



**Marine and Mountain Zone  
Corporation**

**ANNUAL REPORT**

**September 30<sup>th</sup>, 2010**

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**Marine and Mountain Zone Corporation  
Annual Report  
September 30, 2010**

**President's Comments**

On behalf of the Board of Directors, staff and 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, 2010.

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

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**Financial Reporting/Audit**

Marine and Mountain Zone Corporation is pleased to provide its annual report for the period ending September 30, 2010.

**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. Our internally generated (unaudited) financial report, however, will be available after our year end and will be submitted along with our final payment claim in October. This report will detail most of the actual and budgeted expenses and variances for each expense category for the year. To date, there are 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 no amendments to the Corporation's By-laws during the past year.

## **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>
Blanford Billard	Chairperson	
Bill Bailey	Vice Chairperson	Chamber of Commerce
Harry Coates	Treasurer	Codroy Valley Area Development Assoc.
Fonse Pittman	Secretary	College of the North Atlantic
Gary White	Director	Town of Channel-Port aux Basques
Murray Hupman	Director	Marine Industries
Annette Hatcher	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
Krystle Hill	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 (October 2009 to February 2010)
Patsy Brownrigg	Economic Development Officer (March 2010 to Present)

## **2009 – 2010 Work Plan**

### Tourism

- In partnership with the Town of Isle aux Morts, provide support in securing funding to enable the Town to implement the consultant's recommendations for the development of the Ann Harvey story and site interpretive plan.

The consultant's report entitled "Isle aux Morts Destination Development" was completed and presented to the committee and community residents in October 2009. The consultants recommended a phased approach which involves the transformation of the present community centre, into the Newfoundland Dog Museum & Harvey Sea Rescue Interpretative Centre. The consultants recommended that the Newfoundland Dog be the icon for the Town of Isle aux Morts, and could possibly be an icon for the province as well. The report was received well by everyone and next steps were discussed.

MMZC co-facilitated a capacity building workshop with the Ann Harvey Steering Committee on March 3<sup>rd</sup>, to review where we were with the action plan the consultants recommended and to discuss what steps were necessary to ensure its implementation, particularly the formation of the new corporation and the formulation of a governance plan.

As recommended by the consultants, the new incorporated body was formed and named "The Isle aux Morts Heritage Society". Members from the Ann Harvey Steering Committee rolled over into this new structure. By-laws have been formed and the election of officers is expected to take place in the coming months.

It was agreed that the best first next step, would be to present the report to government stakeholders to start the discussion of funding this initiative. The meetings were held on April 12<sup>th</sup> and 13<sup>th</sup> in St. John's. Representatives from the steering committee, which includes MMZC's Executive Director, attended the meetings along with the consultants themselves, who formally presented their report. Representatives from the following government departments were in attendance: Atlantic Canada Opportunities Agency; Department of Innovation, Trade & Rural Development; Department of Tourism, Culture & Recreation; and Heritage Canada.

MMZC has highlighted this initiative as one of the main priorities going forward into the new fiscal year. MMZC has worked closely with this initiative on developing a terms of reference for the consultant, hiring the consultant, working with the consultant, reviewing drafts of the report and travelling to St. John's and assisting with formal presentations to government stakeholders. The next step will include investigating funding/sponsoring options to contribute towards the overall cost of the implementation plan.

The Town of Isle aux Morts and the newly formed IAM Heritage Society is 100% committed to moving this plan forward. Community events are moving ahead for the summer as usual. Interpreters and an events coordinator have been hired for Ann Harvey Days. As well, Ocean Quest Adventures of Newfoundland and Labrador, in conjunction with VIPI Lodge of Cape Breton, just recently took a group of international guests on a volunteer artifact recovery mission on a sunken Norwegian ship off Isle aux Morts. This story received quite a bit of media attention.

- Work with the Town of Port aux Basques on their tourism opportunities to further the development of the recommendations presented in their strategic community economic plan.

The Town of Port aux Basques presented its Strategic Economic Plan to community partners on January 20<sup>th</sup>, 2010. A new Economic Development Committee, made up of community partners, was one of the recommendations. A letter was sent to the Town requesting that MMZC be represented on this new committee. The request was granted and the first meeting took place on April 16<sup>th</sup>, 2010. Other representation on that included HRLE, INTRD, Chamber of Commerce and Service Canada.

At that meeting, the Town's economic development officer updated the group on initiatives that the Town has been working on, which included renovation to the former fish plant, the Grand Bay West Trail, Bruce II renovations, Marina project, Harbour Authority, Harbour Improvement Study, LEAP Youth Centre, Digital Signage and the Channel Head Lighthouse. Their main focus for this year was the renovation of the former fish plant which is nearing completion. The next steps regarding the building were not discussed.

In keeping a good relationship with the Town of Port aux Basques, MMZC's Executive Director agreed to create the text for interpretation panels which were to be placed along the new Grand Bay West Trail. This was completed.

Further to the Economic Development Committee meeting, MMZC's ED and EDO met with the Town's EDO to discuss any upcoming initiatives and partnership opportunities for MMZC's new fiscal year. The EDO mentioned that he would be developing a proposal to funding partners to construct a gangway out to the Channel Head Lighthouse, and if this is approved and completed, he would like to partner with us on offering a marketing session for all lighthouse groups in the region. MMZC decided to hold off on this proposed session until Channel Head Lighthouse is ready to participate. However, since that meeting, the Channel Head Lighthouse was identified as one of those scheduled to be decommissioned. We are not sure of the Town's plan regarding this announcement. The Town had no other initiatives that they want to partner on with MMZC at this time.

- Provide support to the Regional Tourism Partnership for Zones 9 and 10 to pursue and develop their priority tourism initiatives identified from their planning session.

The planning took place in Port aux Basques on November 25<sup>th</sup> and 26<sup>th</sup>. A new board of directors was elected. Presentations were given by Kris Parsons, Director of Quality Risk and Compliance with Marine Atlantic; Mike Clewer, Executive Director with Western DMO; Juanita Keel-Ryan, Director, Tourism Product Development with the Department of Tourism Culture & Recreation; and Jan Peddle, Campus Administrator, College of the North Atlantic, Port aux Basques campus.

A panel consisting of Mike Clewer, Juanita Keel-Ryan and Odelle Pike fielded three pre-determined questions before opening it to the floor:

1. Where should SWCTN focus its efforts?
2. What are some product gaps on the Southwest Coast?
3. Should we consider further website development?

Comments from the panel included the following:

- The best tourism asset(s) with the most unique reason to visit the Southwest Coast ought to be identified
- Need more experiential programming
- Coastal communities pose challenges with access, accommodations and food service choices
- Need to develop varied entertainment opportunities to support 3-4 day visits
- The province does not go into detail on its website
- The Western DMO is looking to provide greater detail and access opportunities for operators. It sees the SWCTN as a source of information and a means of managing content

Comments from the floor included the following:

- Need additional tourism development officers (DCTR response was agreement that one officer has a big territory to cover, however they work closely with INTRD staff in the field to identify product)
- Travel distances on highway signs (DCTR response was that the Department of Transportation is working on those types of issues)
- Students with a degree in tourism are finding it difficult to find local employment in sector (DCTR response is that they are looking into working closer with university programs in terms of graduate and coop placement opportunities)

- Regulating unlicensed establishments, particularly in isolated and remote communities (DCTR response is that they do not promote them and the challenge is enforcement as they claim to be boarding houses)

A group exercise to identify tourism product development opportunities and product implementation, resulted in a common theme. Each group focused on the importance of experiential tourism products as a necessary component in any new or existing product offering. In addition, in terms of the role of the SWCTN, there was a lot of consistency among groups. The role of facilitator/coordinator of information and opportunities was amongst the top roles identified. It was also recognized that the board does not have the capacity to implement development of specific products, but must seek out partners and other groups and inform them of opportunities.

Since the planning session, the group has been focusing on product development and has been working more closely with the Western DMO. Much time was devoted to planning the Zone 10 portion of the Feather and Folk Festival in May, in which MMZC's EDO actively participated, along with representatives from INTRD, local businesses and town councils. In the absence of a tourism coordinator, much time was devoted to participating in the community level organization. The festival was a success with some first ever events being held such as a Dinner Theatre in Isle aux Morts and the Southwest Soiree Folk Night in Port aux Basques. In addition, the Port aux Basques and Area Chamber of Commerce hosted its Annual Taste of Newfoundland Night in conjunction with the festival. MMZC's EDO played a major role in the organization of the Southwestern Soiree, which ultimately acted as a gauge for interest in the formation of a local folk art council. It was agreed by all members of the regional tourism committee, that a staff person is needed to move this festival to the next level as there is much coordination involved. The Marine and Mountain Zone Corporation is looking at hiring a coordinator to help with organizing this event for Zone 10.

A packaging workshop, hosted by Hospitality Newfoundland and Labrador, was also held in Stephenville on May 31<sup>st</sup> and June 1<sup>st</sup>. This was attended by MMZC's EDO.

- Assist with the establishment of a local trail development group to work with the International Appalachian Trail (IATNL) Network to conduct an evaluation of existing trails in the region and determine how the trails can be connected to IATNL opportunities.

Members of the IATNL group met with people from Zone 10 in January. Seven local people stepped forward as being interested in sitting on a regional committee. MMZC's EDO has made subsequent contact with each member regarding a meeting in the fall. After discussions with Paul Wylezol, IATNL asked MMZC to provide a letter of support for their business plan which encompasses the whole western region. They have also requested that MMZC be the central

contact/organizational body for the Southwest Coast. This support needs to be discussed further with respect to what activities would be expected from MMZC in this role. Paul visited the area during this summer and did some hiking on various trails that would be significant to the whole trail system. Paul will give an update to the regional committee in the fall. The IATNL are interested in supporting a branch line from Port aux Basques to Rose Blanche to include smaller trails throughout the coast.

As well, work has already begun on the Starlight trail, which is being funneled through the Codroy Valley Area Development Association.

- Facilitate a meeting with the Codroy Valley Area Development Association (CVADA) to discuss priority initiatives of the CVADA and how they can work together.

In January, the Marine and Mountain Zone Corporation sent a formal letter to the executive of the CVADA requesting a meeting between the two executives. The goal of the meeting was to discuss priority initiatives and possible partnering opportunities between the two organizations. Since there had been no response, the Executive Director contacted the CVADA representation on the MMZC board of directors, Harry Coates. Harry personally contacted all members of the executive and a first meeting was held on June 11<sup>th</sup>. It was apparent at that meeting that the CVADA is not operating at its full potential at this time. There was much discussion around membership in the organization which was felt to be the #1 issue and biggest challenge. The CVADA asked MMZC for help to evaluate the existing structure of the organization and recommend and help implement changes.

It was agreed that MMZC would assist the CVADA in a full evaluation of its organization including by-laws, membership and community profile. CVADA agreed they would meet first as an executive to discuss their by-laws and then a subsequent meeting would be held with MMZC and INTRD to make the necessary changes. Once the by-laws are changed, MMZC will work with CVADA to encourage new membership and once the board is fully functional, new initiatives can be discussed. MMZC anticipates the need for some community capacity building workshops in the months ahead.

- Host a regional capacity building workshop for craft producers and retailers to assist with the long term sustainability of the local craft industry.

MMZC wrote a proposal to INTRD, under the Capacity Building Program, to host a craft roundtable. This was approved and the roundtable took place in Port aux Basques on June 9<sup>th</sup>. All major attractions with craft stores, plus local craft producers, were invited to attend. During the session a SWOT analysis was

completed on the current industry and some valuable topics came up that could be covered in future sessions. This roundtable session was considered to be Phase I with Phase II to include a series of craft workshops, as identified by the members, which will take place this fall. Some important issues that were raised at the roundtable included branding, pricing, marketing, presentation, using available resources, theming, adding value, etc. MMZC has already made contact with the coordinator of the Capacity Building Program and will develop one encompassing proposal which will outline the series of workshops that will take place. Currently, there is request in with INTRD re scheduling of these workshops.

- Facilitate a best practices session with the four regional lighthouse groups in Zone 10 for partnering opportunities.

This initiative did not get completed during this fiscal year for a number of reasons. This initiative was led by Lynn MacArthur, our former EDO, who left MMZC in February. Therefore, we had one month without an EDO, and it took another two months for the new EDO to get acquainted with all the files and to learn who all the partners were. Once the EDO got up to speed with current initiatives, this file was discussed. After some consideration, it was agreed to postpone this session until a later date. Cape Anguille lighthouse is not managed locally and access to the lighthouse is limited based on the caretaker's hours. Channel Head lighthouse is not accessible at all. The Town of Port aux Basques was in discussions with DFO to get permission to construct a gangway to the lighthouse to allow access by the public. However, in a recent announcement by DFO, Channel Head lighthouse is scheduled to be decommissioned. Since there are only two lighthouses that are accessible and managed locally, it was decided that a best practices session for all four lighthouse sites would not be practical this year. Although the session did not take place, MMZC's EDO has kept in close contact with the Cape Ray and Rose Blanche Lighthouse Committees regarding their activities this past summer.

- Partner with the College of the North Atlantic to host a Folk Art Gala to further develop Folk Art in the zone and to form a Folk Art Council.

A proposal was developed by MMZC and submitted to HRLE to hire a coordinator under the JCP program. MMZC was to be the proponent and would provide office space and in-kind support to the coordinator. However, with the change over in programs from Service Canada to HRLE, the proposal was delayed in being assessed for approval. With the change over in MMZC staff and no coordinator being approved to organize this event, it was decided that the folk art gala would be too ambitious for MMZC to take on. However, once the MMZC's new EDO came on, a smaller, less time consuming event was organized. A folk art night was organized by MMZC and was held on May 28<sup>th</sup> as part of the Southwest Coast Feather and Folk Festival. This was a night showcasing the local culture and talents. As a result of this event, renewed interest in the cultural sector took place.

It sparked some interest and some artists approached MMZC about developing a Folk Art Council for the region. Now that the stage has been set, the Folk Art Council will be a new initiative for the new fiscal year. The proposal for the folk art coordinator was withdrawn from HRLE in hopes that the council can be formed first. Then, a new proposal will be developed to hire a coordinator to work with the council, organize the Gala event, and help organize the Zone 10 portion of the Feather and Folk Festival for spring 2011.

## Agriculture

- Continue to facilitate public meetings for the Codroy Valley Farmers' Cooperative for the purpose of expanding their membership and to encourage the development of the farmers market.

The Codroy Valley Farmers' Cooperative held its Annual General Meeting early in the New Year and a new executive was formed. In partnership with the Farmers' Coop and the Department of Natural Resources (DNR), MMZC organized an organic farming workshop which took place on February 23<sup>rd</sup>. Representatives from the Department of Natural Resources gave presentations on organic farming, small scale marketing, and the community garden concept. Since this meeting, a community garden project is moving forward at Belanger School in the Codroy Valley. The greenhouse is in progress and DNR is partnering on this project.

MMZC's EDO has had many discussions with the chair of the Farmers' Coop. They are having some difficulty organizing a meeting given the busy schedules of board members. The MMZC continues to offer assistance and support to the Farmers' Coop if they require it.

- Pursue the opportunity of hiring a person to coordinate and facilitate agricultural activities in Zone 10, in partnership with the Department of Natural Resources – Agrifoods.

This initiative was led by MMZC's former EDO who developed and submitted a two-page synopsis to DNR of what this initiative would entail. With the 2-3 months that we weren't at full capacity with an EDO, this initiative was not pursued any further. However, the new EDO did contact DNR to inquire about the status of the two-pager and it was suggested that we complete and submit a full proposal to the Growing Forward program if we want this considered. It was agreed by MMZC that more discussion needs to take place around this concept before a Growing Forward application is completed. This application is very detailed and requires specific numbers and direction from the sector.

There was some discussion around hiring a coordinator through HRLE's JCP program. However, once given more thought, it was agreed that MMZC would hold

off on this initiative for now until a more specific job description could be flushed out.

In addition, Zone 9 facilitated letters of support which were sent to the Department of Natural Resources on the establishment of a Zone 9 & 10 departmental representative.

- Continue to support the Agriculture partnership in Zones nine and ten; and upon completion of the Agricultural Assessment in both zones, continue to support the Agricultural Industry with facilitation of meetings and other activities which will lead to implementation of the recommendations provided by the consultant.

The Agricultural Assessment was completed and presented by Agrapoint on March 29<sup>th</sup> in Stephenville. MMZC ensured that local farmers attended and provided rides to Stephenville for those that needed it. The final hard copy of the report was received by MMZC and LREDB in May. Many good recommendations came out of the report and the next step is to form an implementation committee to ensure a strategic approach is taken with the recommendations. A formal unveiling of the report is being scheduled for September with government officials, partners and farmers from both zones.

## Fishery

- Meet with FFAW representatives and DFA to explore partnering opportunities to address local fishery concerns.

MMZC had two meetings with FFAW and DFA to discuss partnering opportunities. Everyone agreed that a staff person was needed to look at a better way to organize the fishery to get a community based management system. MMZC worked with DFA, DFO, FFAW and HRLE on funding such a position. CURRA and FFAW advertised for a Fishery Researcher for this region and Katie Temple was hired and is working out of Corner Brook. MMZC has been asked if office space can be made available to her from time to time as she works in the Southwest Coast area. This is not an issue.

MMZC's EDO has also been meeting regularly with FFAW on various other initiatives that MMZC can assist with. FFAW is planning to host a fishery symposium in Port aux Basques in the fall and has asked that MMZC provide some support to organizing this symposium. MMZC has agreed to provide some minimal support. As well, FFAW is also looking at providing an in-school fishery awareness program, which MMZC fully supports.

With the new EDO start time of March and that being one of the busiest times for fishermen, there wasn't an opportunity for her to arrange a meeting directly with fishermen. She has been in contact with some of the fishermen and will meet with them formally in the fall.

The EDO also attended the FRCC hearings on April 19<sup>th</sup>, and they requested some overall support for the fishery and to have it included in a MMZC newsletter.

A local fishery steering committee has been established as well, which includes fisher representation from Codroy, Burnt Islands and Port aux Basques. As well, FFAW and MMZC's EDO sits on this committee.

### Information Technology

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

MMZC sent two separate letters to Aliant requesting information on their plans for cell phone service along the coastal regions. No response was received. At MMZC's Board Retreat, it was agreed that due to factors beyond our control, MMZC would not pursue this initiative any further.

- Continue to partner with the Town of Burnt Islands to develop an action plan for the Burnt Islands Radio Station.

A strategic planning workshop was held for the Burnt Islands Radio Station and Community Channel on the 16<sup>th</sup> of December, 2009 at the Hook and Line Interpretation Center, Burnt Islands. MMZC and INTRD facilitated this session. The objective of the strategic planning workshop was to determine where the Burnt Islands Radio Station and Community Channel committee wanted to go in the next year, how it's going to get there and what measures would be in place to determine if they got there or not.

A presentation was given by a member of the Radio Station committee stating that the three main initiatives for the Radio Station and Community Station were as follows:

- 1). Webcasting
- 2). Remote Broadcasting and
- 3). Sustainable activities to increase incoming revenue.

It was suggested that the focus of the workshop be more around reviewing the activities to date and how they can improve what is presently being done regarding

the radio station and community channel. It was noted that any request to extend coverage would have to go through the CRTC and that programming provided would be a key determining factor.

As a result of the programming issue, the focus of the session changed slightly to include more discussion on potential new programming opportunities and developing the process to implement new content.

There was much discussion around content and new opportunities for the radio station. As a result of discussions, the following five top initiatives were identified:

1. Webcasting – is currently being done
2. Dedicated Fundraising person – person has been hired
3. Update Burnt Islands Website
4. Have kids come in on a daily basis
5. Church involvement for home bound citizens – is currently being done

Each of the five initiatives was then broken down into tasks, leads, time frame and other resources needed. The group went away with a very detailed action plan.

Since the planning session a Regional Radio Committee has been established and includes representation from all of zone 10. The committee is currently looking at tapping into the coast guard towers for greater coverage. MMZC sits on this committee as support.

## Business Development

- Continue to partner with the College of the North Atlantic and the Gateway Community Business Development Corporation to identify research and development opportunities to advance business development within the zone.

MMZC has continued to work with the College and CBDC over the past year on a number of initiatives.

MMZC worked with the College of the North Atlantic to organize the customer service training which was offered to workers at tourism attractions throughout the zone. This began as a pilot project last year and was very successful, so it was done again this year. MMZC coordinated local participation in the training with regional tourism attractions. MMZC also worked with the College on organizing a business luncheon to discuss HR issues with local business owners. As part of the going forward process, the College is interested in providing training if this is something identified by the businesses.

MMZC partnered with the Gateway CBDC on the business luncheon and CBDC recruited many of their clients to attend. They are quite interested in being a partner on this continued project in the fall to provide practical lunch and learn sessions for business owners. As well, CBDC partnered with MMZC and the Chamber on a joint newsletter. The first one was released in June and a second one is planned for the fall. The executive directors of both organizations continue to attend each other's board meetings.

- Continue in partnership with the Port aux Basques and Area Chamber of Commerce to further the engagement of interest in addressing Human Resource Best Practices Strategy.

MMZC has continued to work with the Chamber on a number of initiatives, one being the HR Strategy. As mentioned above, a business luncheon was organized to discuss the idea of setting up a business network to deal with HR issues such as staffing and succession planning. It was agreed that sessions should be offered in the fall to help businesses deal with these very important issues. MMZC is taking the lead on organizing a business network and formalizing these sessions, in partnership with the Chamber of Commerce, CBDC, College, HRLE and INTRD.

As well, MMZC has also worked with the Chamber over the past year on the resource binder, joint newsletter, Small Business Week and the fall fair.

### 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. The board has a Policy and Planning committee that meet to review and change policies.

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

The Board of Directors held a board planning session in June to identify opportunities for the upcoming year as part of our IBP planning. Portions of the Opportunities Identification CCB module were used. The session was facilitated by INTRD. At this session, the board identified six top initiatives for the 2010-2011 fiscal year.

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

MMZC regularly meets with community stakeholders and partners when discussing current and new initiatives. MMZC ensures that all parties relevant to the initiative are sitting around the table when details are being discussed.

- Facilitate a capacity building session for volunteers in the community of Cape Ray, at the request of our Cape Ray representative on MMZC's board of directors.

MMZC, along with INTRD, facilitated a session on Board Governance for volunteers of the Cape Ray Lighthouse Keepers Association on January 18<sup>th</sup>. The main goal of the session was to discuss the organizational structure & operations, board roles and responsibilities, and common issues and challenges. The session received positive feedback from the participants and the board went on to be fully functional this past summer with operation of the Cape Ray Lighthouse site.

- 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

A new Performance Management committee has been established from the Board of Directors. This committee was developed to provide direct assistance to staff in preparation of the new IBP in relation to the new performance measurement criteria. The committee met several times and will meet again when the IBP is presented for review.

- 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.

The Policy and Planning committee has agreed on some changes that need to be made to the current policy and procedures manual.

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

During the past few years, this professional development day for board members took place in June, as part of the Board's retreat. However, it was agreed that this really isn't the best time to be training board members. The fall of the year would seem to be a better fit. Board members will be refreshed after the summer and training would be more applicable at the start of the new work year.

## Communications

- Update the MMZC website, [www.mmzc.com](http://www.mmzc.com)

The website has been updated regularly throughout the past year by in house staff with regards to staff changes, news and events, etc. MMZC also had some new work done on the site to allow more functionality for staff.

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

The Gulf News regularly writes articles on various initiatives that MMZC is involved in such as the Cape Ray session, Feather and Folk Festival and the Port aux Basques Economic Development Committee. As well, the local reporter often calls MMZC staff for updates on various initiatives.

- Facilitate a meeting with the College of the North Atlantic, Gateway CBDC and the Chamber of Commerce to discuss developing and publishing a joint newsletter.

MMZC did facilitate a meeting with all three partners and everyone agreed that a joint newsletter was a great idea. Discussion centered around length and content of the first letter and it was agreed that the first one would be an introductory piece for all three groups. The next one, each partner could feature whatever they wanted. A template was drafted and each partner was responsible for providing their information. MMZC finalized the document and it was released in June as the first newsletter, summer edition. Another issue is scheduled for the fall. The newsletter was distributed by the Chamber to all members and each partner also distributed electronically to its contacts. MMZC printed some copies for distribution as well.

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

MMZC hosted and facilitated a partner network meeting on March 9<sup>th</sup>. Partners who attended the meeting included HRLE, CBDC, INTRD, College and ACOA. Chamber of Commerce and Service Canada could not attend due to work commitments. The session went very well. Everyone shared what was going on within their respective agencies concerning programs, initiatives, etc. Everyone agreed this was definitely a valuable session.

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

MMZC has partnered with local municipalities, local service districts and development associations on a regular basis during the past year. Some of the various partnerships included the following:

MMZC worked with the Town of Rose Blanche and Harbour Le Cou Harbour Authority on bait shed repairs and upgrading of the docks. MMZC assisted with writing the proposal which was submitted to HRLE. The Town was just recently notified that the proposal was approved for labour only, no materials. The Town and MMZC are now working together to search our alternate sources of funding.

MMZC worked with the Harbour Authorities in Zone 10, in partnership with Small Crafts and Harbours, to hire a regional staff person and organized meetings. A regional staff person was hired and works out of Burnt Islands.

The Executive Director of MMZC sits on the Port aux Basques Economic Development Committee which is made up of representatives from Town of Port aux Basques, Service Canada, ACOA, HRLE, INTRD, and Chamber of Commerce.

The Executive Director was approached by the Town of PAB to write stories on various shipwrecks along the coast, for the purpose of interpretation panels which will be placed along the newly built Grand Bay West trail. To foster a good relationship with the Town, this work was completed by the ED as requested.

The EDO has attended numerous meetings with the Burnt Islands Economic Development Committee. She attended a meeting with partners from HLRE and INTRD. She also assisted the committee with interviews for the Hook & Line Interpretation Centre. She created the questions and helped interview applicants.

The EDO attended a Western Health Community Partnership Information Session on May 28<sup>th</sup>. This was by invitation.

The EDO assisted Hospitality Newfoundland and Labrador with local contacts for inclusion for the packaging workshop they hosted in Stephenville.

The EDO participated in “Effective use of Labour Market Information” on July 7<sup>th</sup>, hosted by HRLE and Service Canada. Information at this session was valuable and good contacts were made for future initiatives.

The EDO participated in the Long-term Care and Community Support Consultation Session which took place in PAB on August 4<sup>th</sup>. MMZC was the only attendee and voiced concerns regarding the lack of advertising and publicity for this session. The Gulf News wrote an article on this session and relayed the message of only one participant was a result of poor advertising.

MMZC continues to be an active member of the Marine and Mountain Youth Employment Strategy (MMYES).

## Initiatives relative to Performance Measurement Indicators

### **CF1 – B**

*Number of non-commercial and/or commercial initiatives that the board provided direct assistance during the development phase as per its IBP strategic directions. The direct assistance goes beyond providing letters of support and capacity building sessions which normally would result in a tangible project. The board must demonstrate its level of involvement (proposal/project development, assist with business planning or other planning services)*

Based on MMZC’s 2009-2010 work plan, the following initiatives have been worked on in the past year and meet the criteria of CF1-B.

1. Ann Harvey Story – MMZC is an active member of the Isle aux Morts Heritage Society and during the past year a consultant was hired and a report was completed entitled Isle aux Morts, Destination Development. MMZC has played an important role in all aspects of this report, i.e.: developing Terms of Reference; working with the consultant; and presentation of the report to funding partners in St. Johns. MMZC is now a board member of the Isle aux Morts Heritage Society.
2. Folk Art Night – MMZC organized this event, which was part of the Feather & Folk Festival. MMZC contacted local artists to perform and worked with the hotel on logistics.
3. Regional Craft Workshop – MMZC hosted and organized a craft workshop in June. MMZC contacted all regional attractions and local crafters to attend this event. Participants varied from throughout the entire region.

4. Regional Tourism Partnership – MMZC attended all committee meetings and took a lead on coordinating and organizing various events as part of the Feather and Folk Festival.
5. Zone 9/10 Agricultural Partnership – MMZC actively participated in the steering committee which managed the consultant. The committee developed a terms of reference, reviewed proposals and hired the successful consultant. MMZC also maintained close contact with the farmers in zone 10 to ensure participation in the interview process. MMZC ensured that local farmers were present for the presentation of the final report, by providing transportation, which took place in Stephenville in March.
6. Codroy Valley Farmers' Cooperative – MMZC organized an organic farming/community garden workshop for farmers in the Codroy Valley. Members from the Farmers Cooperative attended the session.
7. Human Resources Strategy – MMZC facilitated numerous meetings with community partners to discuss options on how best to deal with this issue. It was agreed to host a business luncheon to inform business owners of funding available to hire employees and to get businesses, who participated in these programs, to share their experiences. MMZC wrote a proposal to INTRD for funding to host this luncheon.
8. Cape Ray Volunteer Session - MMZC, along with INTRD, facilitated a session on Board Governance for volunteers of the Cape Ray Lighthouse Keepers Association on January 18<sup>th</sup>. The session received positive feedback from the participants and the board went on to be fully functional this past summer with operation of the Cape Ray Lighthouse site. MMZC has continued to provide support to the committee for annual events.
9. Joint Newsletter – MMZC organized and facilitated meetings with the Gateway Community Business Development Corporation and the Port aux Basques & Area Chamber of Commerce to discuss options for a joint newsletter. The first newsletter was developed and distributed in June.
10. Zone 10 Harbour Authorities – MMZC wrote the proposal for Small Crafts and Harbours to hire a staff person. A regional coordinator was hired.
11. Customer Service Training – In partnership with the College of the North Atlantic, MMZC worked contacted local attractions and recruited participants for the customer service training.
12. Fishery Sub-Committee – MMZC is an active member of the regional committee which is made up from fishers from Codroy, Burnt Islands, Port aux Basques, and, as well, FFAW.

## **CF1 – C**

*Percentage of initiatives completed as stated in the IBP for current contract. Initiatives must be completed by the end of the current contract. If an initiative is broken down into phases, then the identified phases must be completed by the contract end date.*

As per MMZC's 2009-2010 statement of work, there were a total of 29 initiatives. Out of those, 25 were completed, 4 were not completed. Details are below.

## **TOURISM**

1. Ann Harvey Story – COMPLETED (consultants report was presented to funding partners)
2. Town of Port aux Basques, Tourism Opportunities – COMPLETED (We provided support, now sit on their ED Committee, but they were more focused on the fish plant building this year)
3. Regional Tourism Partnership – COMPLETED
4. Establishment of local trail group – COMPLETED (meeting was held, 7 people stepped forward to sit on a regional committee, EDO has been in contact with each member, a meeting will be scheduled for the fall with members of this committee and IATNL)
5. Facilitate meeting with CVADA initiative – COMPLETED – meeting took place in June, plans in place for MMZC to assist CVADA in upcoming year.
6. Regional Craft Roundtable – COMPLETED (June 9<sup>th</sup>)
7. Lighthouse Best Practices Session – **NOT COMPLETED** – Lynn's initiative, changeover in staff (for more details, see above)
8. Folk Art Gala – COMPLETED – (Submitted proposal to HRLE, not approved in time to coincide with College's cooking and music departments, so a smaller scale Folk Art Night was organized, many people interested in forming a folk art council, members for steering committee were identified)

## **AGRICULTURE**

9. Facilitate public meetings for CV Farmers' Coop – COMPLETED (Public meeting was held, MMZC organized an organic farming workshop)
10. Agricultural Coordinator – **NOT COMPLETED** – (Lynn's initiative, change over in staff, two pager was submitted to Krystal for review, didn't proceed, MMZC going to take a different approach next year)

11. Agricultural Partnership – COMPLETED (Report completed)

#### FISHERIES

12. Meet with FFAW and DFA – COMPLETED – (New partnership established, new initiatives for next year, EDO sits on regional steering committee)

#### INFORMATION TECHNOLOGY

13. Advocate for expansion of cell phone service – COMPLETED – sent two letters to Aliant inquiring of their plans, no response
14. Town of Burnt Islands Radio Station – COMPLETED – facilitated capacity building sessions, helped with interviews, assisted with interviews

#### BUSINESS DEVELOPMENT

15. Partner with Chamber and CBDC – COMPLETED – partnered on various initiatives
16. Partner with Chamber on HR Strategy – COMPLETED – Established a committee and organized a business luncheon to discuss some ways to address staffing issues

#### MANAGEMENT & OPERATIONS

17. Adhere to governance policy/by laws – COMPLETED
18. Host an Opportunities Identification Workshop – COMPLETED as part of Board's planning session held in June
19. Facilitate meetings with regional stakeholders – COMPLETED
20. Cape Ray Volunteer Session – COMPLETED
21. Quarterly meetings with ACOA & INTRD – COMPLETED
22. New Committees and Working groups – COMPLETED – (PM Committee)
23. Review and Revise Policy and Procedures Manual – **NOT COMPLETED**
24. Professional Development Day for Board Members – **POSTPONED TO FALL 2010**

#### COMMUNICATIONS

25. Update MMZC website – COMPLETED
26. Provide press releases and good news stories – COMPLETED
27. Joint Newsletter – COMPLETED

28. Partner Network Meeting – COMPLETED

29. Partner with local municipalities, LSD's and development associations - COMPLETED

**CF1 – D**

*Demonstrated comprehensive and formalized consultation process including government departments that incorporates the Opportunity Management process in the development of the SEP and IBP.*

MMZC regularly consults with economic development organizations and groups, municipalities, businesses and community organizations within the zone. Every initiative on MMZC's work plan involves collaboration with community and government partners and stakeholders. MMZC attends numerous meetings to discuss various initiatives and makes it a practice to take notes for referral purposes. For each initiative in this report, meetings and partners are referenced.

**CF2 – A**

*Percentage of collaborative initiatives between Municipalities and zone boards completed during the current contract year. These initiatives must be linked to the strategic directions in the IBP and the boards' role must be more than providing a letter of support and capacity building sessions which normally would result in a tangible project.*

MMZC maintains regular contact with all municipalities and local service districts within the region. Partnerships have been established and each municipalities or LSD feels comfortable calling on staff at MMZC for assistance when necessary. The following lists some specific initiatives that were a collaboration between MMZC and the municipality or LSD. Details on the initiative are described in the written section above.

1. Town of Isle aux Morts – NL Dog Museum/IAM Heritage Society
2. Town of Burnt Islands – Capacity Building Sessions/BI Coastal Radio Station
3. Town of Port aux Basques – Grand Bay West Beach Walking Trail/Economic Development Committee
4. Town of Rose Blanche – Barachois Falls/Rose Blanche Harbour Authority
5. LSD of Cape Ray – Capacity Building Session

### **CF3 – A**

*Number of activities/events co-sponsored with the groups defined in CF3. These activities and events must be linked to business development or capacity building. The board must demonstrate its active role in these events which could include networking sessions, symposiums, small business week activities and Business Retention and Expansion activities.*

The following is a list of initiatives that MMZC took an active role in during the past year that fall within the requirements of this indicator. Details on each of these are described in the written section above.

1. Business Network Luncheon
2. Small Business Week Activities
3. Regional Tourism Network – Feather and Folk Festival – Folk Art Night
4. Organic Farming Workshop
5. Fall Fair – Farmers’ Cooperative
6. Town of Burnt Islands – SEP Session
7. Partner Network Meeting
8. Craft Roundtable Session

### **CF4 – A**

*Number of capacity building initiatives that increases the ability or the desire of individuals, groups and/or organizations within the region to effectively participate in economic development activities.*

MMZC has taken the lead in the following capacity building sessions throughout the past year. This involved organizing and facilitating each session. Specific details on each of these initiatives are described in the written section above.

1. Cape Ray Volunteer Session
2. Craft Workshop

3. Organic Farming Workshop
4. Business Network Luncheon
5. Town of Burnt Islands SEP Session

#### **CF4 – B**

*Number of CCB Modules delivered to board and staff as part of the board's professional development.*

MMZC's Board of Directors have decided to do a professional development session sometime in the fall. It was agreed that the summer is not a good time to hold such a session. This will follow one of the CCB Modules.

#### **CF5 – A**

*Number of government line departments that were consulted linked to priority sectors identified in the SEP and IBP. This would include formal consultations through the submission of strategies linked to the SEP and IBP to respective line departments for feedback and direction prior to implementation.*

MMZC always consult with government line departments when dealing with priority sectors. The following initiatives provide examples of this:

1. Regional Tourism Network – The Department of Tourism sits at the table and provides feedback on all activities undertaken by the network. One such event is the Feather and Folk Festival.
2. Ann Harvey Story – The Department of Tourism sits on the steering committee overseeing this initiative. As well, a presentation of the final report prepared by consultants was given to government partners in St. Johns. In attendance were ACOA, INTRD, Department of Tourism, and Heritage Canada.
3. Zone 9/10 Agriculture Partnership – The Department of Natural Resources sits on the steering committee that oversees this initiative.
4. Fishery Opportunities – MMZC has a strong partnership with FFAW regarding fishery issues in the region. MMZC has been asked by them to assist with some of their initiatives.

5. Human Resource Initiative – MMZC has developed a close relationship with the Labour Market Division of HRLE.

### **OC – 1**

*Board members representing priority sectors as identified in the SEP.*

MMZC does not have formal sector representation on the board of directors. However, the board feels that informally, there is representation with the current board members as follows:

Transportation/Tourism – Murray Hupman (Marine Atlantic)

Agriculture – Harry Coates (CVADA/Farmers' Market/Long time Farmer)

Tourism – Blanford Billard (Southwest Coast Tourism Network Board)

Fishery – the Board is considering inviting a rep to sit on our board as a resource to cover this sector

### **OC – 2**

*Percentage (%) of Board members participating in professional development workshops through the CCB program.*

MMZC is planning a professional development workshop in the fall through the CCB program. This type of workshop has regularly taken place at the end of the year, but the board felt that this would be better received if it was at the beginning of the new fiscal year.

### **OC – 3**

*Required documents received on the required date of submission as per renewal letter.*

The date submission for renewal documents is due to be submitted by August 31<sup>st</sup>, 2010. MMZC has submitted before this date.

### **OC – 4**

*Number of quarterly claims submitted at the beginning of each quarter.*

MMZC has submitted quarterly claims regularly throughout the past year.

**OC – 5**

*Annual review and adherence to Board’s Policies and Procedures Manual. The Board must have a policies and procedures committee established and must demonstrate review of its policies and procedures.*

MMZC does have a formal policy and planning committee as part of the Board of Directors who meet to discuss and make changes to policies.

# Appendix A



# Appendix B





