



**Marine and Mountain Zone  
Corporation**

**ANNUAL REPORT**

**September 30<sup>th</sup>, 2009**

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**Marine and Mountain Zone Corporation  
Annual Report  
September 30, 2009**

**President's Comments**

On behalf of the Board of Directors, our staff and many community partners and stakeholders, it is my pleasure to provide this annual report. I feel it represents most of the activities and accomplishments of the Corporation for the year ending September 30, 2009.

The Corporation continues to work closely with the communities, business groups and organizations, community partners and government departments to facilitate initiatives within the zone.

On behalf of the Board of Directors and staff of the Corporation, I would like to thank our many volunteers, community partners, stakeholders and government departments who have assisted us during this period.

Yours truly,

Blanford Billard  
Chairperson

**Marine and Mountain Zone Corporation  
Annual Report  
September 30, 2009**

**Financial Reporting/Audit**

Marine and Mountain Zone Corporation is pleased to provide its annual report for the period ending September 30, 2009.

**Financial**

Since the Corporation's year end is September 30<sup>th</sup>, we are unable to provide our annual audited financial statements at this time. Our auditor usually visits our office during November to commence the audit process. Once completed, the statements will be forwarded to our funding partners for review.

As well, our internally generated financial report will be available after our year end and will be submitted along with our final payment claim in October. This report will detail the actual expenses, budgeted expenses and variances for each expense categories for the year. It should be noted that these statements will not include all expenses incurred to year end. To date, there are a number of areas in which the Corporation is over or under budget; however, we have been able to balance one area against another. The Finance Committee reviews the statements, variances are discussed and rationalized and are then presented to the board for discussion and approval. Copies of our minutes are also provided to our funding partners.

**Banking**

The Corporation's banking arrangements are with the Leading Edge Credit Union (Formerly Codroy Valley Credit Union) and the Corporation uses Simply Accounting as its computerized accounting package. All initiatives are accounted for independently using the project option.

**By-laws**

There were some amendments to the Corporation's By-laws during the past year with relation to signing authority and board of directors. These are discussed later in the report.

## **Board of Directors**

The corporation currently operates with a thirteen-person board of directors. They are:

<b>Name</b>	<b>Position</b>	<b>Representing</b>
Vanessa MacArthur	Past Chairperson	
Blanford Billard	Chairperson	
Harry Coates	Vice Chairperson	Codroy Valley Area Development Assoc.
Shawn Leamon	Treasurer	Marine Industries
Jan Peddle	Secretary	College of the North Atlantic
Bert Anderson	Director	Town of Channel-Port aux Basques
Bill Bailey	Director	Chamber of Commerce
Kevin Hardy	Director	Town of Burnt Islands
Tammy Farrell	Director	Town of Rose Blanche
John Billard	Director	Local Service District of Margaree-Fox Roost
Lydia Francis	Director	Town of Isle aux Morts
Karen Camus	Director	Gateway Status of Women Council
Vanessa Farrell	Director	Youth
Wilfred Hayman	Director	Local Service District of Cape Ray

The following is a list of our core staff:

<b>Name</b>	<b>Position</b>
Debbie Munden	Executive Director
Doreen Hardy	Executive Assistant
Lynn MacArthur	Economic Development Officer

## **2008 – 2009 Work Plan**

### **Tourism**

- In partnership with the Town of Isle aux Morts, assist with the writing of a funding proposal to engage a qualified consultant to develop an interpretative plan for Ann Harvey story and site.

As part of the Harvey Story Steering Committee, MMZC staff did assist with the writing of a funding proposal to engage a qualified consultant. Initially, consultants were engaged to quote estimated costs associated with the development of an interpretative plan. Those estimates were then used as the basis for a funding proposal to ACOA and INTRD for an interpretative planner. The proposal was submitted and approved. The Terms of Reference was then developed and advertised. During this time, the committee also met with Mr. Lloyd Pretty who requested permission from the committee to create some high end artwork around this story. The committee received five proposals from qualified consultants with the Glenn Group being the successful bidder. The consultant has had two meetings with the committee and has presented his initial findings. The committee is pleased with the work that has been done and looks forward to receiving the final report which is due in September.

- Continue to work with the Town of Port aux Basques to re-evaluate the proposal submitted in 2006 for future development of the town's marina.

The Town of Port aux Basques has changed the location of its Marina from Mother Lake Bay to the Main Harbour, next to the former fish plant building. A new proposal was submitted to ACOA, INTRD and Service Canada for the new location. The Town is waiting to hear back from funding partners.

- Formalize an action plan to develop the Channel Head Lighthouse in the Town of Port aux Basques and identify potential opportunities to connect this lighthouse to existing marketing activities for other lighthouses in the region.

MMZC staff, along with other community partners met with the Town to discuss this initiative. The Town took the lead to contact the Department of Fisheries and Oceans regarding ownership and liability of the lighthouse. The Town is now working on a funding proposal to construct a new walkway from Channel out to the lighthouse. The Town has identified that numerous other initiatives are currently taking precedent over this one. It is hoped that this initiative will be revisited in early fall.

- Work with the Regional Tourism Partnership for Zones 9 and 10 to host a planning session with partners and participate in the Regional Tourism Committee.

The planning session was held in November in Stephenville, with 28 participants. Five new strategies were developed at that time:

1. Develop a strategic plan
2. Identify product development
3. Internet – linking websites
4. Develop tourism itineraries
5. Front line worker training

Sub-committees were formed to deal with each of these initiatives; each one is being lead by industry with support from resource personnel.

#### Strategic Plan

This is a process that the committee has started but is waiting to see where the province and the Western Destination Marketing Organization are heading. Then the Southwest Coast Tourism Committee can proceed with their Strategic Plan.

#### Product Development

The sub - committee along with the Regional Tourism Coordinator spent much time working on a festival as a part of the Spring Season Pilot Project to get more tourists to visit the region. The Western Destination Marketing Organization developed a promotional campaign aimed at extending the tourism season to include activities from May 15 - June 24, 2009 in the Western Region. These activities will focus on themed festivals and events in order to attract non resident and resident tourists to local communities. The Southwest Coast was part of the primary lure with the theme of Birding. The Committee along with the Regional Tourism Coordinator planned a Feather and Folk Nature and Culture Festival from May 22- May 31, 2009. The Coordinator sent letters to Tourism businesses, schools, and experts to see if they would be interested in planning an event during the time of the festival. Many communities participated throughout the two zones. The opening ceremonies took place in the Codroy Valley and the closing ceremonies in Stephenville with numerous other activities going on throughout the area.

#### Developing Tourism Itineraries

The sub - committee and the Coordinator have browsed the internet for sample itineraries and also visited various web sites throughout the Southwest Coast to view what they have developed. There are many different itineraries that can be developed depending on what the tourists may be looking for. An example may be tourists that enjoy hiking trails which would justify a trail itinerary. The sub - committee is hoping to have a few itineraries ready to offer tourists who come to the area. The itinerary will be posted on web sites and a few copies will be printed.

### Internet

The sub - committee along with the Regional Tourism Coordinator have been looking at web site development and also linking to other web sites. This is a detailed process to ensure that the information on the web site is accurate and maintained.

### Front Line Training

The Sub - Committee along with the Regional Tourism Coordinator is planning on doing customer service training with some front line staff. Tourism Instructors at the College of the North Atlantic in Stephenville have been contacted to see if they are willing to take part.

There is a Tourism Binder in the process but won't be completed until the next tourism season. It's a great tool to have in all Tourism Businesses and when the binder is completed there are plans for a training session to inform front line staff of what's in the area. This will help them become more familiar with the local attractions and to be able to offer it to tourists who come to the area.

The Western Destination Marketing Organization (DMO), in partnership with the Regional Tourism Network, has hired the former Regional Tourism Coordinator to work on behalf of the two groups until September. The Coordinator is currently working out of the MMZC office. This contract is scheduled to end in September at which time, the Western DMO will decide on its next course of action.

- Through the establishment of a local trail development group, conduct an evaluation of existing trails in the region and determine how they can be connected to the International Appalachian Trail (IAT) opportunities.

Staff at MMZC attended IAT meetings and discussed trail development opportunities in the region. Members of IATNL are planning to come out to this region to begin the trail at Table Mountain. At that time, they wish to hold a meeting with various communities in our zone to discuss forming a hiking/trail group for the region. Meanwhile, MMZC staff organized a hike up the Starlight Trail with community partners to get a sense of the trail and what work would be needed to bring it up to hiking standards. It was recognized very quickly that this trail was a definite highlight for the region and needs to be promoted. It is hoped that by the fall, a regional hiking committee will be formed in conjunction with the IATNL committee.

There has also been some other trail work done in the region. MMZC staff have worked with the Town of Rose Blanche/Harbour Le Cou, Rose Blanche Harbour Authority and the Rose Blanche Lighthouse Committee to develop and upgrade the walking trail that would link a path from the wharf to the lighthouse and then extend it to Harbour Le Cou. Currently, that initiative is waiting on an

environmental assessment to be completed before a funding proposal can be submitted. In conjunction with this trail, staff is working with the community of Diamond Cove to connect the trail throughout the community so RV users can park there and walk around town.

Also working with the Town of Rose Blanche/Harbour Le Cou on a proposal for the Barachois Falls Trail which requires upgrade and better signage. The Town has gotten approved access of the property.

- Work with the Codroy Valley Area Development Association (CVADA) and other stakeholders to move forward with the development of a strategic plan for the Wetlands product.

MMZC staff worked with the Codroy Valley Area Development Association to submit a funding proposal for the piping plover project. An encompassing proposal was developed and approved which incorporates long term plans for the Wetlands. CVADA is now successfully managing this initiative, staff has been hired and the project commenced two months earlier than in previous years. This initiative is a perfect fit for CVADA.

- Host capacity building workshops with local communities to assist in the long term sustainability of local tourism attractions.

MMZC continues to work with local attractions to enhance their ability to become sustainable. Some highlights include the following:

**Harvey Story:** Working constantly with the Harvey Story Steering Committee and community partners to move forward the development of this story, as mentioned earlier.

**Cape Ray Lighthouse:** Much work was done with the community of Cape Ray. A capacity session was initially held with members of the community with the positive outcome of a lighthouse committee being formed. Numerous subsequent meetings also took place with the lighthouse committee and the lighthouse is now open and the craft shop is operating. Staff is now working with the community to develop a sustainability plan for the lighthouse property.

**Misery Point:** MMZC has begun work with the community of Margaree to do much the same with them as was done with Cape Ray. To re-engage interest from the community for the operation of the Misery Point attraction and build capacity within the community.

**Hook and Line Interpretation Centre:** MMZC worked with them and the College of the North Atlantic to develop an interpretation/customer service training

workshop. The workshop was held and was very successful. MMZC is now looking at making this workshop bigger and including the entire region.

- Engage the Western DMO and Department of Tourism, Culture and Recreation to conduct an analysis of the coastal region in identifying the potential for a brand/theme for Route 470.

The Western DMO had originally planned to conduct their branding analysis of the entire western region; however, this initiative has been put on hold for now. It is hoped that branding may be able to be discussed as part of the Ann Harvey Story Initiative with the recent hiring of the consultant. As part of that project, the consultant will look at the entire coastal region and give some thoughts on possible branding options.

- Establish Regional Cruise Ship Committee for the zone to support participation in the Cruise Newfoundland and Labrador organization and to coordinate local inquiries and logistics upon the arrival of cruise ships to the area.

Representatives from the following groups attended the Cruise Forum held in Corner Brook in late October: MMZC, Southwest Coast Tourism Network, Chamber of Commerce, Town of Port aux Basques, Codroy Valley Vacations, and the Town of Isle aux Morts. Representatives from this group were the start of the cruise committee.

Originally, Pearl Seas Cruises had 6 scheduled stops for Port aux Basques and Codroy Valley this summer. Contact was made with the company to determine their requirements for the visit and we were told that they had not hired a ships agent or tour operator. We were then later notified that the inaugural season for Pearl Seas Cruises' Pearl Mist has been cancelled until mid-August. Plans for the rest of 2009 are currently being finalized. The ship is still under construction in Halifax. Once we receive notice that the ship will be coming to this region, the cruise committee will meet and discuss the necessary steps.

### Agriculture

- In partnership with the Codroy Valley Area Development Association and Codroy Valley Farmers' Coop, develop a recruitment package to attract new farmers to the industry.

This initiative was included into the terms of reference for consultant as part of the agriculture partnership between zones 9 and 10. It is hoped that once a consultant is hired, this issue will be addressed as part of the final report.

- Develop a Regional Agriculture Partnership between Zones 9 and 10 to work with industry partners in identifying potential opportunities in the agriculture sector.

A regional agriculture partnership was developed between zones 9 and 10 and included representatives from both zones, Rural Secretariat, DINTRD, ACOA, Service Canada, and Department of Natural Resources (Agrifoods). A terms of reference was drafted and advertised to hire a consultant. Three proposals were received and the committee met to discuss each proposal. One consultant came out on top; however, because the committee is waiting on the details of the new funding program, Growing Forward, the consultant has not been notified.

- Organize a roundtable with local investors and other potential funding partners for further development of the mushroom industry to determine financial requirements.

MMZC staff organized and facilitated a meeting between local investors, funding agencies and government partners and included CBDC, Credit Union, ACOA, INTRD, Service Canada, BDC, Department of Agrifoods, and College of the North Atlantic. The meeting went well but there was some concern about the mass of the project versus market share and sustainability. The next step was for the investors to begin the development of their business plan. Upon further discussion between the investors and funding partners, it was agreed that they would look at the possibility of a smaller pilot project to test the market. There has been no contact with the local investors, no one has come forward to be the spokesperson and funding partners have not been notified as to next steps with this business. The board of directors feels that MMZC has taken this initiative as far as it can; it is up to the investors how they wish to proceed. However, the board agrees that if anyone else should contact the office inquiring about the potential of a mushroom growing facility, MMZC would forward along a copy of the consultant's report. This initiative will be removed from MMZC's work plan.

- Provide assistance to the Codroy Valley Farmers' Cooperative to engage professional interpretive planner to develop a plan for the proposed agriculture centre.

MMZC met with the Farmers' Coop and all potential funding partners to discuss the agricultural centre. ACOA needed more information to prove sustainability of that business plan.

In accordance with advice from its auditor, the members of the Farmers' Cooperative amended its constitution to eliminate the clause to provide for the payment of dividends to shareholders. The intent is, therefore, that it be a not-for-

profit co-operative. All profits on operations are to be reinvested into the company or held as retained earnings: there is no provision to return anything to shareholders.

MMZC is supporting the Coop by further investigating the opportunity of a new location for a Farmers' Market. Funding proposal has been developed.

MMZC worked with the Department of Natural Resources to coordinate farmers to attend the Gateway Business Expo which was held in April in Port aux Basques. Local farmers showcased their products and this initiative was deemed a success.

MMZC is working with the CBDC Youth Business Coordinator and the Farmers' Coop to develop a partnership to recruit youth into agriculture by starting up their own business and have mentors to help them.

MMZC is working with the Department of Natural Resources, Farmers' Coop and the Port aux Basques and Area Chamber of Commerce to organize a Fall Fair in the Codroy Valley to advertise and promote Zone 10 products.

### Fishery

- Establish the Fisheries Sub-Committee to research new opportunities for sustainable development in this sector.

A meeting was held early in the year with two local fishermen to discuss issues within this sector. A proposal was drafted and sent to Service Canada and INTRD for feedback before a proposal was finalized and submitted for funding. The fishermen wanted to hire a coordinator to research local issues. It was agreed that more information was needed from a more regional group of fishermen which represent the whole zone. Many attempts were made to schedule a meeting for fishermen, but due to weather and busy schedules, the meeting did not take place. MMZC staff is now meeting with fishermen individually to discuss issues and determine what actions are necessary.

MMZC staff also met with the Department of Fisheries and Aquaculture (DFA) to discuss a local partnership. MMZC has requested to be invited to the next DFA meeting with local fishermen and be put on the agenda. DFA has agreed and will notify MMZC of their next scheduled meeting.

### Information Technology

- Advocate for the expansion of cell phone services in the region through meeting with Aliant and other carriers.

Some unofficial discussion took place with BBS Wireless who may be interested in working with us on providing cell phone service to un-serviced areas in the region. MMZC has sent a letter to BBS Wireless requesting a meeting with them to discuss this initiative and determine course of action.

- In partnership with the Town of Burnt Islands, develop an action plan for the Burnt Islands Radio Station.

Early in the year, MMZC met with the Burnt Islands Economic Development Committee (BIEEDB) and local municipalities regarding the radio station and how it can benefit the entire region. MMZC developed and submitted a proposal to Service Canada to hire a Communication Operator and Assistant Operator/Researcher. The application was for the Burnt Islands Community Channel and Radio Station. To date, three people have been hired in Burnt Islands. The researcher will investigate more of a regional focus and expanding the radio range. A steering committee has been established of which MMZC is a member. MMZC has been having monthly meetings with BIEEDB to keep up to date on the status of this initiative.

- Develop a funding proposal to assist with the implementation of the Digital Signage project for the Wreckhouse area of the zone.

Early in the New Year, MMZC had discussions with partners regarding this initiative, namely Marine Atlantic. A request for quotes was sent out regarding costs for the sign itself. Once the partners started talking about the software needed, it was agreed that this project needed software which will be able to automatically pick up environment Canada's wind warnings and display on the sign. However, there has been some difficulty determining if this software actually exists. If this software cannot be made available, MMZC will remove this initiative from its work plan.

## Business Development

- Partner with the College of the North Atlantic to identify research and development opportunities to advance business development within the zone.

MMZC continues to have a great working relationship with the College of the North Atlantic and have partnered on a number of initiatives and roundtable discussions. The College, in partnership with MMZC, had planned to host a Folk Art Gala which was scheduled to take place in March. MMZC drafted the proposal on behalf of the College and it was submitted for funding. However, due to time

constraints of College personnel and lack of available participants, the Gala has been postponed to a future date.

MMZC has also worked with the College to organize a two day workshop for interpreters employed with the Hook and Line Interpretation Center for the summer under JCP. This two day workshop was broken down into sections

**First Day:**

**Customer Service Skills**

- Identify Customer Service Excellence
- Do a Customer Service Analysis
- Identify Key Customer Service Skills
- Identify “Block” to Customer Service
- Recognize the Customer’s Emotional Level
- Identify Good Listening Skills
- Learn Effective Use of Questions
- Presenting info to Satisfy Customers
- Handling Complaints
- Telephone Skills

**Capitalizing on the Needs of a Changing Market**

- The Mature Customer
- Seniors’ Needs, Expectations
- Three Stages of a Mature Consumer
- Tips for assisting senior customers
- Ways to improve your facility to increase accessibility

**Second Day:**

**Tourism Interpreter Skill**

- Skills for interpreters
- Verbal communication skills
- Different resources available for finding tourism information
- Map Work
  - Knowing distance
  - Using index on a map
  - Map reading skills
  - Finding population
  - Mountain Heights
  - Finding routes
  - Knowing your key on the map
  - Conversion chart – Metric to Imperial Measures, Celsius to Fahrenheit, money conversions

**Tourism Attractions**

- Name five regions of NL & Labrador
- Learning Newfoundland & Labrador Geography
- Test Knowledge of our province
- Things to Know for visitors to your area

- Identified all tourism attractions in Zone 10 -9
- Showed how to make a “Tourism Information Binder”

This initiative was deemed successful and MMZC will be looking at partnering with the College again in the New Year to organize this sort of training for the entire region.

- Provide assistance to the College of the North Atlantic in developing a business plan to further advance the NDT Training and Testing Centre potential opportunities.

The local College has completed its business plan for the NDT Training and Testing Centre and it has been sent internally to upper officials for approval. Once this approval is granted from within the College, the proposal will be sent to various funding agencies. The College has undergone many changes this past year with its NDT personnel but feels that they are now in the best shape ever to move forward with this centre.

- Review the existing Business Retention and Expansion Study to identify initiatives that can be implemented in partnership with the Port aux Basques and Area Chamber of Commerce.

As part of the Human Resources initiative, the BR&E study was reviewed and issues relating to business owners were discussed. It was felt that the best area to concentrate on for now remains to be HR. This initiative is described more below.

The Chamber is currently undergoing its Strategic Planning Process and plans to meet with MMZC as part of that process to discuss joint business opportunities. In the meantime, MMZC has worked collaboratively with the Chamber on a number of initiatives over the past year.

MMZC staff has helped the Chamber write proposals for a membership services representative whose primary role is to promote the Chamber and encourage new membership. MMZC has taken an active role in shadowing the new staff personnel and introducing them to community partners and stakeholders and making the Chamber more visible. As well, this new staff person will be developing a database of activities and attractions in zone 10 for the purpose of completing a resource binder, and as well, will be helping with the organization of the Fall Fair.

MMZC has also worked closely with the Chamber on the development of a new Career Fair proposal and is providing support to the Chamber for the Junior Achievement Program and Race to the Sea.

- Develop a Human Resources Best Practices Strategy for Zone 10.

Early in the year, MMZC hosted a meeting with community partners to discuss the development of this strategy. It was agreed by all that there was a lot of work done in the western region with regards to HR. It was decided to host an information session where all those involved with other HR projects would be invited to present to community partners. The goal of the session is to determine the best approach for Zone 10 to deal with ongoing HR issues. The session took place in April and there was much discussion on how to best move forward with this initiative. It was decided that MMZC would talk to the Chamber board of directors to engage interest in forming a steering committee from business owners to determine and champion an action plan. It was felt that this initiative needs business owners on side in order to be successful.

As a next step, MMZC will contact all zone boards in the province to determine if any of them are dealing with the same issues, and if so, what are they doing to deal with these issues? It is hoped that this committee will get some positive ideas on how to move forward which could possibly result in the development of a funding proposal.

- *Establish a partnership with the Gateway Community Business Development Corporation.*

This was a new initiative added to our work plan. Early in the New Year, MMZC's and CBDC's Chairperson and Executive Director met to discuss future partnership and collaboration opportunities. It was decided that the ED of both organizations would be invited to each other's board meetings. This process has started and has worked well for both organizations. The CBDC Executive Director was also invited to attend MMZC's board orientation session.

As well, MMZC is also working in partnership with the CBDC on a number of initiatives such as the Farmers' Market and HR Strategy.

## Management and Operations

- Adhere to governance policy/by-laws as approved to ensure consistency with transparency, inclusiveness, stakeholder agreement and accountability.

This is done on a continued basis as part of daily operations.

- In partnership with INTRD, host an Opportunities Identification Workshop based on current CCB module.

**MMZC, in partnership with INTRD, did host an opportunities identification workshop with the Town of Channel-Port aux Basques as part of their Strategic Planning Process.**

- **Facilitate meetings with regional stakeholders identified in the SEP implementation items and verify their support of their proposed role.**

**Meetings have taken place with all regional stakeholders that were identified in the SEP implementation items and have received cooperation and partnership from all.**

- **The MMZC staff and Executive Committee will meet quarterly with staff from ACOA and INTRD to review quarterly activities to ensure targets are achieved. Also to provide any necessary updates of other activities or new business arising since renewal meeting.**

**Three quarterly meetings have taken place in January, April and June with representatives from MMZC, INTRD and ACOA in attendance. All three sessions went well.**

- **Identify new committees and working groups which reflect SEP and annual IBP priorities and develop a terms of reference for each committee and working group.**

**New committees and working groups have been developed as part of the SEP and include the following:**

- ❖ **Human Resources Working Group – made up of representatives from MMZC, INTRD, Service Canada, College of North Atlantic, Chamber of Commerce, CBDC, HLRE, and Town of Port aux Basques.**
- ❖ **Zone 9/10 Agricultural Partnership – made up of representatives from MMZC, INTRD, ACOA, Rural Secretariat, Department of Agrifoods and Zone 9.**
- ❖ **Cape Ray Community Working Group – made up of residents from the community who are working together to operate the Cape Ray Lighthouse and develop a plan for the community. With help from MMZC, they have successfully developed and submitted a proposal to hire workers for the lighthouse.**

- Review and revise the Policy and Procedures Manual on a regular basis to ensure it reflects current activities. Consult with NLREDA to ensure consistency of approach.

Over the past year, there have been a couple of issues arise that the board referred to the Policy and Planning Committee as follows:

*Signing Authority (Finance Committee's Recommendation)*

On recommendation of the Finance Committee, MMZC's board of directors approved the recommendation of the Finance Committee to have the By-Laws amended to state that the Executive Director be an additional signing officer for the Corporation.

*Cape Ray Resident (Reinstatement of Zone Board Rep)*

A letter was received from Cape Ray requesting the reinstatement of the position for a Cape Ray representative at the zone board table.

The following points were taken from the minutes of the policy meeting:

- position previously removed because our attempts to secure a representative were unsuccessful
- the board would certainly like to be inclusive and have all communities at the table
- the representative would have to be elected/appointed by the Local Service District of Cape Ray

The board made a motion to reinstate the Cape Ray seat on the MMZC Board of Directors and forwarded the appropriate letter to the Cape Ray Local Service District.

Both of these issues were then referred to the Policy and Planning Committee to make the necessary changes to the Policy and Procedures Manuel and to the Corporation's by-laws as follows:

**Signing Authority:**

- A. The Executive Director will also be deemed a Signing Officer for the Corporation.
- B. Signatures of at least two of the five (5) Corporation's Signing Officers listed are required before any document, agreement, contract or expenditure of cash (i.e. cheque) can be recognized as valid and binding upon the Corporation.

**Board of Directors:**

- A. The Board shall consist of Twelve (12) Directors comprised as follows:

Addition:

xii. 1 representative of the Community of Cape Ray, which Director is to be elected/appointed by the residents of the Community.

In addition to the above noted changes, there was also discussion regarding data management, contract staff and NLREDA's Policies and Procedures Manual. The following changes were also applied:

Data Management

The auditor recommended the Board develop a data management policy and it was agreed that the Board would purchase three (3) external hard drives – one each for the Executive Director, Economic Development Officer, and Executive Assistant. All data will be backed up a minimum of once per week and the external hard drives will be stored in the safe.

Policy Guidelines for Contract Staff

After reviewing a copy of the "letter of offer" presently used for contract staff, the committee agreed that the points outlined in the letter would be used as the guidelines for contractual staff. All other policies and procedures will be at the discretion of the Executive Director/Board.

NLREDA Policies & Procedures Manual

The Board reviewed the policies of NLREDA and MMZC and although some points were discussed related to updating the Core Functions and the AGM meeting date, it was agreed that more meetings would need to be held to fully review both manuals.

- Plan a professional development day for board members, including a community capacity building (CCB) module.

A professional development evening was held for board and staff on June 29<sup>th</sup>. The session was facilitated by INTRD using sections of the Board Orientation Module that focused on the community development process. Attendance was high and the feedback was good. The board was given a brief introduction into roles and responsibilities of board members and the community development process was discussed. Participants were then broken down into three sub-groups which focused on one of three initiatives that have been challenging to move forward. Discussion was great and new ideas will be integrated into next year's business plan.

Communications

- Update and distribute a MMZC informational brochure.

The file for the current MMZC brochure has not been found and thus, a new file would need to be created which requires a great amount of time. Given the amount of work that has been put into community development throughout the entire zone over the past year, time did not permit the creation of a new brochure.

- Maintain and update the Marine and Mountain Zone Corporation's website, [www.mmzc.com](http://www.mmzc.com).

The MMZC website has been continuously maintained and updated throughout the year. MMZC's Strategic Economic Plan, Integrated Business Plan, Annual Report and Statement of Work have been converted to PDF files and have been added to the site.

As well, the Calendar of Events section of the website has been updated and given a new look. All events in the region are now displayed on the site, along with relevant contact information.

- Develop and provide press releases and good news stories to local media.

Press Releases are developed on as needed basis. MMZC has been mentioned in the Gulf News throughout the year as part of news stories on community development. For example, MMZC has been noted as helping with the Community of Cape Ray, Town of Rose Blanche, Regional Harbour Authorities, Town of Isle aux Morts, etc. As well, the Gulf News also did a story on MMZC's Annual General Meeting.

- Develop and publish an annual newsletter.

Given the amount of time needed to create a newsletter, and the work done this past year with community development, there wasn't sufficient time to develop a newsletter. There were some discussions with CBDC regarding a joint newsletter; however, it wasn't pursued any further.

- Organize and facilitate a partner network meeting with community partners to share information and ideas on a regular basis.

MMZC presented the 3 year SEP to all community stakeholders who were met with during the SEP process. There were over 40 people in attendance. MMZC also regularly participates in the LMDA partners meeting where information and ideas are shared between all partners. As well, MMZC gets together with community partners through other initiatives on a regular basis to share information and ideas.

- Partner with local municipalities, local service districts and development associations to further economic development in the zone.

Due to the SEP process, much communication has taken place with all municipalities and LSD's within the zone. Specifically, MMZC is partnering with the following on various initiatives:

- LSD of Cape Ray
- Cape Ray Lighthouse Committee
- LSD's of Codroy Valley
- Town of Port aux Basques
- Town of Rose Blanche-Harbour le Cou
- Rose Blanche Lighthouse Committee
- Zone 10 Harbour Authorities
- Community of LaPoile
- Fostered Partnership between LSD's of Cape Ray and Codroy Valley
- Fostered Partnership between Town of Rose Blanche and LSD of Diamond Cove
- Burnt Islands Harbour Authority
- Small Crafts and Harbours