

GROWING THE ECONOMY OF NEWFOUNDLAND AND LABRADOR

**REPORT FROM REGIONAL WORKSHOPS AND
PROVINCIAL SYMPOSIUM**

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Prepared By:

**The Leslie Harris Centre of Regional Policy and Development
Memorial University of Newfoundland**

in partnership with

**Atlantic Canada Opportunities Agency
Department of Innovation, Trade and Rural Development
The Newfoundland and Labrador Federation of Labour
The Newfoundland and Labrador Federation of Municipalities
The Newfoundland and Labrador Regional Economic Development Association
The Strategic Partnership Initiative Business Caucus**

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Glossary of Acronyms

<u>Acronym</u>	<u>Title</u>
ACOA	Atlantic Canada Opportunities Agency
CBDC	Community Business Development Corporation
CIBS	Centre for International Business Studies
CNA	College of The North Atlantic
INTRD	Department of Innovation, Trade and Rural Development
M-RON	Mariner Resource Opportunities Network
MUN	Memorial University of Newfoundland
NLFL	Newfoundland and Labrador Federation of Labour
NLFM	Newfoundland and Labrador Federation of Municipalities
NLREDA	Newfoundland and Labrador Regional Economic Development Association
REDAS	Regional Economic Development and Schools Program
REDB	Regional Economic Development Board
SPI	Newfoundland and Labrador Strategic Partnership Initiative

Acknowledgements

The work of the Steering Committee and representatives of the Regional Economic Development Boards (REDBs) was invaluable in planning and carrying out this process. Carol Best and her colleagues with SmartLabrador and TETRA made the Labrador video-conference a great success. Thanks to Ken Hicks from the Department of Finance who presented at all five sessions, and to the presenters at the provincial symposium for contributing their time and expertise. Deborah Inkpen and her colleagues in University Relations provided tremendous support, as did Wade Bowers and his colleagues at Sir Wilfred Grenfell College. Ann Murrin and Renéé Fitzgerald in The Harris Centre and Rosalind Collins in ISER formed a tremendous team who maintained a wonderful spirit of collegiality in the midst of intense deadlines. Roger Bill, a co-op student from Gonzaga High School, also made great contributions to the team. Thanks to the Provincial Government and ACOA for their financial support. Most of all, thanks to some 150 Newfoundlanders and Labradorians from all sectors and regions, who contributed their time and creativity, to this process.

Executive Summary

Memorial University's Leslie Harris Centre of Regional Policy and Development (The Harris Centre) hosted four regional workshops and a provincial symposium on growing the Newfoundland and Labrador economy in September and October, 2004. The objectives of the workshops and the symposium, titled *Growing the Economy of Newfoundland and Labrador*, were to:

- Outline the current state of the Newfoundland and Labrador economy;
- Identify new directions to grow the economy and to build on or confirm existing directions;
- Initiate or mobilize partnership initiatives to advance development;
- Highlight the role of Memorial University in innovation and economic growth.

A steering committee composed of representatives of The Harris Centre, business, labour, Regional Economic Development Boards (REDBs) and all three orders of government, was established to develop and organize the workshops and the symposium.

A cross-section of stakeholders from various industries/sectors (business, labour, community, federal, provincial and municipal government, social, and education) were invited to participate in the regional workshops and the provincial symposium. The intent of the four regional workshops and the provincial symposium was to maximize opportunity for participants to interact, debate options and establish consensus on priorities, with each session limited to approximately forty participants. In total, over 150 individuals from throughout the province participated.

The key component of the regional workshops and the provincial symposium was a common set of directions / questions that were addressed by three to four break-out groups in each session. These were:

1. List five priorities for action in growing the economy of Newfoundland and Labrador.
2. Who should lead the advancement of each priority for action?
3. What should be the role of Memorial University in advancing each priority for action?

Two areas for priority action were raised in all four regional workshops and in the provincial symposium: Governance-related priorities and actions related to Human Resource Development.

Governance-related priorities for action addressed the need for partnerships and coordination in advancing development efforts. The need for governments to work with stakeholders and the need to engage communities was highlighted. In Labrador, settling land claims and establishing self-governance for aboriginal groups was seen as critical for development efforts to proceed.

Related to the discussions on governance were priorities on economic **Planning**. The provincial symposium highlighted the importance of a provincial economic development plan to coordinate and focus efforts. It also emphasized the need for a shared vision for provincial development, developed through a collaborative process and linked to actions for implementation.

Priority actions related to **Human Resource Development** all referenced increasing concerns about emerging skills and labour shortages. Foremost of these, prioritized in all sessions, was the need to improve career development counselling for youth in the K-12 system.

Human Resource Development is closely linked to demographic issues. **Population Growth** was listed as a priority for action in all sessions, except Labrador. Efforts to retain population, particularly in rural areas, were also prioritized.

The table below (Table 1) gives a broad overview of the main priorities for action identified. Please see Appendix H for a copy of Table 2 that provides a synopsis of all the priorities for action. Other priorities ranged from a number of **Industry, Entrepreneurship and Business Development** actions, including efforts to address **Access to Capital, Research and Development and Innovation**, to **Economic Infrastructure**, especially transportation infrastructure. Other priorities for action included those addressing **Social Infrastructure, Sustainability and Revenue Generation**, and efforts to realize and enhance the benefits of our **Culture, Identity, Attitude and Image**.

It is important to note that the process was designed to ensure participants were engaged in debate and discussion to establish priorities. These ideas / priorities evolved from the process. They are not based on new research or analysis but are the product of the collective wisdom of the participants.

Section 4 of the Report provides the results from all the regional workshops and the provincial symposium: priorities for action; who should lead the advancement of each; and what should be the role of Memorial University. Readers are encouraged to review the actions and take note of suggestions for who should take the lead. The Harris Centre has produced an accompanying response to this Report: “Memorial University as a Resource for Economic Development,” which provides an initial response from the Harris Centre on actions it is currently taking related to these priorities. It also invites a dialogue on other opportunities to work together to grow the provincial economy.

Participants in the workshops and symposium valued the process. When asked in written evaluations if they felt it was worthwhile to hold another such workshop / symposium again in the future at least 86 per cent of participants, in each workshop / symposium, responded yes to this question.

Depending on the initiatives, as detailed in Section 4, Memorial’s role ranged from research and development and education and training, to program development, awareness and facilitation. One theme that was raised consistently was the benefit of Memorial as an “honest broker” which had the independence to work with all the stakeholders as a trusted facilitator or broker. The Harris Centre will work with all the stakeholders in reviewing the results of the Growing the Economy workshops and symposium to inform actions and opportunities in the coming weeks.

Table 1 – Summary of Recommendations for Priority Actions

PRIORITY ACTION	KEY ISSUES / OPPORTUNITIES
Governance and Planning	<ul style="list-style-type: none"> - greater commitment to partnerships and coordination of actions; shared vision - need greater continuity / long-term implementation - build on planning structures and processes in place / do not re-invent the wheel - Aboriginal self government and land claims settlement critical for Labrador
Human Resource Development and Population Growth	<ul style="list-style-type: none"> - must address labour shortages in near future - improved career counselling in K-12 critical - attraction and retention of population
Industry Development, Business / Entrepreneurship Development, Access to Capital, and Research & Development and Innovation	<ul style="list-style-type: none"> - maximize benefits from traditional and emerging resource sector opportunities - provincial energy strategy - diversification and emerging sectors - invest in ourselves: pension funds - target investment in centres with competitive advantage - greater emphasis on R&D / innovation
Economic Infrastructure	<ul style="list-style-type: none"> - transportation most critical - communications / broadband
Social Infrastructure / Sustainability / Revenue Generation	<ul style="list-style-type: none"> - social infrastructure critical to economic development - community and business sustainability needed - revenue generation / fiscal management needed to sustain investments in infrastructure / services
Culture / Identity / Attitude / Image	<ul style="list-style-type: none"> - rural identity crucial for province - N&L culture unique and underpins way of life - more positive attitudes, entrepreneurial approach needed

1. Introduction

Memorial University's Leslie Harris Centre of Regional Policy and Development (The Harris Centre) hosted four regional workshops and a provincial symposium on strengthening and growing the Newfoundland and Labrador economy in September and October, 2004. The Harris Centre worked with the Regional Economic Development Boards (REDBs) to select the dates and locations for each regional workshop. The REDBs in each region cooperate as a regional caucus and in the case of Central and Eastern they work together and this was the basis for holding a single workshop in Central / Eastern. In Labrador a video-conference, using the SmartLabrador system, was held at the request of regional stakeholders to minimize transportation costs. The locations participating in the Labrador video-conference were Labrador City, Happy Valley-Goose Bay, Churchill Falls, Forteau, Charlottetown and St. John's. The dates and locations of the regional workshops and the provincial symposium were as follows:

Labrador	Video-Conference	September 22
Western	Port aux Basques	September 23
Central and Eastern	Grand Falls – Windsor	September 24
Avalon	The Wilds, Salmonier Line	September 27
Provincial	Corner Brook	October 4-5

The objectives of the workshops and the symposium, titled *Growing the Economy of Newfoundland and Labrador*, were to:

- Outline the current state of the Newfoundland and Labrador economy;
- Identify new directions to grow the economy and to build on or confirm existing directions;
- Initiate or mobilize partnership initiatives to advance development;
- Highlight the role of Memorial University in innovation and economic growth.

The regional sessions were intended to generate regional perspectives on growing the provincial economy. The provincial symposium, held in Corner Brook, was informed by the results of the regional sessions, but was intended to consider the provincial economy as a whole. Over half the participants in the provincial symposium represented organizations from the community, education, private, and public sectors which have a provincial mandate.

2. The Planning Process

A steering committee, chaired by Dr. Robert Greenwood, director of The Harris Centre, and composed of representatives of key provincial stakeholder groups was established to develop and organize the workshops and the symposium. The other members of the Steering Committee were:

- Dave Vardy, The Harris Centre, MUN
- Mildred Brown / Keith MacDonald, ACOA

- Rod Regier, Department of Innovation, Trade and Rural Development
- Kerry Murray, Newfoundland and Labrador Federation of Labour
- Craig Pollett, Newfoundland and Labrador Federation of Municipalities
- Victoria Belbin / Nancy Wicks, Newfoundland and Labrador Regional Economic Development Association
- Heather Joyce, Strategic Partnership Initiative Business Caucus

A call for proposals for papers / presentations was developed by the Steering Committee and issued on July 8th along with the initial news release for the symposium and regional workshops. The deadline for submission of 2-page proposals was July 26th. (See Appendix A for a copy of both the call for proposals and the news release.) A total of 27 submissions were reviewed by the steering committee. The criteria used in the selection process were consistent with the intent of the symposium: which issues or initiatives were most significant in advancing the growth of the provincial economy? Steering committee members used a template to assist in their evaluation of the proposals that allowed for the comparison of proposals based on numerous factors relevant to growing the economy. The key criterion was an assessment of the impact vs. the ease of implementation of each proposal. “Impact” relates to the impact of the initiative on growing the provincial economy. “Ease of Implementation” considers how difficult an initiative would be to implement. The proposal evaluation template is included in Appendix B.

From this process the Steering Committee selected six presentations for the provincial symposium. It is important to note that presenters were selected to stimulate discussion, not to present a definitive list of priorities for development, nor to represent particular regional priorities.

The Harris Centre worked with Regional Economic Development Boards (REDBs), with input from the Steering Committee, to plan the regional workshops. Information from these pre-symposium workshops provided input for the provincial symposium, as well as for this symposium report. A rapporteur from each of the four regional workshops presented the results of their workshop at the provincial symposium. The rapporteurs were:

- | | |
|--|-------------------|
| ▪ Mayor Graham Letto, Labrador City | Labrador |
| ▪ Brent Howell, College of the North Atlantic | Western |
| ▪ Baxter House, Town of Harbour Breton | Central / Eastern |
| ▪ Gary Gorman, Faculty of Business Administration, MUN | Avalon |

The intent of the four regional workshops and the provincial symposium was to maximize opportunity for participants to interact, debate options and establish consensus on priorities. Therefore, the sessions were limited to approximately forty participants. In establishing an invitation list for such relatively small sessions, it was essential to have a transparent, fair process to select individuals representing the key stakeholders in the provincial economy, while also allowing for representation from across the province. The four regional sessions had invitation lists developed by the REDBs in each region, supplemented by names submitted from each of the organizations represented on the provincial steering committee. The provincial symposium list was developed on a collaborative basis by the Steering Committee. (Please refer to Appendix C for a copy of the template used by the Steering Committee to develop the invitation list.) Because the symposium was taking place in Corner

Brook, Sir Wilfred Grenfell College was consulted to provide additional representatives from the Humber Valley. As a provincial symposium, however, the key was to have a cross-section of representatives from provincial stakeholders in growing the economy, with a selection of representatives from around the Province. The participation lists for the provincial symposium and the four regional workshops are in Appendix D.

Please refer to Appendix E for copies of the provincial symposium agenda and the regional workshop agendas. The provincial symposium agenda lists the presenters and the titles of their presentations. See Appendix G for abstracts of the presentations. Visit The Harris Centre web-site, www.mun.ca/harriscentre, for copies of the symposium presentations and papers.

3. Issues Addressed and Summary of Results

The key component of the regional workshops and the provincial symposium was a common set of directions / questions that were addressed by three to four break-out groups in each session. These questions were:

1. List five priorities for action in growing the economy of Newfoundland and Labrador.
2. Who should lead the advancement of each priority for action?
3. What should be the role of Memorial University in advancing each priority for action?

Each break-out group consisted of a cross section of stakeholders (business, labour, community organizations, education and training, government) who discussed and debated a range of possible priorities and then reached consensus on what the top five were. As regional workshops and the provincial symposium had four break-out groups each (with the exception of the Western session, which had three break-out groups), there were therefore some twenty priorities for action in each session. See Appendix H for a copy of Table 2 which provides a synopsis of all the priorities for action.

These actions were not prioritized beyond a listing of the top five by each break-out group. The Table indicates where a priority action was referenced by more than one group (by the bold number in parentheses). The Table has been divided into themes or groups of priorities to compare across the sessions.

Two areas for priority action were raised in all four regional workshops and in the provincial symposium: Governance-related priorities and actions related to Human Resource Development.

Governance-related priorities for action addressed the need for partnerships and coordination in advancing development efforts. The need for governments to work with stakeholders and the need to engage communities was highlighted. In Labrador, settling land claims and establishing self-governance for aboriginal groups was seen as critical for development efforts to proceed. The provincial symposium stressed the need for governance mechanisms that lead to action. The Avalon session added the importance of improving federal-provincial relations.

Related to the discussions on governance were priorities on economic **Planning**. The provincial symposium highlighted the importance of a provincial economic development plan to coordinate and focus efforts. It also emphasized the need for a shared vision for provincial development, developed through a collaborative process and linked to actions for implementation. The Western Region also prioritized the need for a long-term vision, with particular emphasis on rural needs and long-term funding commitments.

Priority actions related to **Human Resource Development** all referenced increasing concerns about emerging skills and labour shortages. Out-migration, an aging workforce and declining fertility rates mean that replacing retiring workers will become increasingly difficult in the years to come. This is in marked contrast to the experience of surplus labour supply in recent years, and educators, employers and organizations need to understand and act on the implications. Foremost of these, prioritized in all sessions, was the need to improve career development counselling for youth in the K-12 system. More public-private partnerships, to link schools with an understanding of industry needs, more entrepreneurial awareness, and better succession planning and mentoring were highlighted. Linking post-secondary education to regional needs was also emphasized, as well as addressing education costs for rural students.

Human Resource Development is closely linked to demographic issues. **Population Growth** was listed as a priority for action in all sessions, except Labrador. Achieving population growth included actions related to: attracting students to study here, promoting opportunities in skilled trades, raising the minimum wage to reduce the incentive for students to leave for high-paying summer jobs, and efforts to attract and retain expatriates, professionals and immigrants. Efforts to retain population, particularly in rural areas, were also prioritized.

Various approaches to **Industry Development** were raised as priorities for action in all sessions other than the Avalon. These ranged from further development of natural resources, to an emphasis on diversification and emerging industries. The provincial symposium included a priority from three groups to focus investment in designated centres around the province where there was competitive advantage. It also called for an energy master plan, a land use master plan, and the advancement of the Hebron / Ben Nevis developments.

The Avalon and provincial sessions highlighted mechanisms to enhance **Access to Capital** as priorities, and they also included **Research and Development / Innovation** as priorities for action. These were not raised as priorities in the other sessions. The Labrador and provincial sessions also prioritized **Entrepreneurship Development**.

All the regional sessions raised **Economic Infrastructure** as a priority, particularly transportation infrastructure. The importance of **Social Infrastructure** was listed in Labrador, but not in the other sessions. This included increased investment in health, education, recreation, culture, technology and communications and municipal infrastructure.

The Western and Avalon sessions also included priorities related to the province's **Culture and Identity** and the need for **Attitude and Image** to be more positive. This included the importance of rural communities to the province's identity, as well as the need to enhance our knowledge of our history and culture.

Other priorities for action, that were mentioned once, included: the need for communities and businesses to become **Economically Sustainable**; and the need to advance ways to **Generate more Revenue** to invest in development.

The following section provides more details on the priorities listed in the Table, who was identified as needing to lead the action, and what the role of Memorial University should be. Depending on the initiatives, Memorial's role ranged from research and development and education and training, to program development, awareness and facilitation. One theme that was raised consistently was the benefit of Memorial as an "honest broker" which had the independence to work with all the stakeholders as a trusted facilitator or broker. The Harris Centre will work with all the stakeholders in reviewing the results of the Growing the Economy workshops and symposium to inform actions and opportunities in the coming weeks.

4. Results from Regional Workshops and Provincial Symposium

4.1 Labrador Workshop

Priorities for Growing the Economy of Newfoundland and Labrador

1. Transportation Infrastructure

This infrastructure is essential to enable all other economic development and it needs major improvements in all means of transportation: marine, air and roads. Our transportation infrastructure is our access to key markets.

Who needs to take the lead?

The REDB's need to take the lead on getting the message across that improved transportation infrastructure is a priority.

The Provincial and Federal governments need to take the lead on investment and implementation.

Memorial University's Role

- Research (impact studies, statistics, environmental studies)
- Coordinate and facilitate informative and proactive sessions (e.g. Atlantic Provinces Transportation Forum)

2. Human Capital / Education and Training

We need to implement leadership training and career exploration programs for our youth. This has to start at an early age and so we have to invest in our K – 12 school system, not only in basic curriculum, but also outside programming such as promotion of trades, Junior Achievement, etc. We need to put into practice entrepreneurship training and mentoring for small business growth. Such public and private partnerships in education are very important. "Growing Our Own" helps with retention issues, reduces expenses and turnover / recruitment of new professionals and allows for some continuity for long-term planning and growth.

In addition, we need to invest in our post-secondary systems, in particular to increase accessibility of programs (i.e. distance education). It was stated that Labrador West pays the highest tax dollars and has the lowest return on tax dollars.

Who should take the lead?

MUN and CNA should take the lead in collaboration with users, students and stakeholders in the local area.

Memorial University's Role

- Increased commitment and investment in the region
- Continued, improved and expanded presence in Labrador communities.

3. Natural Resources

Hydro

We need to dedicate a block of power for industry development and export. We need additional infrastructure to carry / wheel power and the additional power can come from the Upper / Lower Churchill development. This would create employment, support economic growth in Labrador communities and create more focus on Labrador as a valued region.

Natural Gas

We have a huge resource off the North Coast of Labrador, but will this development result in jobs or only royalties? Will the gas come ashore for Labrador energy needs?

Fishery

Under utilized species should be researched and developed where economically feasible and sustainable. Also, we have to enhance our primary and secondary processing and diversify existing plants (four crab plants in the region are in jeopardy of closing).

Forestry

We need to increase revenues at the local level. To do this we have to enhance value added and secondary processing and find innovative ways to grow and expand the sector (lower cost and higher efficiency). We also need to take advantage of the research manufacturing potential from Labrador Black Spruce. There is potential for employment of 150 - 200 people in the forestry sector in Central Labrador.

Eco-Tourism / Mining / Exploration

This sector has to be a priority in the future. Mining from Labrador West has been and continues to be a driver of the provincial economy. Voisey's Bay has a huge impact on the Provincial economy and employment and there is potential for major new discoveries.

Who should take the lead?

There was no one group / agency identified to take the lead. Public / Private partnerships, Aboriginal Groups, the Department of Natural Resources and the Marine Institute all have to play a role.

Memorial University's Role

- Research and Development
- Education and Training
- Awareness of opportunities
- Program Development
- Facilitation
- Outreach

4. Business / Entrepreneurship / Manufacturing / Diversification of Economy

There is a need to increase the number of small businesses and entrepreneurs. To do this we have to implement community-based training programs, new technologies and any other essential upgrades needed in the region.

Tourism is one sector where we could see significant growth in small business and entrepreneurship. Baby Boomers have money to spend and they are looking for destinations such as Alaska and Labrador. The Province should invest marketing dollars on niche markets such as tourists from other parts of North America with new money. Labrador has to be marketed more by the Province to capitalize on the enormous opportunity. In addition to marketing we also need to engage in product development in attractions such as specialty tours, winter tours, walking trails and hiking. We also need to expand our manufacturing and secondary processing industries by building on our local strengths / resources (i.e. berries, bottled water, forestry secondary processing, agriculture, non-timber forest products, etc.). To accomplish this we have to attract more venture capital.

Some other examples of key areas for business development and entrepreneurship are the utilization of infrastructure on the military base and, on a larger scale, the aerospace and defence industry.

Who should take the lead?

There has to be a coordinated effort between the Federal and Provincial Governments, MUN, CORDS, Municipalities, Regional Economic Development Boards and Industry (Corporate & Social Responsibility).

Memorial University's Role

- Coordinate and Facilitate
- Research and Development
- Investment in Knowledge Development
- Outreach

5. Land Claims / Self-Government for Aboriginal Groups

Land claims play a role in all developments. Resolution of land claims for Inuit and Metis is essential for development to proceed. Ambiguity of this issue is holding back development and growth. The Inuit Land Claim has been settled and will result in a huge influx of money, but there is an enormous requirement for capacity and human resource development in the Aboriginal context. Inuit self-government is evolving. The question is, what model / structure of government is most suitable for the LIA membership?

Who should take the lead?

Aboriginal groups and education institutions (MUN – Political Science Department, The Harris Centre, Labrador Institute, and CNA – Community Studies) have to take the lead.

Memorial University's Role

- Policy Development
- Facilitation
- Research
- Education

6. Social Infrastructure

We need to improve our social infrastructure. We have to increase our investment in health care, education and education facilities, recreation, culture (government funded centres), technology and communications (ex./ internet access / cell phone coverage) and our municipal infrastructure (eg./ water & sewer).

Who should take the lead?

Federal, Provincial and Municipal Governments

Memorial University's Role

- Research Studies
- Education
- Partnering
- Facilitation

7. Partnerships

We need more interaction with economic and social development groups / agencies. Memorial University has to play a more proactive role in rural areas. “We need to know what services Memorial offers to rural areas.”

Who should take the lead?

Zonal boards and Memorial University

Memorial University's Role

- Facilitation
- Be Proactive
- Outreach
- Program Development

4.2 Western Workshop

Priorities for Growing the Economy of Newfoundland and Labrador

1. Infrastructure Development

All groups expressed the importance of infrastructure development for communications (broadband), energy and especially transportation. Our water, air and road systems must be improved. There was agreement that we need to develop a better link to the rest of Canada and the world. In particular, the cost to enter the island is far too high. Our Marine Atlantic ferry routes are part of the Trans Canada Highway and it was suggested that there should not be a fee for taking the ferry to enter or leave Newfoundland. While money would be lost from fares, what benefits would we receive in terms of increased tourists and the money they contribute to our economy and in terms of increased business? Transportation schedules must be designed as part of a tourism product. Also, we need to improve our highway system to allow for easier travel within the Province. Higher quality communications, energy and transportation infrastructure will make Newfoundland and Labrador a more attractive place for businesses and tourists.

Who should take the lead?

- Federal and Provincial governments in collaboration with other stakeholders.

Memorial University's Role

- Evaluation
- Research

2. Human Capital / Education

There is a need to engage those not in the workforce. Also we have to inform / prepare those who are getting ready to enter the workforce. To do this we need to engage our youth in career exploration at an early age. In addition, we must have proactive post-secondary programming to reflect regional strengths. Finally, we should look at education as an industry. Make it a business (e.g. St Francis Xavier in Antigonish, NS).

Who should take the lead?

The Department of Education in collaboration with the Federal Government, education institutions and community development stakeholders.

Memorial University's Role

- Marketing education programs
- Research
- Infrastructure
- Link students and employers
- Tailor programs
- Build the capacity in the communities to realize priorities

3. Partnership Development / Collaboration

All stakeholders need to work together in a coordinated manner. Far too often important initiatives / work does not get done due to disagreements among the parties involved. If we are to grow and

develop and make the most of our opportunities we have to put our communities, our province and our people first.

Who should take the lead?

Zonal boards in collaboration with regional partners and other stakeholders.

Memorial University's Role

- Facilitative
- Outreach

4. Industry Development / Business Investment

There was a consensus on the need for industry development with different suggestions on which industries to target first. There is a need to develop our traditional sectors with new technologies and innovation. Eco tourism, Adventure Tourism and Secondary Processing were other industries that are priorities to develop. We need to educate our people about these industries.

In line with industry development we need more business investment dollars for start-up and support in the long-term. In addition, we need to cultivate and promote an entrepreneurial spirit.

Who should take the lead?

There was no key player identified to take the lead. Groups / agencies that need to work together include, industry associations and businesses, INTRD, the Federal Government and education institutions.

Memorial University's Role

- Education and Training
- Research and Development
- Marketing / Promotion of industry expertise
- Program Development

5. Labour / Workforce Issues

We need to develop a strategy to attract expatriates and other individuals to make them want to live and work in Newfoundland and Labrador. Given that there are many opportunities for individuals with skills in trades in our Province we have to promote education in skill trades and ensure they are regarded as respectable career choices. We also need to raise our minimum wage. This will help in our population retention efforts. Many of our young people today are leaving the Province for summer jobs where the minimum wage is higher and many of these individuals leave again to find work after graduation. We need to do whatever we can to make our youth want to stay and be able to afford to stay in Newfoundland and Labrador right from the beginning.

Who should take the lead?

HRLE with the Department of Education

Memorial University's Role

- Research
- Facilitative (with other education institutions, government, etc.)
- Assist in policy development

6. *Preserve Rural Communities and Unique Culture*

Our roots are in rural Newfoundland and Labrador and so many of our strengths stem from our unique culture. It is crucial that our rural communities and our unique culture remain a major part of who we are and that we build on them and use them as tools to grow and develop, and promote / market them to the rest of the world.

Who should take the lead?

Zonal boards and all other stakeholders.

Memorial University's Role

- Marketing / Promotion of cultural resources
- Education
- Research
- Facilitation

7. *Long-Term Vision / Planning*

We need to develop and implement a long-term vision / plan to develop and grow our Province's economy. To do this we need government involvement and buy-in, especially to rural priorities. Long-term planning has to reflect communities and not government agendas. Also, we need long-term funding commitments to business and agencies.

Who should take the lead?

Memorial University should lead / facilitate, or we should establish a new entity that can play this role.

Memorial University's Role

- Lead / Facilitate
- Research
- Educate
- Tailor Programs
- Evaluate

8. *Positive Image*

"It can and will be done in Newfoundland and Labrador!" We need to communicate a message of hope. We have to promote our strengths and share our successes in our regions and abroad. We have to engage the media and bureaucratic support. This permeates all other priorities.

Who should take the lead?

There is no one group / agency to take the lead. Everyone needs to play a role.

Memorial University's Role

- Promotion / Marketing of expertise
- Education
- Research and Development
- Facilitation
- Policy Development
- Outreach

4.3 Central / Eastern Workshop

Priorities for Growing the Provincial Economy

1. Tourism

There was a general consensus that Newfoundland and Labrador has to do a much better job of promoting / marketing ourselves both nationally and internationally. We have what it takes to be competitive with some of the best destinations in the world. We need the will and the desire. In order for such promotion to be successful we need to gain a broader understanding of customer needs and develop an appropriate marketing strategy. It is also crucial that we increase our product development efforts, enforce higher industry standards and professionalism of operators. The key to a successful tourism industry is our ability to garner 'grassroots support'.

Who should take the lead?

There were varying opinions as to who should take the lead on this priority. Some ideas included, industry, HNL, zonal boards, more onus on municipalities and support from MUN upon request.

Memorial University's Role

- Research
- Develop new programs
- Access resources
- Support / Flexibility to respond to requests

2. Manufacturing

We need a more prosperous manufacturing industry. There was a general agreement that we need to examine market demands, our own strengths and any impediments that exist to identify products that we can manufacture at home on a competitive level. We have to identify niche areas. Increased marketing is a crucial issue but we need more investment dollars, especially for the global market. It is also essential that we continually look for ways to improve our products and for new ways to compete. An important first step in making all of this a reality is the need to promote a more positive image of manufacturing and to educate our people about the manufacturing industry.

Some ideas regarding types of manufacturing to focus our efforts on include, dimension stone, agrifoods, forestry, fishery, bottled water and aerospace. Mentoring was another idea, whereby businesses form a mentoring relationship with other businesses who are their customers or suppliers.

Who should take the lead?

Industry (Industry groups and entrepreneurs) should lead and both Federal and Provincial governments should contribute in a supportive role (e.g. policy). Also, zonal boards need to play a lead role in rural areas.

Memorial University's Role

- Research and Development for products
- Link students with industry
- Develop new programs

3. Human Capital

There were three common themes that evolved in this category. The first is the need for a change of attitude. Newfoundlander's and Labradorian's have to adopt a 'Can Do' attitude and an entrepreneurial way of thinking. We need to drop the anti-merchant mentality and look at business and profits in a more positive light. The second issue is skills development, which has to start before junior high and high school. Finally, we have to implement an immigration strategy which targets expatriates, as well as other Canadians and international immigrants, with a focus on individuals who will fill our needs.

Human capital and attitudinal change have to be linked with labour market policies and these policies have to be proactive.

Who should take the lead?

For the first and second components discussed above the Department of Education needs to take the lead, in collaboration with the education institutions, parents and industry.

For the third component information needs to be collected by zonal boards in cooperation with INTRD, ACOA with input to MUN for policy development.

Memorial University's Role

- Research
- Facilitative (link students with industry, info to Government for policy development)

4. Education / Career Options / Encouraging Entrepreneurship

While there are some similarities / overlap with the last priority several distinct and important issues were raised here. There is a need to educate our youth about their career options at an early age. In particular, we need to inform our young people of the many benefits of a career as an entrepreneur. If we are going to encourage entrepreneurship we also have to support our entrepreneurs. We need capital investment improvements, worker investment funds and more support for our leaders, independents and innovators. There is also an important role for teachers to play in this initiative. That is, to bring students in contact with industry.

Another idea was to promote education as an export product to encourage youth to stay at home to obtain their education and to attract others to come to Newfoundland and Labrador for their post-secondary education. To do this we have to develop core competencies / highly competitive, specialized education programs and market these opportunities globally.

Who should take the lead?

The Department of Education and education institutions were the groups suggested to take the lead on the education / career options issue.

In terms of providing support for entrepreneurship there was uncertainty as to who should lead. Some groups who need to be involved include governments, chambers, zonal boards, unions and education institutions.

Memorial University's Role

- Facilitative (linking info and programs to high school students, The Harris Centre, REDAS)
- Research
- Developing specialized, globally competitive programs
- Access resources

5. Infrastructure Development

There is a definite need to improve our infrastructure, in particular our transportation infrastructure, in all three areas, water, air and land. A poor transportation system has a negative impact on business and tourism, in particular the high cost of the ferry service across the Cabot Strait.

Who should take the lead?

Government needs to coordinate an effort to improve our infrastructure.

Memorial University's Role

- Research
- Outreach of expertise

6. New Industry Development

One priority should be to enhance our knowledge-based industries, such as telecommunications, professional services, IT and education. We need to move our 'state of the art' ideas and people. We need to export ideas / services and bring money back to the province.

We also need to further develop our aquaculture / water farming industry. The market place is looking for fresh product, not secondary processing and we need to take advantage of our ability to provide these goods. This will go a long way in enhancing rural activity.

Another idea was to increase development of our 'Green Industries', for example, waste management and wind / alternate power. We need to conduct research and development to establish expertise and then export.

Who should take the lead?

There was no single lead organization / group identified, but some players included MUN, CNA, business and government.

Memorial University's Role

- Leadership
- Research and Development
- Education
- Facilitation

7. Collaborative Approach to Economic Development

We need to encourage dialogue among community, business, labour, government and other stakeholder groups. We must also encourage community ownership and involvement and focus on attracting business and people. To do so we need to improve upon our infrastructure, health care, education and social and cultural environment. An important question that has to be addressed is how to integrate social and economic development at the regional level. There was agreement that ACOA has done some good work to initiate and promote collaboration and economic development. It was also noted that the zonal boards are extremely important in making this priority a reality and they need support and a strong commitment to funding.

Who should take the lead?

We need a non-governmental body, with government support, to take the lead.

Memorial University's Role

- Facilitative
- Research on Governance

4.4 Avalon Workshop

Priorities for Growing the Economy of Newfoundland and Labrador

1. Funding / Access to Capital

One of the main priorities coming out of the Avalon region workshop was to identify sources of funding for private sector investment. Some examples included, pension funds, RRSP's, capital funds, tax incentives, etc. The more important message was that we "invest in ourselves", by re-directing capital that leaves the Province and developing options / alternatives such as, local venture capital / pension funds and self-directed RRSP's for local investment.

Who should take the lead?

The Newfoundland and Labrador Chamber of Commerce in collaboration with the Provincial Government.

Memorial University's Role

- Research
- Advisory
- Facilitative

- **2. Education / Human Resources**

One of the most prevalent concerns for participants in this category was the need to develop a career-counselling program for our youth and to implement it at an early age. That is, we have to inform and educate our youth about the various career choices available to them, in particular as they relate to the Newfoundland and Labrador economy. It was clear that there has to be an increased emphasis placed on entrepreneurship as a viable and profitable career option. We need to instil a “can do” attitude and foster a risk-taking environment. In addition, it is important to encourage and support leadership development. Finally, to make the most of a career-counselling program we must inform our youth of any labour market shortages and work to minimize any mismatches in labour market demand and the skills of our work force.

Other ideas in this category included the need to develop and support our volunteer sector, to enhance leadership development and management skills and to initiate a mentoring approach human resource development.

Who should take the lead?

The Department of Education in collaboration with education institutions, REDB’s and parents.

Memorial University’s Role

- Advisory
- Research (social and economic)
- Course / Program Development
- Teacher Education
- Revitalize extension service

3. Population Attraction / Immigration / Demographic Challenges

There was an expressed need to increase the population of our Province. This would involve a concerted effort to attract students (both internationally and from elsewhere in Canada), expatriates, professionals, immigrant entrepreneurs and also to promote retention of our population. Some of the things that we need to do to achieve this are to remove barriers to immigration and to make it easier for professionals to work in Newfoundland and Labrador (i.e. ease certification / professional licenses).

Who should take the lead?

The Department of Human Resources Labour and Employment (HRLE) is the designated lead, but should work with the Federal Government, MUN and CNA.

Memorial University’s Role

- Recruitment
- Retention
- Program Development
- Help in efforts to ease certification / professional licenses

4. Knowledge / Pride / Areas of Expertise

There is a strong need to promote a positive image of Newfoundland and Labrador. We have to promote our assets to ourselves and to others. It is important that we build on our successes and realize that there are fantastic opportunities in our own Province, in both rural and urban areas. There needs to

be a better understanding of the value of how we see ourselves and we need to enhance our own knowledge of the history and culture of Newfoundland and Labrador.

We also need to develop 'Centre's of Expertise', or core competencies where we have a competitive advantage and we have to market / promote these globally. To ensure success we have to increase our research and development and our marketing efforts. One idea was the need to develop an Energy Master Plan.

Who should take the lead?

It was unclear who should take the lead on this priority and it was suggested that a multiple effort is required. Some groups / organizations that need to be involved include, The Department of Business, INTRD, REDB's, MUN and CNA.

Memorial University's Role

- Education
- Research

5. Governance / Confederation

There was a recognized need for us to develop and promote our identity and where / how we fit with the rest of Canada and the world. A provincial and a regional reality check are in order. How will we make the most of our opportunities, manage our challenges, and what are we willing to pay? How can we be more efficient?

Also, we have to work to enhance our Federal / Provincial relationship.

Another issue discussed under this category was that improved transportation infrastructure, both within the Province and in terms of our connection to the rest of Canada and the world, is essential for increased competitiveness.

Who should take the lead?

Government, in collaboration with all regions.

Memorial University's Role

- Independent research and development
- Applied research with stakeholders plugged in
- Assist in some policy development
- Outreach / Facilitation
- Resources / Facilities

6. Technological Developments

Exploration of the use of broadband and its influences and power to further our interests and enhance the Province's performance was identified as an important priority. Some other ideas included the development of a technology park, the expansion of our e-commerce industry and the need to increase our communications with the rest of the world. To be competitive we have to increase our research and development efforts.

Who should take the lead?

No one organization / group was clearly identified to take the lead on this initiative. Those suggested included the Provincial Government, the Federal Government, REDB's, schools, individuals, firms and Teleco / ISP's.

Memorial University's Role

- TETRA / Digital Repositories
- On-line conferencing
- Discussion forums

4.5 Provincial Symposium

Priorities for Growing the Economy of Newfoundland and Labrador

1. Governance / Taking Action

We need to implement a governance structure that works, that is one that coordinates all resources and ensures accountability. We need expeditious decision-making and implementation. There also has to be more rural participation in decision-making.

Who should take the lead?

The Federal and Provincial Governments and the REDBs.

Memorial University's Role

- Can really help with this one, in particular The Harris Centre.
- A policy base that is neutral and non-vested

2. Economic Planning

We have to develop a coordinated, pan-provincial economic development plan that is focused and action oriented. There also has to be a lot of care and thought put into how to cut the provincial debt without cutting jobs. We need more creative ways to deal with this problem.

Who should take the lead?

A community governance structure in collaboration with the Provincial Government, educators, industry and the REDBs.

Memorial University's Role

- Research
- Planning
- Identifying and gathering best practices
- Advocacy – 'Honest Broker'

3. Human Resource Development / Career Development / Education

There has to be an expansion of the opportunities to access training / development. In addition, we have to be more proactive in implementing succession planning and targeted training programs.

In addition, we have to ensure our youth are better informed of all the career opportunities that are available to them by providing them with more information on choices at an early age and by improving our guidance / career counselling programs.

Also, there is a need to reduce education costs to rural students. Students who have to leave home to obtain post-secondary education incur major costs and we should increase the assistance offered to these students. One idea is to offer alternate delivery systems for education.

Who should take the lead?

The Provincial Government in collaboration with education institutions, aboriginal groups, industry (SPI), labour, REDBs and the Federal Government.

Memorial University's Role

- Liason
- Relevant Planning
- Targeted Training
- Continuing Education

4. Industry Development

There is a need for sustainable industry development on a long-term horizon that is inherent to social and regional conditions. The Provincial Government's financial constraints require greater focus of investment into designated centres, areas with a competitive advantage, throughout the province.

Some ideas to focus on include the development of an Energy Master Plan and a Land Use Master Plan, as well as further work on the development of Hebron / Ben Nevis to ensure continuity in the oil and gas industry in Newfoundland and Labrador and build the critical mass within the industry.

Who should take the lead?

No one group / agency was clearly identified to take the lead, however, emphasis was placed on the Provincial Government who should work with the municipal and federal governments, industry and industry associations, educators, the community and labour.

Memorial University's Role

- Research
- Planning
- Outreach to meet industry needs
- Provide Information
- Analytical Support

5. Revenue Generation

We need to promote initiatives to generate revenue in the public and private sectors so we can deal with more pressing issues such as health care, education, job creation, etc. One example is an expanded 15 per cent investment tax credit. This would broaden the base of the existing 10 per cent credit to all industries and we could use the proceeds to invest in current real opportunities, particularly large-scale industries such as oil and gas and mining, thereby encouraging growth.

Who should take the lead?

There was no one group / agency identified to take the lead as all stakeholders have to play a part.

Memorial University's Role

- Outreach
- Support
- R & D
- Offer Expertise

6. Demographics

Given the demographic trends facing our province (i.e. our declining population, urbanization and our aging population), it is crucial that we place a stronger emphasis on expanding our population base. A critical mass is essential to generate revenue and to be competitive on a global scale. The issue is not emigration, it is a lack of attractive employment opportunities. On the other hand, our immigration attraction efforts are hindered by strict regulations on credential accreditation. One thing we can do to reverse these demographic trends is to develop and implement a rural retention plan, which focuses on youth career development. We could also work to make post-secondary education more affordable, thereby making debt less of an issue and attracting more youth.

Who should take the lead?

The three levels of government, the private sector, labour, and the REDBs all need to work together.

Memorial University's Role

- Student Recruitment
- Champion
- Research
- Provide Information

7. Promotion of Research and Development / Innovation

We have to focus on the enhancement of innovation through increased investment, including the amount of applied research at the University and partnerships with the private and public sector. Perhaps this would best be achieved through a Centre for Innovation and Productivity.

Who should take the lead?

Education institutes in collaboration with all levels of government and the REDBs.

Memorial University's Role

- Leadership
- Expertise
- Support
- Knowledge
- Perhaps host a Centre of Innovation and Productivity

8. Industry Environment

The government needs to create an environment that is attractive to develop specific growth industries, for instance, human capital development.

In addition, we have to cultivate an environment where all stakeholders are proactive in an engaging in opportunity identification. We need to gather intelligence, create benchmarks and identify gaps and work to close them. We have to harvest our private sector knowledge and we need global intelligence to make global decisions.

Who should take the lead?

There was no clear lead identified, as all stakeholders have to play a part. All levels of government have to develop appropriate policies and taxation structures. Education institutes have to take the lead in strengthening our education system and developing human capital. All stakeholders have to harvest knowledge from, and take advantage of, opportunities in our private sector.

Memorial University's Role

- Respond to industry training needs
- Benchmarking
- Facilitator (eg. Bring Business and Engineering students together, Co-op's)
- The Harris Centre is well placed to develop a framework (eg. Policy development, honest broker, etc.)

9. Venture Capital / Access to Capital

We need to increase the amount of venture capital in our province. To encourage more business start-ups and growth over the long-term we need more access to capital. Perhaps we could start an investment program through the Faculty of Business Administration.

Who should take the lead?

The business sector, Strategic Partnership Initiative (SPI) and BDC.

Memorial University's Role

- Guidance and Advice
- Investment Programs
- Pension Fund Management

10. Economic and Administrative Sustainability for Community and Business

Communities and businesses need to operate based on their economic and administrative sustainability. They need to move to a model of sustainability as opposed to mere existence.

Who should take the lead?

The REDBs and other bodies should provide consultation as needed to communities and businesses.

Memorial University's Role

- Analytical Support (The Harris Centre)

11. Entrepreneurship Enhancement and Barrier Reduction

We need to do a much better job of encouraging entrepreneurship, foster an environment that is conducive to entrepreneurship and stimulate new entrants. “What can we do to enhance prospects of success?”

Who should take the lead?

Federal and Provincial governments

Memorial University’s Role

- Make entrepreneurship a component of other programs
- Provide guidance and assistance (eg. P J Gardner Institute, ‘Gateway’)
- Foster greater integration

12. Investment in Growth Industries

We need to engage in strategic investment in infrastructure for identified growth industries. We need improved infrastructure for transportation, communication and energy management.

Who should take the lead?

The Provincial and Federal governments should take the lead together but also work with industry.

Memorial University’s Role

- Research into solutions for infrastructure issues.

13. Vision

We have to develop a shared vision for the Province created through a clear, concise, collaborative process and we need to set out the steps necessary to get there. We need to start doing something. We have to take action!

Who should take the lead?

The Premier, Mr. Danny Williams, in collaboration with the Rural Secretariat and other bodies, should be engaged as required.

Memorial University’s Role

No role identified

5. Evaluation

Given that this was the first time The Harris Centre hosted sessions of this nature we wanted to receive feedback on how we might make improvements if we were to host similar sessions in the future. Participants at each of the four regional workshops and the provincial symposium were given evaluation forms which covered all aspects of the symposium.

When asked if they felt it was worthwhile to hold another such workshop / symposium again in the future at least 86 per cent of participants, in any given workshop / symposium, responded yes to this question. In addition, at least 76 per cent of participants, in any given workshop / symposium, said

they would definitely attend if there was another such workshop / symposium. The majority of participants (at least 91 per cent in each case) felt that the break-out questions were useful and 100 per cent of participants agreed that the presentations provided useful information (100% of responses fell between the midpoint and high end (agree) of the scale). Please refer to Appendix G for a complete summary of the results from the evaluations.

6. Next Steps

The Harris Centre has produced an accompanying “response” document to this report. It outlines activities currently underway by The Harris Centre, in partnering with faculties and departments within the university and with stakeholders outside the university. These activities relate to the priorities identified in this report.

There are a multitude of other activities being advanced by Memorial University. In the coming weeks we will develop an inventory of these, to assist external stakeholders in identifying available resources and opportunities for partnering.

We also hope our partners on the Steering Committee, and other organizations, use these priorities to inform their own strategies and action plans. Growing the economy of Newfoundland and Labrador is a collective effort. By working together, on shared priorities, we can achieve a prosperous province for all Newfoundlanders and Labradorians.

APPENDIX A:

Call for Proposals and News Release

**CALL FOR PROPOSALS
FOR PAPERS TO BE PRESENTED TO**

A Symposium on Growing the Economy of Newfoundland and Labrador

**Hosted by the Centre of Regional Development Studies (CORDS)
and the Public Policy Research Centre (PPRC)
Memorial University of Newfoundland**

**In co-operation with
The Government of Canada
The Government of Newfoundland and Labrador
The Newfoundland and Labrador Federation of Municipalities
The Newfoundland and Labrador Business Caucus
The Newfoundland and Labrador Federation of Labour
and
The Newfoundland and Labrador Regional Economic Development Association**

October 4th – 5th, 2004

Two-page submissions are requested from individuals, organizations, researchers and research teams interested in presenting to a symposium on Growing the Economy of Newfoundland and Labrador. The objectives of the symposium are to:

- Outline the current state of the Newfoundland and Labrador economy;
- Identify new directions to grow the economy and to build on or confirm existing directions;
- Initiate or mobilize partnership initiatives to advance development;
- Highlight the role of Memorial University in innovation and economic growth.

Submissions should outline the following:

1. Topic of research / presentation.
2. Description of topic and current stage of development.
3. Potential impact of approaches / research findings on growing the Newfoundland and Labrador economy.
4. Complexity / risk / cost of implementing in the short to medium term.
5. Do research results and recommendations build on current efforts, represent a change in course or represent a completely new approach to growing the economy?

6. Approaches, research and papers that are completed, currently underway, or being considered are welcome for consideration. A steering committee composed of representatives of the symposium partners will review the two-page submissions and select 5-6 that will be invited to submit papers / develop presentations. These papers / presentations will then be given to a commentator (to be selected by the Steering Committee) to read and to highlight potential discussion points / questions that relate to growing the economy of Newfoundland and Labrador, to stimulate discussion at the symposium. The selected individuals / teams may be requested to revise their submissions and then to prepare PowerPoint presentations to be delivered at the symposium.

The symposium will provide for a cross-section of stakeholders to review, debate and discuss the approaches, research and presentations, to inform their respective efforts, and to support the setting of strategic priorities for economic development in Newfoundland and Labrador. In addition, CORDS will conduct four pre-symposium regional sessions in partnership with the Regional Economic Development Boards (REDBs) to achieve a broader consultation. A symposium report or publication will be produced by CORDS and the PPRC, using the information from both the symposium and the pre-symposium sessions, which will serve as a valuable input for the development agendas of all stakeholders.

Deadline for submission of 2-page proposals:	July 26
Notification of successful submissions:	July 30
Deadline for submission of draft papers / presentations:	August 31
Deadline for revised paper / presentation and draft PowerPoint slides:	September 13

Please submit both an electronic and a hard copy of the proposal.

Travel, accommodations and expenses for participation of presenters in the symposium will be covered.

For further information or clarification contact:

Mr. David Vardy, interim director, PPRC

Phone: (709) 737-4311

e-mail: dvardy@mun.ca

Ann Murrin, research assistant, PPRC / CORDS

Phone: (709) 737-2120

e-mail: amurrin@mun.ca

DATE: **July 7, 2004**
SUBJECT: **Memorial University to host a symposium on Newfoundland and Labrador's economy**

Memorial University's Centre of Regional Development Studies (CORDS) and the Public Policy Research Centre (PPRC) will host a symposium on strengthening and growing the province's economy on Oct. 4-5, 2004. The symposium, titled ***Growing the Economy of Newfoundland and Labrador***, will provide recommendations for economic development in the province. The objectives of the symposium are to:

- Outline the current state of the Newfoundland and Labrador economy;
- Identify new directions to grow the economy and to build on or confirm existing directions;
- Initiate or mobilize partnership initiatives to advance development;
- Highlight the role of Memorial University of Newfoundland in innovation and economic growth.

A steering committee, chaired by Dr. Robert Greenwood, director of CORDS, and composed of representatives of the symposium partners, is currently developing and organizing the symposium. A call for proposals for papers/ presentations has been issued and submissions will be reviewed by the steering committee that will select 5-6 proposals to be presented at the symposium.

A cross-section of stakeholders from various industries/sectors (business, labour, community, federal, provincial and municipal government, social, and education) will be invited to participate in the symposium.

Prior to the symposium CORDS will conduct a broader consultation on priority issues and opportunities for growth with the Regional Economic Development Boards (REDBs). Information from these pre-symposium sessions will provide input for the symposium itself, as well as for the preparation of a report on the symposium. The report, to be prepared by CORDS and the PPRC, will inform the setting of strategic priorities for the University and will be a valuable resource for the development agendas of all stakeholders.

Dr. Axel Meisen, president of Memorial University will attend the opening evening session of the symposium on Monday, October 4th, 2004. The location for the symposium is yet to be determined.

-30-

For further information on the symposium please visit CORDS Website at: www.mun.ca/cords, or contact: Mr. Dave Vardy, interim director, PPRC at 737-4311, dvardy@mun.ca or Ms. Ann Murrin, research assistant, PPRC / CORDS at 737-2120, amurrin@mun.ca.

APPENDIX B:
Proposal Evaluation Template

Growing the Economy of Newfoundland and Labrador:

A Symposium

RFP Categorization/Assessment

ECONOMIC FOCUS	1	2	3	4	5	24	25	26	27
<u>Macro</u>										
Output/GDP										
Productivity										
Investment										
Trade										
Employment										
Growth (Human & Physical Capital, Productivity)										
Living Standards										
Income/Wealth										
Equity (Income Distribution, Regional Disparities)										
<u>Meso</u>										
Sectors/Industries										
Regions										
Institutions										
<u>Micro</u>										

Low Difficulty	High Difficulty										
Availability of Resources											
Costs											
Time Frame (Implementation, Profit Generation)											
Likelihood of Acceptance/Support											

APPENDIX C:
Participant List Template

**Growing the Economy of Newfoundland and Labrador:
A Symposium**

Summary of Suggestions for Symposium Participants and Facilitator

	ALL	Organization / Attribute	EXT	NEA	A	E	C	W	L
Business									
Labour									
Community									
Fed. Gov't									
Prov. Gov't									
Mun. Gov't									
University									
Social									
Education									
Media									
National									
Culture/ Heritage/ Identity									
Presenters									
FACILI- TATORS									

APPENDIX D:
Participant Lists

**Labrador Workshop
Participant List**

<u>Name</u>	<u>Organization</u>
Graham Letto	Town of Labrador City
Ron Barron	Town of Wabush
Patsy Ralph	Hyron REDB
Kelly Day	Prov. Gov
Linda Nuotio	Labrador Institute West
Brenda Hodder	Labrador West Tourism Development Corporation
Francis Clarke	Churchill Falls Labrador Corporation
Jody Kelly	Hyron REDB
Carol Best	Central Labrador REDB
Bob Simms	College of The North Atlantic
Mike Hickey	Central Lab REDB
Ron Sparks	Labrador Institute of Memorial University
Jamie Snook	Combined Councils of Labrador
Tim Borlase	Labrador Institute of Memorial University
Wayne Broomfeild	Central Labrador REDB
Roxanne Notley	Southeastern Aurora REDB
Lisa Dempster	Southeastern Aurora REDB
Sonya Belbin	Labrador Straits REDB
Sheila Downer	Smart Labrador
Reg Hancock	Prov. Gov.
Jennifer Beals	Smart Labrador
Peggy Hancock	Southern Labrador Development Association
Lawrence Normore	Town of L'Anse Au Loup

**Western Workshop
Participant List**

Name	Organization
Ted Janes	College of The North Atlantic
Libby Chaulk	College of The North Atlantic
David Vardy	Harris Centre
Wayne Quilty	ACOA
Patsy Gardner	Prov. Chamber of Commerce
Shana Randell	CBDC - Nortip
Perry Bingle	Humber Economic Development board
Doris Hancock	Provincial Rural Secretariat
Sean St.George	Red Ochre REDB
Cara Welsh	Red Ochre REDB
Cathy Lomond	Gateway Tourism Association
Ann Murin	Harris Centre
Ken Hicks	Provincial Governemnt
Murray Hupman	Marine Atlantic
John Macpherson	Long Range REDB
Dan Murphy	School District Three
Brendan Doyle	Marine and Mountain REDB
Gerard Merrigan	Marine and Mountain REDB
Colin Walsh	Humber REDB
Brent Howell	College of the North Atlantic

**Central / Eastern Workshop
Participant List**

Name	Organization
Gerald Burton	Emerald zone REDB
Baxter House	Town of Harbour Breton
Scott Dawe	ACOA
Gerald Thompson	Exploits Valley REDB
David Vardy	Harris Centre
Conrad Collier	Coast of Bays REDB
Ray Flynn	Hospitality Newfoundland and Labrador
Mary Diamond	Coast of Bays REDB
Jerome Moore	Exploits Valley REDB
Harry Hallett	Mayor Leading Tickles
Terry Parsons	Gander Airport Authority
Micheal Harkaway	Steers Insurance
Paul Stride	Gander REDB
Pearce Mullett	Kittiwake REDB
Sheldon Hynes	Coast of Bays REDB
Elaine Price	NAPE
Phyllis Reardon	MUN - REDAS
Danny Huxter	Emerald Zone REDB
Mary Decker	Baie Verte Chamber of Commerce
Lezlee Hutchings	Emerald Zone REDB
Chris Tuck	Emerald Zone REDB
Heather Hillier	Prov. Gov. Rural Secretariat
Linda brett	Emerald Zone REDB
Geoff Kelly	College of the North Atlantic
Ron Aucoin	Exploits Valley Chamber of Commerce
Garry Hennesey	Ton of Grand Falls Windsor
David Curran	Exploits Valley REDB
Gerald Anderson	Marine Institute
Ken Hicks	Prov. Gov. - Finance
Rob Greenwood	Harris Centre
Ann Murrin	Harris Centre

**Avalon Workshop
Participant List**

Name	Organization
Gerald Anderson	Marine Institute
Kirk Youden	Capital Coast REDB
Derek Curtis	Irish Loop REDB
Kerry Murray	NLFL
Cindy Morrissey	College of the North Atlantic
Jim Callahan	Hospitality Newfoundland and Labrador.
Karen Davis	Baccalieu Trail Board of Trade
George Parsons	M-RON REDB
Clyde Wells	M-RON REDB
Charles Adams	
Sally Goddard	MUN - Ocean Sciences Centre
Dick Whitaker	Provincial Government
John Morris	ACOA
Elizabeth Lawrence	City of St. John's
Catherine Drohan	Avalon West CBDC
Andy Careen	Mayor, Point Lance
Mike Wadden	Health Care Corporation
Joan Butler	Town of Conception Bay South
Calvin Manning	Avalon Gateway REDB
Blake Cryderman	College of the North Atlantic
Allison Dancey	MUN - Oil and gas Development
Phyllis Reardon	REDAS
Clara McCue	College of the North Atlantic
Patrick O'Neil	Hygenitek
Tor Fosnaes	Irish Loop REDB
Daryl Genge	CIBS- Business Administration
Willow Jackson	MUN – Business Admin.
Francis Glynn	Lower Trinity South Development Association
Claude Daley	MUN - Engineering
Colleen Hickey	Marine Resources Opportunities Network
Paul Connors	Town of Wabana
Ann Marie Vaughn	MUN - Distance Education Learning Technologies
Gail Gosse	College of the North Atlantic
Mark King	St. John's Board of Trade
Shane Mahoney	Provincial Government
Don White	iMIRADOR
Nick Careen	Avalon Gateway REDB

Provincial Symposium - Participant List

<p>Business: John Fisher Marilyn Tucker Marilyn Thompson Siobhan Coady Bill Lundrigan Patsy Ralph</p>	<p>Fishers Loft Newfoundland & Labrador Employers' Council SPI Business Caucus Newfound Genomics Inc. Greater Corner Brook Board of Trade IOC and NLREDA</p>
<p>Labour: Reg Anstey Earle McCurdy Leo Puddister</p>	<p>Newfoundland and Labrador Federation of Labour FFAW-CAW NAPE</p>
<p>Community: Sean Wiltshire John Fleet Brendan Doyle Gary Gale</p>	<p>NLREDA Metis Development Corporation Marine and Mountain REDB, NLREDA Humber Valley REDB</p>
<p>Federal Government: Patricia Hearn Randy Williams</p>	<p>Industry Canada HRSDC</p>
<p>Provincial Government: Doug House Rita Malone Ross Reid John Wickham Rod Forsey</p>	<p>INTRD INTRD Executive Council INTRD Department of Finance</p>
<p>Municipal: Craig Pollett Graham Letto Baxter House</p>	<p>NLFM Labrador City Town of Harbour Breton</p>
<p>Memorial: Axel Meisen Dave Vardy Rob Greenwood John Ashton Wade Bowers Ray Gosine Gary Gorman</p>	<p>Memorial University of Newfoundland Harris Centre Harris Centre Sir Wilfred Grenfell College Sir Wilfred Grenfell College Faculty of Engineering and Applied Science Faculty of Business Administration</p>
<p>Education/Social: Penelope Rowe June Alteen Brent Howell Jennifer Anthony</p>	<p>Community Services Council Cormack-Grenfell, SSP Region College of the North Atlantic Canadian Federation of Students</p>
<p>External: Elizabeth Beale</p>	<p>Atlantic Provinces Economic Council</p>
<p>Presenters: Bev Carter Wade Locke Tom Grandy Dennis Hogan Alastair O'Rielly Dave Stewart Rick Comerford Bruce Templeton</p>	<p>Dept. of Finance, Provincial Government MUN, Economics IBM Business Consulting Oceans Advance Canadian Centre for Fisheries Innovation MUN, Business ACOA Berkshire Securities Inc.</p>
<p>Facilitators: Keith Storey Mark Shrimpton</p>	<p>MUN, Geography Jacques Whitford</p>
<p>Support/Observers: Ann Murrin Shirley Dawe Heather Joyce</p>	<p>Harris Centre ACOA SPI Business Caucus</p>

APPENDIX E:
Regional Workshop and Symposium Agendas

**Regional Symposium on
Growing the Economy of Newfoundland and Labrador
September**

- 10:00 a.m. Welcome, Dr. Robert Greenwood
- 10:05 a.m. Dr. Rob Greenwood, Director, CORDS,
“The Role of the University in Regional Economic Development”
- 10:30 a.m. Ken Hicks, Manager, Modelling & Technical Analysis, Department of
Finance, “An Overview of the Newfoundland and Labrador Economy”
- 10:50 a.m. Q & A / Discussion
- 11:00 a.m. **Break-outs:** 4 groups
- 1) List 5 Priorities for Action in growing the economy of Newfoundland
and Labrador
 - 2) Who should lead the advancement of each Priority for Action?
 - 3) What is the role for Memorial University in advancing each Priority
for Action?
- 12:30 p.m. Lunch
- 1:30 p.m. Report Back / Discussion
- 2:30 p.m. Priorities for Report to Provincial Symposium
- 3:00 p.m. Final Remarks / Adjourn, Dr. Robert Greenwood, Symposium Chair

**Symposium on
Growing the Economy of Newfoundland and Labrador
October 4-5
Glynmill Inn, Corner Brook, NL**

October 4

- 6:00 p.m. Registration, Reception
- 6:30 p.m. Welcome, Dr. Robert Greenwood, Director, Centre of Regional Development Studies, Memorial University, Symposium Chair
- 6:45 p.m. Danny Williams, Q.C., M.H.A., Premier
“Address by the Premier”
- 7:00 p.m. Supper
- 8:00 p.m. Axel Meisen, Ph.D., P.Eng., President and Vice-Chancellor, Memorial University, “The Role of the University in Growing the Economy of Newfoundland and Labrador”
- 8:15 p.m. Ken Hicks, Manager, Modelling & Technical Analysis, Department of Finance, Government of Newfoundland and Labrador, “Impacts of Demographic Change on Growing the Economy of Newfoundland and Labrador”
- 9:00 p.m. Q&A / Discussion
- 9:30 p.m. Adjourn

October 5

- 8:30 a.m. Welcome, Dr. Robert Greenwood
- 8:45 a.m. **Session 1: New Directions for Growth**
Dr. Keith Storey, Head, Department of Geography, Memorial University,
Session Chair
- 9:00 a.m. Dr. Wade Locke, Department of Economics, Memorial University, “The
New Economy – How Does Newfoundland and Labrador Measure Up?”
*Co-author: Mr. Scott Lynch, Department of Economics, Memorial
University*
- 9:20 a.m. Dr. Tom Grandy, IBM Business Consulting Services and Dennis Hogan,
Oceans Advance, “Cluster Development in Newfoundland and Labrador:
Lessons from the Marine Sector”
*Co-authors: Kevin Clarke, Marine Institute and Ronald Newhook, CCMC,
with Dr. Grandy; Bruce Colbourne and Kristi McBride, National
Research Council Canada, with Dennis Hogan.*
- 9:40 a.m. Mr. Alastair O’Rielly, Canadian Centre for Fisheries Innovation,
“A Framework for Fisheries, Rural Development and Fiscal
Responsibility: Dealing with the Reality”
- 10:00 a.m. Q&A / Discussion
- 10:30 a.m. **Session 2: Mobilizing New Directions**
Mr. Mark Shrimpton, Principal, Jacques Whitford and Adjunct Professor,
Geography Department, Memorial University, Session Chair
- 10:45 a.m. Dr. David Stewart, Vector Aerospace Chair for Irish Business Studies,
Faculty of Business Administration, Memorial University, “Using
Foresight to Advance Sector Cluster Development in Newfoundland and
Labrador”
- 11:05 a.m. Mr. Rick Comerford, Director General, Program Development and
Delivery, Atlantic Canada Opportunities Agency, “New Approaches to
Collaborative Governance for Economic Growth in Newfoundland and
Labrador”
- 11:25 a.m. Mr. Bruce Templeton, Berkshire Securities Inc., “Fostering a Culture of
Risk Taking and Entrepreneurship in Newfoundland and Labrador” *Co-
author: Jim Templeton, Berkshire Securities Inc.*
- 11:45 a.m. Q&A / Discussion
- 12:15 p.m. Lunch

1:00 p.m. **Panel: Priorities for Action in Growing the Economy of Newfoundland and Labrador: Regional Perspectives**

Dr. Keith Storey, Chair

1:30 p.m. **Break-outs:** 4 groups

- 4) List 5 Priorities for Action in growing the economy of Newfoundland and Labrador
- 5) Who should lead the advancement of each Priority for Action?
- 6) What is the role for Memorial University in advancing each Priority for Action?

3:00 p.m. Break

3:30 p.m. Report Back / Discussion

4:30 p.m. Final Remarks / Adjourn, Dr. Robert Greenwood, Symposium Chair

5:00 p.m. News Conference

APPENDIX F:

Abstracts

The New Economy – How Does Newfoundland and Labrador Measure Up?

Scott Lynch and Wade Locke (Department of Economics, Memorial University)
lynch@mun.ca and wlocke@mun.ca

Abstract

Globalization and the knowledge/information revolution are signaling the advent of a new socio-economic order with profound and pervasive implications for citizens, governments, markets and, therefore, public policy ...to succeed in this new global order, Canada and Canadians must make the transition from a resource- and physical-capital-based economy and society to human-capital-based economy and society.

Introduction to A State of Minds (Tom Courchene, 2001)

As Courchene's quote clearly demonstrates, the new or the knowledge economy has the potential to transform social, political and economic interactions. While this is as true for Newfoundland and Labrador as it is for the nation, it is interesting to reflect on exactly what we know about the new economy in Newfoundland and Labrador. The short answer is not much. We are unaware of any current estimates of size of the new economy in Newfoundland and Labrador or in any analysis that examines the spatial distribution of the new economy across the various zones that exist within the province.

In the context of Newfoundland and Labrador, what is the new economy and what sectors could be legitimately be included in a definition of the new economy? How important is the new economy in Newfoundland and Labrador and what role has it played in the economic growth and productivity within the province? In other words, the societal, political and economic implications of the new economy are far reaching, yet are ability to measure it and track it are very limited. This paper attempts to answer these questions and address these issues.

Specifically, this paper defines and measures the new economy within Newfoundland and Labrador at both the provincial and zonal levels. It utilizes a shift-share analysis at the industry level, which is applied to Statistics Canada data on Business Establishment Counts for a five year period. At both the provincial and zone levels, this paper identifies growth in sectors of new economy and compares these growth sectors to those observed nationally. It identifies which industries and which areas of the province are growing. For example, it is found that although some regions outside of Metropolitan St. John's are growing, the capital region represents the area where the majority of growth in the new economy industries is located. The paper interprets the empirical finding in terms of its implication of new economy growth policy for Newfoundland and Labrador. This includes an evaluation of blanket versus geographically- and industry-targeted policies.

Tom Grandy

“Going Forward”

A Study on the Development Potential of the Canadian Marine Information and Communications Technology Sector

Executive Summary

Objectives

The objective of this study was to examine the issues, needs and gaps faced by the Canadian marine ICT industry sector and consider the future basis for an organization to support the sector. More specifically, the Terms of Reference of the study included the following:

- Develop an overview of the sector;
- Prepare a profile of the growing global market opportunities facing the sector;
- Examine the issues, needs and gaps faced by the sector as it pursues this market;
- Develop recommendations regarding how the growth and success of the sector can be most effectively supported; and
- Develop recommendations on the future role of the Canadian Centre for Marine Communications in supporting the growth and success of the sector.

Methodology

The approach adopted for this project was the use IBM’s industrial “systems” methodology as the analytical tool to develop the profile of the sector, and to help structure all aspects of the research, consultations, report preparation and recommendations. Data were gathered through interviews, literature review, and five (5) Focus Group meetings held in Victoria, St. John’s, Halifax, Rimouski, and Ottawa. The research and analysis focused on five geographical areas:

- Canada, from an overall marine ICT sector perspective;
- Newfoundland and Labrador regional cluster, with particular emphasis on the St. John’s local area;
- Maritime Provinces, as a regional cluster;
- Quebec regional cluster, with particular emphasis on the Rimouski local area; and
- British Columbia regional cluster, with particular emphasis on the Vancouver-Victoria areas.

Global and Canadian Markets

For the purpose of this study, annual global ocean industry expenditures were estimated to approach \$750 B USD in 2003 (\$980 B CAD at current exchange rates). Estimated marine ICT expenditures are approximately \$40 B USD in 2003 (\$52 B CAD). The key market segments for marine ICT include: offshore oil and gas development; defence and security; marine transportation; marine recreation; ocean science and environmental stewardship; and fisheries and aquaculture. The critical evolution appearing in both the global and Canadian markets is the requirement to provide systems-level solutions,

meaning that Canadian products have to be able to respond to real end-user solutions requirements rather than any given set of technological specifications. End-user solutions are generally specified in terms of ocean technologies, of which marine ICT is an integral and vital enabling component, leading to the conclusion that the sector should be viewed more broadly as marine ICT/oceans technologies.

Overview of the Canadian Sector and Clusters

Our industrial systems model differentiates three levels of commercial supply: Service Providers; Product Developers; and Solutions Providers. Using this methodology, key findings concerning the Canadian sector and clusters are:

- The service providers and product developers are well represented in the Canadian marine ICT supply block. Canadian performance is among the best in the world in selected niche areas, and Canadian firms generate a large percentage of their revenues from the international marketplace.
- The solutions-level sub-block is the least-well-represented level in the supply block. Out of 6 segments, Canada can supply only 3. This is critical at the cluster level. In some clusters this gap is recognized and a nascent systems-level solutions development capability is emerging. There is nevertheless an extremely limited systems-level solutions capability in Canada. This is not in accordance with the evolving market trends.
- Canadian sub-systems and components are being integrated into larger solutions, but either outside Canada, or in the local operations of foreign-based multinational enterprises. Accordingly, there is a big loss in potential value-add.

Again, using our industrial systems model, the key findings concerning the relevant sector and cluster infrastructure blocks are:

- The infrastructure block, comprising public and business support as well as public and co-operative research, development, test and evaluation, is well populated – many, perhaps all, important elements are present in Canada – but the dynamic linkages between the infrastructure and the supply block are weak.

The overall picture from the results of this research is not as positive as it could be. It would indicate that there is neither one sector nor four clusters, *yet*. In industrial jargon, the sector lacks both vertical and horizontal linkages.

Nevertheless, the potential does exist for all four locations to develop as true clusters, owing to the broad development base in the product and service providers, and the usually excellent infrastructure base. However, it will not happen unless action is taken in light of the barriers to the growth of the commercial firms, such as financing and the lack of an encouraging Canadian marketplace.

Addressing Sector and Cluster Needs, Issues and Gaps

The potential for growth in the sector and within the four clusters is substantial, based on Canada's strengths in selected products and technologies, and given the strong institutional capacity, particularly in education and R&D. Accordingly, the vision put

forward in the NRC's Marine and Ocean Technology Roadmap is, in our view, achievable – *“By the year 2012 Canada will become an internationally recognized center for marine and ocean technologies”*.

However, achieving this goal will require actions to address the needs, issues, and gaps facing the sector and the clusters.

The key dimensions of the recommended actions are:

- Understanding and Capturing Market Opportunities – proactive development of marketing partnerships as well as capitalizing on demonstration projects in Canada.
- Building Sector Capacity – enhanced networking within the sector and clusters, better mobilization of financing resources, and perhaps above all strategically using Canadian governments' marine procurements to encourage industrial capabilities.
- Building Successful Clusters – enhancing the supply capability within all the clusters by creating supply agglomerations that can reach to systems-level solutions; this could be accomplished by pre-formed consortia, flexible business networks, encouraging existing solutions providers to locate within the clusters, and growing solution providers from within.
- Enhancing Infrastructure Support – creating new cluster and national information networks, and responding proactively to the needs of the commercial supply firms.

Proposed paper presentation to:

A Symposium on Growing the Economy of Newfoundland and Labrador

**Centre of Regional Development Studies (CORDS)
and the Public Policy Research Centre (PPRC)
Memorial University of Newfoundland**

1. Topic of research / presentation.

Newfoundland's ocean technology cluster – can government make it so?

Authors

Bruce Colbourne¹, Dennis Hogan², Kristi McBride¹

1. National Research Council Canada, St. John's NL

2. Oceans Advance, St. John's NL

2. Description of topic and current stage of development.

Industrial Clusters are recognized worldwide as desirable concentrations of industry and expertise that confer considerable competitive advantage and resulting wealth to relatively small geographic regions. Government policies have encouraged development of an Ocean Technology Cluster (or Centre of Excellence) in St. John's Newfoundland, significantly by investing in educational and research facilities. Activities to further develop the industrial content of this "cluster" are ongoing.

The proposed paper is complete and under consideration for submission to one or more public policy forums or Journals. The paper is summarized in the following abstract.

3. Abstract

The Ocean Technology Cluster in St. John's Newfoundland and Labrador is analyzed in relation to a somewhat comparable Finnish Maritime Cluster and some recent literature on the subject of clusters and economic development. The St. John's Ocean Technology Cluster arises from a natural regional interest in ocean activities and a series of public sector investments in research and educational facilities. The cluster is found to be lacking a strong industrial presence and lacking a government economic policy environment that is attractive to business and individuals. A potentially strong local market in primary marine activities is identified as a base for an ocean technology industries cluster. A number of broad government actions based on investments in education, research and infrastructure, creation of an attractive tax environment and the use of government operational requirements in ocean activities to create support industry opportunities are recommended.

ABSTRACT

A Framework for Fisheries, Rural Development and Fiscal Responsibility: Dealing with the Reality

Alastair O’Rielly

OBJECTIVES

The Province of Newfoundland and Labrador needs to act quickly to spur and revive its rural economy so that it becomes a viable, self-sustaining, and vital force. This paper will identify the practical and mutually beneficial merits of integrating economic development, fisheries management and development and public policy and program delivery as the key to economic restoration of rural Newfoundland and the full utilization and diversification of the Province’s fishing industry.

BACKGROUND

The decline of rural Newfoundland and Labrador has been the focus of much public debate, attention and intervention in recent years. Despite best efforts, the crisis has deepened with an increasing number of communities struggling just to survive. Government’s task is daunting; it must stem the steady out-migration of the younger population, reduce unemployment and create an environment in rural Newfoundland and Labrador that will attract investment and foster the establishment of viable communities. It also must find the means to maintain and enhance public sector infrastructure and services in the face of reduced fiscal capacity and a mounting debt burden.

The backbone and strength of rural Newfoundland has always been the fishery, and while it has been seriously threatened and challenged on all fronts, it continues to survive and refashion itself to avail of resource abundance and access and global market opportunities. With a changing international market, however, the industry now faces new threats from low-cost competitors in the developing world, in particular China. On the home front, the fish-processing sector is confronted by an older and ever-diminishing labour pool, which is directly related to the decline of the rural communities that have supplied it. The fishing industry, particularly the processing sector, must find a way to counter these two trends in order to remain an economic force in the province.

DISCUSSION

As the single source of employment in the vast majority of rural communities, the fishery’s fate is intricately intertwined with that of rural Newfoundland. While it remains labour-intensive, the work provided, particularly on land, is not very challenging, does not pay well and is very unstable. In most communities, the industry barely provides sufficient employment duration to achieve minimal earnings and qualification for Employment Insurance benefits. When urban centres elsewhere and in the Province provide more enriching, relatively stable and well-paying careers, the result is a natural out-migration, particularly of younger people.

As long as the fishery, which is the dominant industry in the province's rural areas, continues to operate in this fashion, this painful attrition will continue. But, for two reasons, the fishery cannot continue along this traditional track. Competition from the rest of the world will effectively crush the province's industry as it is structured today. The geographically scattered facilities and the labour-intensive operations create costs that the Third World competition does not incur. Further, while the competition chomps away at the industry's margins, the increasingly difficult task of finding labour to run the plants and man the vessels will force harvesters and processors to find new ways of operating that are likely to see less value added activity. The deadline for a solution is fast approaching, as the existing labour force grows older and retires.

So, how does the Province manage this situation? Government resources are already stretched in trying to provide a minimum of services and maintain a weakened infrastructure in its sparsely populated regions. If the drama plays out on its own, we can be sure of this: the rural communities we know today cannot be sustained beyond the next ten to fifteen years. As people leave, there is a complicated ripple effect: the young population declines, schools close, churches move elsewhere, the service sector moves out, and municipal governments, no longer able to collect sufficient taxes, stop providing services. At the same time, demand for public sector social support programs can be expected to increase. As this happens, the remaining inhabitants naturally look for other more attractive areas to live and the migration runs its course.

Within the confluence of these trends a solution is possible. Actually the fishery is faced with few alternatives to pursue. Fierce competition from China is laying siege to traditional United States markets and action on that front will not wait. Meanwhile, markets in Europe and the United States are demanding high quality, safety-assured product in a steady reliable supply. There exist market segments that can best be supplied by a revitalized industry providing value added (versus secondary processed) products offering standards of safety, quality and sophistication that can be achieved by the fishing industry of Newfoundland and Labrador.

The fishery's survival depends on its ability to meet these forces head on. With its current structure, it cannot compete effectively. Costs are high, supply is seasonal and its technological condition is not equal to the task that lies ahead. The Province's fishing industry is currently a provider of standard commodity products that are more efficiently produced elsewhere. However, consolidation and concentration of the fisheries' capabilities can create the necessary economies of scale for pulling the industry out of its current dead end trap and providing competitively priced, high quality product on a steady, year-round basis. Further, the transformation of operations through technology and automation will meet both the looming labour shortage at home and withstand the competitive squeeze from the Third World. In other words, consolidation and technological renovation will facilitate the creation of a rational and viable industry capable of operating throughout the year.

Obviously, this new industrial structure would not continue to provide employment on the same scale as that of recent decades. In any event, the labour force of today is not

drawn to that kind of temporary, unstable employment. On the other hand, adopting high-tech applications within processing plants and onboard vessels will provide fewer but more challenging careers and long-term, stable employment for individuals who are trained in computer applications, food science and technology, engineering and other occupations.

Geographic concentration of the industry and its associated service sector will be necessary for the new structure to work well. Harvesting and processing must be consolidated, along with discharge facilities, vessel servicing and marine engineering and equipment services. As those services congregate, and the population expands, a variety of business and general services would be needed.

Aside from the creation of a viable, sustainable industry in rural Newfoundland, the government could directly benefit from the creation of these “smart-growth communities.” With the potential of redirecting a good portion of the province’s emigration to areas within the province, these new communities could help government in its task of reducing the costs associated with maintaining infrastructure and providing improved services. Most importantly, communities offering meaningful employment and appropriate social support infrastructure will become attractive alternatives to families.

IMPLEMENTATION

This integrated approach to Fisheries Development and Rural Revitalization will not occur on its own. Its success will depend on the implementation of a plan that will integrate public policy with private investment. Guiding principles in such a plan would include regional balance and the consolidation of regional growth. In the end, a finite number of “smart-growth communities” would result, situated in areas where the traditional fishery has been at its strongest, where there is known or predictable resource availability and where public sector services and infrastructure now exist or are best located. Encouraging industry, especially the fishing industry, to consolidate or relocate to these areas would be an integral component of the plan. Encouraging the rural populace to consolidate and relocate is not necessary; the approach advocated offers an attractive alternative to present relocation decisions.

The plan will also depend on the partnership of the federal government. Bringing them alongside would be facilitated by a demonstration of the costs, the timelines, the bridging mechanisms, and of course the ultimate benefits, including

- Reductions in long-term support and equalization payments
- Reductions in program delivery and infrastructure costs
- Elimination of costly palliative remediation from out-migration
- Coordination of jurisdictional responsibilities and joint management of the fisheries
- Development of the fisheries in ways that are supportive of rural revitalization

CONCLUSION

Debates on rural revitalization are not new and solutions such as regional consolidation have never been palatable to the population. However, the population has in effect rejected the status quo and has begun a mass exodus from the rural areas of this province.

The task before the province now is to stem the out-migration, avoid the demise of the fish-processing sector and take a proactive stance in redesigning the rural landscape so that economically and socially viable communities can flourish. And for the first time in decades, the province can switch its concentration on internal rural weaknesses to meeting the opportunities that await in the vibrant and ever changing world marketplace.

Abstract:

Dr. David Stewart

Vector Aerospace Chair for Irish Business Studies,

Faculty of Business Administration, Memorial University

“Using Foresight to Advance Sector Cluster Development in Newfoundland and Labrador”

This presentation is in two parts. Firstly, the importance of governments taking a long-term perspective is emphasized. The Province faces many challenges that have some features in common, namely a wide variety of expertise is required to solve them, and there will be no quick solution. Foresight is a process that has been used by a wide variety of governments in these situations, dealing with both economic and social issues. While Foresight has many advantages, perhaps the major one is that it is founded upon a cooperative approach, bringing together a wealth of experience from different backgrounds. Foresight has played a major role in changing the direction of the Economy in Ireland.

The second section of the presentation illustrates how Foresight could be used to assist in the development of an Oceans Technology cluster in the Province. While the example is artificial, it does illustrate the various steps involved in a Foresight exercise.

**New Approaches to Collaborative Governance: Considering the Institutional Parameters to Growing the Economy of Newfoundland and Labrador
- Abstract -**

Richard Comerford, Director General, Program Development and Delivery
Atlantic Canada Opportunities Agency

The question of how to grow or develop the economy of Newfoundland and Labrador is not a new one. The same question has been asked for decades. In fact, we are probably at the point now where we can use the time frame of centuries. The question has been asked, and addressed, by individuals and organisations at all levels, both within the province and from other jurisdictions; academics, the business community, government entities, interest groups, labour, community members and advocates, and even clergy have all pondered the issue of growing the economy of Newfoundland and Labrador. Suggested answers and approaches to the question have been numerous and varied. We have considered everything from the attraction of new industry to the retention and expansion of existing businesses; from identifying new growth sectors to diversification within existing sectors; from investing in growth centres to attempting to ensure regional distribution of wealth; from promoting niche markets to accessing global markets; and from creating comparative advantages to building competitive advantages. We have looked at the inputs necessary for economic growth including physical infrastructure, financial capital, human capital, and, more recently, social capital. We have built local capacity and we have developed province-wide strategies. We have also travelled the world to consider lessons-for-best-practice; we have hired internationally renowned experts to give us advice; and, we have sought the input of the citizens of Newfoundland and Labrador through numerous consultations, conferences and commissions.

All of this is not meant to discourage us from the task at hand at this symposium. Rather, it is intended to bring recognition to the fact that the question of how to grow the Newfoundland and Labrador economy is not an easy one. In fact, the question, or quandary, of growing the economy of Newfoundland and Labrador may be compared to a jigsaw puzzle - a very complex and time consuming jigsaw puzzle with many pieces that must be painstakingly placed together. What this paper is proposing is that an important cornerpiece of this puzzle - a piece that is often overlooked or taken for granted and that we must place in order to facilitate completing the rest of the puzzle, is governance. How do we organize ourselves to make and implement economic decisions?

We know that traditional models and approaches to governance have often proven inadequate. We also know that the world has changed and is changing and that this calls into question the appropriateness of existing governance paradigms. One of the biggest changes and challenges that needs to be considered when addressing the issue of governance for economic development in the 21st century is the number and variety of stakeholders involved. As a result, the premise of this paper is that the consideration of a new approach to governance is an important part of our discussions on growing the economy of Newfoundland and Labrador and that an important approach to consider is collaborative governance.



**“FOSTERING A CULTURE OF RISK TAKING AND ENTREPRENEURSHIP
IN NEWFOUNDLAND & LABRADOR”**

BRUCE AND JIM TEMPLETON - BERKSHIRE SECURITIES INC.

This presentation is made to the symposium to stimulate discussion and action in two areas.

The premise of the presentation is based on the following thoughts:

To create personal wealth requires a goal, a plan and control over ones emotions. It does not require a high IQ, unusual business insight or insider information. One can acquire wealth through the ownership of one or more successful businesses either through direct ownership or by being a shareholder. Most wealthy individuals or families have owned not more than five businesses at one time and they have held them for a long time and in some cases for generations.

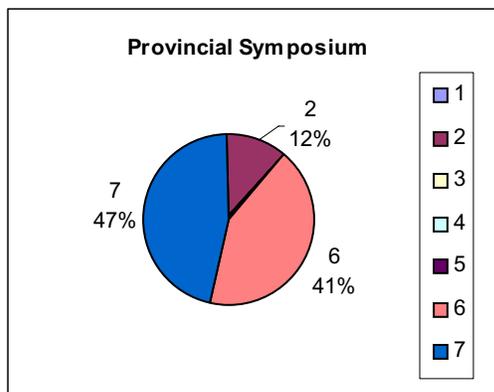
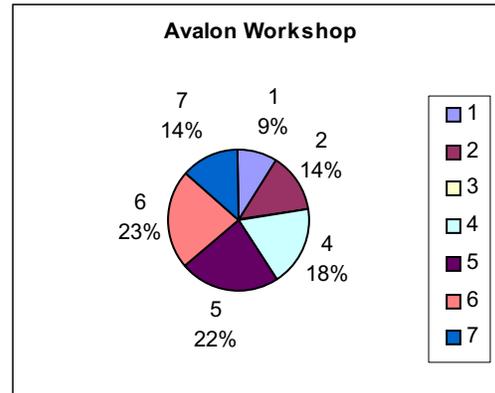
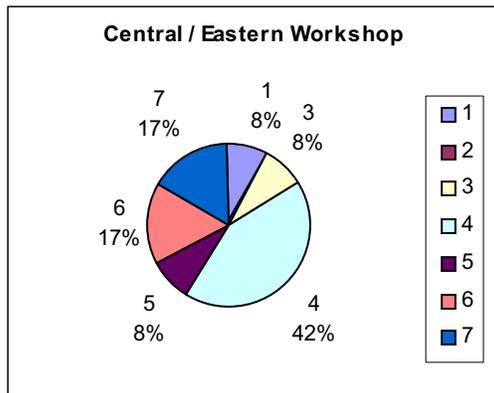
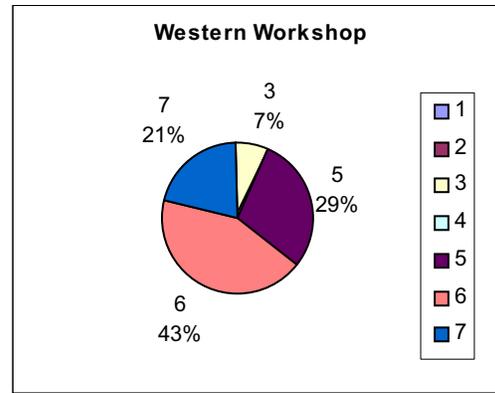
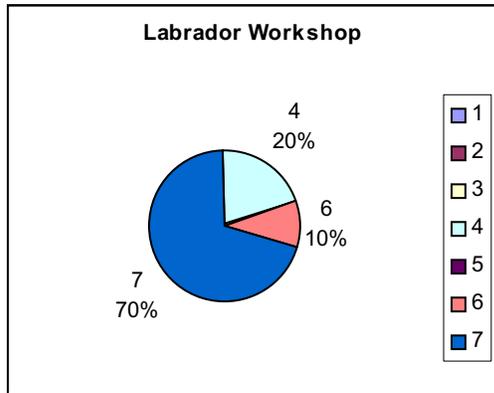
The presenter argues that we need to do two things in Newfoundland & Labrador. The first is to provide a capital pool from which business ventures might be started. We do not need to invent something to do this. It exists already in other provinces and the presentation refers to the “Crocus Fund” in Manitoba, which has been used to foster a culture of business investment by Manitobans in Manitoba. The presenters gave two examples for providing the seed capital. The object is to have a vehicle, which our own people would hold in their RSP’s and Pension Plans. This idea requires the support and perhaps the structure to be set up by the provincial government. Newfoundlanders and Labradoreans do not need to be encouraged to take Risk. They have been doing it for centuries out in small boats or underground in mines. There is no link between “Risk Taking” and “Entrepreneurship.” Risk comes when you don’t know what you are doing.

The second idea put forward is that we do not have (and we are not teaching) any capacity to manage our financial resources here. Like Cod in the past, and Iron Ore or Nickel today, we export our money to be managed on the mainland. Government Pension Plans, MUN Pension and Endowment Funds, Corporate Pensions and other capital pools are all sent out of our province. How do we “break the cycle of dependency” and learn to do this here. The presenter asks that Memorial University School of Business start a Portfolio Management Foundation and run a real pension portfolio. Again, we don’t need to create something. The PMF already exists at the University of British Columbia and has for 17 years. The students have a mentor panel of industry business leaders, they have strong governance guidelines through investment policy statements (not more than 70% in equities, not more than 5% of the portfolio invested in one company etc) and the performance of the account is measured just like every other money manager in Canada. The students are consistently in the top 25 % of all managers in Canada. Graduates of the program work throughout the world in the financial services field but more important is that many of them still work in British Columbia. We must design a way for our people to manage or own resources and compete with the best in the world here in our province.

APPENDIX G:
Summary of Evaluation Results

Sufficient notice was provided for the workshop / symposium.

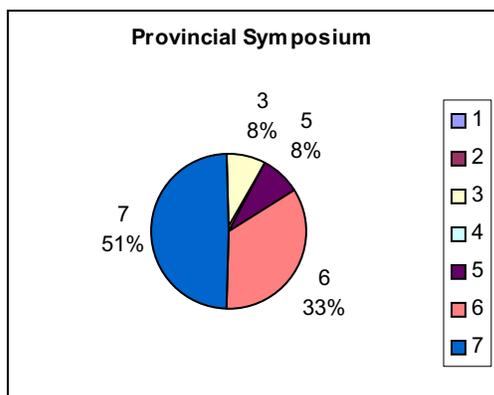
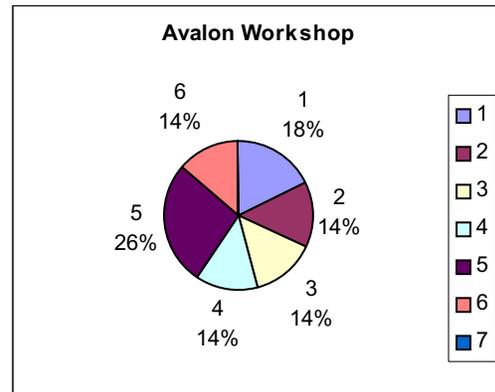
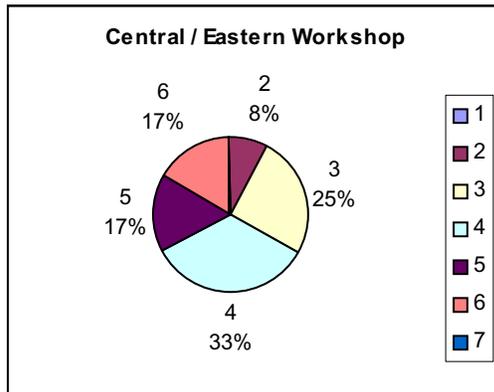
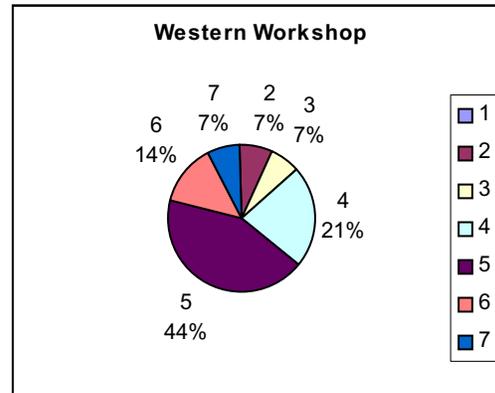
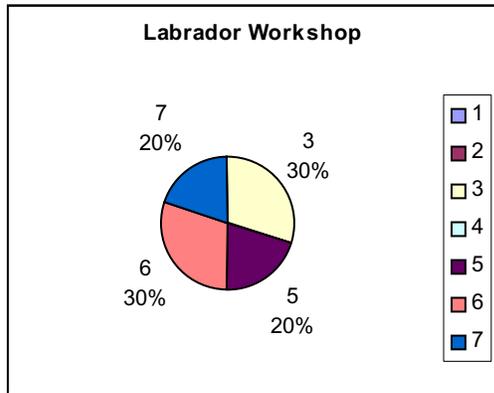
Responses were on a scale from Disagree (1) to Agree (7)



- The majority of participants felt that sufficient notice was provided for the workshop / symposium.
- At least 77% of responses, in each session, fell between the midpoint and the high end (agree) of the scale (4 – 7).
- However, in the cases of Avalon and Central / Eastern, 41% and 58% of responses, respectively, fell between the low end (disagree) and the midpoint of the scale (1 – 4).

Sufficient information was provided prior to the workshop / symposium.

Responses were on a scale from Disagree (1) to Agree (7)



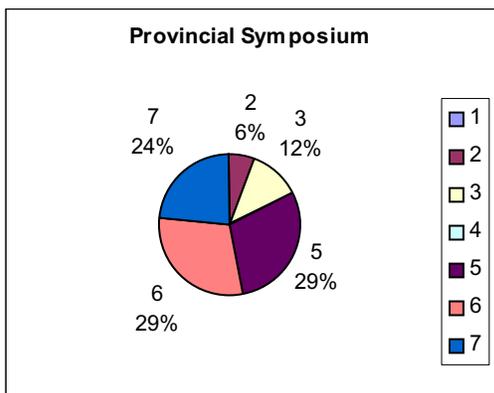
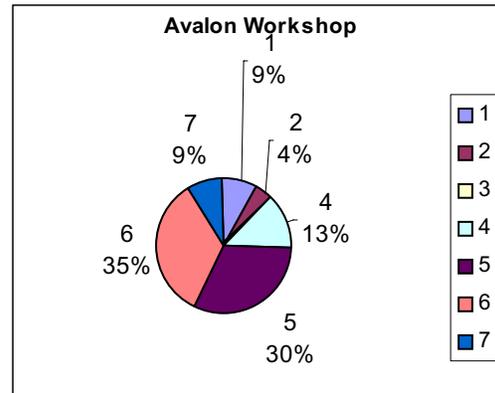
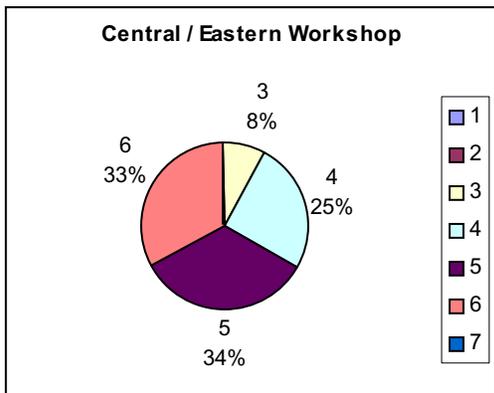
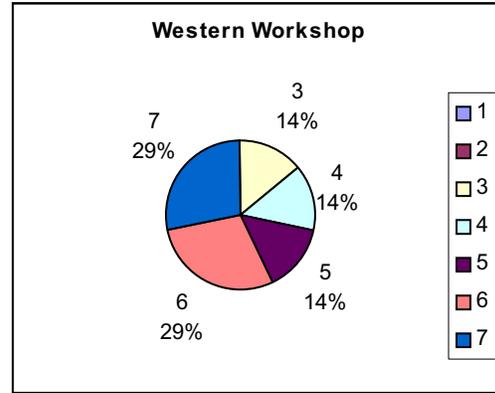
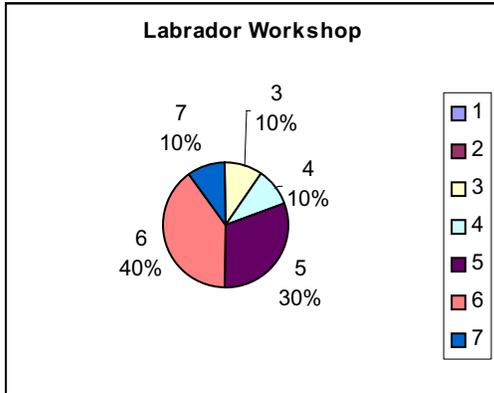
- With the exception of the Western workshop and the Provincial Symposium, the majority of participants did not feel that sufficient information was provided prior to the workshop / symposium.

- In the cases of Avalon and Central/Eastern, 60% and 66% of responses, respectively, fell between the low end (disagree) and the midpoint of the scale (1–4).

- However, in the cases of Labrador, Western and Provincial, 70%, 86% and 92% of responses, respectively, fell between the midpoint and the high end (agree) of the scale (4 – 7).

Clear articulation of workshop / symposium goals.

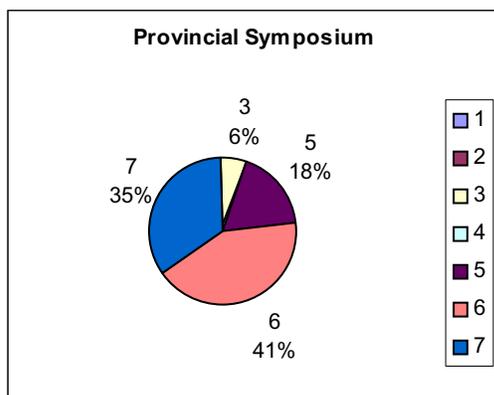
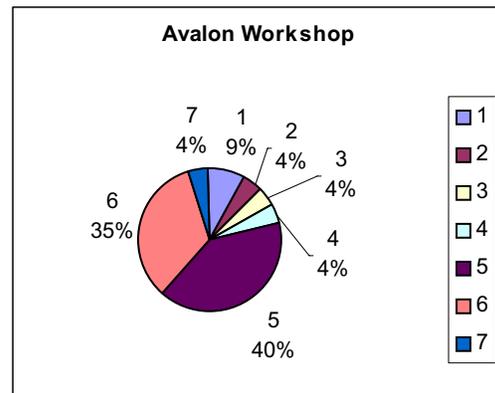
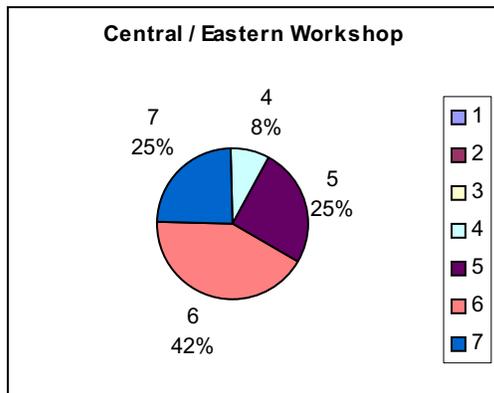
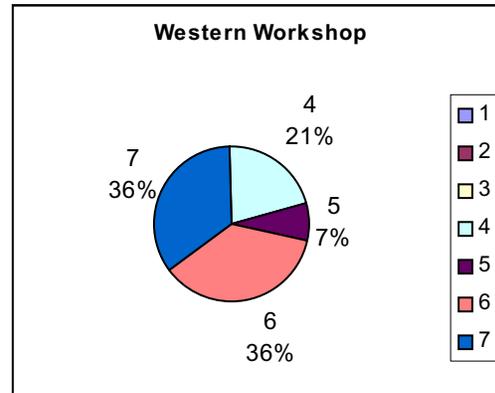
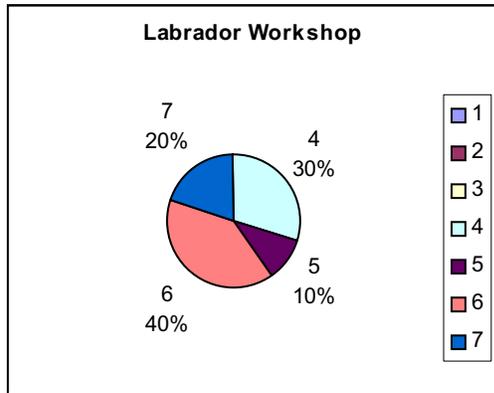
Responses were on a scale from Disagree (1) to Agree (7)



- The majority of participants felt that workshop / symposium goals were clearly articulated.
- At least 72% of responses, in each session, fell between the midpoint and the high end (agree) of the scale (4 – 7).

Clear articulation of workshop / symposium agenda.

Responses were on a scale from Disagree (1) to Agree (7)

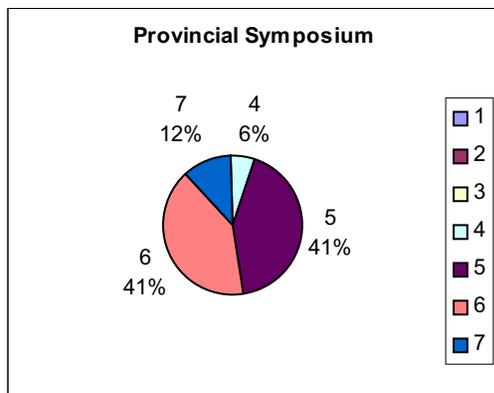
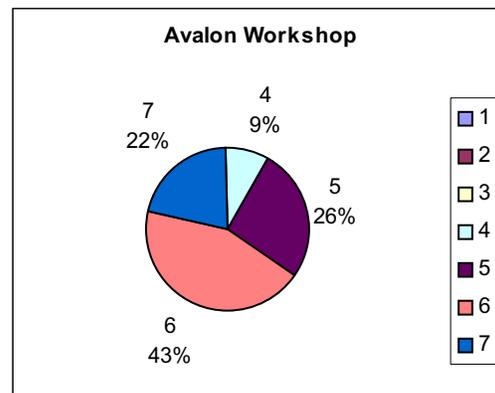
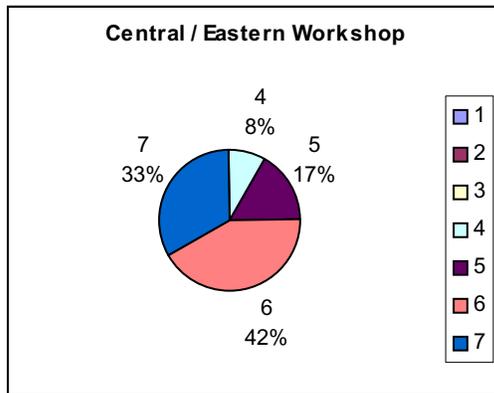
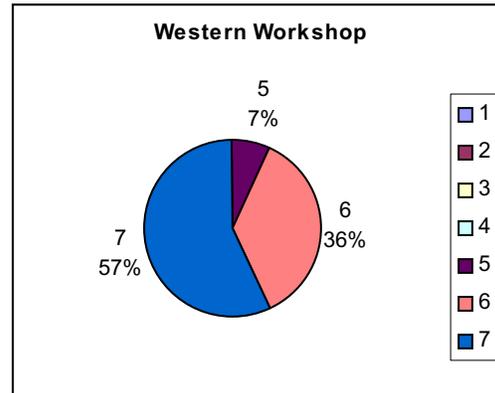
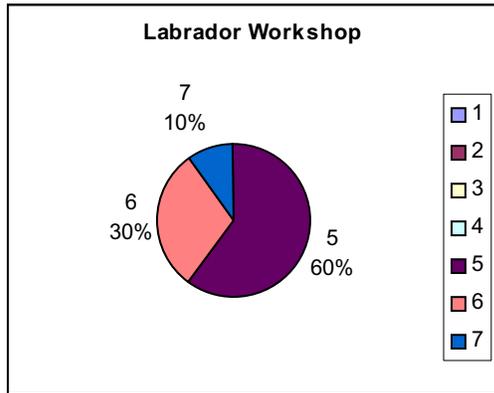


- The majority of participants felt that the workshop / symposium agenda was clearly articulated.
- At least 83% of responses, in each session, fell between the midpoint and the high end (agree) of the scale (4 – 7).

Economic Overview Presentation provided useful information (Regional Workshops).

Presentations provided useful information (Provincial Symposium).

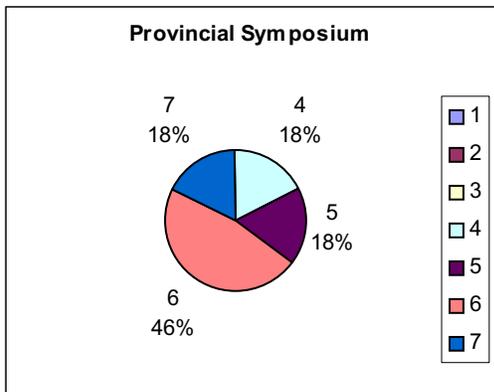
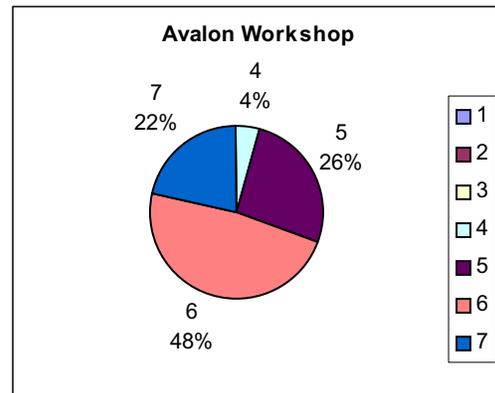
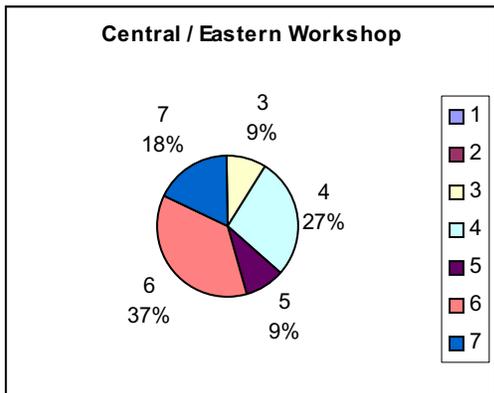
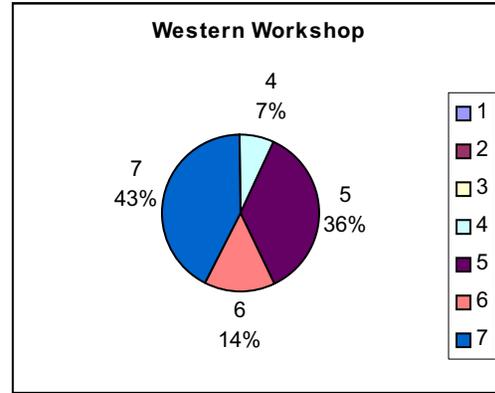
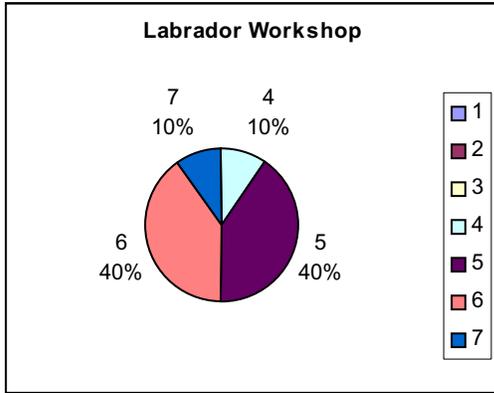
Responses were on a scale from Disagree (1) to Agree (7)



- A large majority of participants felt that the presentations provided useful information.
- 100% of responses fell between the midpoint and the high end (agree) of the scale (4 – 7).

Break-out questions were useful.

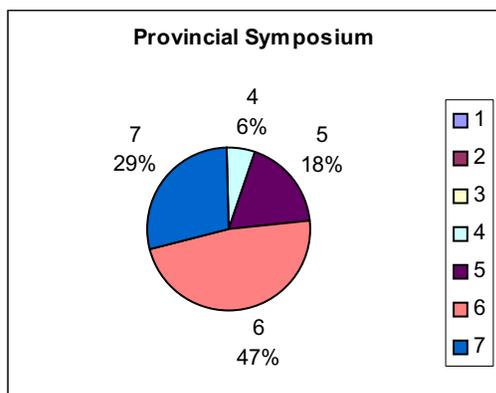
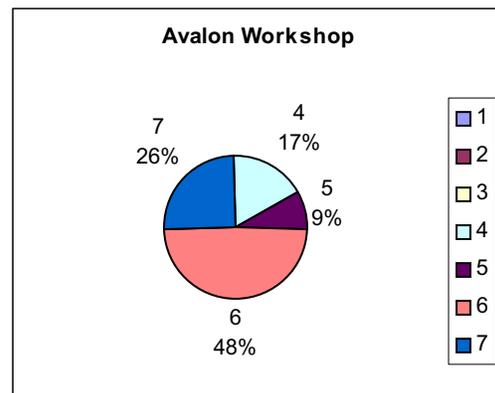
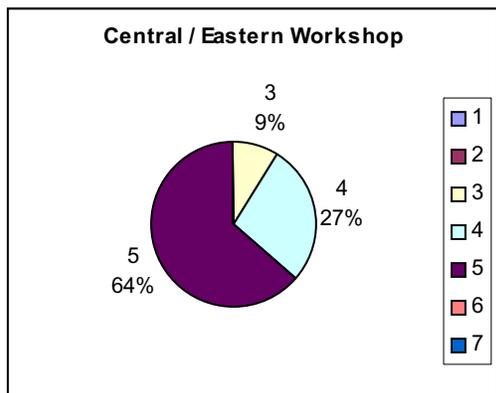
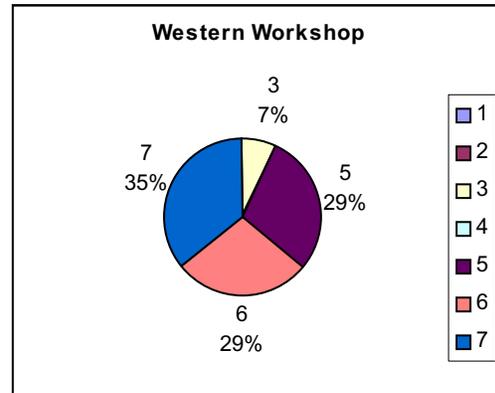
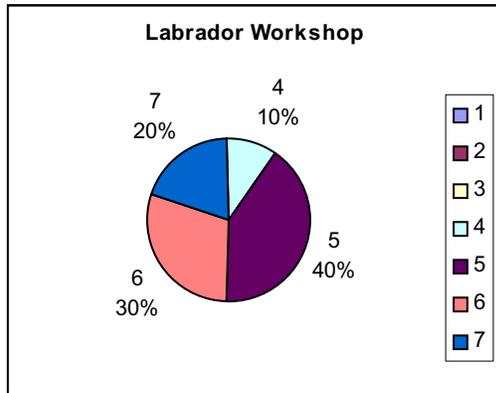
Responses were on a scale from Disagree (1) to Agree (7)



- The majority of participants felt that the break-out questions were useful.
- At least 91% of responses, in each session, fell between the midpoint and the high end (agree) of the scale (4 – 7).

Break-out facilitation was effective.

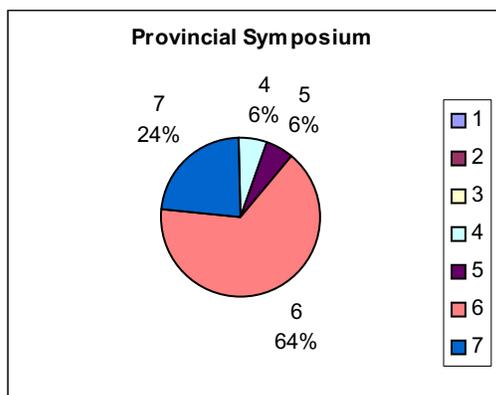
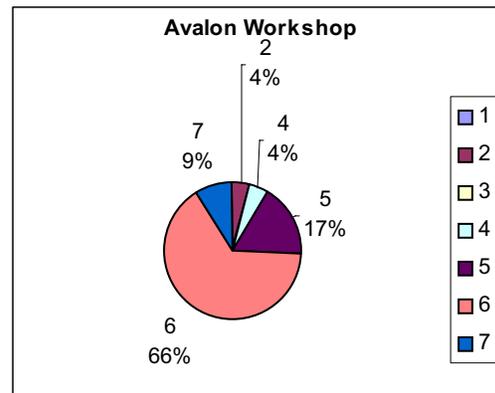
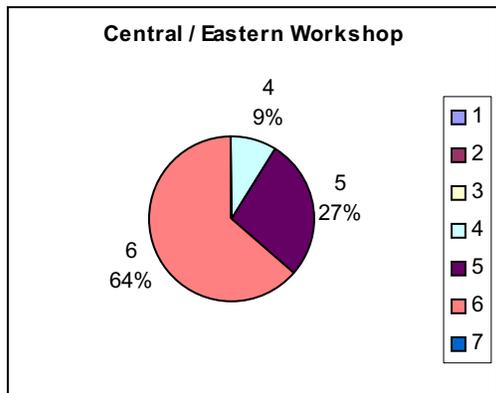
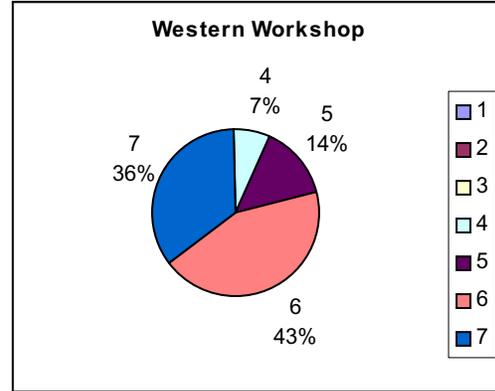
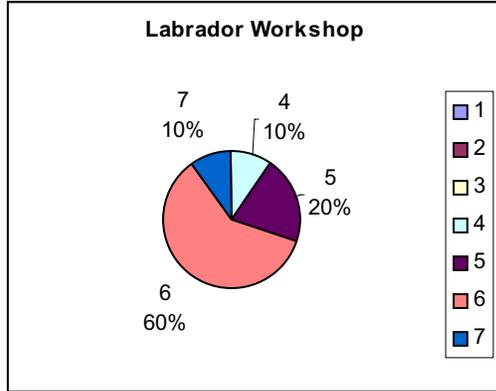
Responses were on a scale from Disagree (1) to Agree (7)



- The majority of participants felt that break-out facilitation was effective.
- At least 91% of responses, in each session, fell between the midpoint and the high end (agree) of the scale (4 – 7).

Overall workshop / symposium facilitation was effective.

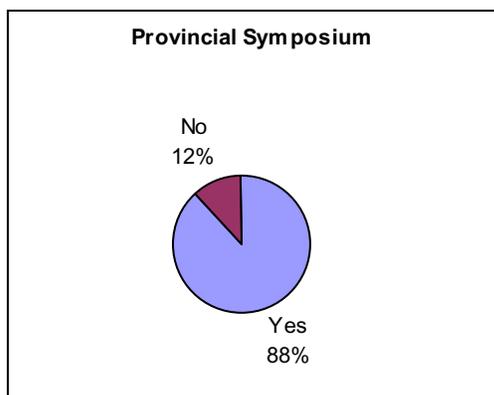
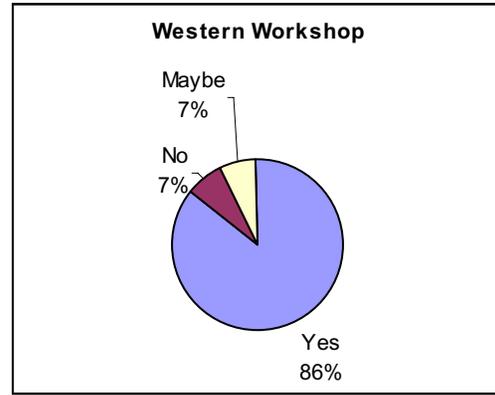
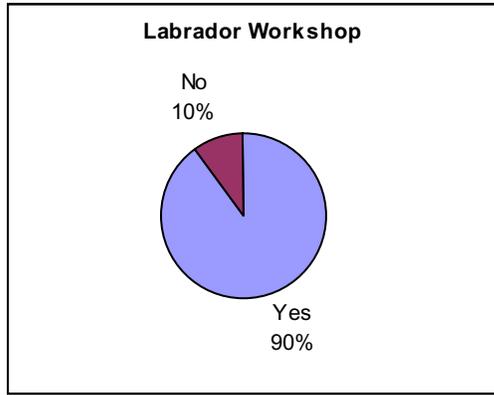
Responses were on a scale from Disagree (1) to Agree (7)



- The majority of participants felt that overall workshop / symposium facilitation was effective.
- At least 96% of responses, in each session, fell between the midpoint and the high end (agree) of the scale (4 – 7).

Do you think it would be worthwhile to hold another such workshop / symposium again in the future?

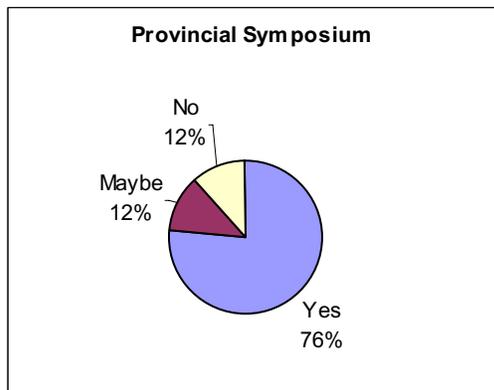
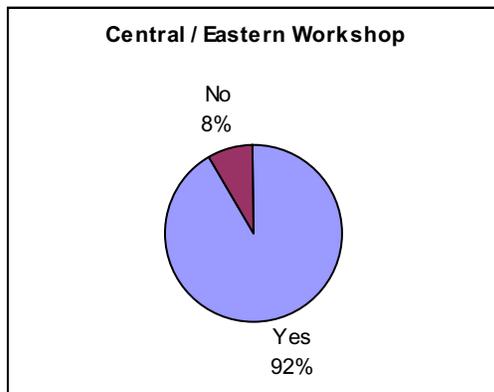
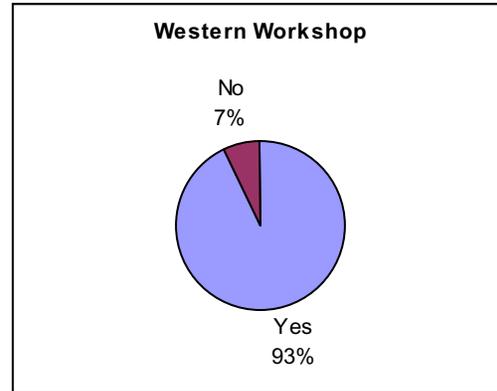
Responses were on a scale from Disagree (1) to Agree (7)



- The majority of participants felt that it would be worthwhile to hold another such workshop / symposium in the future.
- At least 86% of participants, in each session, responded **yes** to this question.

Would you attend if there were another such workshop / symposium?

Responses were on a scale from Disagree (1) to Agree (7)



- The majority of participants would attend similar workshops / symposia in the future.
- At least 76% of participants in each session said they would definitely attend if there was another such workshop / symposium

Summary of Comments from Regional Workshops and Provincial Symposium

Summary of Comments from Regional Workshops

Labrador

- # needs clearer sense of how regional session will contribute to provincial session.
- # video feed was not enjoyed and real travel costs should be provided
- # needs more business and entrepreneurs and less zonal boards.
- # extra effort to get north coast attendees.
- # high level concepts should be taken to the practical level
- # more prior information.

Western

- # more time for breakout sessions and more focus.
- # more participants
- # more time. Release of agenda before workshops.
- # focus discussion on more specific areas
- # money invested to offset travel costs.
- # more advance notice. Have location more conducive to volunteer participation.
- # broaden participation. Co-ordinate with efforts of others not on planning community to avoid duplication.
- # industry representation.
- # more advanced awareness of topics to be discussed.
- # more representation from business sector.
- # make sure all groups of different resources are represented.

Central / Eastern

- # explore the role of social development in building our communities and economy.
- # better delivery. Less repetitious info. More focus placed on specific initiatives that can impact our economy. And the specific roles of MUN and the stakeholder groups at the table.
- # all groups involved need more organization to oversee social/economic development. Why not give the agencies/organizations that are already in place the mandate and ability to implement and have a positive impact on the economy.
- # goals and outputs should be more focussed to allow for more specific “achievable” outputs.
- # visioning exercises to help diverse groups identify what they agree on in terms of what they want for their communities
- # continue the process
- # travel expenses and more advanced routine
- # more focussed.

Avalon

- # more info to inform discussions. More time to develop action plan
- # encourage more stakeholders to participate. More contribution from business community.
- need to move beyond discussion that is too general. Big unresolvable issues emerge.
- # more specific notice on each issue.
- # too much emotion, discussion will just be “noise” when it gets to provincial policy.
- # too short. more input in synthesis of accommodations
- # further exploration into ideas and priorities in other workshops.
- # more pre-planning and organization.
- # more focussed discussion on a thematic approach.
- # identify group leaders before hand.
- # an action plan with assignments. And more stakeholder participation
- # more time and to develop an action plan.
- # more time.
- # more private sector
- # more youth.
- # more time and no breakout groups. Run a full plenary session.
- # agenda should include a brainstorming session for innovative potential business ventures.
- # no traditional methods should be discussed unless already successful and plans for duplication are intended.

Summary of Comments from Provincial Symposium

Summary of comments on speakers:

- # A genuine effort to stir ideas and generate debate and solutions
- # mostly clear and compelling
- # good quality
- # those with specific recommendations were best
- # O’Reilly and Templeton were the best as they most clearly outlined specific strategies
- # all were well prepared
- # all excellent, extremely good information.
- # lack of presenters from western region
- # urban/large centre bias in presenters

Summary of recommendations for improving symposium in further years:

- # follow-up is critical
- # not sure how to address how you get an action plan from one day. If it were to be longer then key players might not be able to commit.
- # focus on one pre-selected priority from the regional sessions and examine it in detail
- # the role of the Harris Center as an “honest broker” is invaluable. The role of the provincial government as a leader must also be emphasized. It was noted that no one from the provincial dept. remained for the closing plenary. There is still a need to confirm the province’s leadership and commitment and this would be important for another symposium.
- # exclude government.
- # More contribution from private sector.
- # More forecasting on future needs.
- # More trades college involvement.
- # more involvement from business community.
- # more action oriented, more time spent on developing a collaborative approach to economic development plan for the province. Presentations should address action plans.
- # action steps: reviews of work done between symposiums.
- # further discussion must generate incremental gains. Tangible results must be demonstrated vis a vis concrete action plans and be seen linked to the “shared vision” by most academic and business groups.
- # don’t be afraid to seek/forgo consensus.
- # more time should be allotted to presenters, perhaps the symposium should be spread over two days as opposed to one.
- # more representation from business is needed, to expand upon their experience in developing the economy
- # some brief background/success stories/models should be provided on regional, economic, social development and post secondary education role in this.
- # online solicitation of ideas prior to symposium
- # broaden scope of invitees to be more reflexive of geographic realities
- # urban/ St. John’s bias exist and presentations should be more rurally focussed or represented
- # needs more balance regarding regional representation
- # perhaps a 3 day retreat with more relaxed agenda would be more productive with regards to economic issues.

APPENDIX H:

Table 2 – Summary of Regional Workshops and Provincial Symposium Results

**Growing the Economy of Newfoundland and Labrador
Summary of Recommendations for Priority Actions**

Labrador	Western	Central / Eastern	Avalon	Provincial
<p>Governance Related</p> <p>Land Claims / Self-Government for Aboriginal Groups (2) - essential for development to proceed - capacity and human resources development necessary</p> <p>Partnerships (1) - need more interaction amongst economic and social groups / agencies - need to clarify who offers what services in rural areas</p>	<p>Partnership Development / Collaboration (2) - stakeholders need to work together in coordinated manner</p>	<p>Collaborative Approach - need to encourage dialogue amongst community, business, labour, government, and other stakeholders - encourage community involvement Integrating social and economic at regional level key - zone boards key to this; need support and strong commitment to funding</p>	<p>Governance / Confederation (2) - develop and promote how we fit with the rest of Canada and the rest of the world - need reality check on how we make the most of our opportunities, manage our challenges, enhance efficiency - improve our federal-provincial relationship - improved transportation network essential for increased competitiveness</p>	<p>Governance / Taking Action: (2) - Implement structure that works - Coordinate resources - Ensure accountability - More rural participation</p>

<p>Planning</p>	<p>Long-term vision / Planning (1) - need government involvement and buy-in, especially in rural agendas - has to reflect communities' agendas, not government agendas - need long-term funding commitments</p>			<p>Economic planning (2) - Provincial economic development plan needed - coordinated, focused, action-oriented - more creative approaches to debt reduction without cutting jobs</p> <p>Vision (1) - need shared vision for provincial development through clear, concise, collaborative process - need to set out steps to achieve vision - need to take action</p>
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<p>Human Resource Development</p> <p>Career Development & Education (4)</p> <ul style="list-style-type: none"> - expand / target training - succession planning - better career counseling for youth - Junior Achievement, other public-private partnerships - invest in post-secondary, reduce education costs to rural students 	<p>Human Capital & Education as an Industry (3)</p> <ul style="list-style-type: none"> - need to engage those not in workforce - career development - pro-active re post-secondary programming to reflect regional strengths - education is a business, with opportunities to import students and export programs 	<p>Human Capital (4)</p> <ul style="list-style-type: none"> - can do attitude - skills development; <p>link with K-12</p> <p>Immigration strategy</p> <p>Career Development / Entrepreneurship</p> <ul style="list-style-type: none"> - educate youth on career options early - benefits of entrepreneurship - link students with industry - education as an export product 	<p>Education / Human Resources (4)</p> <ul style="list-style-type: none"> - career counseling program for youth; early age; careers in NL - more on entrepreneurship, “can do” - more on leadership development - inform youth of labour market shortages - develop and support our volunteer sector 	<p>Career Development & Education (3)</p> <ul style="list-style-type: none"> - expand / target training - succession planning - better career counseling for youth - reduce education costs to rural students
<p>Population Growth</p>	<p>Labour / Workforce Development (2)</p> <ul style="list-style-type: none"> - strategy to attract expatriates and others - promote opportunities in skilled trades -raise minimum wage to reduce incentive for youth to leave for summer jobs to pay off student debt 	<p>Immigration Strategy (under Human Capital, above)</p>	<p>Population attraction / immigration / demographic challenges (4)</p> <ul style="list-style-type: none"> - increase population with efforts to attract students, expatriates, professions, immigrants, and promote retention of population - remove barriers to 	<p>Expand population base (1)</p> <ul style="list-style-type: none"> - attractive employment opportunities key - address issues impeding immigration - rural population retention through youth career development - address post-secondary costs for rural youth

			immigration - ease certification / professional license requirements	
<p>Industry Development</p> <p>Natural Resources (4) - hydro: block of power for industry development & export - natural gas: North Coast of Labrador – benefits for Labrador - fishery: underutilized species; enhanced processing - forestry: enhance value added, secondary processing - eco-tourism - mining / exploration</p>	<p>Industry Development / Business Investment (4) - develop traditional sectors with new technologies and innovation - eco-tourism, adventure tourism - secondary processing</p>	<p>Tourism (3) - do better job promoting / marketing - need grassroots support</p> <p>Manufacturing (2) - needs strategic approach, identify market niches - more investment critical - global marketing - educate people re manufacturing potential - businesses can mentor each other - areas to focus include: dimension stone, agrifoods, forestry, fishery, bottled water, aerospace</p> <p>New Industry Development (3) - knowledge-based</p>		<p>Focus investment in designated centers (3) - target where competitive advantage, throughout province - Energy master plan - Land Use master plan - Hebron / Ben Nevis</p> <p>Invest in Growth Industries (1) - transportation, communication, energy management ; strategic infrastructure</p> <p>Environment for Business (2) - focus on growth industries - opportunity identification - global intelligence</p>

		<p>industries: telecommunications, professional services, IT and education - aquaculture / water farming: fresh product, not secondary processing, is demanded by some markets - “green industries”: eg. Waste management, wind / alternate power - R&D is key</p>		
<p>Business / Entrepreneurship Environment</p> <p>Entrepreneurship and Diversification (4) - community-based training programs, new technology - tourism: niche markets; marketing; product development - manufacturing and processing: venture capital key</p>				<p>Entrepreneurship Development (1) - reduce barriers - stimulate new entrants to business</p>

<p>Access to Capital</p>			<p>Funding / Access to Capital (3) - eg. Pension funds, RRSP's, capital funds, tax incentives - must "invest in ourselves" by re-directing capital that leaves the province</p>	<p>Venture Capital (1) - greater fund manager capability in N&L - Faculty of Business role</p>
<p>Research & Development / Innovation</p>			<p>Technological Developments (3) - broadband - develop a technology park - expand e-commerce - increase communications with rest of world</p>	<p>Increased investment in applied research (1) - at university, in partnership with private and public sectors - possible Centre for Innovation & Productivity</p>
<p>Economic Infrastructure</p> <p>Transportation (4) - marine, air & road improvements essential - access to markets</p>	<p>Communications (broadband), Energy and especially Transportation (4) - links to Canada and world key</p>	<p>Transportation Infrastructure needs improvement (3) - water, air and land</p>	<p>Improved transportation infrastructure essential for increased competitiveness (under Governance / Confederation, above)</p>	

	- ferry is part of TCH - transportation schedules designed as part of tourism product			
Social Infrastructure (1) - increased investment in health, education, recreation, culture, technology & communications, & municipal infrastructure				
Sustainability				Communities and businesses must be economically sustainable (1)
Revenue Generation				Investment Tax Credit (1) - broaden base of existing 10 % credit to 15% and to all industries - invest proceeds in new opportunities
Culture / Identity	Preserve rural communities and unique		Knowledge / Pride / Areas of Expertise (4)	

	<p>culture (1) - build on them as tools to grow and develop - promote / market them to rest of the world</p>		<ul style="list-style-type: none"> - promote positive image - promote our assets to ourselves and others - rural and urban opportunities - enhance our knowledge of our history and culture - market where we have competitive advantages 	
Attitude / Image	<p>Positive Image (3) - “it can & will be done here” - message of hope - engage media and bureaucratic support</p>	<p>Can do attitude (under Human Capital above)</p>	<p>Promote positive image (under knowledge / pride / areas of expertise above)</p>	