
- The Iceland Ocean cluster under development.
- Drying experiment protocols on three (3) berries were created and the cloudberry experiments have begun to better understand the properties and the kinetics of the berries.
- Continued support with water and land permit. Meeting held with MELCC and MERN on October 9, 2020.
- One (1) Manager of coop, three (3) NTFP collection agents, and forty-eight (48) harvesters maintained.

- Developed a marketing strategy and three (3) products with Integrity Ingredients to launch in April 2021.
- The Cosmetic Manufacturing Business Plan for the Coop was submitted to MEI and worked with Samuel Turgeon of PCA accounting on evaluation of viability of the project.
- The Lower North Shore Bio Products Cooperative has been meeting with various departments to finalize environmental permits for water and waste treatment for new facility construction.
- In partnership with Service Quebec, CSSL had nine (9) harvesters complete training and work placement with the Lower North Shore Bio Products Cooperative.
- Provided operational, administrative, marketing, and graphic design support for cooperative related events, including various meetings and the Lower North Shore Scientific Summit.

#### Conseil des Innu de Pakuashipi

- Continued partnership with Conseil des Innu de Pakuashipi to look at economic development funding opportunities for ingredient manufacturing factory and tourism.
- Application submitted to Indigenous Services Canada, in partnership with Conseil de Pakuashipi – pending.
- Application developed and submitted to Natural Resources Canada, in partnership with Conseil de Pakuashipi to develop the birch sap industry and approved.

#### Non-Timber Forest Products/NFTP

##### *Algae*

- Merinov will write stock assessment protocols for algae and sea cucumbers for the DFO project. Two (2) Stock Assessment Protocols.
- The International Blue Coop has signed an MOU with Artic Vita of Norway to develop vitamin supplements made from algae. Antione Erwes hired as General Manager of the IBC – he will be on the coast for one month, and one month in Europe and rotating as such. COVID 19 postponed this travel thus far

- Harvesting courses being implemented with 10 participants. Participants will have increased knowledge about non timber forest products and sustainable harvesting.
- Attended webinar on Algae development held by the United Nations.

#### *Sea Cucumber*

- Letter of intent submitted for collagen-nanocellulose project from Sea Cucumbers. Partners were MRC Golfe-St Laurent, Conseil des Innu de Pakuashipi, UQTR and Innofibre, and they provided support letters. The project did not get approved.
- Project submitted to CRIBIQ and supported by Shore Grow to have CRBM conduct trials on sea cucumber collegian production.

#### *Birch Sap*

- CSSL harvesting course was postponed due to COVID-19.
- Applied with Conseil des Innu de Pakuashipi on a project to investigate the stabilization of birch sap.

#### *Lingonberry Development*

- Continued support of Cedfob lingonberry development project.
- A partnership was maintained with Integrity, University of Quebec at Trois Riviere (UQTR) and Aqua to create six (6) new liquid extracts from wild berries and birch sap, and powder extracts using wild berries that will be sold for use in cosmetic and nutraceutical products.
- Application approved by NSERC, in partnership with CEDFOB - Essor de 4 productions fruitières particulières à la Côte Nord.
- Agreement with CEDFOB for the regional development of NTFP – approved.

#### *Cosmetics*

- Agreement established with Silicycle and Akua (cosmetic manufacturing facilities) to test products if manufacturing is possible. NDA and batch proposal testing signed.
- Equipment analysis performed on powdering equipment due to order scale up and technology change. One (1) excel file created.
- Development of a new type of liquid extracts which combine berry juice, glycerine and birch water. As a result of a meeting with Integrity and Lower North Shore Bio-Products Solidarity Coop (LNSBSC) board.

- Inquiries about powder from Quebec Wild Blueberries. One (1) quote sent to Quebec wild berry (QWB) company located in Baie Comeau.
- Discovery that additional gene array testing needs to be performed on liquid extracts. Two (2) quotes received for testing.
- Feasibility analysis performed determined all parts of berries must be used in order to create product. One (1) cash flow analysis.
- Met with three (3) potential partners who could help with manufacturing. Follow-up meeting to be held in July 2020.
- CEDFOB- supercritical CO2 extraction, fertilizer, agriculture site, protocols for Este Lauder audit
- Partnership maintained with L'Onvie a company out of New York in the United States to develop manufacturing facilities for Cosmetics.

## Natural Resource Development

### *Composting*

- No new developments.

### *Apiculture (bee farming)*

- No new developments

### *Green House/Gardens*

- Met with a working group in Tete-a-la-Baleine to discuss opportunities for community gardens. Follow-up in July postponed due to Covid 19.

### *Biomass Engine*

- Martin Bilodeau, from UQTR has reached out to set up meeting to discuss future steps for the project as Louis Riverin from the University of Sherbrooke and his team plan to build a prototype in two years which may be tested on the Lower North Shore.

## **Youth Programs**

### Skills Link/Career Focus

- Contacted Cathy Brown at CASA to confirm call for proposals for Skills Link Project. Currently there is no call for applications under this stream and she informed that she was invited to submit a project as an extension to the two-year



skills link project they are currently implementing; due to a surplus of funds to the program and current recipients were invited to submit as soon as possible.

- Updated Newsletters articles for Career Focus and CIF projects.
- Application submitted to Services Quebec for JEME: Youth in Motion (the new Skills Link Project) on March 2<sup>nd</sup>, 2020 titles “Fostering Youth Employability”. Application not accepted.

#### KIDS summer camp

- Projects were submitted, one to YCW for five students, and to Service Canada for Eight (8) students.
- The positions were posted, and two (2) students selected, one from Old Fort Bay and one from La Tabatiere. Work plans were developed, and numerous activities identified. The project to YCW was refused, this the first time that we did not have a student approved.
- Two (2) students were approved for the camps from Service Canada; however, due to COVID-19 the camps in St. Paul’s and La Tabatiere were not open, and the Board of directors decided on family animation activities. The students worked on researching various activities for children and families to do from home to respect social distancing. They developed activity packages to deliver to families in the communities and developed an activity log for future camp programs.
- The other camps did not open in the region as they did not receive any student projects nor other funding, but the Coasters will support them all through family animation activities. This was a major problem for the Blanc Sablon camp, as 55 kids registered and most of their parents are working throughout the summer placing them in an awkward situation. Funds should be available from various government departments to open the KIDS summer camp along the coast each year, as it prepares the children for the up-coming school year. The CSL supports the camps but they cannot do it alone.
- Project submitted to Service Canada for eight students for the 2021 summer season. Expecting a response in May 2021.

#### School Integration Program

- Developed and researched field trips for youth highlighting bio-resources from the LNS in all communities. Bank of Field trips have been placed in updated SSIP Manual in June 2020. Field trips include Aqua Labadie to learn about scallops, a local fish plant I & S Seafood to learn about the behind-the-scenes of the fishing

industry, and AGRO Agriculture to learn about local agricultural initiatives.

- Scheduled consultations with schools in St. Augustin and Gros Mecatina to meet teachers and students. Due to COVID-19 trip was cancelled (April 2 -3rd, 2020).
- Worked on an online session and Virtual skills to deliver a Virtual Innovation Contest in the 2020-2021 School year. An outline has been started, to be completed by Fall 2020, due to COVID 19 it was not carried out.
- Began drafting a design for future expansion of Youth Engagement to bring SIP to elementary School age children. It was not completed, due to the Director going on maternity leave.

#### Statistical Literacy project

- Application was accepted and a student from St. Paul's River was hired for the position. He worked primarily on the research and development of community profiles to be used as reference in upcoming economic and social development initiatives.
- A training session was held by John Abbott College with the Coasters Association student to aid in development of community profiles.

#### Youth transportation

- Followed up on the rebate, still continuing at 60%, which is excellent. Contacted Air Liaison regarding youth fares, as they are the only airline for the LNS at present for passengers, mail, CISSSCN service, and due to the COVID-19 changes were being made.

#### Youth Employability

- The H.O.M.E. working committee was established in April 2020, composed of representatives from the Coasters Association and the following partners: Commission Scolaire du Littoral, CEDEC, CISSS, and the MRC. The committee met (8 times) to discuss challenges facing youth and strategies to address them.
- French translation for the HOME initiative is almost done, they could not find a direct translation for HOME, so the French translation will be ANCHOR, which means similar things. They are ensuring that all the document is translated to French.
- Branding for H.O.M.E committee (logo). Under development.

- A project submitted to Service Quebec to employ 8 youth and it was refused. We had seven (7) successful projects with Service Canada, so this transfer of funds must be brought to the government's attention. However, SQ informed if there are funds remaining it will go to the Coasters and will let us within a month – was not accepted.
- Youth Entrepreneurial Guide created, as a part of the Canadian Heritage youth project. And Youth Engagement Tool kit drafted and will be finalized in May 2021.

#### Interns - Bio-talent

- Six (6) applications were submitted to the Career Starter program through BioTalent Canada for the development of six (6) internships. These internships are in areas such as marketing & communications, business, agriculture, and bio-development. Several financial partnerships were established (i.e., CedFob, CHSSN, CEDEC, Services Canada) to match the funding dollar for dollar. Six (6) applications were approved, and all six (6) internships have been filled by youth from five (5) communities on the Lower North Shore. One intern started in May, three in June and two in July, the program ended December 31st, 2020.
- Bio-talent does not have any programs until after the fiscal year, they will be in touch after March 31st to discuss their programing; however, CEDFOB will support the interns, students, etc....
- Established new partnership with Bio-talent Canada and uOttawa to hire interns to support the Northern Research Center and BIAC – Business Incubation and Acceleration Center and conducted an interview with Bio-talent to be placed in their March report.
- Application developed and submitted to BioTalent Canada approved for six (6) interns.
- Surveys developed for businesses. community groups/non-profits and Municipalities to identify economic and social needs of the LNS. Intern secured through Bio-talent to carry our survey in July/August 2020.

#### Career Day/Youth Forum

- Monthly working sessions with the Northern Research Center Youth Team to develop Youth Engagement activities with the local businesses, community organizations and young professionals to present opportunities and awareness about post-secondary studies. Preparations to organize a Virtual Career Day with

CLC and CSSL, and share resources in the organization of Career Day, etc. in the fall of Fall 2020. Due to COVID 19, this did not take place.

- Working with the Youth Forum Team to collaborate the development of a Youth Forum. Continue working with Jean-Francois Rodrigue, Sarah Iris Foster (Ecole Scheffer, Blanc-Sablon) and Jesse Metcalfe (Chevery) in preparation for the forum.
- Designed three (3) questionnaires to get feedback from youth as to their experiences, interests, and community involvement: 12 - 17 Youth Questionnaire; 18- 35 Young Adult Questionnaire and Youth Stakeholder Questionnaire. Feedback to shape outline of Youth Engagement Toolkit; LNS youth focus groups and Youth Forum.
- Five (5) youth from Blanc-Sablon, St. Paul's River and Chevery attended and gave feedback on the Global Youth Leadership Day on May 6th & 7th, a virtual forum for youth and educators, to develop Youth Leaders. This forum was a chance to learn about how a virtual forum is held and introduce youth to a virtual format.
- A Youth Forum held in March 2021, funded by Canadian Heritage. A report will be produced of the forum and distributed in June 2021.

#### Speaker Series

- Carried out Speaker Series (3) with youth across the LNS.

#### Connexus Conference

Two (2) staff attended Connexus Conference for four (4) half days. The conference covered a wide range of topics that were under the umbrella of employment during Covid-19. Some topics covered were mental health in the workplace, transitioning from post-secondary to career, leadership skills, remote working, etc...

#### Place aux Jeunes

- An application for Place aux Jeunes was developed and submitted on June 2. This project includes the hiring of a Migration Agent who will work on attracting and retaining youth from outside the Lower North Shore to the region. It is a 4-year project and will involve working with other Place aux Jeunes organizations throughout the province. The application was approved, and the Coasters Association became the 80th Place aux Jeunes partner organization in Quebec on July 1. This was a result of the H.O.M.E. program and the formation of a working committee, composed of the major stakeholders of the LNS, the required % of funds were supported by CHSSN and CEDEC.
- A welcome package is being developed for anyone who is interested in moving

to the region or has already moved. It entails working with individuals, those looking for work, reaching out to business, etc...

- Place aux Jeune (Video footage, social media posts, photobank) created.
- Youth Hub application submitted to the Secretariat a la Jeunesse and potential partnerships established with CEDEC and Steel River Group.
- Remote individual support – Job search, networking employers, discussing possible housing, information about the region, etc.
- Attended nursing program career fair in partnership with the CISSS. One (1) successful migration as a result of the Career Fair.
- Completed Youth Entrepreneurship guide.
- Social media content created for Week of Regions. Place aux Jeune does a “Week of Regions” each year in February where each region highlights their respective region, usually through different activities or in person events. However, with COVID, this was not possible so this year the Week of Regions took to social media, where each region highlights themselves. One post that we did, with a video of the region received nearly 10,000 views. It was extremely successful.
- Attended Place aux Jeune meetings monthly. All agents attend the meetings along with the administrative staff at Place aux Jeune, each month is a different topic such as charcoal training (online platform), immigration information, employer support information or different trainings..
- The Place aux Jeune Migration Agent attended French second language course for 3 hours weekly.

## ***Communications***

### Communication & Graphic Design Strategy

- Communications plan still under development. Will be completed in the fall.
- Communication implementation policy completed and posting templates drafted for use by staff. As a result, social media posts executed on time on our three (3) Facebook pages (Coasters Association, Northern Research Center and Wellness Center) and templates completed (press releases, letterhead, report covers, minutes, agenda, etc.) Final templates will be completed by fall 2020).
- Communication schedule implemented and shared with all staff through work sessions.

- Content delivery request form for communication was created and permits the staff to deliver content to social media accurately.
- Branded templates were completed for Coasters Association, Northern Research Center and Wellness Center, Letterheads, Press Releases, Job Opportunities, Report Covers, Minutes, Agendas. Others are still in development: Custom Powerpoint, Report Cover Variations, Attendance Sheets, Interview & Response Sheets, Shelley's Workshop Presentations, In-Store Marketing, Job Postings, Pull-Ups, Bulletin Boards, Advertising, Radio, Paper Ads, Prizes/Challenges., Coasters Cookbook, Uni-Aide, etc, Travel Packages for staff, Branding Policies for staff, Thank you cards, Reporting Formats, Font & Branding Policies
- Staff signatures were created and sent to all staff for implementation to uphold clear communication and branding.
- Designed and created all graphics and brochures required for social media posts for businesses, organizations, SME's, etc. There were six businesses and three organizations supported.
- Press release drafted, with partners (MRC, CSSL, CISSS, CEDEC, SQ. Local Table for seniors, CPE Mer & Mousse, Groupe Accessibilite, Domestic Aide Cooperative) to announce survey to population for identification of economic COVID-19 concerns.

#### Articles/PSA's (Public Service Announcements)

- Promoted and published the organization through PSA's, interviews, press releases, etc... on the local radio, CBC radio, Radio Canada, Cable TV as well as La Press, etc...

#### Interviews

- Participated in radio interviews with CFBS, CJAS in June 2020. Interview provided information regarding the Community Clean-Up Day which took place on June 5th.

#### Press releases

- Press Release produced in April 2022. Regarding the Covid-19 situation.
- Press release drafted of the Interns and Summer students (June 2020). Completed and forwarded to the public in July.

## Newsletter

- June 2020 newsletter completed and forwarded to all social media platforms. The printed version was available in July and forwarded to post office boxes on the Lower North Shore. The Newsletter consists of articles regarding the Coasters restructuring, introductions of the two (2) divisions of the Coasters Association - Northern Research Center and Wellness Center, gardening tips, pollination workshops, and the new Coasters board of directors.
- September 2020 newsletter gave an overview of the Coasters internships, Canada summer jobs, uOttawa partnership, Place aux Jeunes, Facemask project, Avenir d'enfants and Coastal Summit. It was printed and sent to all mailboxes on the Lower North Shore.
- December 2020 newsletter published a Christmas message, staff introductions, a virtual event, nutrition north and parting notes from employees, who left to further their career in their field of work. Their training at the Coasters assisted them with their future employment.
- March 2021 newsletter outlined the roles and responsibilities of all the employees, overview of coastal summit, education awards, partner acknowledgement, President and Executive Directors messages and a tribute to our long time Secretary of 29 years, Lenora Keats.

## Web site

- The website is currently under construction. A launch of the new website will be introduced in spring of 2021.
- Seven (7) meetings with web service domain provider GoDaddy to get access to Coasters Association domain to be able to revamp website.
- Two (2) meetings held with Quanglo communications to discuss challenges of getting web site access.
- Ownership has been settled to gain access to editing of the website.
- The website template has been decided on. Developing the site is in progress.

## Social Media

- As per our communication planning, the Coasters now manage three (3) Facebook pages (Coasters Association Inc., Northern Research Center and Wellness Center). All pertinent information is placed on a scheduled daily/weekly basis.

- Twitter page is under development and launched in the Fall 2020.
- Instagram is now being used as a means of communication. Information is placed as needed.
- LinkedIn being used by individual staff to promote Coasters' initiatives, however, in lieu of the organization's restructuring, the organization will be developing a new page. Will be launched in the fall 2020, it was postponed until the website was in operation.
- Joint communication task force created between the MRC Golfe de Saint Laurent and Coasters Association to distribute information daily from government, local services and information from the CISSSCN on social media, radio stations and on local bulletin boards.
- Establishing a partnership with APP'S CANADA to further promote the organization.

#### High speed internet/Cellular Service

- In place across the Lower North Shore



## IN- OFFICE ACTIVITIES

The following is a summary of on-going activities throughout the fiscal year:

- Assisted the staff members with their quarterly reports, activity reports, progress reports, monthly reports, final reports, action plans, sustainability plan, schedule of activities, agenda's & minutes of meetings, letters, presentations, power points, press releases, publicity material, resource material, communication plans, preparations for events, etc.
- Held work sessions with the staff on a weekly basis, and individual staff meetings daily. Attended to all business arising with the staff. Attended to requests/concerns of the employees in a timely fashion (ie: office space, equipment, employment, holiday schedules, computer network/set-up, radio show prizes, etc...)
- Prepared all necessary memos for staff and forwarded to them, and did follow-up activities, in order to meet all deadlines.
- Conducted assessments and evaluations with the staff, analyzed the results and met with them to review it and develop individual action plans.
- Participated in working group sessions of individual projects whenever needed.
- Submitted all project applications (including cover and support letters) in collaboration with the Consultant, the NPI agent and the involvement of staff members. Followed up to all projects, made the necessary adjustments, additions, etc.
- Produced binders of information regarding each project, with the assistance of the Office Secretary.
- Reviewed all contracts and contribution agreements of each project, program funding, and made all the necessary changes, etc... Ensured that all final reporting was carried out.
- Produced the necessary reports for various governments departments and organizations. Developed all the necessary policies, plans and documentation for the board of directors and sub-committees to enhance the organization.
- Attended to all correspondence (ie: letters, faxes, e-mail, messages, etc.) received. Answered phone calls and e-mail in a timely fashion. Followed-up to all public requests. Met all necessary deadlines. Also, attended to filing, sorting of in-office material, pending files, organization of office, binding of material, etc ...
- Conducted interviews and participated in surveys.
- Provide services to the partnering organizations (LNSCH, Uni-Aide Foundation,

Dr. Camille Foundation, LTS, Ami Quebec, Alzheimers Society, Groupe Accessibility, L'Avenir enfant, R2, MADA, CoSte, ADT, Bio-products Coop, CEDFOB, etc...), and representation on a number of boards and committees on and off the territory. As well as provide support to the institutions, agencies, businesses, and regional and community groups across the LNS.

- Worked with the Director of Finance on all financial aspects of the organization, and the Office Secretary on all initiatives.
- Contacted the President, Vice-President and/or the Treasurer on all issues of the organization for advice, guidance and/or approval. Contacted other Executive members and/or Board members if deemed necessary.
- Continued to add documentation to the "Important Documents" network, set-up on the computer. All information is placed into this database as a reference file.
- Provided reference letters to former staff members, upon request.
- The Scholarship awards were given out again this year, and supported students attending events off the coast.
- Donated prizes to the radio stations to support the Mother's Day events and other special events across the coast.
- Set-up and organized all documentation of my office, through means of filing (i.e.: cabinet, boxes, trays, etc...) binders, folders, clearing out of out-dated data, etc

## CONCLUSION

Should any board member request additional documentation or information regarding any of the above-mentioned topics, please feel free to contact the office at your convenience and we would be pleased to accommodate you.

Each project produces an action plan, communications plan, schedule of activities, minutes of meetings/forums, power points, listing of committee members, press releases, newsletter articles, promos, etc... Some projects carry out surveys and publish the results. Each project develops monthly activity charts, quarterly reports, and a final report. All documentation is available at the office.

A great deal has been accomplished in one year; however, it is due in part to **YOU**, our board members. Your on-going volunteer support, guidance and advice are greatly appreciated, and we **THANK YOU**.

**(See attached annex for updated employee chart)**

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