



Regional Economic Development (RED) Workshop 2023: Setting A Course

Summary Report



A Note to the Reader

RED Workshop 2023 was designed and convened as a “working discussion” intended to develop tangible steps for advancing the effective practice of regional economic development in NL. This report of the workshop’s discussions is offered in the same spirit.

We hope this report will be viewed and used as another layer in building a longer-term foundation for regional economic development planning and action in the province. Rather than attempting to neatly summarize or conclude the discussions, we have erred on the side of inclusion of the information generated through the workshop. Our hope is that this will then become a starting point and resource for the next set of discussions and work.

If you have questions about the workshop, this report or are interested in being part of future efforts coming from this, please reach out to any of the four organizations who continue to guide and support this effort: Municipalities NL, NL Association of CBDCs, the Leslie Harris Centre of Regional Policy and Development, and Community Sector Council NL.

We look forward to hearing from you!

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Background

In response to concerns they were increasingly hearing from their members and others about service gaps and challenges around community and economic development efforts, Municipalities Newfoundland and Labrador (MNL), the NL Association of Community Business Development Corporations (CBDC) and The Harris Centre established the Regional Economic Development Task Force (RED Task Force) in 2022. The mandate of the Task Force was to explore options and models to effectively support regional economic development in the province. After nine months of consultations and deliberations, the Task Force produced a comprehensive report with clear set of recommendations on how to strengthen regional capacity for their economic development efforts.

Given changes in the policy and economic environment following the release of the Task Force Report including the provincial government’s announcement in early 2023 that they were not moving forward with regional government at that time, as well as leadership changes at MNL and the Harris Centre, the partners recognized it was important to re-engage a broader set of stakeholders in order to continue the momentum and act on the Report’s recommendations. In response, an expanded partnership now including the Community Sector Council of NL along with the original three Task Force convenors agreed to host a full-day workshop on December 11, 2023.

“Regional economic development is a deliberate, focused approach to creating sustainable communities. It requires planning, collaboration, and capacity. The Taskforce has been clear from the beginning that business growth or economic development that happens to occur in a rural community is not, of itself, regional economic development. RED requires intention. It requires a commitment to a process that enables regions to develop at their own pace, based on their unique assets, and according to their own plan.”

*Regional Economic Development Task Force:
Final Report (2022)*

Regional Economic Development (RED) Workshop 2023 – Setting A New Course

brought together members of the RED Task Force, municipal leaders, economic developers, provincial and federal government officials, industry association representatives, not-for-profit organizations and researchers with interest and expertise in regional development (see Appendix A). Using the Task Force Report’s recommendations as a starting point, the workshop engaged participants in a series of discussions and working sessions building toward the development of strategies for advancing regional economic development practices in Newfoundland and Labrador.

Workshop Discussions

I. Setting the Stage

The workshop opened with an interactive panel discussion featuring the representatives of the original Regional Economic Development Task Force partners along with the addition of the Community Sector Council of NL. Dr. Rob Greenwood moderated the discussion. The intent for the opening session was to create a shared sense of history and purpose for the event and help focus the day's discussion on ideas and opportunities the participants could eventually pursue.

Panelists Rob Nolan (Municipalities NL), Roseanne Leonard (NL Association of CBDCs), Kim Crosbie (Leslie Harris Centre of Regional Policy and Development), and Colin Corcoran (Community Sector Council NL) reflected on the process that led to the development of the RED Task Force as well as on the changing economic, political and policy landscape in the province when it comes to regional economic development. With the provincial government decision not to pursue the creation of a regional governance structure and the new Towns and Local Service

“We believe that how municipal governments, CBDCs and other partners within a region plan, decide and work together on issues of shared interest is critical to the short and long-term success of economic development efforts.”

Regional Economic Development Task Force: Final Report (2022)

Districts Act (soon replacing the Municipalities Act) clearly defining the purposes of municipalities and specifically their pivotal role in regional economic development (now defined as any activities that increase the municipal tax base), the panelists stressed the importance of a grassroots, collaborative approach to regional economic development.

The panelists indicated a range of opportunities from traditional sectors such as fisheries to emergent industries including green energy, gold, and technology development that by their nature require regional approaches. Demographically older communities with declining populations are resulting in labour market issues; the need for immigration and programs and attitudes that support immigrants, housing and transportation are some of the issues panelists noted will need to be addressed on a regional scale in order to create conditions favourable to successful regional development initiatives. They also commented on the need for accurate and accessible data and the potential to adapt new solutions to economic development problems that take into account currently available technologies.

The panelists ended their discussion reiterating the need for regional, grassroots approaches to economic development that are led through collaborative efforts of different organizations and sectors specific to the context of each region.

II. Current and Emerging Examples of Regional Cooperation



A premise of the Regional Economic Development Task Force was that examples of cooperation between multiple towns and other stakeholders already exist. Rather than presume we are starting with a blank slate, we can and should learn from and, where appropriate, build on these existing cases. And at the very least, these examples provide counter-evidence to the claim too often heard when exploring new ways of doing things – “that won’t work here.”

In this session of the workshop, we invited participants in smaller groups to respond to and then share their responses to the following two questions:

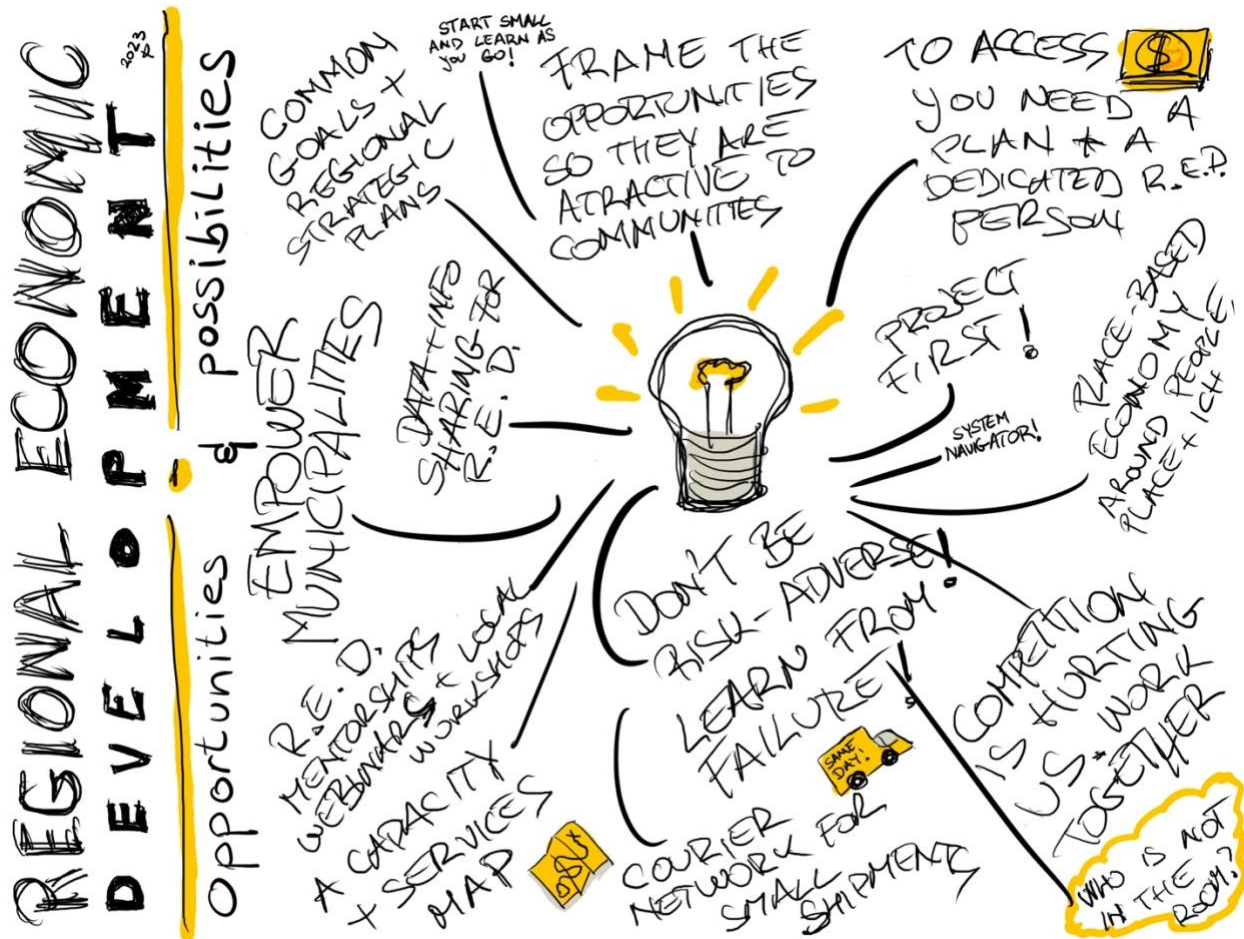
1. Can you describe one or two examples from within your region, or in areas where you work, of communities already beginning to work together?
2. Are any of these already focused on or leading towards more “integrated regional economic development” in your region? In what ways?

Following their small group discussions, each table was invited to share one example from their discussion – preferably one that generated more discussion in response to the 2nd question. Below is a brief description of the different examples of regional cooperation offered up by each table. (The full list of ideas and responses can be found in Appendix C.)

- **Advantage St. John's** – following a study exploring what regional economic development could look like for Conception Bay South, Mount Pearl, Paradise and St. John's, the communities signed an MOU to develop a regional economic development agency – Advantage St. John's – and are currently recruiting a CEO.
- **West Coast Food Hub** – working with seafood and agricultural producers across the region, the Hub seeks to provide easier access to fresh local food for consumers – both residents and visitors. As participation and the diversity of products continue to grow, one can see growing economic and social benefits.
- **Artisan Trail (Baccalieu region)** – building on previously identified assets and opportunities, Legendary Coasts started working with craftspeople in the region to highlight and market their work through the development of an “artisan trail.” The focus is on creating a regional network with economic benefits for craftspeople and communities in the region.
- **Fogo Island Co-op and Shorefast** – Fogo Island Fishermen's Co-op has a long history of successful economic development initiatives focused on fisheries and fish processing. The Shorefast Foundation added an additional element to Fogo Islands development opportunities with the creation of a high-end accommodations and tourism package as well as supporting a range of island-based products. For the past few years, both organizations have partnered with the municipality of Fogo Island specifically to coordinate and enhance economic development efforts so they bolster the economy of the entire island – itself a region within a larger region.
- **New sustainable tourism plan in the Clarenville region** – following discussions over 16 months among different towns and stakeholders, there was an agreement to explore opportunities for building from each other and taking a regional approach for sustainable tourism development. The group is now looking to engage industry more, expand to the broader region (Bonavista peninsula) and implementation strategies.
- **CBDC Central** – with a vested interest in the success of the region as a whole and observations of economic decline and aging in the region, CBDC Central has proposed to play a support and coordination role for economic development in the region. They are currently exploring with municipalities and chamber of commerce in the region different options and models for how to make it financially sustainable and accountable to stakeholders.
- **Northern Gros Morne communities** – responding to concerns over budgets and staffing capacity, eight towns in the northern Gros Morne region around Cow Head have signed an MOU to work together on shared services. The towns are currently in the process of hiring a regional maintenance person, and are also looking at waste management services.

- **Seafair shared services approach with Placentia Bay** – seeking ways to leverage its capacities to support small businesses, Seafair Capital’s Fairport Services is working with businesses in the Placentia area – a “shared service” approach with a private sector partner trying to make the region as strong as possible and keep the money there.
- **Learning from not-for-profit service organizations** – many service organizations (e.g., mental health and counseling organizations) are already viewing, planning and delivering their work beyond town borders. How can that mindset can be transferred to the for-profit and government sector – people and communities getting access to services regardless of where they find themselves?
- **Killick Coast** – in response to grants with tight deadlines and increasingly seeing the potential benefits of a proactive regional approach, town managers began to meet on a quarterly basis; if/when there is a grant announced, they are ready to go. Discussions have served to generate ideas and see opportunities from a regional perspective.

III. Building on Available Assets



Foundational to both the RED Task Force’s deliberations and the workshop’s discussions was the presumption that most of the assets necessary for effective regional economic development already exist in one form or another across the province. Partly to test this presumption and partly to provide participants a starting point for considering what is needed to effectively integrate and mobilize these assets, we invited workshop participants to offer and then discuss their responses to the following two questions:

1. What assets, resources and activities already exist that we can use and build upon to develop more effective regional economic development planning and practices?
2. What actions can we take now to activate, integrate and support these assets and resources for regional economic development?

After reviewing the “Six Essential Functions for Effective Regional Economic Development” (see Appendix B), participants generated a list of available assets and resources. They then turned their attention to the 2nd question – what can we do now to mobilize and integrate these assets? The full list of responses to both questions can be found in Appendices D and E.

The session closed with each small group sharing one or two ideas from their discussions they felt could be most important and/or the most impactful for activating a more intentional integrated approach to regional economic development. Below is what we heard from the different groups:

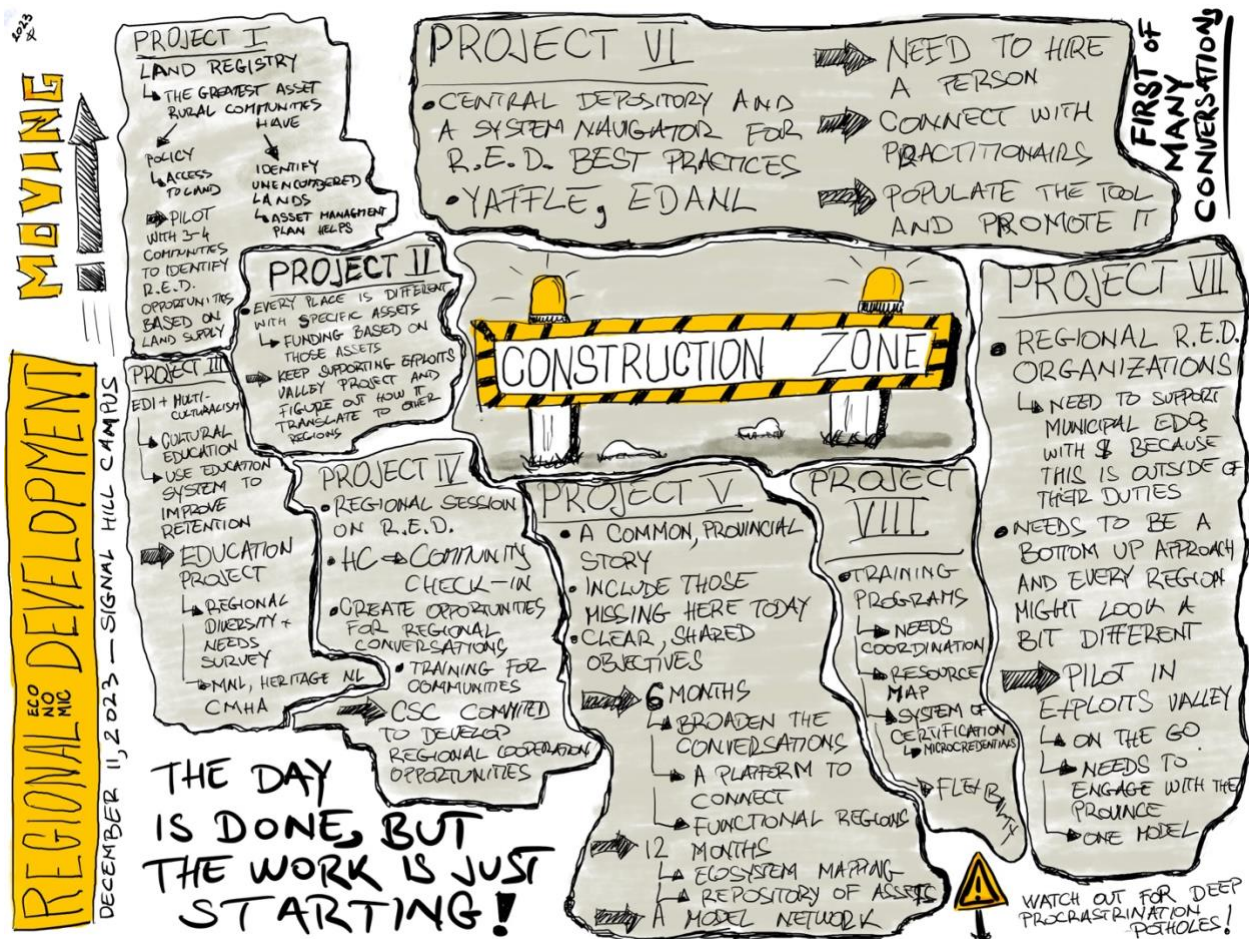
- There is no need to rebuild the wheel; have regions mentor other regions – create opportunities and processes for sharing of information and best practices.
- For regional development, there has to be someone dedicated to that work – a person or organization whose responsibility is to:
 - Coordinate activities in the region.
 - Keep the focus on key questions and tasks (eg., what incentives we can put in place to entice groups to begin the process, how can we further support their efforts with resources).
- Why do people get involved in projects or in regions? It is all about the opportunity and how it is framed – people chose to be involved in projects because there is an end goal that they can contribute to achieving in a meaningful way. We need to be able to articulate the goals for RED, both generally and within specific regions and geographic areas.
- It is important to get relevant information out and offer knowledge and data resources to communities; there is no public facing entity or “one-stop shop” to communicate data and available resources for RED.
- Support and strengthen regional networks – create local ecosystem funding road maps to show how to access resources here in province.
- Look for ways to identify, develop and activate community-focused purpose-driven businesses and enterprises. Culture as an integral part of economy; consider starting here by finding ways of lifting up our “place-based economies” (eg. intangible heritage skills) and aligning the deeply local with the widely global.
- “Both/And” ...there are two ways to activate these processes – develop strategic plans for areas/regions and taking a project first approach (ie. focused projects starting with the champions and building from there). The latter gets people engaged; from there you can scale up. The former provides the direction and framework for integrating individual projects, leveraging what we have already.

“The Taskforce believes most of the resources required for successful RED exist in some form throughout the province in existing organizations and processes. The challenge remaining is to coordinate those resources in the most effective way possible. To encourage people and organizations to work with one another in a coordinated, collaborative approach without creating new silos or organizations.”

*Regional Economic Development Task Force:
Final Report (2022)*

- “Just do it.” Plan enough for due diligence, but give people the resources they need to get proof of concept. Not everyone is going to have the same approach; we can test, learn and adapt to the underlying conditions and apply to other municipalities
- We need to address the issue of perceived competition between communities within NL. Our competition is with places outside the province (eg. Halifax, Aberdeen), not each other. We need to find ways to get better at coordination and collaboration, and for ensuring shared benefit for every place in what we do.
- Start getting serious about exploring new approaches for funding this work; eg.
 - Taking percentage of HST for municipalities – empowers people and brings towns/communities to the table.
 - Plan and play in order to get paid → tie funding at local level to participating in regional economic development processes.
- Bring these discussions to the regions, make this a more accessible conversation around the province. What would a regional economic development road show with diverse partners look like? Regardless of how it is organized, there has to be multiple ways of having this RED conversation and different ways of getting other players informed and involved.
- We need to do some asset and capacity mapping – who is out there doing what. From this we can build awareness (this is what we already have), education (this is what we need) and a coordinated plan (this is where we want and need to go).
- One of our biggest assets is people. We can all contribute to this; the key is for each of us to start. If you take away one action, take it back and lead it – develop plans and strategies; start small and keep the wheels turning.

IV. Moving to Action - Advancing Recommendations for RED



The intent of the workshop was to build from the recommendations developed by the RED Task Force while also acknowledging that there may be other actions that could be taken in order to advance the practice of regional economic development in NL. With that as a starting point, participants were introduced to six recommendations derived from the RED Task Force report before lunch. They were then invited to suggest any new additional topics 1) they felt were important for the success of regional economic development and 2) for which they were willing to host an afternoon working group discussion.

Two additional topics were suggested by workshop participants (see G and H below). These were added to the other six and participants were asked to choose one of these now eight topics to work on with others in the afternoon (see Appendix F for group member listings).

Each of the afternoon working groups was charged with further clarifying what the desired outcomes would be for the proposed recommendation and develop some short-term practical steps they could take to advance it over the coming three to 12 months. Please note that there is overlap in some of the action items identified. Below are the reports from each smaller working group.

Working Group Reports

A. Identify, adapt, or (if necessary) create regional organizations or structures that can coordinate and support RED efforts

Goals/Desired Outcomes:

- Develop and support a “bottom up” approach across province – engage stakeholders across region to see what is available; with feedback from community, develop a plan for what building on existing structures/assets in the region
- Look for diverse funding supports and then “test it” – does this approach or model work?
- There needs to be additional funding and resources to make this happen and the province has a role to play here, but the municipal participation is going to be a mainstay.

Initial Steps:

- Set parameters for the work needed by a regional organization
- The regional models should follow the regional context and needs
- Work within existing infrastructure to identify potential within each region
- Develop a plan; hold regional conversations with potential coordinating bodies; create processes for everyone to be engaged
 - larger group to provide influx of information to strategic plan
 - smaller group who are responsible
- Acknowledge and address that there does need to be additional funding/support
 - Discussions with provincial and federal government on a role to play for them
 - Look for opportunities for how government contribution can be leveraged; keep municipal participation central to process

B. Identify, collect and share best practices, resources and other relevant information supporting RED

Goals/Desired Outcomes:

- We need to develop a more robust centralized system – both a centralized location and person – to identify, collect and make available projects, processes, current or emerging opportunities, etc.

Initial Steps:

- Need to hire a person
- Contact and work with economic development officers in municipalities, councillors, others to identify common goals, threads that go through projects, types of information that would be helpful
- Yaffle could be a good tool that already exists that we could tweak
- Populate the tool with best practices – amplify, promote and reach
- Who should be engaged?

- Dovetails with Harris Centre mission; they could be the lead
- Economic Developers Association of NL – strong group for practitioners – aware of things that are already out there
- Others: MNL, CBDCs, PMA, Grenfell Office of Engagement

C. Develop, coordinate and engage a provincial network of organizations interested in a more integrated approach to RED

Goals/Desired Outcomes:

- Develop a shared story/purpose across those organizations representing a broad cross section across province (ensuring a province-wide perspective)
- Reducing siloing and duplication between the organizations
- Bring those who are missing into the fold (e.g., industry associations need to be part of these conversations) and ensure there is local community input
- ID person or organization to do the work in the regions – need clear shared objectives and a plan across organizations

Initial Steps:

- Many organizations don't necessarily feel like they are in RED space until they start having these conversations. Over the next 24 months, need to help organizations to see themselves as part of economic development. For the first six months it's a discursive plan. Options could include:
 - Doing webinars – where we are and where do we want to get to
 - Leading a campaign to communicate benefits and get buy-in for RED
- Develop a platform to connect consistently; it would be great if we could all get together throughout the year.
- Start the process to identify “regions”; one starting point could be “functional economic regions” as identified by the Harris Centre
- Start to build a community of practice, training and learning – identify resources and assets
- Ecosystem mapping – identify capacity, funding, RED assets— bring that into RED space
- Within 12 months we should have tools developed: regular opportunities, identified capacities and eco-system mapping and a best practice repository.
- Within two years – designed and executed model – having network defined – move forward with sustainable framework for that engagement.

D. Encourage, support and build the capacity among diverse organizations for working together at the community or regional level on RED

Goals/Desired Outcomes:

- Incentivize regional cooperation
 - Focus on resources already on the ground → Be empowered to do what we already do

- Help people and organizations feel more comfortable and trusting working together
- Development and provision of training
- Funding
- Bringing people together – have regional meetings like this of “the players”
- Identify and build capacity to do the convening work – need a person
- Build relationships and trust

Initial Steps:

- Work with groups that already pull people together and what can come from that (farmer’s market example)
- Bring people together:
 - Regional hot topic event/networking (Chamber)
 - Chamber of Commerce help communicate programs/services
 - Communicating/awareness of existing programs to support/com/rgl/business development
 - Identify bite-sized projects – representatives have conversations locally/regionally about RED
- Provide training for development practitioners around regional economic development – training for leaders and practitioners – what are the benefits
 - Develop RED toolkit
- Build comfort and trust through small bites and projects; engage people and create buy-in through something specific to get people out; e.g.,
 - Identify regionally something we have in common or something specific to work on – a regional hot topic, natural resource or something happening in the region
 - Rally around a hook or shared benefit
 - Utilize Harris Centre’s Thriving Regions and Community Check-In as a tool for capacity building

E. Advocate for, and help funders to develop, more flexible funding that can be used to support the day-to-day operations and community/regional engagement needed for integrated RED

Goals/Desired Outcomes:

- Working alongside of communities as much as possible → identify and develop funding models tailored to their needs and context
 - Try/Test different approaches
 - It may look different across regions
- Use available resources differently

Initial Steps:

- Review the work happening in Central/Exploits (Northpine), determine if there is an opportunity for doing something similar more rural communities/regions

- Look at doing this in another place (e.g., Gros Morne, Northern Peninsula); i.e., testing new models/approaches for investing in more regional/community economic development
- Document what we learn about how this could work in other ways; use this information to identify opportunities for spreading and going to scale

F. Develop and deliver RED training programs, regional and provincial workshops, orientation materials, "how-to" guides, etc. for professional and volunteer practitioners

Goals/Desired Outcomes:

- Have greater coordination among providers and those in the field → map the field
 - Understand and where possible address overlaps and gaps in existing training programs/resources for regional economic development
 - Make it easier for economic developers and other stakeholders to navigate and access relevant training programs/resources.
- Develop ways of getting existing training programs/resources out to different regions (more rural and remote)
 - Support regional and provincial training providers to adapt to rural and remote realities
- Begin to develop some level of certification
 - Start more general but work toward micro-credentials

Initial Steps:

- Have a good network here now – have someone start organizing meetings and develop some practical actions
- Conduct inventory of available training; begin to identify gaps and needs
 - Engage Indigenous communities
 - Get input from regions
- Bring training to the people/regions; build expertise within regions
 - Utilize Memorial's "Community Hubs"
 - "Trade show" approach – develop plans for doing types of road shows – and building in rural nature into your plans; some social service organizations groups getting good at providing some of these services to remote areas – bring that to economic development
- Start the conversations about what could/should "certification" look like?

G. Look at harnessing DEI and multi-culturalism to increase engagement and economic growth and development

Goals/Desired Outcomes:

- Over the next one to two years, focus on the following:
 - Retention and attraction of newcomers & immigrants
 - Involvement in the community → hearing diverse voices at the table
 - Cultural education for all levels of government (schools, employment centres, etc.) – crash course for regions

- Utilizing post-secondary influx → after people graduate, they often leave; success would be the people finding homes here → more uptake through homestay program
- Acknowledge issues of accessibility DEI – current systems and policies severely disadvantage people with disabilities; work with communities for accessibility
- Getting people into different communities – taking people who come in here with diverse skill sets – getting them into rural communities – offer services to/in regions to attract and support outside Avalon
- Funding for and better scheduling for public and accessible transportation

Initial Steps:

- Continue to host sessions like this regularly, but change the participants to include those not at the table → people we aim to serve need to be at the table to share the issues that need to be fixed; how get there
 - Will require education → SMART goals
 - Can't serve people until you know who and where they are → start with an analysis and get the numbers (ask what are the diverse voices in your regions? Where are gaps?)
 - Meet with them, develop goals for actions out of each meeting
 - During these meetings develop one to two goals and then follow through and build on each goal
 - Practical things for business partners and communities → who are we serving, who are we not serving, who needs to be engaged (nothing about us without us)?
- Each of us can do this with our organizations and networks → Identify and work with existing organizations that can bring this lens and work to different regions and groups
 - Provide diversity, equity, inclusion and anti-racism and cultural education session that are sector specific

H. Develop a process to enable municipalities and manage and realize the economic development potential of community land supply

Goals/Desired Outcomes:

- Build awareness of underlying condition – Land titles are a fundamental underpinning of economic development (if you can't prove you own asset, you can't go to the bank to leverage it or otherwise use it for other purposes)
 - NL only province in Canada where you don't have to register your land
 - There is lots of land available, but getting access is challenging

Initial Steps:

- We need to begin to deal with those issues; two-pronged approach –

- a. Determine status of registry of deeds; government process → if you have two affidavits you can claim land; if you don't claim land within certain amount of time, it does not revert back to Crown; need to have a better sense of status of land in communities; and need to understand opportunities and barriers under rural planning act.
- b. Identify RED opportunities
 - TRACT process – identify unencumbered land (i.e., available for development) then you can do a title search; discussions with the community on priorities for development, possibly linking with asset management
 - Identify and work with communities in a smaller region that would be interested in partnering/engaging in the process
 - Within the region,
 - Communities – what are the opportunities in the community/region?
 - Work with landowners to make use of land as an investment

V. Commitments

At the core of any effective process for change are the commitments of individuals to participate in and contribute to making it happen. At the end of a full day of discussions, workshop participants were invited to respond to the following question:

“Following up on today’s discussions, what will you commit to do during the first three months of 2024?”

The response was impressive! Here is a small sample from the over 50 responses offered by workshop participants. We invite you to view the full list of commitments in Appendix G.

- *Capture all training resources available for economic development in NL*
- *Inventory/assess available training on working collaboratively*
- *Share details of this session with ten colleagues/operators*
- *I will lead a staff discussion/workshop with my team on how we can influence/develop RED activity in the communities we serve*
- *Use this forum and what I have heard to go out to help create a regional economic development conversation. I will recommend a more focused approach and facilitation session around development of a strategic plan*
- *Meet with fellow municipal EDO’s/CED managers in my region*
- *Connect with local/regional partners for a coffee meet up to build on today*
- *Follow up with five to six groups present on how to organize a more integrated approach to regional economic development*
- *Set up meetings with MNL and CSCNL to further discuss how HNL can be a partner in this initiative*
- *Call CNA to discuss collaboration*
- *Look up Northpine, Advantage St. John’s and Artisan Trail to see what they are doing*
- *Identify the community groups and organizations engaged in economic development*

Reflections: Emerging Themes, Messages and Opportunities

As the organizing partners behind the RED Task Force, Municipalities Newfoundland and Labrador, the Association of NL CBDCs, the Community Sector Council and the Harris Centre, were delighted to see more than 70 participants from over 30 organizations take part in the Regional Economic Development Symposium held at Signal Hill Campus in December 2023. This event was important in order to maintain the momentum behind the initiative and bring together people from across the province who are either interested, work in, or support regional economic development sector.

All of the partner organizations recognize their responsibility to the communities they work with. Planning for future entrepreneurs requires more than assessing a business application and providing supports through research or municipal infrastructure. It means strategically planning for economic development, comprehensively guiding the growth and prosperity of a region. Region is a magic word that pops up again and again.

At all of the partner organizations, a regional approach is one of the top strategic priorities; communities do not exist or succeed in silos. For municipalities, regional approaches can take many forms, including shared water and wastewater infrastructure, waste management, tourism planning, or joint councils where municipal leaders share common challenges and work toward collective solutions.

Community Sector Council organizations often pull together resources and offer regional services. This need for a regional approach is even more obvious when it comes to regional economic development programming and planning. Municipal leaders in our province increasingly recognize the need to work with their counterparts in local government, private business, the community sector, and other levels of government to plan regionally when it comes to economic development.

For example, years ago, the CBDC regional boundaries were strictly enforced by the operating rules of CBDCs. As communities, sectors and regions evolve, so has the eligibility of CBDC lending and so CBDCs are now able to financially support businesses that serve multiple CBDC regions as long as there is impact across multiple communities.

This fluid approach to defining “region” needs to be applied by across the board as we create new approaches to regional economic development that meet the needs of our people and respond to the challenges of our times.

There is a role for everybody to play. From the Harris Centre’s ability to convene and facilitate multi-stakeholder dialogue and working discussions such as the one we had this past December and its Regional Analytics Laboratory’s role to support data analysis and inform policy making, to the CBDC’s capacity to seek pools of investment funds that can be used to support regional development and regional growth opportunities, to MNL’s and CSC’s expertise in planning, developing leadership, and supporting regional solutions to a range of challenges, we need to use all our resources and expertise in order to steer regional economic development efforts in the most promising direction.

Our hope is that the December 2023 Symposium and this report are another step toward a robust framework for regional economic development in this province.

There are already plans to continue this dialogue. MNL has planned regional economic discussions for their regional meetings in March 2024 and their municipal symposium in May 2024 will to continue and expand on this conversation. As the association that represents and supports municipalities in the province, they work directly with their members to identify the needs and challenges relating to regional economic development while supporting and amplifying success stories. And as this report makes clear, there are many of those stories out there across the province and they make for a solid foundation to build on. There are also specific commitments that participants and organizations made at the December workshop.

Municipalities Newfoundland and Labrador, the Association of NL CBDCs, the Community Sector Council and the Harris Centre, are all working together to roll out a plan in 2024 toward a robust framework of regional economic development. But they cannot and do not want to do that alone. This is our collective responsibility and we need input from everyone in order to make it our collective success.

Acknowledgements

Both *Regional Economic Development (RED) Workshop 2023* and this report have been the result of a collaborative effort among four organizations: Municipalities NL, NL Association of CBDCs, the Leslie Harris Centre of Regional Policy and Development, and Community Sector Council NL. The team guiding the work leading up to the workshop included Rob Nolan (Municipalities NL), Roseanne Leonard (NL Association of CBDCs), Colin Corcoran and Bettina Ford (Community Sector Council NL) and Bojan Fürst and Chris Paterson (Leslie Harris Centre of Regional Policy and Development – Memorial University).

Workshop facilitation was provided by the Harris Centre team of Chris Paterson and Bojan Fürst, with support from Janet Harron. Chris Paterson served as the primary author for this report.

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None of this would have been possible without all those who participated in *RED Workshop 2023*. A special thanks to all attendees for their commitment, contributions and continued engagement.

Appendix A: Registrants

[The following is a list of all registrants for the RED 2023 workshop. Although some individuals on this list were not able to attend, we have included them as they represent potential participants in and assets for current and future regional economic development discussions.]

Stephanie Abbott-Trahey, CSCNL	Bettina Ford, CSCNL
Joshua Barrett, Town of CBS	Rob Greenwood, Government of NL
Terra, Barrett, Heritage NL	Régis Guyot, Horizon TNL
Elizabeth Beckett, ACOA	Manuel Hackett, ACOA
Darrin Bent, Town of CBS	Kieran Hanley, econext
Jennifer Bessell, NLOWE	Colin Heffernan, econext
Tobi Biggin, CBDC Humber	Amy Henderson, Business and Arts NL
Maryanne Boland, CBDC Celtic	Jason Higgins, Government of NL
Stephanie Bowring, FFTNL	Diane Hodge-Burt, CBDC Trinity
Danny Breen, City of St. John's	Colin Holloway, Town of Clarendville
Mary Brown, Town of Arnold's Cove	Valerie Howe, Memorial University (Gardiner Centre)
Travor Brown, Memorial University (Faculty of Business)	Karina Humeniuk, Work Global Canada Inc
Jason Bull, Eastport Organics	Brian Hurley, Seafair Capital Inc./Iron Rock Brewing Co.
Ken Carter, Memorial University (Grenfell Campus)	Harry Hutchings, StratCan
Rebecca Casey, Town of CBS	Deanna Hutchings, Town of Cow Head
Wanda Chislett, CBDC Trinity	Anthony Janes, Hospitality NL
Bernadette Coady, Metro Business Opportunities	Dale Jarvis, Heritage NL
Colin Corcoran, CSCNL	Amy Jones, Procurement Assistance Canada
Cyr Couturier, Memorial University (Marine Institute)	Elizabeth Kidd, College of the North Atlantic
Kimberly Crosbie, Memorial University (The Harris Centre)	Mark Lane, Northpine Foundation
Wanda Cuff-Young, Work Global Canada Inc	Roseanne Leonard, NL Association of CBDCs
Pat Curran, Pat Curran + Associates Inc.	Laurabel Mba, CMHA
Neil Dawe, Tract Consulting	Caroline McDonald, Shorefast
Susanne Dawe, NL Workforce Innovation Centre	Sharon McLennon, NL Workforce Innovation Centre
Nicole Dawe, Community Foundations NL	Jennifer Meadus, Government of NL
Sheila Downer, Memorial University (The Harris Centre/OPE)	Gertie Molloy, CBDC Celtic
Lawrence Ducey, Town of Grand Falls- Windsor	Michael Mooney, Town of Portugal Cove-St. Philips
Kristina Ennis, People Stuff	Harold Murphy, Town of Parker's Cove
Craig Foley, Hospitality NL	Jody Murray, Town of Portugal Cove-St. Philip's
Randy Follett, Government of NL	Kristen Murray, NL Federation of Co- operatives
	Rob Nolan, MNL
	Andrea O'Brien, Heritage NL

Tyler Osmond, CBDC Gateway
Kathleen Parewick, MNL
Daxton Pinsent, Town of Paradise
Claudette Pittman, CBDC Avalon West
Craig Pollett, Pollett Strategy Consulting
Bradley Power, MNL
Paul Preston
Jamie Pye, Government of NL
Viviana Ramirez-Luna, Planeet Zero Waste
Consulting, Inc.
Tobias Romaniuk, MNL
Jeremy Schwartz, City of Mount Pearl
Kristy Sheppard, Nunatsiavut
Margo Soucy, CBDC Cabot

Mark Stoddart, Memorial University
Madonna Stokes, CBDC Central
Sarah Taker, Memorial University (Faculty of
Business)
Diego Toledo, Horizon TNL
Rhonda Tulk-Lane, Music NL
Kristopher Viens, PSPC
Kelly Vodden, Memorial University (Grenfell
Campus)
Dave Walsh, NL Federation of Cooperatives
Deatra Walsh, MNL
Jamie Ward, Memorial University (RAnLab)
Mark Whiffen, CBDC Central

Appendix B: Six Essential Functions for Effective Regional Economic Development

The following is a slightly edited and abridged version of the six specific functions identified by the RED Task Force as necessary for effective regional economic development:

- 1) Regional vision** – It may seem obvious, but for rural development to happen effectively, communities need a regional vision. Economic development doesn't acknowledge arbitrary municipal or community boundaries – it occurs regionally and we need to be able to visualize it for our region. Development professionals, citizens and volunteers, elected officials and other participants all require a common, shared horizon to aim for.
- 2) Regional plan** – A regional plan is the most obvious and tangible example of how a regional vision is made real. It's about identifying assets in the region. It's about identifying opportunities. And it's about developing strategies that link regional assets and what capacity is available regionally to embrace opportunities. These plans don't currently exist, so development occurs haphazardly without any real collective regional guidance.
- 3) Collaboration** – Individual citizens, organizations or communities cannot be expected to drive this; it must be the result of a collective process. Being able to identify and build the capacity for effective regional collaboration and to develop a stronger sense of intra-regional connection is critical. Collaboration doesn't just happen spontaneously; it takes work and dedication to build alliances. The process of regional planning, done effectively, doesn't just create plans – it creates allies and brings people together for a common cause.
- 4) Coordination** – Ultimately, resources must be used effectively to successfully implement strategic priorities and projects. Identifying existing actors, assets and capacities (e.g., who is already performing some of these functions or has the capacity to do so) is crucial. Coordinating activities and roles (including who takes the lead for different efforts) is essential. There is no need to create new organizations. We need to build different, or grow existing, connections between existing actors, assets and capacities.
- 5) Measurement and evaluation** – With rural development activities so fragmented and isolated, we simply aren't effective at measuring our successes – or our failures. We don't do a good job of comparing how various approaches work, why they worked or what would make them work better. A critical piece of the puzzle is to develop the ability across regions to monitor, evaluate and measure how we're doing and act on that information to constantly improve and refine our strategies and initiatives.
- 6) Communication** – We've already talked about the importance of building strong relationships within regions. But if we're going to truly grow our rural economies, we need to build connections between regions. Champions within each region need to be able to connect with their colleagues in other parts of the province for support and sharing lessons learned and best practices. We need to build a movement, not just write plans. We need the citizens involved to feel they are part of something bigger – a support system that has their back.

Appendix C: Notes – Examples of regional cooperation

Advantage St. John’s – CBS, Paradise, St. John’s regional initiatives; New Regional Development Agency (Paradise, CBS, St. John’s)
Agricultural development in Labrador
Artisan Trail – trail across Baccalieu Coastal Drive/trail of artists, craftspeople and creative professionals. Designed to showcase diverse range of talents across the region, eg. Blaketown-Carbonear. Spearheaded by Legendary Coasts.
Big Data/Big ideas project (different locations)
Bonavista Peninsula - tourism
Burin Isthmus/Isthmus regional – one major operation in Come by Chance; supporting businesses in Arnold’s Cove; Sunnyside had a dump site; land for development
Burin Peninsula – town of Marystown is leading an effort to work regionally - a commitment to municipal leadership to ensure benefits are regional and not to single municipality.
Burin Peninsula Energy Board (wind power) – Inclusive of all municipalities, id regional benefits
Central NL – response to Gold dev.
Central NL/Exploits Valley – CBDC and Chamber of Commerce proposing model (NS Regional Enterprise Networks with private and community sector partners contributing funding for regional economic development coord/coop; CBDC Central and communities within the “region” working together with non-profit/municipal/ etc. and now private sector to identify forward-thinking economic plans
Communities are working together-research showed joint councils/service sharing
Conception Bay Central – four towns working together on a number of initiatives (“ROC”); CBACC does a great job of bridging the businesses and organizations in Paradise, CBS and Holyrood
Developing documentation trail within the sub regions
Eastport Arts and Heritage
Energy work; Wind energy – small towns big industry
Exploits Region - multiple initiatives (Chamber, Exploits Community Council, Regional Tourism Plan, Thriving Regions process, Exploits Valley Community Coalition, Invest in Exploits)
Fogo Island Co-op – This was integrated regional economic development before we were having these discussions
Gros Morne - Community place/research collective/Bonne Bay Cottage Hospital
Gros Morne region - we have established a regional partnership to address tourism challenges. We also work in that region with seven communities North to provide vital resources.
Harbour Main food Hub - Avondale Conception Harbour, Colliers. Fundamental Inc.
Joint Councils
Killick Coast Strategic Agriculture Plan (PCSP, Torbay, Flatrock, Bauline, Pouch Cove, LB-MC-OC, Wabana) - Killick Coast town managers meet at least once quarterly to discuss regional collaboration (mayors meet separately)

Lab West - Major event execution – tourism and hospitality
MBI project (Grenfell /West Coast) – Community and university and industry
NEA – Regional Economic Development Accord – Canada Summer Games
New sustainable tourism plan for Clarenville and area
NL Vital Signs
OBS file maintaining services at JPMH in Gander
Partnership with MPP & CBA Chamber of Commerce
Placentia Bay
Regional Economic Development Agency
Regional foreign direct investment
Regional signage – same branding DT St. John’s to CBS
Regional Tourism Dev. Plans/DMOs – wheel and spoke-St. John’s and surrounding; Regionalization of PCSP tourism product development plan
SABRI - infrastructure to purchase/hold licences and build on infrastructure. \$35M in capital interested in 25 years
Shorefast – asset-based community development across region; combining municipalities on Fogo Island
Social Succession Project
Southern Shore Joint Council – meets consistently to share ideas and explore mutually beneficial opportunities to come together. Started with essential services, eg. fire fighting, jaws of life and expanding to explore other services like recreation to maximize existing infrastructure and growth of communities.
Supporting regional trail system
This happens in the community sector where organizations like Quadrangle and ??? collaborate to offer programming and service to a wide range of regional communities to serve queer individuals and support mental health programming
Torbay and Portugal Cove St. Phillips – food hub – Approx. 200 producers/farmers/business. Doing food deliveries – online farmers market. Collaboration now includes Torbay now. Chamber looking to grow over long-term. Require funds from municipality or province to support it. Not sustainable otherwise
Tourism development destination (sport tourism)
Trail Towns; ECT trying to empower rural towns & LSDs to embrace identity of Trail Town
Transportation
Waste Management; Regional Waste Board – peninsula wide waste management services
Water Treatment
Western NL food hub

Appendix D: Notes – What assets, resources and activities already exist that we can use and build upon to develop more effective regional economic development planning and practices?

Active local organizations, community groups; not for profit orgs. not traditionally engaged in direct economic development but support communities. eg. Rotary, Kins, Lions-community volunteers
Airports
Association of New Canadians
Beautiful landscapes; coastline
Board of Trade
Businesses and business people
CBDC - regional organizations with roots locally (n=15)
CBDC (programs and services) – Business support, CAS, Newcomers program, etc.
CBDCs and Chambers + Provincial Assoc. + Annual Meetings (Coordination)
Cell service and high speed internet – Where it exists! Or exists enough to operate/communicate effectively
Chambers of commerce across NL (n=20)
Climate change adaptation and mitigation - current activities and future opportunities
Collaboration between community groups
Collaboration with post-secondary educators
Collective interchange new world, new way project
College of the North Atlantic - applied research and innovation centres (solving problems/challenges for SMEs, municipalities, etc.)
College of the North Atlantic (CNA) - 17 campuses
College of the North Atlantic customized and continuous learning to support training and capacity building in regional economic development planning and practices
Community accounts
Community development corps. (Municipal, regional. Ext. Springdale co-op, Bell Island co-op, BPJC, CBDCs)
Community/purpose-driven businesses and social enterprises
Community Hubs (MUN)
Cooperatives with community buy-in (our most valuable asset is engaged communities)
Cost sharing on a project (current practices and past examples)
Couriers/transportation network; DRL Bus
CSCNL
Culture as an integral part of the economy; strong heritage
Deep water ports
Desire for economic success – motivation
Destination marketing
dgDevelopment associations, including Regional Development Associations (where they exist)

Econext
Economic development officers
EDANL – growing organization; training for economic developers
Employment Centres/options (CNA)
Engagement
Existing local expertise
Existing regional attitudes
First Light cultural humility and Indigenous cultural diversity training
First Voice community action plan and economic reconciliation action circle
Fry Family Foundation
Funding Support Ecosystem
Genesis Centre
Governing bodies that think regionally
Green economy
Growing, diverse demographic with higher than average incomes
Harris Centre + RANLab (Thriving Regions, Big Data, Regional/Community Profiles)
Health Accord
Higher educational institutions (MUN, CNA, private) – programming, research, learning/skills hubs
Historical knowledge of what worked previously
Hospitality NL
Hospitals
Informal co-operation and community bonds between individuals with shared realities/characteristics
Intangible cultural assets/skills-preservation
Joint Councils - a potential conduit for collaboration/communications
Knowledge Management
Labour
Land – support economic development
Large firms and industry/industrial operators
Leadership - organizational, local/community, provincial, etc.
Lived experiences
Local ambassadors
Local existing businesses – connect
Local organizations producing accessible labour market Information (LMI) which is key to developing effective economic development planning and practices. eg. NLWIC, RANLab, IPGS, Dept. of Finance
Local, regional and provincial research and innovation and support capacity, expertise and networks
Lots of ideas and initiatives and studies

Membership associations
MNL
MUN – capacities and offices for applied research
Municipalities - staff, infrastructure
Natural assets
Natural resources (eg. mining, wind)
Navigate (Grenfell)
New enabling legislation
NLFC
NLOWE
NLWIC - Economic Immigration Ideas LAB; Learnings re. what works and what doesn't; workforce development opportunities; research projects and collaborations and networks
Northpine
Ocean Resources
Ongoing RED initiatives (Advantage St. John's, Exploits, Gros Morne)
Organizations with ideas and goals
Our natural inclination for hospitality
Passion for place; passion and commitment and care
Peer mentorship
People – dedicated, loyal, imaginative
Planning supports – ie. CAS, CCB
Ports/Harbour Authorities
Problems to be solved
Professional staff
Provincial and federal government (e.g., ACOA, IFT, BDC, IET, IPGS) - Activities-capacity building; assets-human resources province wide; regional staff; resources-programs, policies, directories; funding
Provincial organizations
Provincial organizations serving as convenors of like-minded people with a vested interest in economic development
Provincial/Industry – organization – meet
Public Transportation
Quality of life
Regional Service Bds
Regional Tourism Associations/DMOs
Regional Trail Networks/Systems (East Coast Trail, New Great Coastal Trail); Hiking trails
Regional workforce development committees (NLWIC) in 10 regions of the province
Renewable Resources
Research facilities

Rich culture(s) – increasing recognition of diversity
Road network
Scale up + start up support
Schools
Sector and industry Associations (e.g., HNL, MNL, econext)
Shorefast - community economies and economic nutrition
Small towns big business model
Social capital/Sense of place
Staff and volunteers in municipal and indigenous organizations + community based NGOS
Students
Support/advisory services. eg. consultants – engage
Tech sector
Tourism draws
Underutilized “physical” space
Undeveloped land (not being preserved)
United Nations declaration on the rights of Indigenous peoples (UNDRIP)
Valley’s of Jurisdiction Siloing
Venture 4 Canada
Workforce connectivity
YMCA St. John’s amplifying voices perspectives

Appendix E: Notes – Potential actions for integrating and activating available assets

Address payback for investment – Provincial vs. municipal
Advantage St. John’s
Awareness (of what we have already)
Better communication to avoid duplication
Bring people together regionally, same kind of discussion as today
Build a foundation
Build on strengths
Build/repair trust between gov’t and communities
Capacity mapping (gap identification) (Industry associations, resource awareness)
Case studies – compelling examples of success
Change mindsets; e.g., “Mine vs. yours”, show regional advantage
Community benefit agreements (community ownership, ie. SABRI quota)
Community Consultations-engage residents, education on why do it together
Conduct a community vitality assessment
Connecting to deeply local with the widely global-community economies; how do we fit the “global economy” not just regional
Create goals and objectives at regional level
Create/Provide a Structure - eg. common goals, planning, processes (ways to share information and best practices), promotion-can’t exist in silos, projects-get people involved, policy and programs
CSC NL regional networks
Economic Development Road show
Education (for regional collab)
Engage chambers
Establish subject areas of priority; could be different from region to region
Explain general benefits of regional approach. Big picture thinking. Community resident need to understand communications and reach to region/population about resources/actions/programs
Federal government needs to set tone and direction that are supportive
Focus on benefits to entire region not on individual town/city benefits
Foundations/basic services (eg. healthcare/services)
Funding of regional activities
Hire people to do the work – might be different from region to region, but EDOs should be part of network
Housing
If champions exist in areas... support them and boost them
Improve connectivity across the province
Innate sense of place, activating this

Just do it! (Lots of challenges to solve, less talking, put the resources behind it, test and bring to scale)
Major carrot to entice/reward regional economic development
Manage duplication of services and infrastructure
Mandatory land registry
Map regional assets/services/programs
More opportunities mechanisms to collaborate and plan
Need a champion and platform for collaboration
New fiscal framework for municipalities
New regional development agency
Nourishing a network of support and intermediary organizations
Ocean industries expertise translates to hydrogen, wind other sectors
Passion from ground up versus top-down
Place based economic development – culture as integral part of the economy; making cultural more inclusive; where are the gaps; what do communities want
Province needs to view municipalities as ASSETS not drains!
Regional philanthropic and or social funds
Regional planning – Funding to incentivize the planning at local level; you need to play/plan to get money
Regional trade shows/showcase
Regions need a strategic plan/action plan
Sector specific provincial conference
Sell lifestyle – how do we monetize East Coast Trail, Grand Concourse, arts community, artisan, culinary?
Share success models from other regions/prov. best practices
Tax base – Everyone pays, share the expenses
Track plans/tangible outcome
Transportation
Understand and quantify the impact of demographic change
Use municipal leaders as advisors to provincial policy and operations
Welcoming communities (including schools, cross cultural, medical care, housing, etc.)
Who? Province? A job-multiple jobs, chief collaborator, collaboration navigation, to support regions ex. RFP's for services

Appendix F – Discussion Topics and Groups for “Moving to Action”

- A. Identify, adapt, or (if necessary) create regional organizations or structures that can coordinate and support RED efforts.

Lawrence Ducey
Sharon McLennon
Harold Murphy
Gertie Molloy

Kieran Hanley
Margo Soucy
Jason Higgins
Daxton Pinsent

- B. Identify, collect and share best practices, resources and other relevant information supporting RED.

Colin Heffernan
Kristina Ennis
Brian Hurley

Jody Murray
Joshua Barrett
Ken Carter

- C. Develop, coordinate and engage a provincial network of organizations interested in a more integrated approach to RED.

Amy Henderson
Colin Corcoran
Craig Foley
Manuel Hackett
Caroline McDonald

Kristen Murray
Mark Whiffen
Rob Nolan
Rebecca Casey
Susanne Dawe

- D. Encourage, support and build the capacity among diverse organizations for working together at the community or regional level on RED.

Tyler Osmond
Diane Hodge-Burt
Claudette Pittman

Kristopher Viens
Bettina Ford
Jennifer Bessell

- E. Develop or secure more flexible funding that can be used to support the day-to-day operations and community/regional engagement needed for integrated RED.

Bernadette Coady
Deanna Hutchings
Mark Lane
Jamie Pye

Nicole Dawe
Viviana Ramirez-Luna
Danny Breen

- F. Develop and deliver RED training programs, regional and provincial workshops, orientation materials, “how-to” guides, etc. for professional and volunteer practitioners.

Stephanie Abbott-Trahey
Sheila Downer
Randy Follett
Elizabeth Kidd
Jamie Ward

Jeremy Schwartz
Valerie Howe
Colin Holloway
Madonna Stokes
Kelly Vodden

Additional Suggested Topics:

1. Look at the harnessing DEI and multiculturalism to increase engagement and economic growth and development.

Laurabel Mba
Terra Barrett
Tobias Romaniuk

Roseanne Leonard
Wanda Cuff-Young

2. Develop a process to enable municipalities to manage and realize the economic development potential of community land supply

Deatra Walsh
Neil Dawe

Michael Mooney
Anthony Janes

Appendix G – Participants’ Personal Commitments

- ❑ Capture all training resources available for economic development in NL
- ❑ Developing plan for coordination and collaboration to provide deliberate training
- ❑ Join a conversation with others in the RED training space or discuss with colleagues at Grenfell to facilitate that if no one else wants to
- ❑ Work with MUN colleagues to move MA and PhD program with sustainable rural communities to formal review – with rural studies and other community collaborators
- ❑ Report back to GMTRIP
- ❑ Follow-up with the Harris Centre for information collected
- ❑ Reach out to RAnLab about data
- ❑ Look up Northpine, Advantage St. John’s Artisan Trail to see what they are doing
- ❑ See if ACOA or CBDC can help with getting an EDO
- ❑ Touch base with Viviana from PlaneetZero Waste, Kelly at Grenfell about the food hub
- ❑ Update management team on today’s event
- ❑ Keep working towards establishing Regional Economic Development delivery model in the Exploits Region that is sustainable and can be scaled across the province
- ❑ Start a conversation with educational training orgs. about a co-operative education strategy
- ❑ Identify the community groups and organizations engaged in economic development
- ❑ Set meetings with MNL and CSCNL to further discuss how HNL can be a partner in this initiative
- ❑ Keep engaging with provincial and organizations to explore ways of expanding services to rural areas
- ❑ Have a meeting with the community sector council
- ❑ Have a follow up meeting with afternoon group
- ❑ Help create a regional economic development conversation (Killick Coast); recommend a more focused approach and facilitation session around development of strategic plan
- ❑ Work on completing a digital museums Canada project which highlights the Lebanese business community in Newfoundland
- ❑ Showcase the economic benefits of heritage crafts and how business can develop out of this work
- ❑ Commit to implement plan with Laurabel M for Black History Month, with a municipal focus
- ❑ Travel to international markets to recruit – license prepare people from Canada
- ❑ Educate business candidates and other interested parties in how to come to Canada/NL
- ❑ Meet and work with MNL to develop program
- ❑ Contact local councils to offer DEIB training and policy assessment
- ❑ Meet with Randy Follett to discuss training supports for economic development professionals
- ❑ Connect with Colin Corcoran to discuss training opportunities
- ❑ Call CNA to discuss collaboration
- ❑ Demonstrate the importance of regional economic development to communities, council, and the public; promote the profession to youth and as a career path in our province
- ❑ Coordinate to hold information sessions in Central (Exploits) on our CBDC-RED pilot project

- ❑ Help others explore feasibility of economic development practitioner certification designation/for NL
- ❑ Explore the opportunity for organizing a Regional Economic Development workshop for the Clarenville-Bonavista region
- ❑ Meet with director of planning and development about inventory of land supply in town
- ❑ Link with other towns in region
- ❑ Check on/with region doing land supply inventory
- ❑ Share details of this session with ten colleagues/operators
- ❑ Connect with more existing economic development professionals in the province to talk about the potential of philanthropy and social finance
- ❑ Inventory/assess available training on working collaboratively
- ❑ Chat with local town EDO about opportunities and collaborating in my region
- ❑ Lead a staff discussion/workshop with my team on how we can influence/develop RED activity in the communities we serve
- ❑ Work with Jamie Pye to organize a coffee chat with municipalities of Labrador Straits
- ❑ As a new economic developer, have a coffee meeting with other economic developers in the region to gain a stronger context and learn additional best practices/lessons learned
- ❑ Continue collaboration with organizations and projects for RED
- ❑ Explore ecosystem Map expansion
- ❑ Follow up with five to six groups present on how to organize a more integrated approach to regional economic development
- ❑ Determine how to integrate regional economic development into MNL's regional meetings
- ❑ Share experience, information and previous projects with fellow economic development professionals
- ❑ Work toward a follow up session at the next EDANL conference 2024
- ❑ Connect with local/regional partners for a coffee meet up to build on today
- ❑ Meet with Exploits Community Council. Including CBDC and Exploits Regional Chamber of Commerce and province
- ❑ Reach out to towns to inform them of the working group RED
- ❑ Meet with fellow municipal EDO's/CED managers in my region
- ❑ Share information through our news bulletin on the Labour Market Information infographics we've compiled on each of the ten regions in the province to support economic development in NL
- ❑ Have our organization share information on the NL ecosystem maps of program services we've developed to support economic development efforts in NL – NLWIC
- ❑ Have a discussion in my region (Burin Peninsula) regarding the most appropriate group to take the lead in RED