

Trinity South



Lillian Simmons/The Con

THE HERITAGE EXPLORER - Gerald Smith docks his tour boat, which provides tours to and around Dildo Island. He also offers whale watching, bird watching and Newfoundland boil-ups.

From TAGS to riches?

Displaced plant worker believes Newfoundland has a wealth of resources waiting to be tapped

By LILLIAN SIMMONS

Compass

once again find meaningful employment.

MISSED OPPORTUNITY?

Shortly after the moratorium, determined to find work in the area he knew best, Smith took a six-month aquaculture course in Dildo and participated in a project (one out of 13 sites chosen in Newfoundland) to grow cod.

Due to water conditions in the area - oxygen, salinity, depth of water, Smith said it was the perfect place to grow fish.

"This site enabled the fish to grow faster and 25 per cent bigger than the other sites," he said. "Of course over a 100 years ago, Norwegian Adolph Neilson discovered that fact when he started the cod hatchery on Dildo Island. And scientists thought that was funny!"

However recently, they discovered that Neilson's findings were correct.

But the pilot project petered out, although Smith is confident it will start up again.

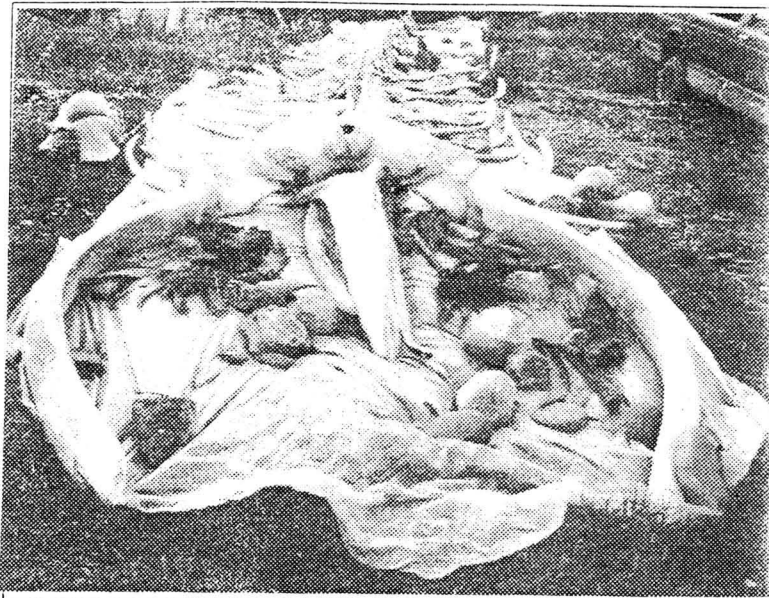
Had the project continued, Smith predicted "there'd be three or four thousand more people employed in the fishery now."

Meanwhile, Smith is also an authority on local heritage in the area, and has a good sense of what might be developed to both provide jobs and fulfil a need.

FISHERIES ENHANCEMENT

"We have so many resources here," he emphasized. "If only they'd put people to work on enhancement when the moratorium began, people could be doing meaningful work now. We need to be setting examples for our young people."

He said fishermen he's talked with don't want to catch caplin because they don't want to see the feed



Lillian Simmons/The Compass

LAWN ORNAMENT? - These bones make up the skeleton of a 45 foot humpback whale and rest in front of Gerald Smith's house in Dildo. It took Smith years to collect enough whale bones to complete the re-creation.

destroyed.

But if there is a caplin fishery, he thinks fish farmers should be given the small fish that are caught in caplin nets to farm, to be released after maturity.

"Fish will grow twice as fast in captivity."

Smith says another worthy project might be cleaning up the underwater areas along the shoreline.

"You take a barge and a few divers and you clean it up. There are fishermen here now with boats they want to keep. They'd go right for that kind of thing."

TRY, TRY AGAIN

During the aquaculture project, Smith bought a small trap skiff with the hope that he would get into aqua-

culture the next year.

When that didn't work out, he put his efforts into another venture.

"Last winter, another fellow on TAGS and myself got together and turned the trap skiff into a small tour boat."

The Heritage Explorer has already begun giving tours of Dildo Island, whale and bird watching, along with traditional Newfoundland boilup. His daughter Sonya and son Darre help out with business whenever the can.

And his community has had nothing but support for his endeavour.

One fisherman gave him a rudder worth about \$400, while two others gave him enough iron to make the

Please see Smith... page 12.

"Without meaningful employment, I'm afraid the Newfoundland work ethic will be lost."

All Gerald Smith ever wanted to do was make a comfortable living and support his family through a worthwhile job.

And ever since the fishery closed down, the former plant worker from Dildo, Trinity Bay has been struggling to pursue that goal once again. Like many young men of his generation, Smith, 51, dropped out of high school to work in the local fish plant. At the time there seemed to be plenty of work.

And when he married schoolteacher Wena Harnum in 1967, "I told her she didn't need to work because I could look after us both," he said with a smile.

In fish plants, to whaling, to freighters, to secondary processing, Smith spent about 27 years involved with the fishery earning a "comfortable" living.

Then it all collapsed and he ended up under the TAGS program.

Smith realized years ago that fish was getting scarce, and when the fishery finally did shut down, he believed there was something that should have happened 25 or 30 years ago.

With the gill nets, the overharvesting of turbot, and later the overfishing of female caplin to satisfy Japanese markets, Smith believes the fishery has been the victim of technology and greed. "The Japanese and the fish merchants were making a killing. By that time, the few cod that were left were so starved they weren't fit to eat," he lamented.

But he feels certain if communities and government pull together, it is possible for displaced workers to

Feb '95

Building on strengths

Dildo area community development taking shape

By LILLIAN SIMMONS
The Compass

Changing times means changing attitudes.

And changing attitudes has become one of the prime accomplishments of the Dildo and Area Community Economic Development (CED) program.

The program was designed to let the community itself identify its needs and then look for the money and expertise to meet those needs.

Sponsored through Human Resources Development (HRD), the Dildo and Area CED "do-it-yourself-style" program began as a pilot project in August, 1983.

Development worker Karen Davis said the first task was to do a needs assessment of the region to identify various goals, strengths and weaknesses.

And while it took the committee the first few years to understand which direction to take, they now believe they're on the right path.

"We've seen a lot of partnership, contacts and networking," Davis said. "We've discovered that the support of government agencies is there - if we're willing to do the work.

And area residents are beginning to get involved. "It takes a while to develop the whole process," Davis said.

"Slowly, more residents have been getting involved. Attitudes are changing and support is growing."

Four committees emerged from the initial pilot project: youth education, agriculture, human resource development and a tourism/fish hatchery committee.

YOUTH EDUCATION

The Youth Education Committee is headed up by chairperson Tony Higdon. Since its inception, the committee has worked with St. George's High School in New Harbour to implement a basic computer course; and obtained funding enabling students to rewrite the high school novel *Lord of the Flies* for Grades 4 and 7 and publish an anthology book. With aid from the committee students from St. George's were recently able to participate in filming and televising a heart health festival on local cable stations.

ing to residents on a one-on-one confidential basis. Two people have been hired under the Linkages program to help students determine what type of post-secondary training they are most suited for.

Three people have been hired under a delivery assistance program to develop a curriculum for training high school graduates who are TAGS recipients. These graduates will in turn deliver a literacy tutoring program to individuals experiencing literacy weakness.

The latter program is awaiting approval from the Department of Education.

AGRICULTURE

The eight-person Agriculture Committee is chaired by Alvin Pretty. The committee is currently looking into the viability of forming a community co-op involving sheep, swine and beef. The first step in this process would be the implementation of a two-year course on Agriculture.

Committee representative Tina Wiseman suggested that since sheep farming was prominent in the area years ago, a sheep farm could tie in with the development of heritage tourism. "We're getting on the right track with a community co-op," she said. "We're also looking into developing something in the area of secondary processing."

The committee is also interested in the juniper berry, used locally in the past as a cure for over 20 ailments. "We're looking at developing the berry as a tea, not as a pharmaceutical," Davis noted.

HUMAN RESOURCES

With the help of local groups and organizations, the Human Resource Development committee to date has gathered resource material, furniture, a computer and has set up a resource centre at St. George's High School.

The six-person committee is headed by Annie Pitcher. Two groups have already committed to giving counselling sessions and the committee hopes to work with the school to turn the centre into a community resource base.

"We've integrated our material with St. George's and the centre is at this point open to the students only. We're hoping to open it to the public later," Davis explained.

TOURISM/FISH HATCHERY

The Tourism/Fish Hatchery committee is a combined committee to define what the area has to offer in the way of tourism, according to Gerald Smith, chairman of the Task Force for CED, Dildo and Area.

A replica of the local fish hatchery will apparently serve as the building block for the proposed tourism plan.

"Adolph Neilson, had a fish hatchery on Dildo Island in 1889. With that in mind we realized there is tourism potential here," Smith said.

Neilson was a Norwegian Fisheries Inspector. For several seasons his fish hatchery on Dildo Island produced over 200 million cod, and over 30 million lobsters in a five-year period.

Smith said searching for tourism ideas led to exploration in Old Shop, South Dildo, Broad Cove and Dildo itself to determine what each had to offer in the tourism area.

Don Bishop, chairman of the Tourism/Fish Hatchery committee, pointed out that logging, hiking trails, mussel banks, historic beaches, magnificent viewpoints, whaling and sealing history are among the potential tourist attractions in the area.

Bishop added that the area has major tourism potential for its magnificent views alone.

"For instance, the Swile Rock Hill lookout in South Dildo overlooks four communities and Dildo Island," he explained. "And from a certain place in Old Shop you can see the shape of a lion's face in Hopeall Head."

The Tourism committee is hoping to promote any and all points of interest that may attract tourists.

"For instance, many people don't know that Stephen Pinsent, father of actor Gordon Pinsent, was born in Dildo," Smith said. "Or that a DO-X German plane landed there in 1933, the biggest plane in the world at that time."

Dildo Island tourism plans

Hoping domino effect will mean prosperity for entire region

By **LILLIAN SIMMONS**
The Compass

The Dildo and Area Community Economic Development committee believes the area has much to offer tourists.

Their hope is that by the year 2000, Dildo and the surrounding area will be a prosperous, highly literate, self-sufficient vibrant community.

In an effort to ensure this hope becomes reality, the committee is working on a plan to develop tourism in the area. Much of that effort is to be centred around Dildo Island.

"Dildo Island has much history," says Gerald Smith of the community Economic Development committee. "It had the only cod fish hatchery in Canada, run by Norwegian Adolph Neilson in 1889."

Due to the availability of fresh water, the island was easily inhabitable.

The cod hatchery on the island was a large two-storey dwelling and housed workers and serving girls on the top floor. The hatchery itself was located on the bottom floor.

Nielson also experimented with seal and caplin. Smith has a copy of letters from Nielson dated 1889, detailing his experiments.

Today, two boilers are all that remain of the original hatchery.

The committee hopes to build a replica of the fish hatchery and use it to utilize underdeveloped species like sculpins, conners and catfish, housing them in glass cages for the benefit of tourists during the summer, and releasing them in the fall.

"We know fish can be grown here," Smith said. "An aquaculture experiment done about two years ago showed that fish under captivity grew 25 per cent larger here than in any of the other 13 points chosen in Newfoundland."

If the hatchery is rebuilt, the committee has plans to use the upstairs as lodging for tourists and to house an interpretation centre for the island; set up a Dorset Eskimo site, and carry out re-enactments of historical activities that went on there.

Even without the hatchery, the island has plenty to attract tourists. Basically made up of three attached islands, the large area could easi-

ly accommodate hiking trails, and boasts clean, fresh air, water, meadows, whales, seals and birds among its many enticements.

Currently the committee is consulting with Anne Bowering of the Baccalieu Trail Heritage Corporation with a view to having Dildo Island declared a national historic site.

SPANISH INFLUENCE

Smith believes Dildo came by its name through the Spanish, who along with the English, French and Norwegians, made visits to the island.

"There is a place in Spain called Dildo," he said. "And I think that might be where the name came from. I don't think it got its name from a cucumber, as stated in the Toronto Star," he added with a laugh.

Smith has copies of documents from 17th century explorer John Guy indicating Guy saw Indian encampments on Dildo Island (Beothuks). "A couple of years ago Dorset tools believed to be 1400-1600 years old were found out there," he said. "And in 1789 there was a fort on the island and people from

Old Perlican to Dildo manned the island against attacks by the French."

"I'm pretty sure there will be an archaeological dig on Dildo Island looking for information on the fort, the Dorset and the Beothuks," he said.

WORKING TOGETHER

Currently the master plan for tourism involves the four communities of Dildo, South Dildo, Old Shop and Broad Cove, but the committee hopes that the plan will have a domino effect and spread to surrounding areas.

"The development committee would like to see the history of all connecting communities on the shore covered," Smith said.

Karen Davis, development worker on the project, observed the committee has accomplished a lot in the past year.

"We feel people's attitudes have changed," she said. "From dependency to self-sufficiency, in young people as well as old. They are recovering their heritage and can see beyond the fishery as a future."

Pilot projects Community development program under way in Victoria, Dildo

By **BILL BOWMAN**
The Compass

Residents of Victoria, Conception Bay and the Dildo area of Trinity Bay are taking a long, hard look at their own communities these days. It's all part of a Community Economic Development (CED) pilot program, the first of its kind and size in Newfoundland and Labrador.

Project manager Dianne Fitzgerald-Large said the project is "vitaly important to the future health, development and ultimately survival of these communities."

Ms. Fitzgerald-Large noted it comes at a time when many rural communities in our province are fighting for their future, their identity and survival.

She explained that Community Economic Development is a process of working with local people in identifying their needs, strengths, weaknesses, opportunities and resources. The goal of the project is to make long-term plans that, when implemented, will achieve self-sufficiency and long-term economic viability. CED focus not only on economics but on the social, religious, cultural and political aspects of a community.

The project manager said the process is one of involving local people in making decisions and making plans that will affect them personally as well as their whole community.

COMMUNITY DRIVEN

Emphasizing the importance of the project being "community driven", she said, "we are working with local people, training them in appropriate techniques and strategies that can be carried on and utilized long after we have finished."

During the needs assessment phase every resident over the age of 16 in Victoria and the Dildo area (including South Dildo and Old Shop) is being surveyed. Focus group sessions are being held with junior and senior high school students. A random sample of residents from both communities are being selected for personal one-on-one inter-

views and indepth counselling sessions will be conducted with a random sample of those interviewed. Businesses and organizations are also being singled out for focus group sessions. And research is being carried out on previous work done in these communities.

Two public meetings have already taken place, one in Victoria and another in Dildo. A second public meeting will take place at the Victoria Lions Community Centre tomorrow, Wednesday Sept. 29 while a third is scheduled for Victoria Oct 12. Another public meeting is scheduled for Oct. 13 at the SUF Lodge in Dildo. All meetings get under way at 7:30 p.m.

REPORT

At the end of the first phase a detailed report will be completed giving the communities and sponsoring agencies a good picture of what these communities look like and what next steps are necessary.

"We are very excited about this project and the impact that it can have on the whole region and indeed the province," said Ms. Fitzgerald-Large. "We hope the model, process and enthusiasm can be transferred to other communities wishing to take control of their own future."

Co-sponsored by Trinity-Conception Community Futures and the Canada Employment and Immigration Commission, the project is being paid for by an \$80,000 grant under the Northern Cod Assistance and Recovery Program, (NCARP).

Victoria and Dildo were chosen for the pilot from several other Trinity-Conception communities who submitted proposals to Community Futures and the Canada Employment Centre in Harbour Grace.

The communities were selected based on such things as their size and perceived levels of past community involvement.

The sponsors hope lessons learned from the pilot project can be applied to other interested communities in the region.

no reason why I can't make it a success," he said. "Why send our product out of the province to be processed when we can do it here?"

Enterprise Newfoundland and Labrador conducted a search on Mr. William's behalf to determine whether there were any other seafood chowders being processed and sold in this province. There were not.

"The only seafood chowders on the market here were coming from Ontario, or something," he said.

Several local supermarkets are already selling the homestyle seafood chowders, which are available in easy-serve boilable pouches ("great for camping," Mr. Williams says) and trays suitable for conventional ovens or microwaves.

The product is available at Foodland stores in Carbonear, New Harbour, Harbour Grace; Mac's Food Mart in Harbour Grace; Coleman's in Bay Roberts; Foodex in New Harbour as well as Co-op stores in St. John's. Mr. Williams said there are other stores which have expressed an interest as well and he should be returning to the Marine Institute soon to process a second run of 3,000 units.

After that, he hopes to process the seafood chowder at a facility in Conception Bay, which he declined to name as negotiations are presently ongoing.

Victoria and Dildo work towards development goals

By **BILL BOWMAN**
The Compass

What do fish hatcheries, juniper tea and community farming have in common?

They are all ideas which have come out of a Community Economic Development process which got underway last year in Dildo and Victoria.

Project manager Diane Fitzgerald-Large said the needs assessment phase of the program has been completed and strategic plan-

ning is underway.

Five committees have been set up in each community to address the issues which have been identified and to develop solutions and strategies for dealing with their problems.

Committees are covering such areas as: education and youth, land development, tourism, human resource development, agriculture, community unity through local co-operation, small business development, fish hatchery and utilization of vacant fish plants.

Fitzgerald-Large noted that all committees are being led by people who believe in their communities and are committed to making them healthy viable places to live without reliance on government.

Besides serving on committees, residents are taking part in a variety of training sessions that will give them the skills needed to with their planning long after this phase is complete. Training sessions range from running effective meetings to problem solving and strategic planning.

The project manager said both communities are very excited about establishing co-operative relationships with regional organizations and government groups. They are realizing that community development "cannot be done in isolation but must be done with a regional and even provincial focus."

Some 13 regional organizations and groups have come together to discuss ways of working with and offering services to these communities. Early next month the

regional groups will be meeting with the communities involved.

Fitzgerald-Large noted the goal of Community Economic Development is to "create healthy, viable communities through the analysis and use of community resources." She said it involves "breaking the cycle of dependency on government which has existed in many communities for years. It is about taking back control of communities and their futures as well as taking ownership for the problems that exist."

She said the communities of Dildo and Victoria are well on their way to achieving these goals.

"We hope that the model used here can be transferred to other Newfoundland communities wishing to take control of their future."

Co-sponsored by the Trinity-Conception Community Futures and the Department of Human Resources, the project is being paid for by an \$80,000 grant under the Northern Cod Assistance and Recovery Program, (NCARP).

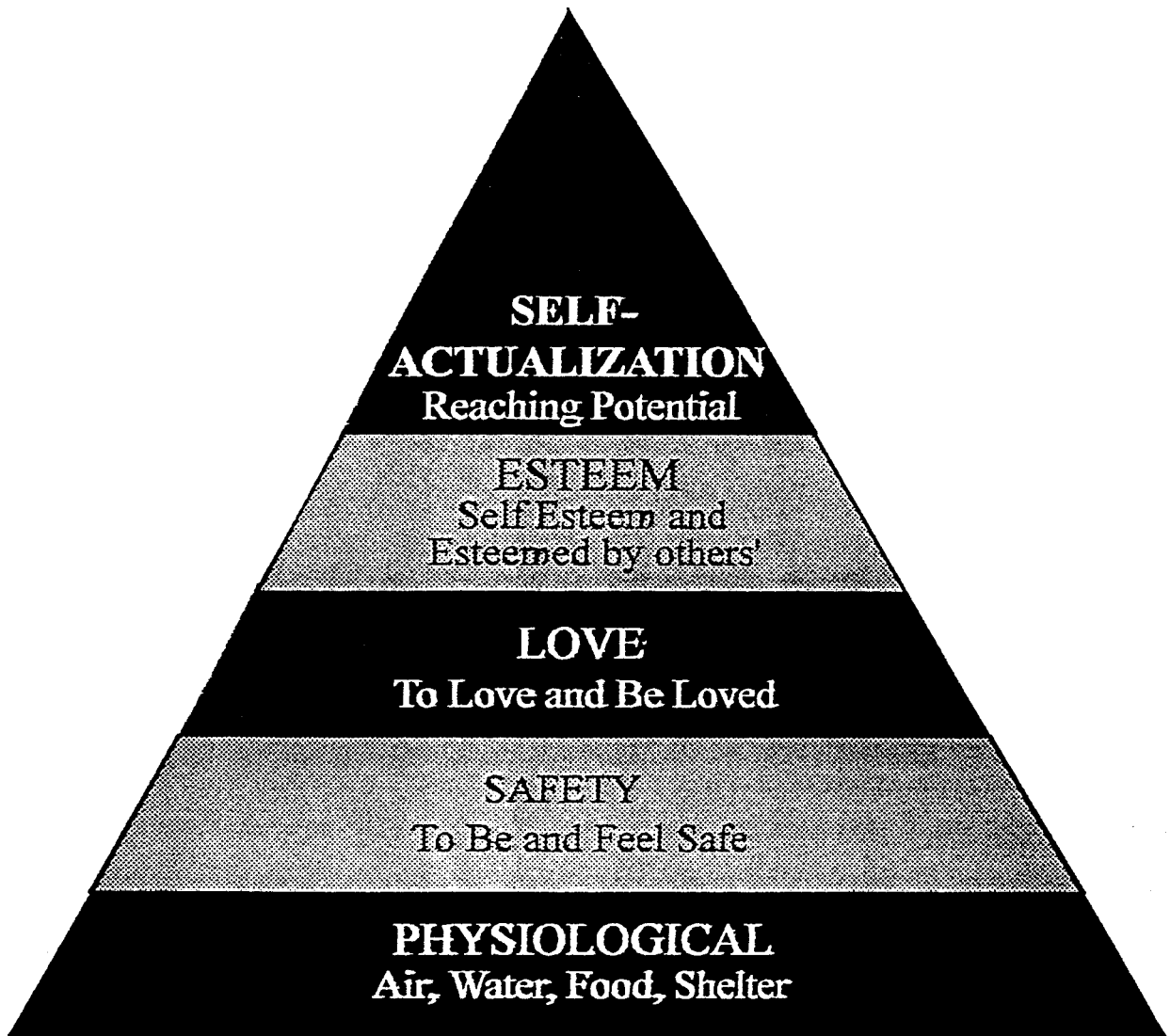
6 phases of a project

1. Enthusiasm
2. Disillusionment
3. Panic
4. Search for the Guilty
5. Punishment of the Innocent
6. Praise and Honors for the
Non Participants

Appendix 1

Training Materials

Motivation & Self Esteem



Maslow's Hierarchy Of Needs

Abraham Maslow was the father of the human potential movement. He spent years researching the healthy personality (most study only the abnormal), and he learned that all of us have the same basic needs. These needs always come in the same order, for everyone on earth. The second-level need cannot really be considered until the first-level need is met. The third-level need will become an important priority when the first and second levels are taken care of. And so on. Maslow's hierarchy of needs is widely accepted by psychologists, motivational experts and managers around the world.

Motivators

Self-actualization

Being able to reach one's potential, to grow, to progress. This can never be sought until all other needs are met.

Esteem

Feeling important, useful, competent, needed by others.

Love

Having love, friends, intimacy, contact with others.

Safety

Security, stability, freedom from fear.

Physiological

Food, drink, shelter, sex, and so on. If a person doesn't ever have these needs met, he or she will never move onto the next level of need.

Learning Journal

Three things I want to remember are:

This is how I will apply them:

What Is A Positive Attitude?

On the surface, attitude is the way you communicate your mood to others. When you are optimistic and anticipate successful encounters, you transmit a positive attitude and people usually respond favorably. When you are pessimistic and expect the worst, your attitude is often negative; people tend to avoid you. Inside your head, where it all starts, attitude is a mind set. *It is the way you look at things mentally.*

Think of attitude as your mental focus on the outside world. Like using a camera, you can focus your mind on what appeals to you. You can see situations as either opportunities or failures. A cold winter day as either beautiful or ugly. A departmental meeting as interesting or boring. Perception - the complicated process of viewing and interpreting your environment - is a mental phenomenon. It is within your power to concentrate on selected aspects of your environment and ignore others. Quite simply, you take the picture of life you want to take.

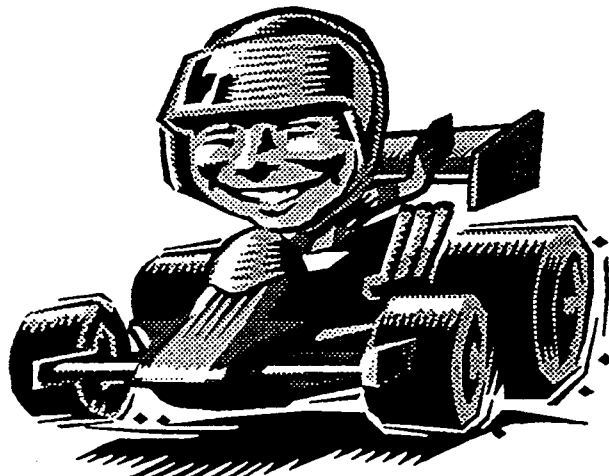
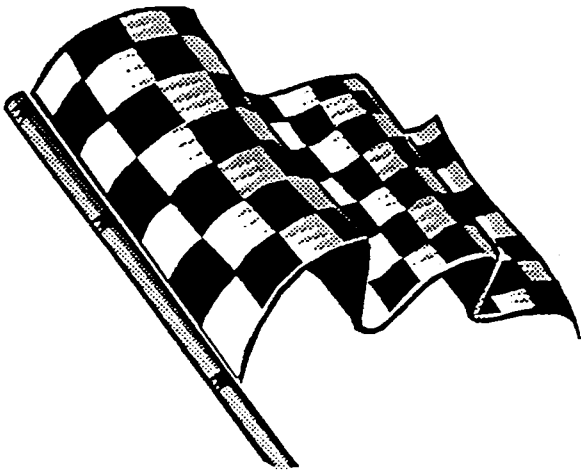
Emphasizing the positive and diffusing the negative is like using a magnifying glass. You can place the glass over good news and feel better, or you can magnify bad news and make yourself feel miserable. Magnifying situations can become a habit. If you continually focus on difficult situations, the result will be exaggerated distortions of problems. A better approach might be to imagine you have binoculars. Use the magnifying end to view the positive things, and reverse them whenever you encounter negative elements, to make them appear smaller. Once you are able to alter your imagery to highlight the positive, you are on the right road.



Positive Attitudes

Most of us must learn to live comfortably with our inherited traits and characteristics. We can make improvements through better grooming, health programs and even plastic surgery. But after doing our best in these areas, we must recognize that all further improvement must come through a better projection of what we already possess. The vehicle that will accomplish this is a positive attitude.

- A positive attitude is the most powerful and priceless personality characteristic one can possess.
- The way to make the most of other physical and mental characteristics is to communicate them through a positive attitude.
- Having a charismatic personality (or even getting close) is impossible without a positive attitude.



The Magic Of A Positive Attitude

Using the word magic to emphasize the power of a positive attitude may seem like an overstatement. Yet, if you have been a close observer of human behavior, you have probably seen some attitude "turnarounds" that were so extraordinary and inexplicable, the word magic would be the only suitable adjective.

Please read the following expressions and provide examples that support these statements:

➤ A Positive Attitude Triggers Enthusiasm.

Psychologists or psychiatrists cannot clinically explain why it happens; but simple observation reveals that those who become negative and depressed lose much of their energy. They often drag themselves around as if they were in a fog. In contrast, when people are positive, their energy reservoirs appear to be endless. **Example:** _____

➤ A Positive Attitude Enhances Creativity

Being positive helps your mind think freely. Ideas and solutions rise to the surface. A negative attitude, on the other hand, has a stifling effect and creativity is suffocated. **Example:** _____

➤ The Power Of Positive Thinking Can Cause Good Things To Happen.

Some believe that when individuals are in a lighthearted mood, events occur in their lives that are often attributed to luck. Somehow their jovial attitude creates an environment that is lucky for them. **Example:** _____

How To Adjust An Attitude

Adjustment 1

Employ The Flipside Technique

The pivotal factor between being positive or negative is often a sense of humor. Attitude and humor have a symbiotic relationship. The more you learn to develop a sense of humor, the more positive you will become. The more positive you become, the better your sense of humor. It's a happy arrangement.

Some people successfully use the "flipside technique" to maintain and enhance their sense of humor. When a "negative" enters their lives, they immediately flip the problem over (like you would a phonograph record) and look for whatever humor may exist on the other side. When this is successful, these clever folks are able to minimize the negative impact the problem has on their positive attitude. Humor helps resist negative forces. It can restore your perspective and help you maintain a more balanced outlook on life.

Example: _____

Adjustment 2

Play Your Winners

When retailers discover that a certain item is a "hot seller" they pour additional promotional money into the product. Their motto is: "Play the winners - don't go broke trying to promote the losers."

The same approach can help you adjust and maintain a positive attitude. You have special winners in your life. *The more you focus on them the better. Think* more about your winners. The more you concentrate on the things you do well in your life, the less time you will have to think about the negative. This means that because your negative factors receive less attention, it is not unusual for many to resolve themselves. *Talk* about your winners. As long as you don't overdo it (or repeat yourself with the same person), the more you verbalize the happy, exciting events in your life, the more important they will become for you. *Reward* yourself by enjoying your winners. If you enjoy nature, drive somewhere and talk a nature walk. If music is a positive influence, listen to your favorite record. If you enjoy sports, organize a game, and so on.

Some of my winners are:

Adjustment 3

Simplify ! Simplify !

Some individuals unknowingly clutter their lives with negative factors which make it difficult for them to be positive. They surround themselves with unnecessary problem-producing possessions, people or commitments. Then they complain about the complexity of their lives.

The answer, of course, is to free yourself from complications. *Out of sight is out of mind.* An uncluttered focus allows you to accept and enjoy life's simple pleasures. It is not distracted by a host of things that can drag you down. Those successful at simplifying their lives find more beauty in it.

Clutter Area # 1: Unused and unappreciated possessions.

Clutter Area # 2: Too many involvements.

Clutter Area # 3: Career-Home imbalance.

Clutter Area # 4: Putting off the little things.

Clutter Area # 5: Holding on to worn-out relationships.

Simplification Exercise

Things I promise to do to simplify my life:

Adjustment 4

Insulate ! Insulate !

It would be impossible to think that all negative factors in our lives could be eliminated through any of the previous methods suggested. Everyone, at some point, must learn to live with certain "no-win" situations that cannot be easily solved, thrown out or ignored.

Almost everyone, including those with positive attitudes, have "lived through" a period of working for a difficult boss. Others have managed to stay positive in spite of a family problem that defies solution. Still others have found a way to cope in a positive manner despite an illness or handicap that is permanent.

What is the answer? You can insulate your focus against a negative factor by:

- talking it out ➤ working it out ➤ laughing it out
- changing your environment ➤ sharing your problems with God

Insulation Checklist

The suggestions below may help you insulate your attitude against negative factors for which you do not have an acceptable solution. Read the completed list and place the number 1 in the box beside the one you like the best, number 2 in the box of the idea you like second best, etc., and continue until the list has been prioritized.

- ☐ Refuse to assume responsibility for other peoples' problems.
- ☐ Play your winners. Concentrate on the factors which are positive for you.
- ☐ Find ways not to worry about things beyond your control.
- ☐ Share your problems with God.
- ☐ Talk problems over with good friends or professional counselors.
- ☐ Use the "flipside" technique; keep things light.
- ☐ Keep busy; work out problems through physical activity.
- ☐ Make a temporary change in your environment - take a long drive or a mini-vacation.
- ☐ Do something to help others.

Adjustment 5

Give Your Positive Attitude To Others

When you are frustrated by the behavior of others, you may be tempted to give them "a piece of your mind." This is understandable. It is better policy, however, to give them "a piece of your positive attitude." When you give part of your positive attitude to others, you create a symbiotic relationship. The recipient feels better, but so do you. It is interesting but true that you keep your positive attitude by giving it away. When it comes to giving your positive attitude to others, you can be generous and selfish at the same time.

Attitude Giveaway Exercise

Below are different ways people share their positive attitudes. Some may appeal to you; others will not. Place a mark in the square beside *three* that fit your style - and that you intend to incorporate into your behavior.

- ☐ Going out of my way to visit friends who may be having trouble with *their* attitudes.
- ☐ Being more positive around those with whom I have daily contact.
- ☐ Transmitting my positive attitude to others whenever I use the telephone.
- ☐ Sharing my positive attitude by sending token items such as cards or flowers to those I care about.
- ☐ Being more sensitive as a listener so others can regain their positive focus.
- ☐ Laughing more so my attitude will be infectious and others will pick it up.
- ☐ Communicating my attitude through upbeat conversations, paying compliments to others, etc.
- ☐ Giving my attitude to others by setting a better example as a positive person.

As you implement your choices, remind yourself that the more you give your attitude away, the more positive it will remain.

Adjustment 6

Look Better To Yourself

We are constantly bombarded through advertising to improve our image. Most messages claim with a " new look " you will find acceptance and meet new friends. Self-improvement of any kind should be applauded; but the overriding reason for a " new image " is not to look better to others, rather it should be because you want to look better to yourself. When you improve your appearance, you give your attitude a boost.

The term " inferiority complex " is not in popular use today; however, this old textbook definition still applies - *An inferiority complex is when you look better to others than you do to yourself.* In other words, when you have a negative self-image, you make yourself psychologically inferior and end up communicating a negative attitude to those you come in contact with. On the other hand, when you look good to yourself, the world seems brighter and a positive attitude comes through.

Adjusting Your Positive Attitude Through Image Improvement

Below are five general physical and psychological activities people engage in to improve or maintain their self-images. Draw a line through those that do not fit your comfort zone.

- ☐ Wardrobe Improvement - Pay more attention (and money, if necessary) to what you wear, how you coordinate various fashion items, colors, etc. Make the best " fashion statement " possible.
- ☐ Hairstyle / Cosmetics - Spend more time with your hairstyle, facial appearance, etc.
- ☐ Looking Healthy - Devote time to an exercise program. Anything that will create a healthier appearance. Include posture, dental care, weight control, diet, more time in the sun, etc.
- ☐ Being Yourself - Refuse to be over-influenced by others and the media. Stay with your own idea of what your image should be. Be different in the way you want to be different.
- ☐ Image-Attitude Connection - Accept the premise that your attitude will suffer if you don't keep a good self-image. Even if you don't care about how others think you look, care about how you look to yourself because it is important to your own attitude.

If one or more of the five remain - and you make progress in that area - you can expect to become a more positive person.

Adjustment 7

Accept The Physical Connection

No one has been able to prove conclusively a clinical relationship between physical well-being and attitude. Most, however, including the most clinical of researchers in the area, admit there is a connection. More than any time in our history, our nation is aware of physical fitness. A surprising number of us incorporate daily workouts into our schedules.

Balancing Exercise

In my desire to become a more positive person, I recognize that I may need a better balance between mental adjustments and physical exercise. To achieve this goal, I intend to do the following.

Daily Exercise Program

Weekly Exercise Program

Adjustment 8

Clarify Your Goals

It is a generally accepted fact that an individual with a purpose is more apt to have a positive attitude than someone without direction. It need not be an all consuming mission that reaches for the stars, but it should be sufficiently strong to provide a steady, ongoing challenge.

A goal in life provides direction, helps people achieve better focus, reduces fears, provides perspective and destroys uncertainty. Having a direction gives a person a stronger grip on his or her attitude. The negatives become easier to control.

Goal Exercise

Draw a picture of what your primary goal would be if you were guaranteed success in whatever you attempted?

Review

All eight Attitude Adjustment Techniques are effective when people become comfortable with using them. Please list examples of how or where you can apply each technique.

1. Flipside Technique _____

2. Play Your Winners _____

3. Simplify ! Simplify! _____

4. Insulate ! Insulate ! _____

5. Give Your Positive Attitude To Others _____

6. Look Better To Yourself _____

7. Accept The Physical Condition _____

8. Clarify Your Goals _____

Believe In Yourself And Make It Happen

The following reminders can be posted on your mirror, refrigerator or desk or be given away to friends who may need a little uplifting.

Success is an attitude.

If your mind can conceive it, and your heart can believe it, you can achieve it.

**Dream great dreams
and work to make them come true.**

You are unique and special.

**Nothing in the world
can take the place of persistence.**

**You don't know what you can do
until you try.**

**There is no failure
except in not trying.**

**Defeat may test you;
it need not stop you.**

**If at first you don't succeed,
try another approach.**

**For every obstacle,
there is a solution.**

Never affirm self-limitations.

**To accomplish great things, you must
believe, dream, plan and then act.**

Yes you can !

Believing is magic.

**You can always better
your previous best.**

How Would You Define Self-Esteem?

Check any box you feel helps define what self-esteem means to you.

For me self-esteem means:

- ☐ Believing in myself and my self worth.
- ☐ The ability to see my place in the world realistically and optimistically.
- ☐ A confidence in my abilities to make changes and meet life's challenges head-on.
- ☐ A capacity for understanding my character weaknesses and working toward self-improvement of specific weaknesses.
- ☐ A knowledge of self and acceptance of that knowledge.
- ☐ The ability to recognize my individual uniqueness and take pride in things that make "me" unique.
- ☐ Understanding that I am of value to myself and others, regardless of the situation.
- ☐ A belief in my self-worth. A healthy admiration of my abilities.
- ☐ A belief in what I can do. A positive outlook and confidence to try something new.
- ☐ The ability to assess and apply my skills in a positive, optimistic manner.
- ☐ Knowing who I am: what I can do and how to project this knowledge.
- ☐ A love of self, regardless of any specific performance.
- ☐ Liking myself, respecting myself, and being willing to risk and fail at things.
- ☐ Accepting who I am and having the courage and strength to design my life the way I want it to be.

What Is Self-Esteem?

Self-esteem is a state of mind. It is the way you feel and think about yourself and others, and is measured by the way you act. Self-esteem can also be defined as your internal belief system and how you experience life externally. High self-esteem is the most positive phrase in the English language. It relates to having a positive sense of your inherent worth as a person. Self-esteem is made up of learned feelings and positive thoughts that reflect a positive attitude of " I CAN DO IT " verses a pessimistic attitude of " I CAN'T DO IT ".

Self-esteem is self-confidence, self-worth, and self-respect. It involves respecting others, but also feeling a sense of peace and harmony within yourself.

The key to elevated self-esteem is the willingness to take responsibility for your feelings, desires, thoughts, abilities and interests and to accept your overall strengths and act accordingly.

Your self-esteem affects everything you do. It reflects " you " to everyone with whom you come in contact. Each of us is born with the capacity for positive feelings, but it is possible to learn not to like yourself through practice and / or life experiences.

Self-esteem is not a fixed or rigid state. It changes depending on what you experience or how you are feeling.

Most low self-esteem is caused by negative emotional reactions. It is not easy to reach adulthood with a sense of high self-worth today because of the many factors that come into play in this complex world. Unfortunate childhood experiences; criticism by parents, teachers, and peers; your environment; media; cultural backgrounds; or society in general can cause feelings of inferiority or low self-esteem. If these feelings are reinforced by negative belief patterns, they can become habit forming, and low self-esteem can become the norm for an individual.

As you become an adult, you depend on others for a sense of importance. Negative feelings and thinking patterns can become powerful illusions of truth. Physical, emotional and psychological consequences will influence your thinking and your mind can form value judgments.

Self-esteem is both conscious and unconscious. It is an ongoing evaluation of yourself. A belief of what you can and cannot do. Self-esteem can be learned ! But it does not happen overnight or by chance.

What Is Involved In Change ?

The truth is, you cannot change or control anyone but yourself. Each person must decide individually whether or not to change. When you learn to not spend time worrying about changing others and work on changing yourself instead, you have made an important discovery.

CHANGE IS HARD WORK. It takes **EFFORT**. Change can be painful, fearful or cause anxiety. It may also mean upsetting balance in a relationship or even letting go of a person who is not supportive of your change.

**BEFORE DECIDING TO CHANGE,
PLEASE ANSWER THE FOLLOWING:**

- Are you open to change?
- Are you willing to complete the work that is involved in change?
- Are you prepared to experience discomfort that may come with personal change?

If you answered **YES** to these questions you have made a good beginning. Change does not occur overnight, but if you work hard and do not give up, you can make significant positive changes to your life.

WHAT OTHERS HAVE DONE TO INCREASE THEIR FEELINGS OF SELF-ESTEEM?

The following comments have been offered by participants from self-esteem workshops about specific things that have helped them develop better self-esteem.

My self-esteem improved because:

- I solicited feedback from peers.
- I practiced positive thinking and visualized success.
- I sought counseling to help me through difficult times.
- I identified my values and then made them priorities.
- I improved my ability to meet new challenges and risk changes.
- I read a lot of positive literature.
- I regularly attended support groups.
- I learned to be honest in expressing my strengths, talents and skills.
- I wrote down my accomplishments on a daily basis.
- I found a new job and experienced success in that job.
- I discovered my parents and friends believed in me.
- I made myself do things without waiting for others to suggest action.
- I took action on ideas I believed in.
- I made a definite effort to improve my personal appearance.
- I enrolled in a "Toastmasters" class to overcome my fear of public speaking.
- I took a battery of tests to identify my strengths.
- I went back to school.
- I practiced meditation, and exercised daily.

The Dilemma

Author Unknown

*"To laugh is to risk appearing a fool.
To weep is to risk appearing sentimental.
To reach out for another is to risk involvement.
To expose feelings is to risk rejection.
To place your dreams before the crowd is to risk ridicule.
To love is to risk not being loved in return.
To go forward in the face of overwhelming odds is to risk failure.*

But risks must be taken because the greatest hazard in life is to risk nothing. The person who risks nothing does nothing, has nothing, is nothing. He may avoid suffering and sorrow, but he cannot learn, feel, change, grow or love. Only a person who risks is free."

It is this simple :

*If I never try anything
I never learn anything*

*If I never take a risk
I stay right where I am*

*If I hold myself back
I trade comfort and appearance*

*For the opportunity to find out
What I can really accomplish*

Learning Journal

Three things I want to remember are:

This is how I will apply them:

Proposal Writing

Proposal Writing

Introduction

One of the most common ways to raise funds for a project is to submit a proposal to a potential funding body (such as a Government Department or a non-government organization). Many such organizations have standard application forms and procedures but some do not. Standard application forms are generally straight forward and are relatively easy to complete. Developing a proposal without a standard application is a little more difficult but if you follow these basic steps you should have no major problems.



Before you begin to write your project proposal, it is important that your group meets to decide exactly what kind of project it wants to become involved in. One or several individuals could be designated to write the proposal, but the whole group should decide on basic things like the objectives and focus of the project. This 'consensus building process' will better ensure that the whole group is committed to the project, should you be successful in obtaining funds. When the group has arrived at a decision on the basic outline, one or two individuals should take this information and actually write the proposal.

If there is An Application Form, you should obtain forms and guidelines from the appropriate organization or department. You should study the guidelines carefully and you should consult with the project staff of these agencies if anything is unclear.

The application should be completed in full in order to avoid delays. If possible they should also be typed. You want to make a good impression with possible funders and you should provide their project staff with clear, concise and neat looking applications.

Generally you simply need only to follow the instructions in the application guidelines and these are usually straight forward. Sometimes the space on the application forms is too small to include all the information you need to include. In this case simply have the extra information typed on blank paper and attach it to the application form. You should note on the form that you have attached more information.

Mr. John Doe
Department of Fisheries
St. John's, NF

Dear Mr. Doe:

Enclosed is a copy of a proposal for a fisheries project, entitled **Charting a Course: Atlantic Communities in Crisis**. We would like you to consider this project for funding under your Atlantic Fisheries Adjustment Program. The proposal was developed by Memorial University's Extension Service, the Marine Institute and the Telemedicine and Educational Technology Resource Agency (TETRA).

I look forward to discussing the proposal with you at our meeting on September 5.

Sincerely

John Smith
President

2. Your Title Page should be designed to make the proposal look attractive and the whole proposal should be packaged with this in mind.

You should type the name of the project in bold letters near the top of the page and you should state the name of your organization(s) and the date, at the bottom.

**Charting A Course:
Atlantic Fishing Communities in Crisis**

**A Joint Proposal of
Memorial University's Extension Service,
the Marine Institute
and the
Telemedicine and Educational Technology
Resources Agency.**

April 1990

Executive Summary

Fishing communities in Atlantic Canada are facing a major crisis with reduced cod stocks, fish plant closures and fleet reductions. In response to this crisis, Memorial University's Extension Service, the Marine Institute, and the Telemedicine and Educational Technology Resources Agency (TETRA) propose a project to encourage positive discussion among members of these communities.

An eight hour television conference reaching people in their homes will review the fishing crisis from a number of perspectives and explore options for future development in these communities, both within the fishery and beyond. Residents will be encouraged to participate by telephoning the broadcasting site and interacting with the conference's resource people. This project is based on the premise that, when given an opportunity to engage in problem solving processes with the appropriate resources, people are able to identify viable solutions. Pre-recorded videos and live presentations will provide the impetus for discussions.

Prior to the event, a series of audio teleconferences will be conducted with targeted communities in Newfoundland and Nova Scotia to develop the content of the television conference. Field workers will also visit the communities

to organize viewer/participant groups. A 'focus paper' outlining the issues for discussion during the television conference will be developed and distributed.

All of the components that comprise this event are proven tools in distance education and outreach programmes. The three groups proposing this project have extensive experience in these areas.

Because this project design could be used to deal with a number of important, far reaching issues, a thorough evaluation of the event will be conducted.

5. Your Introduction should outline the context around which you have developed this proposal. It should describe the problem or problems you are attempting to address in your proposal, and it should state that the proposed project is meant to address that particular problem.

A sample Introduction is presented on the following page:

7. Your Description of the Project should be a detailed outline of how you will meet your objectives. It should describe the methods and techniques you plan to use in meeting each of your stated objectives.

Below is a sample Project Description:

Project Description

These objectives will be met primarily by organizing a major conference, using satellite television technology to link up communities throughout the Atlantic region. We will use other media such as print, local newspaper and radio, and regional audio teleconferencing to help us organize the main event and to ensure that the television, or video conference achieves its full potential.

The video conference will involve local, regional, national and international fisheries experts and community leaders. It will also involve the people more directly affected by the present fishery crisis (those who live in communities which are experiencing plant closures and fleet reductions). The conference will provide relevant information, and stimulate informed discussion on the crisis and on the future of the region's fishery. As outlined in Appendix A the proponents of this conference have a wealth of experience and expertise in using television and other communications technologies for such purposes. Their combined resources and expertise will ensure that the conference will be a positive, constructive event.

The anchor point of this conference will be the television studio of the Division of Educational Technology at Memorial University. Most of the conference's resource people will be convened there and from this point of origin, programming will be transmitted via satellite throughout the region.

Residents of the targeted communities will be invited to participate in the conference from their own homes, via telephone. The conference will, therefore, not be like a typical television program in which information flow is one way and in which viewers have no voice or participation. By calling a toll free number they will be able to interact with fisheries experts and community leaders who will serve as the conference's resource people. This interactivity will permit wide participation in the discussion and problem solving process.

This conference will be based on an already tested education model that has proven successful in similar situations. All three proponent agencies: MUN Extension, the Marine Institute, and TETRA have extensive experience in educational outreach, involving a wide variety of approaches and methodologies. Our models of community development through telecommunications, are founded on the

We propose to convene this conference via satellite television and telephone, media which will enable residents throughout the Atlantic Region to participate from

their own homes. We will focus on the communities most directly affected by the crisis (including St. John's, Trepassey, Grand Bank, Gaultois, Fermeuse, St. Mary's, River Head, Belleoram, Lockport, Nova Scotia and Canso, Nova Scotia). However, the broadcast will also be available to other households throughout Atlantic and Eastern Canada.

Given that the present problems in the fishing industry are of concern to so many Atlantic Canadians, information should be disseminated throughout the region, and discussions should involve people in all the communities directly affected by the crisis. Previous experience has demonstrated that well designed television learning events attract many more people than do conventional approaches. By using satellite television and telephone we can efficiently reach thousands of people throughout Atlantic Canada. Through an innovative and dynamic approach to utilizing these media we can make this education and communications program an effective way of addressing the problem.

premise that people, in partnership with the appropriate resource people, and given an opportunity to engage in problem solving processes, are able to identify appropriate solutions. The application of such processes, when delivered by modern telecommunications technologies, has the potential of reaching and involving an extremely broad range of participants.

Previous experience in this Province has demonstrated the effectiveness of the model. Memorial's Extension Service has been delivering regional community development programs since the late seventies, using television transmitter technology. The most recent programs involved conferences on literacy in Gander Bay and on the fisheries in Musgrave Harbour. The Marine Institute has completed an extensive program that used a variety of telecommunications technologies to deliver training and education to fishers living on the coast of Labrador. The project received national recognition for its innovative use of technology to facilitate fishers' economic development. TETRA has been involved in many related distance-education programs including the "Awakening the Entrepreneurial Spirit" project in 1988. In that project, TETRA, the Division of Educational Technology and the Pasadena Economic Development Committee developed a

8. Your Work Plan is simply a time table for each activity in your project. This can be done on a week by week or month by month basis. It should show the potential funder when you plan to begin and when you plan to complete your project. If there are distinct stages or phases to the project your work plan could be divided and outlined according to those phases. An example of a work plan for a research project is displayed in below.

Work Plan		
I	Phase One (Start up)	
	Week One	Hire staff Obtain office and equipment
II	Phase Two (Preliminary Work)	
	Week Two	Begin preliminary research Develop questionnaire
	Week Three	Test questionnaire Begin library research
III	Phase Three (Implementation)	
	Week Four	Administer questionnaire
	Week Five	Administer questionnaire
IV	Phase Four (Write results)	
	Week Six	Analyze data
	Week Seven	Write report
V	Phase Five (Wind up)	
	Week Eight	Conduct evaluation of project Distribute results of research

9. You should tell the potential funder how you plan to evaluate your project. Funders will want to know whether their funds were used effectively and they will want to know how the success of your project will be measured. There are many ways to evaluate a project's success, from hiring an outside 'expert' who will conduct an evaluation, to having your own project staff interview people affected by the project.

A sample Evaluation Plan is presented on the following page:

11. Often you will want to provide potential funders with information that is not a fundamental part of your project proposal. This material (such as a copy of a study which documents the problem you are trying to address, or information on your volunteer group) should be located in your appendices at the end of your formal proposal. The application can be referred to in the text of the proposal if you wish to inform the reader that there is more information on a particular matter.□



Appendices

HOW TO WRITE A LETTER PROPOSAL: A CHECKLIST

Both corporations and corporate foundation sources have begun using this proposal method more and more as a part of the application process.

An effective letter proposal is concise (no more than two pages), emphasizing the most important aspects of your project, and is tailored to the funder you're sending it to. This means you should:

- Send a different, original letter to each corporate funder
- Discuss the direct client benefits of your work, and de-emphasize the mechanics of what you do. (Talk about healthy patients, not hospital equipment)
- Emphasize the aspects of your project your funder will find most motivating, and request an amount appropriate to the "giving pattern" of the funder. (You can discern this by examining published lists of grants and foundation IRS returns)
- Reiterate the results of any personal contact you've had with the funder, either in person or over the phone
- Begin and end your letter by asking for an appointment to discuss your project further, preferably in person.

This checklist gives you a proven format for an effective letter proposal. You should, however, feel free to change the order to suit your special situation. Just make sure you retain a logical flow between the paragraphs of the letter.

**HOW TO WRITE A LETTER PROPOSAL:
A CHECKLIST (cont'd)**

✓	Method:	
		<p>5. <u>Your Solution</u>--In three or four sentences outline your project. Present it as a solution to the need you have just described. Then state one or two specific, measurable objectives of the program.</p>
		<p>6. <u>Client Benefit</u>--Rather than going into detail about what you do, describe the direct benefits to clients from your project.</p>
		<p>7. <u>Unique Features</u>--Next point out the ways you are different from and better than others in your field or geographical area.</p>
		<p>8. <u>Budget</u>--State a one figure budget for your project. If possible, state it as a per client figure. Example: "This budget represents a cost of \$4.57 per client served."</p>
		<p>9. <u>Your Request</u>--An excellent approach is "Because of your interest in _____, we feel you will share our enthusiasm about this project. We are requesting a grant of \$_____ to" Follow your request with a mention of any other funding source that has given you support.</p>

OTHER GUIDELINES ON LETTER PROPOSALS: (cont'd)

3. Tailor your letter to the expressed interests of the corporation or corporate foundation you write to. Emphasize those things your research tells you will motivate this company to give.

4. If you are submitting your proposal through a "contact," mention it briefly at the opening of your letter, but do not go into detail. Any indication you are trying to use a connection to get funded may alienate other contribution executives.

21 TIPS ON HOW TO WRITE GRANT PROPOSALS

1. Don't use a committee.
 - The fewer writers involved, the better the proposal.
 - Preferably, the project innovator should be the author, with editorial assistance by a grant coordinator.
2. Aim your "pitch" at one individual.
 - Try to visualize that person.
3. Write in third person.
 - It's easier to brag about "they" than "I".
4. Select an appropriate (and interesting) title of 10 words or less.
 - Don't be cute or hammy.
5. If the proposal is a long one (of 10 pages or more), prepare a table of contents.
6. Be liberal with spacing, sub-headings and underlines, to make it easy to read and to emphasize important points.
7. Try to limit each sentence to 15 words or less.
8. Try to limit yourself to 2 commas per sentence.
 - This keeps you from saying more than one thing at a time.
9. Keep your paragraphs short, and present only one thought per paragraph.
10. Use contractions freely. That's the way you talk, isn't it? It's the key to more effective, personal writing.
11. Use quick openers - like good newspaper openers.
 - Catch the reader's attention early, and keep it.

Facilitation & Running Effective Meetings

Facilitation & Running Effective Meetings
Workshop

January 13, 1994

Presented by:

Dianne Fitzgerald-Large
Project Manager

The Do's of Facilitation

1. Be Prepared

Be sure you understand the purpose of the meeting and what is to be accomplished. Ensure that you have read the minutes of the previous meeting and are well in tune with what has happened up to this point.

2. Have an Agenda

Prepare an agenda so that your whole group knows what is to be covered in this session

3. Keep on Track

Stick to your agenda and set a time limit for the meeting. Allow for free flow discussions but ensure that your agenda items are being covered and that committee members are not going in many different directions.

4. Ask Questions

- ☐ Questions stimulate discussions.
Ask open ended questions that require more than a yes or no answer. Your questions should prompt discussion and feedback. Example: Why does this community exist?
- ☐ Write questions down before the meeting to ensure that you have given it some thought and will not forget important ones.
- ☐ Relate one question to the next and use the members discussions as a spring board for questions - ask questions that arise out of their discussions. Example: Should we expect to change the reasons for this community's existence?
- ☐ Learn to ask "Why" and build on previous comments to dig deeper into an issue.
Example: Why do you feel that the quality of education in our community is inferior to that of larger communities?
- ☐ Don't be afraid to go back to the same questions if new information or ideas arise that change the context of the question.

5. Be The Last To Answer The Question Asked

As a chairperson or facilitator you may be seen as the "expert" and as such your opinion may be seen as carrying more weight than others. This is not the case. Chairs and facilitators are simply committee members who have agreed to lead a discussion and their opinion is no more or no less important than that of any other committee member.

6. Answer Questions With a Question

Answering members questions with a question forces them to think quickly and answer their own questions. It may also stimulate discussion. Example: If a committee member asks what resources are out there to help them? You can respond by asking "What resources do you need?"

7. Allow Everyone The Opportunity To Talk

Every person has something to contribute but some people are often reluctant to talk in a group setting. Assume that everyone who agreed to be on the committee has an interest and something to contribute and it is your responsibility as chair to ensure that they have an opportunity to do so. Simply ask each member if they have something to add to the discussion.

8. Stay Alert

You will likely have a number of comments directed towards you at once and it is important to be aware of everyone in the group. If there are several points made at one time, call upon the members to speak in turn so that their comments can be noted. It is important that you listen carefully to the comments so that you fully understand the context in which they were made and so that you can draw questions from them.

9. Use Body language

- ☐ Your body language speaks volumes. If you slouch in your chair and talk in a bored voice you are giving a message to your committee members (there are probably other places you would rather be right now).
- ☐ If you need to keep notes on a flip chart allows stand when you are leading your discussion.
- ☐ If you have a committee member who is chatty or disruptive, slowly but subtly move into their space to gain their attention and participation.

10. Work On One Question and Issue At A Time

Dig deep into issues and questions but stay on track. It is important for the whole group that questions be dealt with fully before moving on so that there is no misunderstanding of the comments or decisions reached.

Don'ts of Facilitation

1. Never Cut Someone Off, Say No or Put Someone Down

The first time you do will likely be the last time you hear from that person. It is a sure way to stifle discussion. There is value in every comment made. Simply pick out the valid points have the group as a whole comment on what they have heard.

2. Don't Be The Recorder of Information

Ensure that you have a recorder/secretary who can take good accurate notes so that you can concentrate on facilitating the meeting.

3. Don't Let One person Dominate the Meeting

There will always be one person who likes to talk and will often try to dominate the discussion. Do not allow that person to be the exclusive spokesperson for the group. Allow each member the same amount of time to talk and go around the table and as if they have something to contribute if they have not already done so.

4. Don't take Negative Feedback Personally

You are only presenting questions and issues for discussion. You will likely have to deal with sensitive subjects that may raise strong opinions and even anger. If negative feedback is coming out it is important to follow those thoughts and feelings to their root cause and identify the problems causing those emotions. Don't accept blame for negative feedback. Ask questions such as: Why do you feel that way? What can we do to solve this problem?

5. Don't Go Over Allotted Time

If you have agreed that the meeting will be over at 9:00, then stick closely to that time limit unless otherwise agreed upon by the whole group. You will inevitably run out of time discussing some issues. If someone has to leave ensure that they know what will be discussed and ask if they have anything to add before leaving. As long as they are aware and have been asked for their input, they should have no reason to complain at a later date about being left out of a discussion.

6. Don't Dominate Discussion Yourself

Keep your comments to a minimum and allow others to participate and carry the conversation. You must lead the conversation but it is not necessary for you to comment on every comment that has been made. You should be talking no more than 15% of the total time.

Running an Effective Meeting

☐ ***There Should Be A Facilitator/Chair And Secretary At Each Meeting.***

☐

Ensure A Comfortable And Conducive Physical Setting (having people seated in a semi-circle seems to work well).

☐ ***Have An Agenda And Stick To It. Deal With The Most Important Things First.***

If possible have the agenda out to the committee members a few days before the meeting so that the members have time to think about the issues and questions.

☐ ***Start The Meeting By Clearly Stating The Purpose Of The Meeting And Have The Group Agree On That Purpose.***

☐ ***The Chair/Facilitator Should Facilitate And Not Dominate The Meeting.***

☐ ***Be Well Organized And Structure Your Meeting***

Use the first 10-15 minutes to review and finalize the agenda, and to go over minutes from pervious meeting. The agree on HOW you will accomplish your tasks - for example go around the table and give everyone a chance to speak before opening the topic for free discussion.

☐ ***Be Prepared ~ Don't Call A Meeting Unless You Have All the Facts Together.'***

If research needs to be done ensure that it is done and information is gathered before holding your meeting.

☐ ***Develop Ground Rules and Use Common Sense In Doing So.***

For example ~ if you are getting bogged down in your discussion and one person is dominating, how do you want to prevent that from happening?

☐ ***Keep The Discussion Going By Asking Pertinent Questions.***

Ask open ended questions that require discussion and pass the discussion around the group so that everyone has an opportunity to respond if the wish. Don't Force People To Talk If They Don't Want To.

☐ ***Periodically Summarize.***

Summarizing during the meeting helps to clarify what has been said, where the group has been in their discussion and points the direction to where they need to go. Remember: Don't evaluate or be critical in your summary.

☐ ***Be Patient.***

Planning takes time. Don't force a group to make a decision before it is ready.

☐ *Be Aware of Non-Verbal Communication.*

What are people's expressions and actions telling you ~ respond to it. Are they confused? Are they bored? Try to involve them, ask their opinion.

☐ *End The Meeting With A Review.*

Review what has been done, what needs to be done, what tasks were assigned, to whom and the completion dates.

☐ *Keep Your Accomplishments Before The Group.*

In your review, remind the group of the accomplishments and success that you have made. It helps to keep them motivated.

☐ *Keep In Touch Between Meetings*

Contact members to see what progress is being made between meetings, especially if someone has a task to do. Offer assistance if needed. Ensure that members follow through on their commitments ~ don't let the momentum die.

☐ *Avoid Unnecessary Meetings*

There are many ways of communicating ~ a meeting is just one of them.

Is This Meeting Necessary?

You Don't Need A Meeting If:

- ☐ *You always have a meeting every Wednesday and this is Wednesday, but.....*
- ☐ *You don't have anything to discuss or report*
- ☐ *Research and information has not been gathered as planned*
- ☐ *Getting others involved will only cloud an issue*

You Do Need A Meeting If:

- ☐ *You have to give information to a group of people*
- ☐ *You need to make a decision and don't have time to contact everyone individually*
- ☐ *You want everyone to have the same information at the same time*
- ☐ *You need different perspectives and opinions on an issue*
- ☐ *You're after commitment*

Committee Member's Roles In Meetings

- ☐ **Prepare For The Meeting; if you were assigned a task such as doing research be sure that you have it done for the meeting**
- ☐ **Arrive On Time**
- ☐ **Do Not Carry On Side Conversations**
- ☐ **Be Willing To Ask Questions**
- ☐ **Listen To What Others Have To Say**
- ☐ **Get Involved and Stay Involved**
- ☐ **Contribute Ideas To The Discussion**
- ☐ **Support Useful Ideas From Other Members**
- ☐ **Be Objective ~ Judge The Merit Of all Ideas (don't be swayed by power, authority or friendship)**
- ☐ **Get All The Facts Before You make A Judgement**
- ☐ **Take Well Organized Notes**
- ☐ **Carry Out Agreed Upon Tasks**
- ☐ **Accept Controversy As A Way For Everyone To Express Their Views**

The Rules of Brainstorming

- ☒ Get as many ideas as possible
- ☒ One thought at a time
- ☒ Don't Criticize
- ☒ Don't Discuss
- ☒ Build on ideas of others
- ☒ Record ideas
- ☒ Take turns in sequence
- ☒ Okay to pass if you don't have an idea

METHODS OF COMMUNICATING WITH THE COMMUNITY

- _____ Bulletin Board (post notice of meeting, agenda, minutes)
- _____ Newsletter
- _____ Public Media (local, provincial, national newspapers/radio/tv)
- _____ Word of mouth
- _____ Speeches and presentations
- _____ Public meeting
- _____ Posters, bulletins
- _____ Tell school kids
- _____ Display
- _____ Community television
- _____ Church and other group announcements
- _____ Telephone campaign
- _____ Identifying and telling key individuals
- _____ Work place
- _____ Local gathering place
- _____ Flyers, leaflets
- _____
- _____

*Meeting & Dealing With
Government*

ADVOCACY

THE ACT OF PROMOTING OR
DEFENDING A CAUSE BY ARGUMENT.

LOBBYING

THE ATTEMPT TO INFLUENCE
LEGISLATION IN FAVOUR OF SOME
INTEREST.

IN ORDER TO BE EFFECTIVE IN ADVOCACY OR
LOBBYING. PEOPLE MUST BE FAMILIAR WITH
THE INSTITUTIONS THEY ARE CONFRONTING
AND THE INFLUENCE OF THOSE INSTITUTIONS
ON THE INDIVIDUALS WHOM THEY WANT TO
CONVINCE. THEY WOULD INCLUDE MEMBERS
OF GOVERNMENT & THE BUREAUCRACY.

MINISTERS

SPECIFIC OBLIGATIONS OF A MINISTER INCLUDE?

- 1) REPRESENTING THE DEPARTMENT'S INTEREST AT INTER-DEPARTMENTAL AND CABINET MEETINGS.
- 2) LIAISON WITH INDIVIDUALS/ORGANIZATIONS WHO HAVE SOME INTEREST IN DEPARTMENT POLICY.
- 3) DEFENDING POLICIES TO PARLIAMENT, RESPONDING TO OPPOSITION QUESTIONS.
- 4) ENSURING DEPARTMENT OFFICIALS IMPLEMENT CABINET POLICY.

GOVERNMENT DEPARTMENT STAFF

EXECUTIVE ASSISTANTS

DEPUTY MINISTERS

ASSISTANT DEPUTY MINISTERS

SECTION/DIVISION DIRECTORS

ECONOMISTS

STATISTICIANS

SECRETARIES

PUBLIC RELATIONS

OR

COMMUNICATIONS PERSONNEL

THE BUREAUCRACY

THE BUREAUCRACY EXISTS MAINLY TO:

- | | | |
|--|-----------|--|
| 1) TO SERVE THE PUBLIC | OR | MAINTAIN STABILITY
OF THE SYSTEM |
| 2) ACHIEVE PUBLIC GOALS | OR | ENSURE SMOOTH
FUNCTIONING OF
THE DEPARTMENT |
| 3) INFORM THE PUBLIC | OR | CONTROL PUBLIC
DISSENT |
| 4) CREATE INNOVATIVE
POLICIES | OR | MAINTAIN THE
STATUS QUO |
| 5) DEVELOP CONCRETE
SOLUTIONS TO PROBLEMS | OR | DEVELOP ABSTRACT
SOLUTIONS TO
PROBLEMS |
| 6) DEVELOP FAIR SOLUTIONS
TO PROBLEMS | OR | DEVELOP EFFICIENT
SOLUTIONS TO
PROBLEMS |

THE BUREAUCRATIC PROCESS

SOME OF THE MOST IMPORTANT ASPECTS OF THIS ORGANIZATION ARE:

- 1) THE DIVISION OF LABOUR
- 2) HIERARCHY
- 3) DEPERSONALIZATION
- 4) RATIONALITY
- 5) LANGUAGE
- 6) CAREER DEVELOPMENT WITHIN THE BUREAUCRACY

1) DIVISION OF LABOUR

DEFINED BY: THE SECTION/DIVISION IN WHICH THEY WORK
DEFINED BY: JOB DESCRIPTION
IE. PUBLIC RELATIONS

2) HIERARCHY

- THE BUREAUCRACY FOLLOWS A STRICT HIERARCHY AND EMPLOYEES MUST ACCOUNT FOR THEIR SUPERIORS.
- PERSON NEEDS PERMISSION FROM SOMEONE ELSE BEFORE ACTING.

3) DEPERSONALIZATION

- HAVING LITTLE OR LACK OF CONCERN FOR INDIVIDUALS NEEDS
- USES EFFICIENT FORMS AND APPLICATIONS (RED TAPE) PROCEDURES RATHER THAN PERSONAL APPROACHES.

4) RATIONALITY

- USES LOGICAL ARGUMENT BASED ON FACTS AND FIGURES.
- TRY TO ACHIEVE THE GOALS OF THE POLICY WITHOUT BREAKING THE RULES AND STANDARDS OF THE BUREAUCRATIC STRUCTURE.

5) LANGUAGE

- USE OF JARGON THAT REQUIRES PEOPLE TO LEARN THE LANGUAGE IF YOU WANT TO COMMUNICATE WITH OFFICIALS.

6) CAREER DEVELOPMENT

- MOST CAREER CIVIL SERVANTS WILL NOT MAKE DECISIONS THAT WOULD PLACE THEIR JOBS AT RISK OR GET IN THE WAY OF A PROMOTION.

STRATEGIES FOR COMMUNICATION

- 1) WHO
- 2) WHAT
- 3) WHEN
- 4) WHERE
- 5) WHY

WHO?

- CONTACT USUALLY STARTS WITH THE DEPARTMENT'S COMMUNICATIONS/PUBLIC RELATIONS OFFICES WHOSE RESPONSIBILITIES INCLUDED DEALING WITH THE PUBLIC.
- THIS PERSON CAN INFORM YOU ABOUT WHO TO TALK TO, PROVIDE INFORMATION AND MAY HELP SET UP MEETINGS.
- YOU MUST KNOW IN ADVANCE WHAT OFFICIAL IS DOING WORK SO AS TO ARRANGE MEETINGS.

WHAT?

- BEFORE ASKING TO TALK TO OR MEET WITH AN OFFICIAL, IT IS IMPORTANT TO GATHER APPROPRIATE INFORMATION.
- IN ORDER TO INFLUENCE POLICY IT IS IMPORTANT TO HAVE INFORMATION THAT MAKES A LOGICAL EXPLORATION AS TO WHY A CHANGE COULD BE MADE.
- IT IS IMPORTANT TO SHOW HOW YOUR SUGGESTIONS WILL HELP THE DEPARTMENT ACCOMPLISH ITS GOALS AND THAT IT IS A PRACTICAL APPROACH.

WHEN?

- THE FURTHER ALONG A CERTAIN PATH THE DEPARTMENT HAS GONE, THE LESS LIKELY IT IS TO TURN AWAY FROM THAT PATH.
- IT IS IMPORTANT FOR ORGANIZATIONS THAT WANT TO INFLUENCE POLICY TO KEEP TRACK OF WHAT ALTERNATIVES ARE BEING CONSIDERED AT THE BUREAUCRATIC LEVEL.

- IF AN ORGANIZATION DOES NOT MEET UNTIL THE POLICY HAS BEEN FULLY DEVELOPED, THE DEPARTMENT IS UNLIKELY TO WANT TO START ALL OVER AGAIN AND WILL TEND TO DEFEND ITS DECISION.
- STUDY A POLICY PROPOSAL AND DEVELOP A CRITICISM BASED ON A LOGICAL ARGUMENT.

WHERE?

- GOVERNMENT OFFICES
- COMMUNITY OFFICES
- PUBLIC MEETINGS

WHY?

- GOVERNMENT EMPLOYEES WANT TO AVOID ACTIONS THAT MIGHT EMBARRASS THE DEPARTMENT OR THREATEN THEIR CAREERS.
- THEY WILL WANT TO KNOW YOUR REASON FOR WANTING INFORMATION OR ASKING FOR A MEETING.

IN DEALING WITH GOVERNMENT EMPLOYEES, YOU SHOULD BE SPECIFIC ABOUT:

- **WHO YOU REPRESENT.**
- **WHY THE GROUP IS INTERESTED IN TALKING TO AN OFFICIAL.**
- **WHAT YOU PLAN TO DO WITH THE INFORMATION.**
- **WHY YOU THINK A MEETING WILL HELP THE OFFICIAL MAKE BETTER POLICIES.**

A. INFORMATION NEEDS

THERE ARE THREE BASIS STEPS TO GETTING THE INFORMATION YOU NEED TO PREPARE TO LOBBY GOVERNMENT.

- 1) DECIDING WHAT INFORMATION YOU NEED**
- 2) IDENTIFYING SOURCES OF INFORMATION**
- 3) FINDING SPECIFIC INFORMATION**

- WHO:
- WHO DECIDES AND WHAT DO THEY THINK?
 - WHO INFLUENCES THE DECISION-MAKERS AND WHAT DO THEY THINK?
- WHAT:
- WHAT INFORMATION DO DECISION-MAKERS AND THOSE WHO ADVISE THEM USE TO SUPPORT THEIR POSITION?
 - WHAT ARE THE DECISION-MAKERS AND THEIR ADVISERS DOING?
- WHEN:
- WHEN WILL DECISION-MAKERS MAKE DECISION ON THE POLICY THAT YOU WANT TO INFLUENCE?
- WHERE:
- WHERE CAN YOU FIND THE INFORMATION YOU NEED?
- WHY:
- WHY ARE DECISION-MAKERS DOING WHAT THEY ARE DOING?

B: SOURCES OF INFORMATION

1) MEDIA

NEWSPAPERS, RADIO NEWSCASTS AND
PUBLIC AFFAIRS PROGRAMS, TELEVISION
NEWSCASTS AND DOCUMENTARIES.

2) LIBRARIES

PUBLIC LIBRARIES, COMMUNITY COLLEGES,
UNIVERSITY, GOVERNMENT

3) GOVERNMENT DEPARTMENTS

FEDERAL, PROVINCIAL AND MUNICIPAL

4) UNIONS AND ASSOCIATIONS

(NEWSLETTERS, REPORTS)

C: FINDING SPECIFIC INFORMATION

GENERAL STRATEGY

- 1) START WITH INFORMATION GIVERS IN YOUR COMMUNITY/REGION AND GO TO MORE DISTANT INFORMATION GIVERS LATER.**
- 2) GET AS MUCH INFORMATION AS YOU CAN FROM SOURCES THAT HAVE A WIDE RANGE OF MATERIALS, AND THEN APPROACH OTHER FOR INFORMATION THAT IS NOT AVAILABLE FROM THESE SOURCES.**
- 3) START WITH INFORMATION GIVERS THAT HAVE STAFF TO SERVE THE PUBLIC AND THEN GO TO OTHERS FOR INFORMATION THAT IS NOT AVAILABLE FROM THOSE SOURCES.**
- 4) FOR INFORMATION ON MATTERS WHERE TIME IS CRITICAL, GO DIRECTLY TO THE SOURCE THAT PRODUCES THE INFORMATION.**

SPECIFIC STRATEGIES

- 1) MONITORING MEDIA
- 2) TELEPHONE INTERVIEW
- 3) MAILING LIST
(GOVERNMENT DEPARTMENTS & AGENCIES, ASSOCIATIONS)
- 4) SUBSCRIPTIONS
- 5) LETTERS
- 6) LIBRARY COMPUTER SYSTEMS
- 7) DATA BASES

B: STRATEGIES OF CONFRONTATION

- 1) DEMONSTRATIONS**
- 2) SIT-INS AND BLOCKADES**
- 3) BOYSCOTTS**
- 4) COURT CHALLENGES**
- 5) NON-COMPLIANCE**

How To LOBBY EFFECTIVELY

1) IDENTIFICATION OF ISSUE/PROBLEM:

- STATE CLEARLY
- IDENTIFY CASE AND EFFECTS OF PROBLEMS
- RELATE CAUSE TO SPECIFIC GROUP

2) ORGANIZATION:

- ORGANIZATION AT GRASS ROOTS LEVEL
- VERY IMPORTANT TO SECURE A SOLID BASE OF SUPPORT
- UNDERSTAND YOUR GROUP PROFILE: USE ALL HUMAN RESOURCES

3) SETTING GOALS/MANDATE:

- GOALS SHOULD BE CLEAR

4) INFORMATION:

- VERY IMPORTANT-BE ACCURATE, ESTABLISHES GROUPS CREDIBILITY
- KNOW THE ARGUMENTS AGAINST YOUR CAUSE, SO YOU CAN REFUTE THEM IN A KNOWLEDGABLE WAY.

5) PLANNING:

- SETTING THE STRATEGY TO DELIVER YOUR MESSAGE
- BE PRAGMATIC AND REALISTIC
- ANTICIPATE ISSUES BEFORE THEY ARISE

6) **PUBLIC AWARENESS AND SUPPORT:**

- DEVELOP ALLIANCES, EVEN WITH GROUPS WHICH MAY NOT BE SEEN AS AN OBVIOUS ALLY

7) **PRESENTING FACTS TO THE DECISION MAKERS:**

- TARGET TO CORRECT LEVEL OF GOVERNMENT
- KNOW BOTH POLITICIANS AND BUREAUCRATS
- DO NOT PERSONALIZE YOUR CRITICISMS OF GOVERNMENT
- MAKE ALL LEVELS OF GOVERNMENT AWARE OF CAUSE: LOCAL, REGIONAL, PROVINCIAL AND NATIONAL
- BRING A SMALL DELEGATION WITH A WIDE RANGE OF INTEREST.
- BE SPECIFIC ON ACTION DESIRED
- BRING A FAX SHEET
- SUGGEST A CONTINUATION OF DISCUSSION AT A LATER DATE

LOBBYING STRATEGIES

A: STRATEGIES OF PERSUASION

1. BRIEFS

Briefs should include the following information:

- WHO THE ASSOCIATION REPRESENTS
- WHY THE ASSOCIATION IS INTERESTED IN THE ISSUES
- CRITICISMS OF THE EXISTING OR PROPOSED POLICY OR PROGRAM.
- AN EXPLANATION OF WHAT THE ASSOCIATION WANTS AND WHY.
- A DEFENSE AGAINST EXPECTED CRITICISMS REGARDING THE PROPOSED POLICY OR PROGRAM IDEAS
- THE BRIEFS AND COSTS OF THE POLICY TO GOVERNMENT
- THE STEPS GOVERNMENT WOULD HAVE TO TAKE TO PUT THE POLICY OR PROGRAM INTO ACTION

2) **PRIVATE MEETINGS**

- WHERE YOU ARE TRYING TO PERSUADE AN OFFICIAL TO SUPPORT A SPECIFIC POLICY, YOU SHOULD INCLUDE THE SAME TYPES OF INFORMATION THAT YOU USE WHEN WRITING BRIEFS.
- MEETINGS WITH THE MINISTER SHOULD TAKE PLACE ONLY AFTER YOU HAVE MET WITH THE DEPARTMENT'S SENIOR OFFICIALS AND DECIDE THAT THESE DISCUSSIONS HAVE FAILED TO GET THE RESULTS YOU WANT.

3) **REPRESENTATIVE TO COMMITTEES**

- STANDING COMMITTEES ARE SET UP TO DEBATE AND DISCUSS THE POLICIES OF VARIOUS GOVERNMENT DEPARTMENTS.
- REPRESENTATIVES TO COMMITTEE MAY BE BY PERSONAL CONTACT OR BRIEFS.

4) **PETITIONS**

- IT SHOWS GOVERNMENT THAT THERE IS BROAD PUBLIC SUPPORT FOR YOUR PROPOSED POLICY OR PROGRAM.
- STATE ONLY ONE OR FEW DEMANDS CLEARLY AND CONCISELY.
- ARRANGE TO HAVE YOUR PETITION PRESENTED TO THE HOUSE OF COMMONS OR HOUSE OF ASSEMBLY THROUGH A LOCAL MP OR MHA OR PRESENT THE PETITION DIRECTLY TO THE MINISTER RESPONSIBLE AT A PUBLIC EVENT.

5) **OPINION POLLS**

- THE RESULTS OF POLLS CAN BE USED TO STRENGTHEN ARGUMENT FOR CHANGES IN EXISTING POLICIES/NEW POLICIES.

6) **LETTER-WRITING CAMPAIGNS**

7) **PUBIC SPEAKING**

8) **MEDIA RELEASES, CONFERENCES, AND INTERVIEWS**

TIPS ON BRIEF WRITING

First, clarify in your own minds exactly what it is that you want. Ask yourselves a lot of questions about it, so you know you're all thinking in the same direction and that you've thought it through. A lot of people's troubles in writing come from not being quite sure what they want to say. Do your thinking first, or in a couple of rough drafts. This will give your brief a sense of confidence and clear purpose that will make it more effective.

Research. Depending on the issue, this might be a lot of work or a little. Anyway, be sure your brief contains enough background to clarify the situation, as well as, enough detail to give your position all the support you can. Don't be shy about going to government for any facts or figures that might help your case -- fish landings, for example, or population, or traffic figures or school enrolment or whatever you need. Don't be scared by the work research; just call it homework if you like. Anyway, the results will show in your brief, and government will take you much more seriously if you demonstrate that you mean business.

Think of all the sensible reasons you can about why you should get whatever you're asking for. Not just your own reasons for wanting it but any good reasons you can think of, in terms of development, fairness, public benefits or whatever. Keep in mind that government has a lot of other ways to spend the same time and money; you have to convince the ones you're dealing with and also give them good arguments to convince their colleagues, who may be promoting other ideas or projects.

TACTICS FOR LOBBYING ELECTED OFFICIALS

- RESEARCH THOROUGHLY ALL SIDES OF YOUR ARGUMENT BEFORE GOING PUBLIC
- ESTABLISH AS WIDE A NETWORK OF SUPPORTERS AS POSSIBLE
- PRODUCE PUBLICATIONS (IE., NEWSLETTERS, FLYERS) TO SUPPORT YOUR CAMPAIGN
- BE SELECTIVE IN YOUR CHOICE OF TARGET FOR A LOBBY CAMPAIGN
- APPOINT KEY SPOKESPERSON
- UTILIZE THE MEDIA TO ADVANCE YOUR POSITION
- APPROACH THE STAFF OF ELECTED POLITICIANS
- DEVELOP PETITIONS
- LAUNCH A PERSONALIZED LETTER-WRITING CAMPAIGN

LOBBYING SKILLS

(THE BASIC CRITERIA FOR BEING AN EFFECTIVE LOBBYIST)

- BE INFORMED – MOST IMPORTANT BECAUSE ELECTED OFFICIALS LOOK TO YOU FOR NEEDED INFORMATION.
- BE HONEST – IF YOU ARE NOT SURE OF A FACT SAY SO, BUT INDICATE YOU WILL MAKE INFORMATION AVAILABLE AS SOON AS POSSIBLE.
- FIGHT ISSUES, NOT PERSONALITIES
- BE PUNCTUAL AND COURTEOUS
- BE FRIENDLY, BUT FIRM
- BE SPECIFIC

TWELVE COMMANDMENTS FOR SUCCESSFUL LOBBYING

BE NICE

- RESPECTABLE, REASONABLE, COURTEOUS, CALM, BUT "CONCERNED."

BE RESPECTFUL

- EVERYONE LIKES TO FEEL IMPORTANT AND TO BE HELPFUL.
- ENLIST THEIR SYMPATHY AND SUPPORT.

BE CLEAR

- ASK FOR EXACT DATES, TIMES, AND WHO WILL BE INVOLVED.
- ASK FOR THINGS IN WRITING, ASK FOR COPIES OF CORRESPONDENCE, WRITE CONFIRMING MINUTES, SUMMARIZE.

BE INFORMED

- DO YOUR HOMEWORK, CHECK YOUR FACTS, CONSULT EXPERTS, BRIEF YOUR MEMBERS

SEEK HELP

- SEEK OUT MENTORS, CONSULT EXPERTS, MAKE ALLIANCES WITH AGENCIES AND OTHER GROUPS.

KNOW YOUR SYSTEM

- KNOW HOW AND WHERE DECISIONS GET MADE. TARGET KEY POINTS OF INTERVENTION.

KNOW WHAT YOU WANT

- GOVERNMENTS DO NOT SOLVE PROBLEMS–THEY ADOPT SOLUTIONS. YOU MUST GIVE THEM THE PROBLEMS AND THE SOLUTION.

SHOW STRENGTH

- ACT AS A GROUP, STICK TOGETHER, ACT ORGANIZED, ACT CONFIDENT.

BE PATIENT

CONSTANTLY RE-EVALUATE STRATEGY AND GOALS. RECOGNIZE SMALL ACCOMPLISHMENTS. MOVING GOVERNMENTS TAKES TIME.

HAVE FUN, SUPPORT EACH OTHER

- MEET THE NEEDS OF YOUR MEMBERS FOR PERSONAL SUPPORT AND FRIENDSHIP. KEEP A SENSE OF HUMOUR AND KEEP EACH OTHER IN PERSPECTIVE.

BE TOUGH

- KEEP PUSHING FROM ALL DIRECTIONS. BE POLITICAL. USE THE MEDIA. BE CREATIVE.

BE STRATEGIC

- CAREFULLY PLAN YOUR STRATEGY IN SCALE WITH YOUR RESOURCES. SEIZE OPPORTUNITIES. BE PRACTICAL.

Strategic Planning

Community Economic Development

&

Strategic Planning Workshop

February 26, 1994

Presented by: Dianne Fitzgerald-Large
&
Pat Hann

Group Exercise

You have been asked by the community of Whitbourne to speak to them about Community Economic Development. What would you say? How would you define CED?

What is Strategic Planning?

1. It is a "Process", a tool for getting us from here to there ~ from where we are to where we want to be.
2. It builds on the identified **Strengths** of our community.
3. It minimizes **Weaknesses** of our community.
4. It takes advantage of external **Opportunities**.
5. It overcomes external and internal **Threats**.

Strategic Planning is like writing a story. It involves:

- ☐ the right setting
- ☐ themes
- ☐ plots and sub-plots
- ☐ actors
- ☐ a beginning
- ☐ a middle
- ☐ an end
- ☐ an interpretation

Key Steps in Strategic Planning

1. Creation of a Vision Statement

- ☐ A Vision Statement is a description of a desired future community.
- ☐ It is a precise statement of community priorities and values.
- ☐ It is the basis for longer term direction and community action.
- ☐ It is created by and for the community.

2. *Development of Goals*

- ☐ Goals are developed out of the vision statement.
- ☐ Goals are longer term conditions which are described. (e.g. a more developed recreation program)
- ☐ Goals are building blocks for the vision.
- ☐ Goals are created by and for the community.

3. Development of Objectives

- ☐ **More concrete than goals. e.g. developing a winter skating competition program**
- ☐ **Building blocks for the goals.**
- ☐ **Created by and for the community.**

4. *Creation of Targets*

- ☐ Answers how much, how many, when?
(e.g. two skating competition to be held yearly, beginning January 1995)

- ☐ Building blocks for the goals and objectives.

5. *Development of Specific Projects*

- ☐ Projects are the building blocks for targets.
- ☐ Projects are specific, concrete activities ~ the "nuts and bolts of community economic development.

E.g. to reach the target of holding two skating competition yearly, beginning January 1995 will require:

- (1) developing a skating rink
- (2) promotion and marketing of the event etc

6. *Development of Action Plans*

- ☐ Every project must have an action plan.
- ☐ An action plan divides work into bite size pieces, sets priorities, assigns responsibilities, establishes time frames and indicates measures which tell when the task is completed.

- ☐ An Action Plan states explicitly:

What is to be done?

How it will be done?

Who will do it ?

When it must be done by?

How will we know it has happened?

**Notes from
Community Economic Development and Strategic Planning**

**Authors: David JA. Douglas
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**The Community Futures Training Project
University School of Rural Planning and Development
University of Guelpe 1993**

Developing the Community's and the areas Human Resource Base

Modules

- 1. The nature of Human Resource in Community Economic Development and the Community**
 - 2. The Labor Force and Community Economic Development**
 - 3. Labor Force and Training**
 - 4. Developing the Managerial and Entrepreneurial Resource Base**
- ~~~~~

Module

1. Nature of Human Resources in the community

Community Economic Development places a great of emphasis upon human resources and human resource development.

Without the development of people, there can no longer be community economic development.

Human Resource Development involves

- ☐ Training
- ☐ Opportunity identification and development
- ☐ They are integrated

There are four major stages in the development of a human resource development strategy.

☐ Analysis of **Environmental Factors** and trends that impact on human resource development

Analysis of

- ☐ Labor demand
- ☐ Labor supply
- ☐ Training resources

Look at the gap (if any) between the demand and supply of human resources

- ❑ Design and preparation of human resource development strategy that supports the community's strategic plan for economic development.

The importance of identifying, developing and maintaining partnerships with community leaders, business persons, government officials and training institutions through this process is worth emphasizing.

Human Resource Development may want to target specific areas of the total labour market.

I.E.

- employed workers
- unemployed workers
- current business people
- potential business people
- youth
- etc.

Four types of Human Resources that are important for strategic planning and Community Economic Development

1. Labour Resources accessible to the community

What are its characteristics?

2. Business owners and managers in the community and surrounding region as well as potential business people.

a. IDENTIFY business owners and managers of existing businesses

- look at potential for innovation and change
- build networks & communication between them
- have an information base on businesses and their owners and managers available.

b. Identify potential business owners and managers

- What about various sectors of the community
i.e. women, younger people wanting to get into business
- why are some groups better represented than others

Strategies

Specific training and communication programs aimed at specific groups
i.e. Women's Enterprise Bureau can assist women in education and how to get started in business.

3. People who work within institutions in the community, such as municipal staff, government departments, social agencies and specifically the community economic development organizations in the community.

☐ How can we harness the talents of all these people without stepping on their toes or creating an overload of committee structures?

☐ How can we bring together the agendas/plans of various organizations to promote economic development

Other important groups

~Service organizations

~Church based groups

~Fishermens group

~Heritage association

~Tourism association

What others?

4. Individuals

Some are "formal" or elected or organizations in the community

"Informal" leaders; those who have a commitment to the community and who have experience in business, service organizations, civil service, etc.

Questions

1. Are there identifiable goals and objectives for human resources in your community's economic development.

2. Can you describe what the plan says about

- the local labour force

-management and entrepreneurship

-the personnel working for the community

-economic development organizations

6.1.2

Community Economic Development

<i>Labour</i>	<i>Managers</i>	<i>Civil</i>	<i>Volunteers</i>
<i>Resources</i>	<i>Entrepreneurs</i>	<i>Servants</i>	<i>Residents</i>

- obtain latest population statistics from statistics Canada which shows the immediate communities. It will include populations, occupations, household info., incomes, ages etc. This will be useful. The last census info. would be from 1991. It may be interesting to look at the previous census in the 1980's to see what has changed or remained the same.

Module 2: Labour Force and Community Economic Development

Summary of Factors affecting supply and demand for labour

Supply

1. Population processes including changes in birth and death rates
2. Population change related to migration
3. Living costs and quality of life
4. The existing economic structure and the labour force participation rate
5. Changing economic structure in an area
6. Values, preferences and alternatives available to the working age group in the population

Demand

1. The economic structure and changing economic structure
2. Changing corporate structures
3. Changing technology
4. Cost competitiveness of local labour

Module 3. The Labour Force and Training

1. Current or short term labour demands

~ identify labour needs for potential entrepreneurs and set up specific training

for people to take advantage of new jobs

2. Medium term labour demands

~changes in businesses and new enterprises will prepare people for acquiring skills to take advantage of these jobs

3. Long Term

~Develop long term plans and in doing so check out with organization and businesses about what will be happening

Training

A strategic planning process should evaluate the following

1. Short, medium and long term demands of business
2. The gaps between these demands and the labour force in the community's economy
3. Training resources currently accessible to the community

Training Resources Include:

- ☐ **on the job training** - provided by existing businesses in the community's and areas economy
- ☐ **educational and technical training** - provided through existing local and regional educational institutions ~high schools, colleges, etc.
- ☐ **the facilities and staff** in these institutions and their capacity and flexibility to respond to new training needs.
- ☐ **private consultants** in the training field and their track record of providing training in the community and area

4. The needs of different segments of the labour force

~those who desire self employment

~youth

~women

~older workers who have been laid off

~physically handicapped

~what others

P.S. Care must be taken to analyze the real skills. Possessed by particular segments of the labour force small skills are transferable between different industries fairly readily, while others are not. How adaptable is each segment of the labour force? i.e. fisheries workers

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The Community Economic Development Strategic plan will generally propose development which include:

- Development of current and future business or development opportunities
- Expansion/Restructuring of existing business or sectors
- Development of New entrepreneurial initiatives

The Human Resources Development strategy should enable people, whether they are employed or unemployed workers, business managers or business people should be able to find something in the plan that offers new individual challenges.

The strategy might also address how to build and maintain partnerships with community organizations, businesses and training institutions on a continual basis.

*Leadership*



## THE MEETING LEADER'S ROLE

The meeting leader must focus the energy and attention of participants and keep them moving toward the meeting's objectives. This is a multifaceted task which can be better understood by breaking a meeting into three major components.

### The Major Components Of A Meeting

- *Content*—The information, knowledge, experience, opinions, ideas, myths, attitudes, and expectations that participants bring to the meeting.
- *Interaction*—The way participants work together while processing the meeting's content. Includes feelings, attitudes, and expectations that bear on cooperation, listening, participation, trust, and openness.
- *Structure*—The way in which both information and participants are organized to achieve the meeting's purpose.

An effective leader is attentive to each of the above meeting components. The meeting leader's role is to monitor progress and provide direction. In some meetings participants help provide direction. This makes the leader's job easier. In other meetings the leader is required to provide most of the direction.

To be an effective leader you must be able to analyze each situation, determine what is needed to move forward, and take the necessary action to achieve the objectives. On the following page is an outline of activities in each of the component areas that may be appropriate during a meeting.

In the sections that follow you will receive specific instructions on techniques for structuring decision-making meetings and for handling effective interaction.

# ACTIVITIES INVOLVED IN CONDUCTING MEETINGS

The leader's role is to monitor the activity in each key component area and provide the missing elements required to move the group toward the meeting's objectives.

## Content

- Initiate Action
- Keep on Topic
- Elicit Information
- Compare/Contrast Viewpoints
- Summarize
- Test for Decision
- Develop Action Plans

## Interaction

- Monitor Participation
- Encourage Participation
- Model Supportive Behavior
- Encourage Building/Supporting
- Encourage Differing/Confronting
- Facilitate Conflict Resolution
- Explore Reactions and Feelings
- Facilitate Feedback Among Members

## Structure

- Develop Agenda
- State Objectives
- Manage Time
- Utilize Procedures & Techniques for:
  - Recording/Displaying Data
  - Analyzing Data
  - Generating Alternatives
  - Making Decisions
- Make Role Assignments
- Develop Ground Rules

## THE NECESSARY STEPS TO AN EFFECTIVE MEETING

### Before the Meeting

#### Leader

- 1) Define objective
- 2) Select participants
- 3) Make preliminary contact with participants to confirm availability
- 4) Schedule meeting room and arrange for equipment and refreshments
- 5) Prepare agenda
- 6) Invite participants and distribute agenda
- 7) Touch base with non-participants
- 8) Make final check of meeting room

#### Participants

- 1) Block time on schedule
- 2) Confirm attendance
- 3) Define your role
- 4) Determine leader's needs from you
- 5) Suggest other participants
- 6) Know the objective
- 7) Know when and where to meet
- 8) Do any required homework

### During the Meeting

- 1) Start promptly
- 2) Follow the agenda
- 3) Manage the use of time
- 4) Limit/control the discussion
- 5) Elicit participation
- 6) Help resolve conflicts
- 7) Clarify action to be taken
- 8) Summarize results

- 1) Listen and participate
- 2) Be open-minded/receptive
- 3) Stay on the agenda and subject
- 4) Limit or avoid side conversations and distractions
- 5) Ask questions to assure understanding
- 6) Take notes on your action items

### After the Meeting

- 1) Restore room and return equipment
- 2) Evaluate effectiveness as meeting leader
- 3) Send out meeting evaluations
- 4) Distribute memorandum of discussion
- 5) Take any action you agreed to
- 6) Follow-up on action items

- 1) Evaluate meeting
- 2) Review memorandum of discussion
- 3) Brief others as appropriate
- 4) Take any action agreed to
- 5) Follow-up on action items

## 49. Be Open to Whatever Emerges

**T**he wise leader does not impose a personal agenda or value system on the group.

The leader follows the group's lead and is open to whatever emerges. The leader judges no one and is attentive to both 'good' and 'bad' people. It does not even matter whether a person is telling the truth or lying.

Being open and attentive is more effective than being judgmental. This is because people naturally tend to be good and truthful when they are being received in a good and truthful manner.

Perhaps the leader seems naive and childlike in this uncritical openness to whatever emerges. But openness is simply more potent than any system of judgments ever devised.

## 51. Principle and Process

**E**verything, every behavior, is a vibratory pattern or process. Such process emerges, develops, and decays, according to the single principle.

People have a natural reverence for the principle, and they naturally love the vibratory energy which obeys the principle.

The vibratory energy and the principle make a partnership, which produces an infinite variety of forms. But the partnership takes no profit from its productivity. Neither does it get its power by making things happen in a coercive manner. There are simply no alternatives; there is no other way.

This partnership between principle and process is the first fact of life and of our work.

## LEADERSHIP

by John HEIDER

Bantam Books, Toronto, 1986



"Look, just relax, son ... relaaaaaaaax ... I'm gonna come over there now and you can just hand me your gun. ... Everything's gonna be reeeal cool, son."

Cartoon: Gary Larson

The Fox Series, 22nd Nov 2, 1996

**T**he wise leader knows that the true nature of events cannot be captured in words. So why pretend? Confusing jargon is one sure sign of a leader who does not know how things happen.

But what cannot be said can be demonstrated: be silent, be conscious. Consciousness works. It sheds light on what is happening. It clarifies conflicts and harmonizes the agitated individual or group field.

The leader also knows that all existence is a single whole. Therefore, the leader is a neutral observer who takes no sides.

The leader cannot be seduced by offers or threats. Money, love, or fame—whether gained or lost—do not sway the leader from center.

The leader's integrity is not idealistic. It rests on a pragmatic knowledge of how things work.

## 57. Doing Less and Being More

**R**un an honest, open group.

Your job is to facilitate and illuminate what is happening. Interfere as little as possible. Interference, however brilliant, creates a dependency on the leader.

The fewer rules the better. Rules reduce freedom and responsibility. Enforcement of rules is coercive and manipulative, which diminishes spontaneity and absorbs group energy.

The more coercive you are, the more resistant the group will become. Your manipulations will only breed evasions. Every law creates an outlaw. This is no way to run a group.

The wise leader establishes a clear and wholesome climate in the group room. In the light of awareness, the group naturally acts in a wholesome manner.

When the leader practices silence, the group remains focused. When the leader does not impose rules, the group discovers its own goodness. When the leader acts unselfishly, the group simply does what is to be done.

Good leadership consists of doing less and being more.



## *Appendix 2*

### *Committee Minutes*

# *Dildo's Committee Minutes*

## **Tourism/Fish Hatchery Committee**

***Chairperson - Don Bishop    582-3484***  
***Secretary - Winston Smith    582-2932***

### **Other Committee Members:**

|                       |                 |
|-----------------------|-----------------|
| <b>Gerald Smith</b>   | <b>582-2687</b> |
| <b>Cecil Hollett</b>  | <b>582-2043</b> |
| <b>Wayde George</b>   | <b>582-3478</b> |
| <b>Vaughan George</b> | <b>582-2317</b> |
| <b>Randy Smith</b>    | <b>582-2327</b> |
| <b>Terry Smith</b>    | <b>582-2757</b> |
| <b>Eric Newhook</b>   | <b>582-3252</b> |
| <b>Rowena Smith</b>   | <b>582-2687</b> |
| <b>Al Moraze</b>      |                 |
| <b>Levi March</b>     |                 |
| <b>Charles George</b> | <b>582-2373</b> |

Tourism Committee  
Meeting: January 5, 1994  
S.U.F. Lodge  
7:30p.m.

Meeting called to order at 7:30p.m. by Chairperson Rowena Smith. Minutes of previous meeting were read and adopted.

Present at the meeting were: Rowena Smith, Winston Smith, Eric Newhook, Terry Smith, Vaughan George, Randy Smith, Gerald Smith, Cecil Hollett, Don Bishop and Wayde George.

Many different ideas were discussed such as:

- Fish Hatchery
- Old Remedies (juniper berries(tea) etc.)
- Whale Sculpture (no meeting as yet)
- Dildo Island (development ) (historical site)
- Pub Snacks
- Anderson's Cove Beach (where ax was found)

Develop:

- Old Shop Beach (pot head whale drive)
- Mussel Beds in Old Shop
- Environment

All these things were discussed to some extent "Old Remedies" for instance we should try and get the juniper berries and tea tested and see what is into it and maybe sometime it could be marketed.

Whale Sculpture ~ Waiting for word from museum committee (meeting tomorrow night January 6/94)

Dildo Island ~ Development and historic site. Gerald stated that Dildo Island could be designated as a National Historic Site, but then it would be controlled by Parks Canada and there could be problems arise.

Pub Snacks ~ Dried meat, fish, etc.

Anderson's Cove Beach ~ Terry Smith said they have talked about this site in history class. Could there possibly be a dig for other ancient things? This is the site where Dr. Bonistel found the old ax.

Old Shop Beach ~ Site of Historic Pot Head Whale Drive. One of the very few places in Newfoundland or Canada to drive whales into beaches and kill them with lances or sharpened pieces of steel.

Mussel Beds in Old Shop ~ Maybe place tables on the beach during summer where tourists could come and cook the mussels.

Environment and Tourism ~ Gerald Smith said although there are some places in our area that need to be cleaned up. There are also some very good, clean sites available such as Swile Rock Hill overlooking Dildo, Blaketown, Old Shop and South Dildo. He also referred to the site as being almost pollution free (referring to the indicator moss in area.)

Although all these things were discussed it seemed that the general feeling among the committee was that our most important project at this time should be the Fish Hatchery.

Dianne stated that there is an application gone in from Sea Forest Products (Charlie Power, Craig Dobbin, Cabot Martin). Dianne also said she has talked Mcgil University and they are willing to support us. She said she would also try to find out some information on getting an application and she would try and get some information from Sea Forests. Gerald said if we can't get any information then we should lobby all departments in government, Community Futures, Chamber of Commerce etc. Don Bishop also stated that maybe we have talked this project over long enough and now we should get on it as soon as possible. Gerald said that M.P. Fred Mifflin and M.H.A. Percy Barrett would support us. He also said that there is money available from now until May. Don Bishop suggested that we should try to get fish plant owners on our committee or invite them to a meeting and explain the Fish Hatchery to them. They could have some input into the project.

Terry Smith then asked if it could be possible to do a survey on tourism among students at school and young people in general, get their opinions or ideas. Terry said he would get a survey going in school.

It seems that this meeting was very productive. Almost everyone expressed their opinions etc.

Next meeting, training session January 12th at 7:00p.m.

Pros. Sec. and carried meeting adjourned at 9:p.m.

Tourism/Fish Hatchery Committee Meeting  
January 12, 1994  
S.U.F. Lodge  
Dildo

Meeting called to order at 8:45 p.m. by chairperson Rowena Smith.  
Present at the meeting were Terry Smith, Randy Smith, Vaughan George, Don Bishop, Cecil Hollett, Eric Newhook, Gerald Smith and Winston Smith.

Only business discussed was the Fish Hatchery. Gerald Smith, said he talked to Dianne and she said, she had spoke to a representative from Sea Forest Plantations and they want to have a meeting with our committee.

Gerald said, if it was Okay with everyone that he, Don, Karen and Dianne would attend the meeting.

Committee agreed that this meeting should be mainly to gather information and to see where we stand with Sea Forest. The committee would bring a report back to our meeting next Wednesday night, January 19th at 7:30p.m.

Terry Smith had a copy of the survey he done at the High School and this would be discussed at our regular meeting.

Meeting adjourned at 9:15p.m.

Terry delivered surveys to students in the high school and 39 were returned. Out of the returned surveys **34 students felt the Fish Hatchery should be brought back.** Many students realize we had a hatchery here 100 years ago, it was successful then so it could be now. Many students believe this is the way to put our fish back in the waters because we have good harbours and the building (unused fish plants). Others feel this is a way to attract tourist to the area along with the rest of our heritage.

**Only 16 students said yes to developing the Ancient Ax Site.** Students said we could do a dig to find out if Indians really did live here. We could use it as a historic site or tourist attraction. The remaining number of students said they never heard of it before.

**28 said yes to developing Bed & Breakfast in the communities.** Students said many tourist come here in the summer time and many have to travel to Whitbourne or St. John's for a place to sleep. Developing Bed & Breakfast is not a costly project because you use part of your home.

**All but 1 students agreed with developing Boat Rides & Tours.** They said it's a way for the community to employ people, we can use the fishermen's boats. We can show tourists Dildo Island, Spread Eagle, Marley's Cove and the site of the hatchery. Whale watching is something else we can do.

**34 students said that whaling is a part of our heritage,** so we can use the museum as a tourist attraction. The students said the model whale is a definite boost.

Most of the students suggested we develop the communities because it would help our economy and promote tourism. Students also said we should develop more than just one community.

#### **Ideas for development:**

- ~A Dildo Souvenir Shop
- ~Camping/Park Sites
- ~Clean up woods and harbour
- ~Small craft store
- ~Create a statue of someone who has done something great.

#### **Things other than tourism would like to see developed:**

- ~Nature trails on old track
- ~Hunting Lodge
- ~McDonalds
- ~Clothing Store
- ~Animal Park
- ~New School
- ~A large facility for sports and other activities
- ~A place other than the arcade for youth to hang out.
- ~Sidewalks

Tourism Meeting  
January 19, 1994  
7:30p.m.  
S.U.F. Lodge

Meeting called to order at 7:30p.m. by chairperson Rowena Smith.

Present at meeting were Terry Smith, Randy Smith, Vaughan George, Don Bishop, Cecil Hollett, Eric Newhook, Winston Smith, Art Pinsent, Darrell Smith, Gerald Smith, Karen Davis and MHA Percey Barrett.

Minutes of previous two meetings were read and adopted.

Gerald Smith and Don Bishop reported on their meeting with Charlie Power of Sea Forest Plantations. Don said the meeting was very productive, he said that Sea Forests has gone further than we can imagine and there would be at least one hatchery (maybe more) but didn't know where. He said they seemed to be interested in Dildo Arm or area.

Gerald said, that it is almost certain to be in Trinity Bay. He said the intention of Sea Forest is to hatch and sell to fisherman to raise in their own farms.

Don also said he was concerned somewhat that Mr. Power kept mentioning South West Arm as a good location.

Percey Barrett said they planned to go to fishermen in Clarendville to get small fish, put in cages and raise until October or November and then it would be ready to market. He also mentioned Dildo Island concerning the hatchery before etc.

Don explained that by raising the fish in cages it could be processed as needed and this could result in a good quality product. Don said another thing we have in our favour is the location for transportation etc.

Gerald also asked Mr. Barrett if there was anything he knew concerning hatchery because it would be greatly appreciated if he told us. He gave no information but said he would check with the Dept. of Fisheries and try to get some information for us. Percey also stated we should invite some people from A.D.M.

Gerald said he had a report from Jean Marc Gagnon PHD, a marine biologist whom he had on Dildo Island and Chapel Arm, and he said that the water temperature, current and so on was perfect for cod between Chapel Head and Dildo Island. Its the same as Adolph Neilson reported when the hatchery was in Dildo Island over 100 years ago.



Dildo Island. Its the same as Adolph Neilson reported when the hatchery was in Dildo Island over 100 years ago.

Vaughan George reported that work on the Whale Sculpture would start on Monday, January 24th.

Terry reported that the survey was done was very positive, many students took part. He also had some information on a program for students (Green Team). This is for cleaning up the environment , parks and camping areas etc.

Percey Barrett said there were about 50 grants approved last year and should be in by January 31, 1994. Chairperson Rowena Smith, said that she would see that the application gets done.

Old remedies, juniper berries and tea. Eric had explanation and its been used for numerous cures for hundreds of years. Berries and tea is sent in to be analyzed.

Karen then introduced Brian White, . She said he was working with us in this phase as a resource person.

Darrell said there should be some kind of information center where tourists or anyone needing information could go and get it from information stored or on discs.

Gerald said if the hatchery don't become a reality in area, then there is different routes we can take, like getting Dildo Island as historic site.

There was no further business it was pros, sec. and carried meeting adjourned at 8:45p.m.

Next Wednesday Training Session 7:00p.m.

Tourism/Fish Hatchery Committee Meeting  
February 2, 1994  
S.U.F. Lodge  
Dildo

Meeting called to order at 7:30p.m. by Dianne Fitzgerald- Large in chairperson Rowena Smith's absence.

Those present were Gerald Smith, Don Bishop, Terry Smith, Cecil Hollett, Wayne George, Charles George, Winston Smith, Eric Newhook and Randy Smith.

Dianne spoke concerning the Fish Hatchery, she said she had been talking to management and she advised us that, although we should not forget Mr. Power and Sea Forest, we should make a move on our own.

We should get supporting groups from communities get a proposal together and send to Mr. Tobin in Ottawa. Dianne also said there is money available to bring in Technicians to assess the situation, she said she would contact McGill University and find out what they had to offer, we should get all information and get it together.

She also said that C.B.C. wanted to come here on Tuesday to do some interviews.

Dianne said that the people she has been talking to concerning Juniper Berries, appears to be very interested. Terry Smith explained that if the Juniper Berries become marketable then we should get a patent. Everyone felt that it was too early for this yet, but it should always be kept in mind.

Dianne then asked what the main interest of this committee was right now, and everyone agreed that the Fish Hatchery was our main objective at present, she then asked what our vision would be for in 3 to 5 years time.

**Committee came up with the following ideas:**

Functional Fish Hatchery (Putting back in sea)

Create Jobs (for young)

Promote Training (marine biology etc.)

Set example for future (hatcheries)

Move into secondary processing

Fish Farming

**Our long term goals for Dildo Island are a:**

Heritage Site

Replica of Fish Hatchery

Look out Site (Birds, whales etc.)

Sea Cadets

Camp Grounds

Dianne then asked the committee, that if we do up report for Mr. Tobin what do Dildo and area have to contribute? and why should we get a project?

The following is a list of things the list of things the committee came up with. It is important to those concerned that although I have mostly mentioned Dildo, it should read Dildo and area.

### **Why should Dildo and Areas get a project**

Reasons why:

1. History repeating itself
2. 10-11 months out of the year ice free
3. Lots of human resources
4. Our geographical location  
(60 minutes from St. John's, 15 minutes from Carbonear and Harbour Grace)
5. Deep water port, good landing facilities
6. Very good roads through area
7. Local business in area welding, electrical, sawmills, hardware stores, bricklayers, carpenters, garages, auto mechanic, construction companies
8. Youth interest involvement
9. Local farms, vegetables, poultry, blueberry farm jams and other preserves
10. Local artists
11. Print shops
12. Several volunteer organizations  
~S.U.F. Lions, Fire Dept. etc.
13. Medical Facilities
14. Very devoted volunteer fire dept.
15. Local service district
16. RCMP Detachment in area
17. Very low crime rate(COP app. 180 volunteers)
18. Lots of good fresh water in area, artesian wells and ponds
19. Community TV Channel and Ad Channel
20. Lots of restaurants, takeouts and hotels in area
21. A number of vacant fish plants FPI, Woodman's, Higdon's, Carino(Sealing plant)
22. All reports at present (as well, as 100 years ago show that the temp. of water, currents and dept. of water is ideal around Dildo Island for Fish Hatchery.)

### **Lots of potential for tourism**

- (a) sealing and whaling museum, whale watching
- (b) swimming, hunting, boating
- (c) archeological finds on. Historic Dildo Island, Blaketown, Anderson's Cove and Morley's Cove (Coal Mine)
- d. Dildo Island site of fish hatchery over 100 years ago
- (ii) Also nesting grounds for several species of seabirds

(iii) different types of vegetation

e. Heated swimming pool in centre of Dildo (with playground)

(ii) SUF planning major work on playground at pool site

(iii) 10 camping or trailer sites at back of pool, off Anderson's Cove Road.

f. Swile Rock Hill (almost pollution free) overlooking Dildo, South Dildo, Old Shop & Blaketown. A Photographers or Artists Paradise

g. Involved with Baccalieu Trails (Tourists) Heritage Region Board, Community Futures ACOA. Situated on Baccalieu Trails

h. Three years ago Dildo helped to do up a report on Cod Fish Hatchery and potential for raising cod. This was done for Mr. Walter Carter

j. Several churches in area, also church groups, men's fellowship, ACW and UCW

k. Sea Cadets - very active

l. (i) Old Shop beaches, site of pot head whale drive

(ii) Mussel Beds

Tourism/Fish Hatchery Committee  
S.U.F. Lodge  
February 10, 1994

Meeting called to order at 7:30p.m. Due to the fact that our present chairperson, Rowena is working and is finding it difficult to attend meetings she is requesting that we elect a new chairperson.

Don Bishop was elected chairperson. Present at the meeting were: Gerald Smith, Vaughan George, Randy Smith, Terry Smith, Wayne George, Don Bishop, Eric Newhook, Al Moraze, Cecil Hollett and Winston Smith.

Proposed, seconded and carried last minutes be adopted as read.

Business arising from the minutes. Don read the cover letter of a proposal that has been drafted to be sent to Mr. Brian Tobin and all departments of government. It was proposed, seconded and carried. This letter would be sent as soon as possible. Don explained that Gerald, Karen and he would be attending a meeting next Tuesday with Mr. Carter and Mr. Max Grandy and they should have more information then.

Al Moraze then asked that if the hatchery did become a reality, who would spear head it or run it. Don Bishop explained that he didn't think we are far enough along to form a company as such but as it goes now. Community Economic Development would spear head everything.

Gerald Smith then read an excerpt from a dialog between Adolph Neilson and Huckleys 103 years ago concerning the hatchery. It was very interesting. Gerald also explained that CBC radio would be here to do interviews on Tuesday if anyone wanted to take part they could. Eric said that he was still getting information on the juniper berries and its unbelievable what they were used for.

A short discussion was held and it was the feeling of the committee that we should keep on top of it and keep patent in mind. Gerald said that he, Don and Karen attended a Tourism meeting in Whitbourne. It was called the Avalon Tourist Committee.

They are doing feasibility study to find out what each community has to offer. We have to make up a proposal and develop it (put in writing). Gerald explained that this committee already has a proposal to send in.

Don Bishop said that, Gerald, Karen and himself met a Geologist at the Whitbourne meeting and he was doing a survey in the Spread Eagle and Hopeall area. He said that McLeod point area is an excellent location for

natural history and should be considered a possible tourist attraction because of its fossils dating date about 500 million years ago. This study came as a surprise to most of the committee members.

Eric Newhook said he attended a meeting on Saturday and found it very interesting and informative. He said they were given a great talk on small committees getting things done in the community

Don said, there would be a meeting on aqua culture on February 16th at Fongs in Carbonear and on February 16th the SUF Hall, Dildo at 8:30a.m. to 3:30p.m.

Ale Moraze explained that we should start to advertise our tourist attractions in different magazines. Al said he has a copy of Tourism 93 and there is nothing advertised.

Don said as far as he was concerned that sealing and whaling museum is our biggest attraction right now.

Gerald said he has a proposal of 7 or 8 pages of attractions or things that could be developed from Blaketown to Dildo. He also said that there looks like there will be a dig on Russell's Point this year.

Letters were then read inviting us to attend the Launching of Heritage Week in Hearts Contents at the SUF Hall on February 19, 1994 at 1-6:00p.m.. Some of committees said they would attend.

No further business it was pros. by Cecil, seconded by Gerald.

Adjourned at 9:10p.m.

Tourism/Fish Hatchery Committee Meeting  
February 16, 1994  
SUF LODGE  
7:30p.m.

Present at the meeting were: Charlie George, Gerald Smith, Rowena Smith, Wayde George, Eric Newhook, Terry Smith, Don Bishop, Randy Smith, Vaughan George, Winston Smith and Levi March (new member).

Minutes of the last meeting were read, however an error in minutes Charlie George's name wasn't added to the last minutes. Name was added and it was proposed, seconded and carried minutes be adopted.

Don Bishop explained that due to stormy weather the Aquaculture meeting at Fong's and Dildo had to be postponed. However, plans are already being made to set these up again. The meeting with Mr. Walter Carter and Mr. Max Grandy was also postponed.

Don said he haven't heard anything from Mr. Tobins Office concerning our proposal.

Terry Smith explained that he has an Aunt living in Chapel Arm and he said her mother heard tell of Old French Helmets and Swords being found in the area. He said we should contact a geologist and advise him to talk to some older people in Chapel Arm.

Eric Newhook reported that MUN has taken over the juniper berries (doing study etc.). The feeling among the committee was that if we don't hear from MUN in a week then we should inquire about it. Also if we find out its good, then we should get patent.

Gerald Smith reported that our proposal on tourism is gone. He also said we are invited to the launching of heritage week in Hearts Content this Saturday, February 15, 1994. He said Mr. Chalk, Mr. Mifflin and Mr. Moriarty will be speakers. He urged the committee to attend. He had a copy of the proposal he had done for the Avalon Region Tourism Strategy Study, he read the proposal and it was very interesting. Some discussion on different things we could have added such as winter attractions etc.

Don said he would try to contact Diane Hollett concerning tourism.

Don explained that the interviews with CBC have been done but so far it hasn't been aired.

Dennis Mulloy of CHVO wants to come and do a story on the hatchery and berries. It seems that we are finally being recognized.

Eric said that he heard on radio that some Japanese was wondering why some communities in Newfoundland wasn't making soap.

Haven't heard anything on the Green Team Project. The committee felt that if we don't hear soon we should contact Mr. Barrett and people whom the application was sent.

Don also stated that McGill University phoned and they want all the information and minutes of our meetings to see how we are coming along with it.

There being no further business it was proposed, seconded and carried.

Meeting adjourned 8:45p.m.



Tourism Fish Hatchery  
Committee Meeting  
SUF Hall  
February 23, 1994

Meeting called to order at 7:30p.m. by chairperson Don Bishop.

Present at the meeting: Don Bishop, Winston Smith, Randy Smith, Gerald Smith, Wayde George, Eric Newhook, Cecil Hollett and Charles George.

Minutes of the last meeting were read. Pros, Sec and carried these minutes would be adopted, however it was also decided that we would ask Karen to rewrite them. Contents of the minutes were then adopted.

Business arising from the minutes.

Don explained that the Aquaculture meeting that was cancelled will take place on Tuesday, March 1 at Fong's and Wednesday March 2 at the SUF, Dildo.

Fish Hatchery and Tourism meeting is rescheduled for February 28 in St. John's with Max Grandy and March 1 at Fongs in Carbonear with Mr. Walter Carter at 5:00p.m.

Gerald said that the proposal for hatchery is gone but no word has been received and no date for a meeting has been set up by Mr. Tobin. Gerald said he spoke with Mr. Mifflin and he urged him to give our proposal all the support he could. Mr. Mifflin assured him he would be supporting it.

Eric Newhook reported that the juniper berries have been delivered to MUN. He said that they could do a short term study or it could take up to a year. He also said that Media would like to come and do a story but he felt that we should wait until we hear word from MUN.

Gerald said he was to a meeting of Baccalieu Trail Heritage Committee and he said they will be setting up a meeting with us soon.

Don also stated that our interviews with CBC has been aired and the feed back he has been getting is that the people or public is very surprised with the work that these committees are doing.

Winston said that so far he hasn't heard anything from the Green Team application. It was pros. sec, and carried we would ask Karen to contact the proper people and try to get some information on it.

Don said there is a Training Seminar at Woodland Junior High on Saturday morning 10:00a.m. This session involves strategic planning.

Our next session is Wednesday, March 2 at the SUF (Partners Meeting).

Those who will be attending are: Walter Combden, Patty Tibbs, Elizabeth Pilgrim, Charlie Monks, Wayne McCarthy, Mac Jewer, Jerry Dicks. Don said we need to come up with questions to ask them.

Don said due to the cancellation of meeting there is not much more to discuss, but hopefully after these meetings are over there will be more to report. Pros, sec, and carried.

Meeting adjourned at 8:45p.m.

Tourism/ Fish Hatchery  
Committee Meeting  
SUF Lodge  
March 9, 1994

Meeting called to order at 7:00p.m. by chairman Don Bishop. Present at the meeting were: Don Bishop, Randy Smith, Winston Smith, Gerald Smith, Charlie George, Wayde George, Levi March and Terry Smith.

Minutes of the last meeting were read and adopted.

**Green Team:**

Terry reported that if we have not heard from the Green Team Application by now we had a name of a person we should contact Adele Poynter at 738-0199. He said he would give the information to Karen.

Don reported on the meeting he, Karen, Gerald and Dianne had with Max Grandy. He said we can do out an application for a Land Hatchery or an Island Hatchery which could be used as a tourist attraction. He said there was no application for a hatchery gone to government as of yet, and he recommended that we get an application and do it out and send it in as soon as possible, even as early as next week.

The next thing then would be to approach ACOA and get a feasibility study done.

Gerald reported that he was at a meeting with Community Futures and they are satisfied to support us on our application, but also added that we have to approach them. Gerald also said that Roy Hart, Ruby Pope and Jerry Dick would like to come to a meeting. He also said we should ask Al Moraze, DFO to attend the meeting. Don stressed that we have to word our application very carefully (enhancement is not to be used.) Proc. Sec. and Carried that we leave Gerald to set up a meeting as soon as possible.

Gerald and Don attended the Aquaculture meeting at Fong's. They reported that they met with Mr. Carter and his Assistant. They told him our proposal, Mr. Carter said the conditions were good because we have good wharf conditions, water depth and vacant plants. He said he would like to see hatchery set up so that fish could be sold to farmers and any excess fish would go to the wild. He also said that Mr. Carter said that Government would support it financially. Gerald also reported that Mr. Mike Bell, Marine Institute, Dr. Joe Brown, Marine Biologist would support anyway they could.

Partners meeting, March 2nd. Don said he asked Mr. Combden from CEIC if there might be some funding for our committees for transportation, phone

calls etc. and he said himself and Gerald has since met with Mr. Combden and Mr. McCarthy and there maybe something there but it would have to be set up between Dildo and Victoria.

Don said everything is in place for funding.

Juniper Berries still no word from MUN. Ask Karen to check with University.

### **Tourism**

Gerald said he was talking to Ed Best and we was wondering where would be a good place to set up an Old Time Fishing village. He said that Bay De Verde has been mentioned. Gerald also said that Mr. Best and Dianne Hollett would be coming out for a meeting later on. Winston then mentioned something for us to think about . Why not a model of a town of the future.

There being no further business it was pros., sec. and carried meeting adjourned at 7:45p.m.

Tourism/Fish Hatchery Committee Meeting  
March 16, 1994  
SUF Lodge

Meeting called to order at 7:30p.m. by chairman by Don Bishop.

In attendance were: Ruby Pope, Jerry Dick, Peggy Hammond and John Kennedy.

Those on committee were: Gerald Smith, Terry Smith, Charlie George, Wayde George, Levi March, Ale Moraze, Cecil Hollett and Winston Smith.

Pros. by Cecil Hollett seconded by Gerald that minutes of the last meeting be adopted: carried

### **Green Team**

Don said he was talking to Karen concerning the Green Team Application, but so far she haven't been able to make contact with anyone.

### **Juniper Berries**

No information as yet.

### **Hatchery Application**

Don explained that this meeting was called especially concerning application and that the special guests were here to assist us in what direction we should take. Don also said that as far as he can see is that Mr. Carter favors existing buildings for hatchery(mainland) and he said Max Grandy favors putting a hatchery on island. Mr. Grandy seemed to favor island because it would be used as a tourist attraction and we could get funding from the Department of Tourism and DFO. However, he also said that it is our committee that should decide where we want it. He also said that our main thing now is to get application completed and sent to proper people. Then we should look for funding for a feasibility study. Jerry Dick said, some of the sources to approach is ACOA, NCARP, Provincial Dept. of Fisheries, IRAP(Industrial Research and Adjustment Program). He said we should do up our terms of reference and a possible source would be Dr. Joe Brown and Boyd Smith. Don suggested we contact Norway and McGill University and send them our terms of reference.

Ruby Pope said that the government has two people from Norway now concerning fish hatcheries in NFLD. It was also recommended that we should send letters to Mr. Combden, Dept. of Human Resources advising him that we are sending application for funds to do a feasibility study.

Al Moraze then advised us that Provincial Govt. has a step by step approach concerning setting up a hatchery and he would see what he can do about getting some information. He said the person to approach concerning water would be Mr. Jim Roberts but Al also said he believes there was a study done here recently and he would try to find out what he could.

Dianne was then asked in to the meeting and was asked if there was any contact with McGill University now. She said there is still contact but our main contact Tom Meredith is in Mexico. She said they wanted someone to work with and help do a study etc.

It was also suggested that we should have a sponsoring committee, when doing applications etc.

It was suggested that maybe we should ask SUF, Community Economic Development and Community Futures to be the sponsoring committees.

There being not further business it proposed. seconded and carried .

Meeting adjourned at 9:00p.m.

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## **Small Business Committee**

***Chairperson - Annie Pitcher      582-3004***  
***Secretary - Ruby George        582-2317***

**Other Committee Members:**

**Lillian Reid                      582-2413**

Small Business Committee  
Meeting: January 3, 1994  
S.U.F. Lodge  
7:30p.m.

In attendance were: Annie Pitcher(Chairperson), Ruby George, Lillian Reid and Karen Davis.

Annie opened the meeting by saying we are here to discuss areas of small business creation. We should start with our major needs, many of which we lack in our community. She went on to say we can put a stop to traveling long distances for our necessities. such as grocery, clothing, books, doctors, pharmaceutical, footwear, glasses and even tools.

Annie suggested we find out why people leave their community for things such as entertainment. Maybe through a telephone survey. We should talk to small businesses to see if it would be a wise investment to start businesses here. Annie also suggested we check with Social Services, U.I.C., Rural Development Association, Community Futures, Business Development Center to see how these people can help us put our needs together in our community.

The meeting continued with a list of questions(see attached).

The next meeting will be Sunday, January 9, 1994.



**What kind of small businesses already exist in the communities?**

Convenience stores (movie outlet), small engine repair, club, takeouts, paint & wallpaper, mill business, hair salons, gas bars, postal outlets, cable station, fur farming, cabinet making, welding, craft stores, pet grooming, Pretty's Poultry & Knightingale Farms. *Warren's Funeral home.*

**What kind of small businesses would you like to see here?**

Banking machines, book stores, jean shop, doctor/pharmacy, men's clothing store, optometrist, wool store.

**What kind of small businesses can we start here ex. factories?**

Use fish plants for recreation center or combine many small businesses into the same building.

**What impact would new businesses have on already existing businesses?**

Competition is needed.

**Look at the resources we have here and see what we can develop?**

Blueberries, mussel farming, skating rink(outdoor), clam digging.

**SWOT Analysis**

**Take all above issues and look at strengths,weakneses, opportunities and threats out of this we can see what we can do**

All the things mentioned above can work we just have to prioritize them. We have endless opportunities a grocery store is probably the biggest because we would be getting people to spend money here.

Threat ~ Buying in bulk and to keep competitive prices.

Small Business Committee  
January 18, 1994  
S.U.F. Lodge  
7:00p.m.

In attendance were Annie Pitcher(chairperson), Ruby George(secretary), Lillian Reid, Brian White and Karen Davis.

The meeting started with Ruby reading the minutes of the last meeting.

We first discussed combining two committees, Human Resource and Small Business. Annie felt that maybe it should remain as it is. Lillian felt that, we has a committee are experimenting.

Annie felt 15 minutes would not be enough time to spend on small business in its Human Resource meetings.

Annie stated we should get together with Lodge members, Lions Center etc. to discuss Small Business.

Brian suggested that eventually all committees will be working together. Small Business find out their goals and then take it to the Human Resource Committee to find out where they would go for information.

It was decided by everyone that the Small Business committee would remain a separate committee. It was felt that more people would benefit the committee and maybe later the Small Business Committee would take another look at combining with the Human Resource Committee.

Get information from Karen on the surveys, concerning the different kinds of businesses people would like to see here.

Brian suggested that the small Business Committee put together a plan for Small Businesses.

Lillian asked what was available for us with regards a business.

Brian said we the committee should make a plan starting with the ideas and bring together small business and government officials for discussion also contact Baccalieu Trail Chamber of Commerce to see if we can have a member to sit in on our discussion. Brian felt that maybe various community organizations could donate a sum of money for the purpose of a computer that could that could hook into ACOA Enterprise Network.

Meeting adjourned at 9:00p.m. Next meeting January 25,1994 at 7:00p.m.

Small Business Committee Meeting  
February 1, 1994  
S.U.F. Lodge  
6:30p.m.

In attendance were Annie Pitcher(Chairperson), Ruby George(Secretary), Lillian Reid, Karen Davis and Dianne Fitzgerald-Large.

Annie wanted the surveys from Statistics Canada, computer training was suggested but the committee felt that business should be our main agenda.

Lillian suggested sheep farming, slaughter house, blueberry farming.

Karen suggested that by February 4th we the committee, should be looking at why our communities exist. Lillian felt it was because of the various conveniences such as ocean for fishing and for fresh water supply, timber woods and because of agriculture.

Ruby mentioned that Bob Tetford made the statement on January 26, that this area was excellent for broccoli growing, then it was mentioned that F.P.I. was a good place to freeze and package broccoli.

Other business ideas are sausage making for beef, pork, seal meat, leather from seal skins for crafts and canning plant for seal meat and manufacturing. This will be elaborated on at our next committee meeting.

Dianne said the task of this committee is to find out who is interested in any of the above business mentioned.

Dianne asked the question of what the committee would like to see in the next 3-5 years.

Lillian wanted to see as many businesses as possible but there is no way to predict what could be here in 5 years. Annie wanted to see 5 businesses in 3 years.

The business sector will be contacted first. Write these people and ask such questions as, would they be interested in furthering their businesses and to see if they need any training or extra skills or discuss if they can help other people with their business interests to find out where they want to be in 2 years.

The committee should look at developing a life long learning culture.

Dianne suggested that the committee look at the people and see what interest they have in regard to their own business and what we can do for them. If they are interested in taking a course in how to start up their own business. This will come under the individual sectors.

The next agenda will be:

- ~Petition forms starting
- ~Anyone interested in starting their own business please attend a meeting
- ~There will be people ready to help
- ~Find out who is interested in entrepreneurial training

Meeting adjourned at 8:00p.m.

Small Business Committee  
SUF Lodge  
February 9, 1994

In attendance were Annie Pitcher, Lillian Reid, Ruby George and Karen Davis.

Annie said, Karen has a summary of a letter written for the business sector.

Annie suggested sending out business letters and a meeting will follow. Lillian suggested sending a letter to the disabled and find out if they would be interested in coming to a meeting with the business sector. This will be discussed in detail at future meetings. For now sending a letter will also be mentioned later. It was felt that this should be brought to the attention of the Human Resource Committee.

A letter was written to the business sector of Dildo, South Dildo, Broadcove and Old Shop. Karen will be contacted to see if the following people can attend the meeting. Community Futures, Community Economic Development and the Women's Enterprise Bureau. If there is any positive response from the business sector a meeting will be held with interested people also a petition will be made up and placed in various public buildings. This petition will be about the pilot project in the area and for people who are interested in establishing their own business.

Small Business Committee Meeting  
February 16, 1994  
6:30p.m.

In attendance were Lillian Reid, Ruby George, Annie Pitcher, Karen Davis and Brian White.

Our discussion was based on our letters reaching the business sectors and what our job or goal is for our committee.

Government departments will be contacted for information on starting small businesses and also if there is anyone who can attend those meetings with the business sector. Karen said, she will make the necessary phone calls such as CEIC, ACOA, Community Futures, School of Business, Women's Enterprise Bureau or anyone else she can think. This will be brought up at our next meeting.

A discussion was held with Brian in the later part of our meeting some clarification was made in the goal of the small business committee. Our goal being to find out the best target areas for businesses, the committee should look at different businesses and if it would be profitable for the various communities in the area. When we distinguish what we figure would be good business ideas we will have to do a feasibility study on each one. A whole business plan will have to be drawn up (SWOT analysis).

In regards to the business sector the meeting will be based on what they can offer them. It will be considered a small business seminar, specifically relating to the business sector. We will also bring up some other issues that are pertaining to training and skills already available, also business ideas that are feasible for the communities.

During the meeting with Brian White, Gerald Smith and Eric Newhook stepped in to inform us of another proposed business idea, that being soap making from seaweed & kelp. We will be investigating this idea through CBC Radio 576-5260.

We concluded our meeting with the question if the business sector doesn't respond what will we do to get on track. First thing was Lillian, Brian and Annie changed the letter format to provide people with a specific response date and some information on what will take place with attending this meeting. We are also in the process of doing a petition relating to the individual needs this will offer assistance to people who are hoping to establish a business in the future.

Then, move into the stages as we will do with the business sector. By the end we should have many specific business to do a feasibility study and a communication link in place.

Our next agenda will be:

To see if there was any response to our letters at all

If Karen could find people to attend

Take our business ideas and make a complete list to do some quick general research. Discuss who & where we can get this research too. Maybe the Business resource center etc.

Each one could possibly take a business and research it just a little for our meetings.

Meeting adjourned at 9:00p.m.

Small Business Committee Meeting  
February 23, 1994  
SUF Lodge  
7:00p.m.

In attendance were: Annie Pitcher, Ruby George and Karen Davis.

Annie discussed the letter written to the business sector which was written at our last meeting. To date there has been no response.

The making of soap from Seaweed and Kelp was discussed. Karen will be in touch with the Development Office in Burin and see what they are doing.

The prospect of looking into new small businesses such as tur hunting as a tourist attraction for hunting purposes, hiking trails and blueberry farming was also discussed.

A jean factory was also talked about.

Jim Mountain of Heritage Canada was mentioned in connection with Broad Cove Road Rails for trails. Some concern was showed about the cutting of wood. This could be a problem and of course the water supply system.

Karen was asked to check with Labrador Scenic Ltd. about how they started their boast touring and hiking trails and what was involved.

We will contact Lilian Reid to get information of the Blueberry Farming and Upper Trinity South.

The Small Business Committee will be looking into boat touring with combination of hiking trails, making of soap and the jean factory.

Contact Utilization of Plants Committee to see if they would be interested in sitting on the small business committee to find out what there opinion would be on packaging and freezing of vegetables.

Meeting was adjourned 9:00p.m.



Small Business Meeting  
March 23, 1994  
7:30p.m.

In attendance were: Lillian Reid, Annie Pitcher and Ruby George and Karen Davis.

Annie said she was in contact with a person in town who designs his own coats. She thought that maybe we should go in and tour his store and maybe get ideas.

The Trailway Mailer was passed around. This paper concerns the railway tracks turned into hiking trails.

SWOT analysis was done on the boat touring, hiking trails and the jean factory. It will be included in the minutes.

Blueberry farming was also discussed Rodney Hynes wants to meet with the three committees.

Discussed the activities and when these activities would be completed.

The committee decided to concentrate on one business idea which will be develop of hiking trails and boat touring.

Meeting adjourned at 9:00p.m.

Ruby gathered some information on **Hiking Trails**. Upgrade Broad Cove road for motorized vehicles, but also develop foot paths for wildlife viewing, such as beaver, fox, otter etc., freshwater fishing etc.

Because of the governments intention to make regulations to use of all terrain vehicles there maybe funding available to help establish foot paths in this area.

These trails could also provide overnight back-packing during the summer. Maybe there could be markers to indicate the difference of short trails for day use and overnight. During the winter the Broad Cove road area could be used for snowmobiling and some of the trails for cross-country skiing as long as the slopes aren't too steep or the length too long.

### **Boat Touring**

Whale Watching is becoming very popular among tourists and local people. Trinity Bay is an excellent area for whale watching. Some local boat owners have already been approached for the use of their boat.

This operation could include a visit or overnight stay in various coves in Trinity Bay such as Marleys Cove or Deer Harbour. these are two beautiful spots for picture taking, boil ups or overnight stay for tent users.

One of the plants in South Dildo could be converted into a mini marina. This would supply gasoline, fresh water, coffee shop, craft shop, storage area for such items as outboard motors, scuba diving equipment, life jackets, etc. It could also include a recreational hall.

This operation could tie in with the idea of the Dildo Island and the hatchery and of course the overnight stay of tourist or local people.

### **Vision:**

Boat touring/hiking Trails

Whale watching

Boil-ups: boat/touring, hiking/trails

Explore Beothuck route

Picture taking

cross country skiing

trouting

bird watching

mini marina

supplies of rental equipment; gasoline, scuba diving equipment, etc.

**Strengths**

facilities  
support from youth involvement  
tourism

**Weakness**

negative attitude  
money  
knowledge  
no connections

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**Jean Factory "Newfie Bullet Jeans"**

(plan to have)

small scale building 25-30ft (renting of space)  
employ seamstresses, designer and clerical  
designer of clothing first  
someone to supply materials, bulk  
packaging  
someone to do inventory, secretarial, office work  
place for shelves for materials  
sewing machines (industrial) 5 equipment  
office

**Strengths:**

can be supplier to other businesses locally or abroad.  
can be owned and operated by the people who work there.  
can hire in our own communities.

**Weaknesses:**

stay in fashion up to date  
you would have to be fashion oriented  
lack of facilities  
no funding

**Opportunity:**

long term employment  
full time operation  
money coming into the community  
room for expansion.

**Threat:**

Copy of your jean  
being able to offer competitive prices  
in order to sell can we get enough popularity to make them a brand name jean.  
our buyers have to be all age groups.

**Vision:**

business in 2 years

**Goal:** a more diversified business environment

**Objectives:** Jean factory

**Target**

**1. Jean Factory**

- \*started by fall of 1995
- \*full time employment
- \*employing at least 8 people
- \*selling approximately 800 pairs monthly
- \*to sell to other provinces

**2. Souvenir Shop**

- \*started by spring of 1995
- \*sell approximately 30,000 monthly
- \*full time operation
- \*employ 8 people
- \*pay \$6.00 hr
- \*cost to make .25 - .45 a piece
- \*sell price .80 a piece
- \*customers in place

**Specific Projects**

**1. Jean Factory**

- \*Build a building or vacant building (lease)
- \*find skilled people
- \*get information from wholesalers about cost of buffalos etc. or materials
- \*speak to a designer of clothes
- \*information to start a factory

## **Utilization of Plants Committee**

***Chairperson - Ramona Pike      582-2589***  
***Secretary - Lorraine Pike      582-2466***

### **Other Committee Members:**

|                      |                 |
|----------------------|-----------------|
| <b>Greg Brazil</b>   | <b>582-3063</b> |
| <b>Dennis George</b> | <b>582-3477</b> |
| <b>Calvin Reid</b>   | <b>582-2026</b> |

Utilization of Plants Committee  
Meeting: January 5, 1994  
S.U.F. Lodge  
8:00p.m.

In attendance were Melvin Williams (chairperson) Dennis George and Greg Brazil. After some discussion it was agreed that before any company would establish a business at the existing fish plants in the South Dildo area, incentives should be offered to encourage local and/or foreign participation.

Present monies that are now being spent for income support training etc. could be channeled to encourage companies to establish in existing plants.

While ideas for viable use of plants are varied our committee felt that our first step is to contact owners of the plant to ascertain whether they would be receptive to selling or leasing. It was also pointed out that the owners may have ideas themselves as to other uses which we as a community could add our support.

It was agreed that community Futures should contact owners to set up a meeting by January 7, 1994.

Meeting adjourned at 9:00p.m.. Next meeting set for Wednesday January 12, 1994

Utilization of Plants Committee  
January 12, 1994  
S.U.F. Lodge  
8:30p.m.

In attendance were Melvin Williams (chairperson), Lorraine Pike (secretary), Dennis George, Greg Brazil and Calvin Reid. After some discussion it was agreed that before any company or business be approached with ideas for viable use of plants we would first contact owners to see if they would be willing to sell or lease their plants. It was agreed to contact Mr. Knut Nygard ~ Carino Co. and owners of Fishery Products Int.

Meeting adjourned at 9:00p.m. Next meeting set for Tuesday, January 18, 1994 at the S.U.F. Lodge, Dildo.

Utilization of Plants Committee  
January 18, 1994  
SUF Lodge  
8:00p.m.

In attendance were Melvin Williams(Chairperson), Ramona Pike(Secretary), Lorraine Pike and Calvin Reid.

The purpose of this meeting was to meet with Fred Woodman Jr. of Woodmans Sea Product to discuss with him the prospect of him selling or leasing his plant in South Dildo. Mr. Woodman listened to our proposed ideas for utilization of plants and was very interested in them. He said that he would help in any way that he could and agreed that if we needed the plant, he would be satisfied to sell or lease.

Meeting adjourned at 10:00p.m.  
Next meeting after training session January 26th.



Utilization of Plants Committee  
February 9, 1994  
Fire Hall  
7:30p.m.

In attendance were Ramona Pike, Lorraine Pike, Greg Brazil, Calvin Reid and Dennis George.

The purpose of the meeting was to discuss the further use of plants. This discussion following conversation by phone with Mr. Bill Wells of FPI.

Mr. Wells wasn't sure of the future for the plant but when we came up with an idea he would listen.

Other ideas suggested were:     Recycling Plant  
                                                 Seedling for reforestation(growing)

The committee felt we should meet with the other committees and pull our ideas together.

Meeting adjourned at 8:30p.m.

Utilization of Plants Committee  
Fire Hall, South Dildo  
February 24, 1994.

## ***SWOT Analysis***

### **VISION**

- ☐ Recycling Plant
- ☐ Packaging vegetables and freezing them
- ☐ Seedling (Reforestation)
- ☐ Slaughter House
- ☐ Broiler Farm

### **STRENGTHS**

- ☐ possibility of jobs
- ☐ clean up the area (cleaning the atmosphere)
- ☐ revitalize forest
- ☐ future growth

### **WEAKNESSES**

- ☐ lack of knowledge
- ☐ possible pollution
- ☐ public's response
- ☐ dealing with government
- ☐ disease
- ☐ possible pollution
- ☐ price of raw material
- ☐ demand
- ☐ going outside area to get raw material

### **OPPORTUNITIES**

- ☐ opportunities are countless
- ☐ create employment

### **THREATS**

- ☐ would plants take over
- ☐ interest of plant owners

## **Human Resource Development Committee**

***Chairperson - Sheila Rogers    582-2534***  
***Secretary - Ruby George        582-2317***

### **Other Committee Members:**

|                      |                 |
|----------------------|-----------------|
| <b>Tina Wiseman</b>  | <b>582-2213</b> |
| <b>Ruby George</b>   | <b>582-2317</b> |
| <b>Annie Pitcher</b> | <b>582-3004</b> |
| <b>Karen Davis</b>   | <b>582-3268</b> |

Human Resource Committee  
Meeting: January 6, 1994  
S.U.F. Lodge  
7:30p.m.

In attendance were Sheila Rogers(Chairperson), Cindy Pretty(Secretary), Ruby George, Carrie Reid, Karen Davis and Dianne Fitzgerald-Large.

Sheila started the meeting by speaking about the resources people have to offer. Ruby asked what kind of resources we could be looking for and how do we find out what resources are around. It was suggested maybe through surveys.

The question was asked, what do we want for the final outcome? The answer was people making money.

What's expected of us as a committee?

Dianne answered with questions such as:  
What is needed to bring us up to a level with the rest of the province.  
Other areas identify what skills the community is lacking.

What about schools?computers?

We need to find out what is available to us

Dianne spoke about a Generic Industrial Skills Program which is offered in Nova Scotia. This program is for people both young and old who don't know what they want to do. The program could consist of 2 weeks of electrical, 2 weeks of mechanics, 2 weeks of welding etc. The students would go through all 2 week programs and at the end decide which one they would like to train in. This was thought of as a good idea and something that could be looked into.

Sheila spoke about the idea of a library, from that came the idea of a Human Resource Center. This center would benefit all starting with preschool children. The center would be on a regional basis, with career counseling, library, and any information people needed. The committee was wondering if there was anyone who could help us. Mona Cram and Charlie Chessman were mentioned because both have experience with working in and operating a library.

Cindy spoke about a newspaper. A newspaper that would serve Trinity Bay. We don't have one and that is something that is needed.

The last thing discussed was putting a proposal together. We said if we could get what we wanted wrote down we wouldn't have any trouble getting someone to help u put it together.

Before the meeting closed the committee discussed the possibility of a meeting again next Thursday night. It would be decided at the training session next Wednesday night, January 12th.

Human Resource Development Committee Meeting  
January 13, 1994  
S.U.F. Lodge  
Dildo

In attendance were: Sheila Rogers, Cindy Pretty, Sharon Day, Ruby George, Carrie Reid, Lisa King, Annie Pitcher, Tina Wiseman and Karen Davis.

The minutes of the last meeting were read by Cindy Pretty. One topic discussed of the previous meeting was the Generic Industrial Skills program. It was felt among the committee that there is a definite need to try and get Community Futures and the Government to set up training programs and instruct them here. People who want to be involved in training programs have difficulties finding the right people to give them the information they need. They need someone who will offer information or guide them in the right direction.

The WISE program was mentioned, but involving men and women not only women. Community Futures will be contacted and asked to sit in on the next meeting to answer questions such as:

What options are open for us to pursue?

Is there anyway that we can have training programs in this area instead of having to go outside our communities?

Where do we go for funding?

How many interested people would we need to start a program?

The committee will think of other questions to ask when a representative from Community Futures sits in on a meeting.

The next topic was the lack of counseling services. Many feel there is a need for counseling for children and adults.

At our first meeting we spoke on the topic of abuse. At our next meeting Emily March will attend our meeting and talk about abuse in general. We will try and get something for the abused here in our community.

We discussed how we would let the public know about exploratory training.

After all was said about the different topics Annie asked if Community Futures can't help us, what research can we do ourselves.

The meeting adjourned at 9:00p.m.

Next meeting January 20th at 7:30p.m.

Human Resource Development Committee  
January 20, 1994  
S.U.F. Lodge  
7:30p.m.

In attendance were Sheila Rogers, Annie Pitcher, Tina Wiseman, Emily March, Lisa King, Carrie Reid, Ruby George, Karen Davis and Brian White.

Annie read the minutes of the last meeting.

We first discussed the reason why Community Futures was not at our meeting and it was due to undecided ideas in regards to training.

Brian suggested to evaluate what Human Resources needs in the community. First define what kind of training is needed, then find out what business ideas tie in with training amongst our committees and business organizations. Maybe we should wait until our task force meeting. This would be part of our plan and we could possibly have some specific ideas. Emily said the Job Labour Market could help us with this. Sheila then suggested they could help us with our information, there are 3 weeks on the job training.

Ruby said, sometimes there are 15 or 20 people who want training but first we have to identify what course or courses we want and then go to Community Futures with this. Tina said we have to steer away from women courses. Ruby suggested maybe make some phone calls to see what can be offered here.

Brian said, what can we cover in business ideas as regards to training. We have to find out first how many people will do courses if offered and the job potential.

We also have to match our Generic Industrial Skills Program with business opportunities. Brian said, he will get a manual to Karen on Human Resource Development and she will get it to the committee.

Brian said, first we have to define Human Resource Development, then the Labour force Community Economic Development, then we also have to understand the population dynamics and work force, we have to get a copy of the 1991-92 census and find out levels of income, the age groups and also occupations.

The next thing Brian spoke about was the demand and labour situation we have to find out if people were trained in other things and not using it.

We have to find out from the chairs of the other committees what information they have on developing businesses on other skills that we can specify training for proposing to Community Futures and colleges.

Ruby suggested we get minutes from the other committees to help us along with developing programs for training.

It was suggested an entrepreneurial course on the aspect of training for other business sectors. The promotion of business itself, having workshops, organizing meetings for businesses already here and for future business, they may need extra skills as well.

Sheila would like to find out from the youth committee what is offered in the High School. Annie will check with the Women's Enterprise Bureau to get some brochures on training and small business. Eventually we should have something for everyone at different time frames ex: unemployed, fishery retraining and the business sector. We will also see if June Foote has any information.

We have to do an inventory on what businesses already exist, maybe have a copy for each committee and then compile to for the community. Ruby suggested we have to find out what each of them has to offer and also volunteer organizations can be on this list. We could probably put this in the museum, lodge and at the tourism office at rural development. Tina suggested we do this up like flyers and have a map on the top.

We gave the floor to Emily next, and she spoke on the topic of abuse. The first important thing she said about abuse was that it is strictly confidential. She said there is nothing here in the community for abused, no support groups or nothing, the closest place is in Carbonear. We should have something here in regards to sexual abuse, physical abuse and even mental abuse. She said, people will help us set up a program such as Kirby House and the Waterford Hospital. If family violence occurs it would be nice to have some counseling. Emily said, if we are to set something up we have to approach it very slowly.

When the package there will be a lot of unrest and disinterest and people will lose track. If we had a support worker here to speak to people individually or set up family counseling we can stop this before anything further happens. Ruby said there will also be problems when high school students graduate and they may need counseling. Emily said she can arrange for a speaker to come here and speak with us and said perhaps a male speaker would be better. As for funding Kirby House could probably go through community organizations. We as a committee can push for this and speak to agencies for funding. Tina suggested family support not a specific area Ruby also spoke about having a help line.

Meeting adjourned at 9:40p.m. Next meeting set for January 27, 1994 at 7:30p.m.



Human Resource Committee Meeting  
February 3, 1994  
S.U.F. Lodge  
7:30p.m.

In attendance were Sheila Rogers (Chairperson), Cindy Pretty (Secretary), Sharon Day, Karen Davis, Annie Pitcher and Ruby George.

Meeting began at 7:45p.m. and minutes were read by Cindy Pretty.

After the minutes were read, Karen said that Dianne had census information, Brian had information on human development and the minutes of the other meetings were downstairs.

Annie informed us of what Kathy Pinsent, Dept. of Social Services told her about the abused and block parents etc. this was discussed for a while. Sheila said that if we set up something for abused we should have a 1-800 number where someone can be reached 24 hours a day.

We wondered if we should have someone in from Social Services or Bill Babbs?

Annie said we should call Carol Keough and see if there is any funding for a family resource center through this.

Sheila said we should get as much information as we can and take it from there. Karen said we have to establish contacts. Sheila said we have to figure what we want in regards to abuse in our resource center and strive to get it. Annie discussed why our community exists, the reasons suggested in the small business committee meeting. What kind of state is our community in right now? What do we want in 3-5 years Annie told us what was discussed last night and we discussed what our committee would want is a human resource center. Sheila said it would be good if we could get telecon with MUN.

Ruby brought up the idea of peat moss for fuel.

Anne then spoke about the home business course where you only have to go to Carbonear once a week.

Sheila showed us a book about human resource development. Telling how much money they will sponsor people through ACOA. The Youth Committee put an advertisement on cable. People who do not have cable will not see the Ad. It was suggested that the Ad also be posted at the Post Office.

Annie informed us of a petition the Small Business Committee will put in stores etc. The Human Resource Committee may combine with them.

Meeting on Saturday, everyone meet at lodge at 9:00p.m. and leave from there. The meeting was discussed for a while

Discuss agenda for next meeting. Cindy said maybe we should visit a resource center.

Lastly we discussed our agenda for the next meeting.

~Reading of the minutes

~find out if other committees want to join us in our petition.

~Discuss when our petition will be sent out

~Karen is going to have things from census and Carol-Ann Keough and she will contact the business resource center

Meeting adjourned at 8:50p.m.

Human Resource Committee  
S.U.F. Lodge  
February 10, 1994  
7:30p.m.

In attendance were Sheila Rogers(Chairperson), Cindy Pretty(Secretary), Annie Pitcher, Karen Davis, Ruby George and Emily March. Minutes were read by secretary, Cindy Pretty.

Sheila showed us the letter she sent to Pat Wright, and then passed around information from the Business Resource Center.

Annie wanted Sheila to ask Canadian Youth Services about the computer exploration courses being offered soon for ages 16-24. Sheila discussed the program Stem Net, a computer hook up from all over the world. It is now only available to schools. It is free for 2 years. This maybe good for our center.

Sheila showed us the piece of the Compass about our program.

Sheila said we should contact an encyclopedia company to see if they will donate to us. We should contact church groups and Lions etc. and see what they think. We need to get the moral support of all businesses and organizations. Cindy said that we should make a public request for books. Cindy also suggested that maybe the Youth Center in Whitbourne would be willing to do some volunteer work. Ruby said we need a help line for teens. Then Emily said, maybe we can get those interested in volunteering involved in a workshop.

It was decided that Cindy would come in Monday and type the letters to businesses in the area and send them out.

We then discussed getting crown land, Emily said how she had some land that was on the main road. When Karen goes to St. John's on Monday, she will go to crown lands if she gets the chance.

Sheila is doing up a package to send to the schools. She will also check into the prices of computers, and will have someone here next week to find out where we can go from here.

Emily then showed us some information on child abuse, wife abuse, and community action.

Flo Power and Neil Tilley made a presentation to us on Hart Health. They showed us a video and then passed out a manual explaining this new project. Meeting adjourned at 9:40p.m.

Human Resources committee  
Meeting: February 16, 1994  
S.U.F. Lodge  
8:20 p.m.

In attendance were Sheila Rogers (chairperson), Cindy Pretty (secretary), Sharon Day, Tina Wiseman, Ruby George, Annie Pitcher, Brian White, Dianne Fitzgerald-Large, and Karen Davis.

The meeting started at 8:20 p.m.

Sheila passed around the letters she wrote to Bill Clarke, Pat Wright, and the businesses and organizations in our area.

Cindy read the minutes.

We spoke for awhile about how we could get the students involved. The idea came up that maybe we could go to schools, make a presentation to the students, and then get them to fill out a survey. It was decided the schools we would focus on would be Woodland Junior High, Ridgewood Junior High, and St. Georges High.

Sheila told us about how much the teachers from Ridgewood were interested in this project, and that they wanted to meet with us to discuss it if at all possible.

Sheila informed us of the conversation she had with John Slade from the Canadian Youth Strategies. She asked him for information and he turned her down but he said if she could come up with a really good idea and get all the loopholes out of it he would see what he could do for her.

We then discussed our survey for the children again. We agreed that we would use the letter we are sending out to the businesses and organizations in our area as the cover page, but that we would change it to suit the needs of the students. We would add a page with questions. The questions asked would be:

- ☐ Would you like to see a Human Resource Center in this area?
- ☐ Would you use the things this Center would offer to you?
- ☐ Is there anything else you would suggest we include in the Center?
- ☐ Other comments.

Then it was decided that instead of giving presentations to all the students we could do up a package for the principals explaining it to them. Then in turn, get them to explain it to the teachers and ask them to take about 5-10 minutes out of the end of their class, explain it to the students, and get them to fill out the questionnaire.

It was decided that Cindy would do up the three packages.

At this time, we turned the floor over to Brian. He asked us how we felt about a plan?

Sheila responded by saying that we are stuck and that we don't really know how to set up a plan.

Brian then went over some things he had posted on the wall which was:

Planning Process  
A way of doing things

Vision  
Desired Future

Goals  
Long range idea for something specific

Objectives  
How to achieve goals

Targets  
What areas/sectors to focus on

Projects  
RE: market study, education campaign

Action Plan  
What is to be done?  
How is it to be done?  
Who does it?  
By what time should it be done?  
How do we know it is done? (evaluation)

Dianne said we have to backtrack and know what we want before we can get it. What are we going to achieve by having a center?

Brian said we have to fill in a detailed plan for a normal week at the center. What's going to be in it?

Dianne said we have to have a vision for 1-5 years from now. And that we have to fill out a SWOT analysis (strengths, weaknesses, opportunities, and threats)

Dianne then took us through the SWOT analysis and these are the things we came up with:

#### Vision

to meet the identified needs of the community people in the following areas:

- ☐ library
- ☐ counseling children/adults
- ☐ computer with international database
- ☐ career counseling
- ☐ research information
- ☐ training sessions
- ☐ different sector resources fishery/forestry/agriculture
- ☐ meet the needs of children, youth, adult, seniors, disabled

#### Strengths

- ☐ support from organizations
- ☐ support from youth involvement
- ☐ support from school system
- ☐ the needs are already identified
- ☐ there are committed volunteers

#### Weaknesses

- ☐ negative attitude/denial
- ☐ money
- ☐ no facility
- ☐ knowledge/expertise
- ☐ no connections

#### Opportunities

- ☐ help illiteracy
- ☐ create employment
- ☐ leader for the Trinity Conception region
- ☐ bring other regional groups on board
- ☐ retreat center-link with tourism
- ☐ create model for the province
- ☐ create new businesses through counseling and information

#### Threats

- ☐ perceived competition
- ☐ competition for money
- ☐ government policies/regulations
- ☐ burnt out volunteers
- ☐ losing momentum
- ☐ getting volunteers to run center

Meeting adjourned at 10:00 p.m.

**HUMAN RESOURCES COMMITTEE  
FIRE HALL, SOUTH DILDO  
MARCH 3, 1994**

Meeting started about 7:30 p.m.

Present were Sheila Rogers (chairperson), Cindy Pretty (secretary), Karen Davis, Ruby George, Tina Wiseman, and Sylvia Pretty.

Karen informed us that there is no computers available from the Hibernia Group in St. John's now. We have to write them a letter explaining what we want and why and it will be kept on file until a computer is available. Karen also said she was talking to Pat Wright and he will be sending information to Sheila.

Sheila informed us of these meetings:

March 4 with Marilyn Reese

March 14 from 3:00-5:00 with Anne Bowering

March 15 at 3:15 with Howard Sooley

Sheila passed around a fax she received about Generic Industrial Skills. Karen said she will ask Walt Comden about the Generic Industrial Skills.

It was decided that Tina and Ruby would deliver the rest of the letters to the businesses and organizations.

Tina asked would the government help us?

Karen said that would have to be looked into.

Sheila asked Sylvia how does a human resource center run on a day to day basis.

Sylvia said first we have to have a designated area and she asked if we have one.

Sheila said we hope to have one in a year.

We discussed maybe using the Whaling and Sealing Museum.

Sylvia said that a human resource center has to broken into sections, such as, posters section, health section, audio visual equipment section, office cataloguing section, a section for kids to come to do research or to catch up on their homework, film strip, video, and magazine section, etc...

Karen asked if the human resource center at the school is equipped for adults?

Sylvia said there is a lot of books there for a higher than grade 6 education.

Tina asked Sylvia if they have a computer program.

Sylvia said they have CD-ROM which holds an encyclopedia.

We said we would like to have that program.

Sylvia said a resource center would intrigue illiterate people who are intimidated by school.

Sylvia spoke of free information sent out by departments of the government. Some of the departments are Health, Agriculture, Fisheries (modules from the moratorium), and Social Services. Sylvia said all this information would have to be catalogued and cards done up.

Sheila said we would have to get ourselves on their mailing lists. It was decided that we would continue to use Sheila's mailing address.

Sylvia said we also need to set up a tourist section to attract outside people. She also suggested setting up a story hour where you would get kids with a reading problem to read to younger children.

Ruby asked would the older boys do it?

Sheila mentioned trying to get all the information lying around in places like the CEIC.

Ruby said we would need resources on trade schools etc..., for the young people just getting out of school.

Karen asked Sylvia where do they get their encyclopedias from?

Sylvia said the school board.

Sheila suggested we write the department of education and Chris Decker the minister of education asking for unused information and then a week later give them a call to see if they got the letter.

Ruby suggested we go to the resource centers in town.

Sheila asked where we could store our information for now, maybe SUF?

Sheila is going to call Sheila Tweed to find out about using the Museum.



Ruby mentioned that Percy Barrett told her there are some places in St. John's that donate used furniture.

Sheila spoke about charging everyone who uses the center a membership fee of \$5.00 per year.

Meeting adjourned at about 8:50 pm.

**Human Recource Development  
Committee Meeting  
March 14,1994  
7:30p.m.**

In attendance were: Sheila Rogers, Ruby George and Karen Davis.

The minutes of the last meeting were read.

Ruby reported that all letters to the businesses and organizations in the area have been delivered.

Sheila read the letter that was sent to the Hibernia Group in St. John's concerning computers for our center. Sheila said she will also write a letter to the Dept. of Fisheries, Dept. of Health and the Dept. of Agriculture for information.

Questions were asked on where funding would come from for information, funding for an employee and until the center gets on its feet. Sheila said that maybe we can go through the Youth Strategy program and be able to get funding for a student for summer months.

Sheila said that maybe a program can be set up in the trade schools for us to train, qualifying to work in the center.

Karen will call Wayne McCarthy and set up a meeting.

It was decided that Monday nights we would have our meetings.

Meeting adjourned at 8:15p.m.

**Human Resource Committee**  
**March 21, 1994**  
**SUF Lodge**  
**7:30p.m.**

Present were: Sheila Rogers, Ruby George, Tina Wiseman, Annie Pitcher and Karen Davis.

Letters have been sent to the Seaside Volunteer Fire Dept., Wayne McCarthy (Dept. of Human Resources) and the Dept. of Social Services, requesting volunteer services. We will also get letters to the RCMP, St. John Ambulance, Public Health and the Whitbourne Clinic and ask the same.

Sheila informed us that the Dept. of Human Resources has given there services for a half of day for our centre.

The committee will do flyers requesting any kind of books that the community can give. Also, Karen will put a public service announcement on cable.

Tina will check on drop off points for books. She ask Green's Geo, New Harbour Foodland, A&D Convenience and Cooper's.

Contact will be made to Gloria Reid to see if she would sit on the committee to have some support for disabled or developmentally delayed.

Emily will be contacted to gather information on abuse.

Tina is hoping to talk to the manager at Woolco to see about donations of any materials. A letter will be drawn up for this purpose.

The committee will be putting together a proposal in narrative form for Wayne McCarthy.

After we are established, our committee will have flyers done for households. Informing the public of our centre.

Also after we have our site in place we plan to get a license for fundraising. We will contact Tri Con Graphics for a sign for our Human Resource Center.

Meeting adjourned at 9:15p.m.

## **Youth/Education Committee**

***Chairperson - Tony Higdon***  
***Secretary - Susan Smith***

***582-2553***  
***582-2932***

### **Other Committee Members:**

**Gladys Jackson**  
**Betty Reid**  
**Kelly Smith**

**582-2058**  
**582-3242**  
**582-2968**

Youth/Education Committee  
Meeting: January 5, 1994  
S.U.F. Lodge, 7:30p.m.

In attendance were Cheryl Keats(Chairperson), Susan Smith, Betty Reid, Carol-Ann Hayden, Kelly Smith, Tony Higdon, Gladys Jackson and Karen Davis.

The meeting opened by discussing ideas we could come up with to improve education and youth activities. Cheryl suggested there is a shortage of computers and is something that should be looked into.

Illiteracy seems to be a big concern. We have to find a way to get illiterate people interested. Cheryl suggested we get volunteers to help us start this program. Carol-Ann said you would probably get students involved and we need to get them involved. Cheryl said if people were helping others it would boost self esteem, self-confidence.

Betty suggested putting an ad on the cable station to get people involved. Tony didn't think this was such a good idea, instead we should make contact through friends because if someone is illiterate than the best way to find out is through someone you know. People who cannot read or write may be embarrassed to call in from an ad.

The next thing we talked about was things we have here for our youth and what we need.

**We have:**

|                         |            |            |        |
|-------------------------|------------|------------|--------|
| Next Generation(arcade) | Sea Cadets | Lions Club | Guides |
| C.L.B.                  | Brownies   | Softball   | Music  |
| Floor Hockey            | Stadium    | Volleyball |        |

**We need or would like to have:**

Recreation Center with everything in it such as tennis courts, bowling alleys, swimming pool, movie theatre,

A main concern was leadership. That seems to be something hard to find. We could hold all activities in this building such as children's parties, dances, community team sports.

Where would we put such a building? The empty fish plants in South Dildo was suggested.

For the next meeting Susan and Kelly will find try to get some information the SUF had on a recreation center.

Carol-Ann will find out why tutoring is not implemented in the schools  
Cheryl will find out what programs are offered in the schools.

**Next meeting to be held January 12th after training session.**

Youth/Education Committee Meeting  
S.U.F. Lodge  
January 12, 1994

In attendance were Cheryl Keats (Chairperson), Susan Smith (Acting Secretary), Kelly Smith and Tony Higdon.

The meeting opened by discussing the minutes of the last meeting. We discussed trying to get some new members for our committee such as youth and teachers.

Tony suggested the Ad Channel, which everyone agreed with. Karen sat in and helped us set up the Ad. It will run from January 13th to January 20th, depending on the outcome.

Cheryl will go to the school tomorrow, January 13th to speak with Mr. Reid about illiteracy in the community. She will also invite him along to our next meeting on January 19th at 8:30p.m.

Tony spoke with a couple of people concerning illiteracy during the week. One person was really against getting some help totally. When Tony talked some more they seemed to think that maybe they could be helped they were very defensive at first. The second person was all for getting some help.

Cheryl asked if anyone had any new ideas.

We also talked about the blue prints for the recreation center that the S.U. F. had, nobody seems to be able to locate them. Susan will ask someone to ask about them at the lodge meeting tomorrow night.

Karen will call Mr. Reginald White and invite him to our next meeting January 19th at 8:30p.m.

Youth/Education Committee Meeting  
S.U.F. Lodge  
7:00p.m.  
February 2, 1994

Meeting called to order at 7:10p.m. by chairperson Cheryl Keats.

In attendance were Tony Higdon, Betty Reid, Kelly Smith, Gladys Jackson, Susan Smith. Karen also sat in on most of the meeting.

We started by discussing the proposal that New Harbour had put in for a Recreation Center. Karen said that she would get a much information on it during the next week.

Cheryl visited with Mr. Reid several times during the week but he was always to busy to sit and talk with her, she will try again this week.

We talked about choosing one thing to handle first. We decided to take a vote.

Betty said that she attended the parent meeting at New Harbour and they asked if we would support them in trying to get the spelling book back in the school she told them she would bring it up to the committee. All of the committee agreed to help if they could.

How could we help the students? Cheryl would talk to Mr. Brooks and Mr. Martin to see what we could do to help. Cheryl said that she thought that people were not interested in joining our committee because they thought that we were trying to set up a Town Council, we mentioned that we should find another way to get people interested other then the Community Channel.

Tony said that he thinks that our committee may not be able to do all that is required to go ahead with the recreation center just yet. Our committee is small and we have to go with what we think we will get done.

Gladys mentioned that we could ask different groups or organizations to back us such as the S.U.F.

Back to the schools, Gladys talked about the grants that the government had out for Level 4 students. She thought that is was unfair that some students get \$61.00 and others get \$121.00.

Dianne sat in and tried to put us back on track.

## **Education**

- Illiteracy ? how many people would be willing to get help?
- 35% of the community are below grade 8 level.

### **What we want**

- Decrease illiteracy rate(3yr approx.)
- More involved in community (self esteem)
- Life long learning

### **To get information**

- Person to person
- Ad on cable
- Church
- Public meetings

### **We would need**

- Long term programs
- Computer training
- Volunteer teachers/ tutors

## **Youth**

- Recreational Facilities ( 1-5 years plants possibility)
- Swimming
- Sports
- Hire Recreational Coordinator, send out letters to School Boards and local Education Committee.



Youth/Education Meeting  
S.U.F. Lodge  
February 9, 1994  
7:00p.m.

Meeting called to order at 7:00p.m. In attendance were chairperson, Cheryl Keats, Betty Reid, Kelly Smith, Tony Higdon and Susan Smith.

Our meeting started with Betty reading the minutes of the last meeting. We then decided that we should figure out what plan of action we should take.

We discussed Cheryl's meeting with Mr. Reid. He seemed to be positive about many things we discussed except, trying to bring the spelling books back to the education system. He thought that most focus should be on Science and Math. He told Cheryl to get in contact with Doreen Newhook, Christine Parsons and Melva Bradley and told her where and how to do that.

Mr. Reid also told her about a camp for math and science studies. We should show that we support it by writing a letter when the time comes. Mr. Reid also mentioned the grants that Old Shop and Cavendish have set up to help students with their studies. Tony said that he thought that we should focus on the older group of people that are considered illiterate because if the parents of the children are illiterate then how can studies go on when these children leave school. They have a much better chance of learning if they have someone to help at home. Learning never stops. How do we find and help these older people?

Cheryl mentioned sending a flyer out to every household in the communities. Then Tony suggested going to the schools and asking them if they would help us in finding out what children's, parents need help. Then we thought that maybe the teachers would not be allowed to give out that information.

Betty suggested sending a letter to the school for each child to carry home, everyone agreed. We decided to write a letter to the principal of Woodland Elementary and Woodland Junior High to ask them if we could send these letters out.

Karen will print up our letter tonight and take it to the schools for us tomorrow.

Don Innis will be at our next meeting, he offered to do a free workshop.

Yourh/Education Committee Meeting  
Febrary 16, 1994  
SUF Lodge  
7:00p.m.

In attendace were Cheryl Keats, Gladys Jackson, Tony Higdon, Betty Reid, Susan Smith and Kelly Smith.

Minutes of the last meeting were read.

Don Innis attended our meeting and gave us a list of the projects that the Youth Outreach have on going, he discussed each one in detail.

Decided to go through the Elementary and Junior High schools for the Home Study Program.

Karen will call Mr. Burke and find out about illiteracy.

Cheryl will get in touch with Mr. Hunt and Mr. Mercer and find out if we can go ahead with the letter.

Next meeting February 23, 1994

Youth/Education  
Committee Meeting  
February 23, 1994

Meeting called to order at 7:00p.m.

On attendance were Betty Reid, Cheryl Keats, Kelly Smith and Susan Smith.

We started by reading the minutes of the last meeting.

Cheryl then talked about her meeting with Mr. Mercer of Woodland Elementary. He gave her the go ahead with our letter for the students to take home for the parents.

We will draw up a letter tonight to send out to the school.

Cheryl was talking with Sheila Rogers and the Human Resource Committee would like for us to attend there meeting tomorrow night. She thinks that we could get together and draw up a proposal for a illiteracy program and a computer program.

## **Agriculture Committee**

***Chairperson - Alvin Pretty      582-3386***  
***Secretary - Wayne Wiseman    582-2213***

### **Other Committee Members:**

|                      |                 |
|----------------------|-----------------|
| <b>Sheila Tweed</b>  | <b>582-2282</b> |
| <b>Michael Reid</b>  | <b>582-2992</b> |
| <b>Hubert Sharpe</b> | <b>582-2322</b> |
| <b>Bill Pretty</b>   | <b>582-2090</b> |
| <b>Lillian Reid</b>  | <b>582-2413</b> |
| <b>Don Welsh</b>     | <b>582-3147</b> |

Agriculture Committee  
January 19, 1994  
S.U.F. Lodge, 6:00p.m.

In attendance were Wayne Wiseman(secretary), Brian White(Extension Co-op), Alvin Pretty(Acting Chairperson), Kevin Reid, Michael Reid, Bill Pretty and Karen Davis.

The committee first identified some problems in starting a farm.

1. The availability of land and how to go about getting it.

2. Another factor was money. Cost per acre of land would be approximately \$3000 to \$5000 depending if it was cleared or uncleared, but as Brian pointed out, times may be hard over the next 10 years and you may be able to buy land cheap.

We also discussed Secondary Processing that might lead to other businesses relating to agriculture. Alvin suggested a slaughter house and feed mill, Brian suggested there may be a market in sausage making for beef, pork or seal meat. Bill said maybe there is something for hides such as leather etc. A canning plant was suggested for seal meat by Michael Reid but Brian said one of the biggest problems with using seal meat for sausages for canning would have to do with animal rights people (Green Peace) also just the name sometimes throws people off. Brian said, that food processing could be checked out through Food Technology. He also informed us that it would be a good idea to obtain as much information as possible as to what resources we have in our area and what we need(get this from ACOA) or some other such organization.

Things to find out for future meetings:

List of all the farms in the area, what they produce, size of production and history of the farm.

Find out if Rural Development has access to ACOA computers and what information that have on agriculture, if not find out who do

Bring in agriculture representative, crown land and forestry representatives together with the people who are not involved in agriculture but would like to be and get information including maps of the area etc.

Find out patent & copyright laws.

Important to have Charlie Kelsey, Agriculture Representative and someone from crown lands out at the same time.

Meeting adjourned at 8:00p.m.

Agriculture Committee Meeting  
January 19, 1994

As a resource person to this project, I attended the agriculture meeting. It was the first meeting of the committee. There was a general discussion covering some of the following areas.

**Present Agriculture Operations**

Pig Farming  
Poultry Farming  
Vegetable Farming  
Broiler Operations

**Action Plan**

need to document these fully  
present operations and look for others  
possible opportunities to start  
new operations or to supply some of  
the needs that they have

**New Development**

A Slaughter House is presently being developed by a farmer who will provide a service to individuals and businesses in the region.

**Potential Operations**

- ☐ smoke House
- ☐ sausage Production
- ☐ further blueberry production
- ☐ canning/bottling operations
- ☐ other secondary production
- ☐ sheep farming

**Action**

Need to look at these possibilities  
and find out what attempts might  
have been considered by groups  
like the Regional Development  
Association.

**Land Use**

Need to look at what Crown land has available for agricultural production.  
Get a general picture of how private land is being used for agriculture and what land might be available.

**Action**

To have the local agricultural representatives with the provincial government attend the next committee meeting to give an overall description about crown land and agriculture potential for area. Obtain information from Crown Lands about application procedure and land availability. Consider promotion and education about agricultural operations, how to get into it and exploring new business ideas i.e. computer information, statistics about operations in Newfoundland and what is possible in the region.

**Food technology**

What foods could be produced in secondary processing using vegetables and meats that are available. Checking out this potential with people in the food technology business and education is important. The Department of Agriculture plus institutions like the Marine Institute could assist in this process.

In closing I, pointed out that what this committee like others are expected to do is to develop an action plan for the development of agriculture for these four communities in the Upper Trinity Region.

Recorded by Brian White

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January 19, 1994

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In closing I, pointed out that what this committee like others are expected to do is to develop an action plan for the development of agriculture for these four communities in the Upper Trinity Region.

Recorded by Brian White

Agriculture Committee Meeting  
February 2, 1994  
SUF Lodge

In attendance were Hubert Sharpe(chairperson), Wayne Wiseman (secretary), Alvin Pretty, Kevin Reid, Michael Reid, Bill Pretty, Lillian Reid. Dianne sat in at the end of the meeting.

Alvin suggested we list all farmers in area from New Harbour to Markland, they are as follows:

|                |                                           |
|----------------|-------------------------------------------|
| Bob Woodman    | full time vegetable                       |
| Abe Woodman    | " " "                                     |
| Butter works   | " " "                                     |
| Bernard Tucker | " " hay/vegetable                         |
| Bernard Walsh  | " " vegetable                             |
| Alvin Pretty   | part/full time hogs, hay & vegetables     |
| John Cranford  | part time pigs, sheep, cows and vegetable |
| Leander George | part time cows & turkey                   |
| Hob Thorne     | cows and hay                              |
| Sheila Tweed   | fox, pigs, cow, hay and mink              |
| Rodney Hynes   | strawberries(preserved)                   |
| Roger Williams | part time sheep                           |
| Brian Duffet   | full time poultry (layers)                |
| Ted Pretty     | full time poultry                         |
| Harry Andrews  | full time broilers                        |
| Andrew Larrers | full time broilers                        |
| Owen Hickey    | full time broilers                        |
| Harvey Antle   | part time pigs & cows                     |
| Don Williams   | part time pigs & cows                     |

Hubert suggested we try and have Bob Godden, Director of Agriculture out to find out up to date policies pertaining to agriculture.

We will be looking at greenhouses for such as tomatoes, shrubs, ornamental trees and bushes also at blueberries, strawberries and raspberries

Meeting adjourned at 9:20p.m.

Will contact by phone when and where the next meeting will be held.

Agriculture Committee  
January 27, 1994  
Mr. Hubert Sharpe's Home  
South Dildo  
6:00p.m.

In attendance were Hubert Sharpe(Chairman), Wayne Wiseman(Secretary), Alvin Pretty, Bill Pretty, Sheila Tweed, Michael Reid, Lillian Reid, Karen Davis and Charlie Kelsey(Agriculture Representative).

Alvin asked Mr. Kelsey how we could go about getting some land. Kelsey told us that if we were interested in a piece of land we should first go to crown lands and look at the maps to see if there is any claim to the land because it would be registered and marked out on the map. If there is no claim you can pay a \$50.00 fee and apply for it. Agriculture representatives would then come out and check out the land, take soil samples etc. and would be able to tell you if the land was suitable. Mr. Kelsey also estimated that most land around would cost approximately \$1800-2200 per acre from start to finish.

He also pointed out a couple of stumbling blocks that we would probably come across, they are town councils, environment, etc.

Charlie Kelsey and Hubert Sharpe were also discussing diseases in animals and the treatment of them. Kelsey pointed out that you have to be careful in which drugs you use because of certain allergies to penicillin or other drugs.

Sheila Tweed pointed out the difference between Capital Loans and Operational Loans. Capital Loans ~ long term loan for things such as buildings, equipment etc. For tractors or machinery a loan would be for 8 to 9 years, equipment 15-20 yrs. depending on the life span of these items, for animals it would be 4-5 years.

Operational Loan ~ short term loan to pay for feed for animals or fertilizer and some labour approximately (\$15,000)

Kelsey also said if you want to check out quotas for hens you would have to go to the Newfoundland Egg Marketing Board for layers and chicken you would have to go to the Marketing Board for Broilers

There is no quota for sheep, turkeys or beef. Joe Noel of Carbonear, a turkey farmer who might give <sup>us</sup> some information on turkeys if interested.

Meeting adjourned at 8:15p.m.

Agriculture Committee Meeting  
February 2, 1994  
SUF Lodge

In attendance were Hubert Sharpe(chairperson), Wayne Wiseman (secretary), Alvin Pretty, Kevin Reid, Michael Reid, Bill Pretty, Lillian Reid. Dianne sat in at the end of the meeting.

Alvin suggested we list all farmers in area from New Harbour to Markland, they are as follows:

|                |                                           |
|----------------|-------------------------------------------|
| Bob Woodman    | full time vegetable                       |
| Abe Woodman    | " " "                                     |
| Butter works   | " " "                                     |
| Bernard Tucker | " " hay/vegetable                         |
| Bernard Walsh  | " " vegetable                             |
| Alvin Pretty   | part/full time hogs, hay & vegetables     |
| John Cranford  | part time pigs, sheep, cows and vegetable |
| Leander George | part time cows & turkey                   |
| Hob Thorne     | cows and hay                              |
| Sheila Tweed   | fox, pigs, cow, hay and mink              |
| Rodney Hynes   | strawberries(preserved)                   |
| Roger Williams | part time sheep                           |
| Brian Duffet   | full time poultry (layers)                |
| Ted Pretty     | full time poultry                         |
| Harry Andrews  | full time broilers                        |
| Andrew Larrers | full time broilers                        |
| Owen Hickey    | full time broilers                        |
| Harvey Antle   | part time pigs & cows                     |
| Don Williams   | part time pigs & cows                     |

Hubert suggested we try and have Bob Godden, Director of Agriculture out to find out up to date policies pertaining to agriculture.

We will be looking at greenhouses for such as tomatoes, shrubs, ornamental trees and bushes also at blueberries, strawberries and raspberries

Meeting adjourned at 9:20p.m.

Will contact by phone when and where the next meeting will be held.

Agriculture Committee Meeting  
Wednesday February 16, 1994  
SUF Lodge

In attendance were Alvin Pretty, Michael Reid, Bill Pretty, Hubert Sharpe, Sheila Tweed, Wayne Wiseman and Dianne Fitzgerald - Large

Alvin Pretty was elected chairman.

Dianne suggested we name all the potential farm opportunities they go as follows:

### **VISION**

From top priority to last

- ☐ Blueberry farm (short term)
- ☐ Sheep farm (short term)
- ☐ Broiler Farm (short term)
- ☐ Beef farm (short term)
- ☐ Functional slaughter house (short term)
- ☐ sausage plant smoke house (short term)
- ☐ Retail Fur Outlet (short term)
- ☐ Turkey Farm (short term)
- ☐ These are some of the short term farms. Some long term farms would be:
- ☐ Community Pasture
- ☐ Bottle or cannery plant
- ☐ Processing plant
- ☐ Seal Meat Processing
- ☐ Ostrech Farm
- ☐ Tannery
- ☐ Dianne then went through the SWOT analysis with us, identifying strengths, weaknesses, opportunities and threats.

### **Strengths**

- ☐ Market Potential
- ☐ No competition
- ☐ Land available
- ☐ Vacant plants
- ☐ Human resources
- ☐ Natural resources

### **Weaknesses**

- ☐ Outside competition
- ☐ Lack of expertise
- ☐ Money
- ☐ Lack of government support
- ☐ Lack of support from locals
- ☐ Lack of education
- ☐ Agriculture policy too strict
- ☐ Competition from larger feed mills

### **Opportunities**

- ☐ Create employment
- ☐ Generate money
- ☐ Self sufficient community
- ☐ Enhances self esteem by being the leader in the province for beef, sheep, blueberries, and fur products
- ☐ Secondary food processing
- ☐ Tannery

### **Threats**

- ☐ Outside control (people with money)
- ☐ Government policy
- ☐ Negative attitudes
- ☐ Roaming dogs and coyotes

### **Goals**

*Short term (1-5 years)*

1. Blueberry farm
2. Sheep farm
3. Broiler farm
4. Beef farm
5. Slaughter house
6. Retail fur
7. Turkey farm

### **Targets**

Find out who the right people are to talk to about these items and get some information on them.

Dianne told us of John J. O'Kell from Truro, Nova Scotia. He is an expert on sheep, and would help any one out who wanted to get into sheep farming. He would help you get started and show you the right way to go about making it work.

Agriculture Committee Meeting  
February 25, 1994  
SUF Hall

In attendance were Alvin Pretty, Kevin Reid, Michael Reid, Wayne Wiseman, Bill Pretty and Karen Davis.

First of all we decided to try to contact John O'Kell from Nova Scotia, a sheep consultant. We would like to get him in to discuss setting up sheep farming in the area.

Contact someone from Crown Lands Office to find out what land is available. Get maps and how to go about getting a piece of land.

For our next meeting we will have someone in from the plants committee.

We discussed a co-op. We have to find out if the plant committee would be interested in going in on a co-op.

We discussed possible questions concerning the partners meeting next Wednesday night, March 2, at the SUF Hall.

Meeting adjourned 9:00p.m.

Agriculture Meeting  
March 5, 1994  
SUF Lodge  
8:00p.m.

In attendance: Alvin Pretty, Bill Pretty, Michael Reid, Wayne Wiseman, Sheila Tweed, Tina Wiseman and Karen Davis.

The purpose of this meeting was to meet with the Plants Committee to see what they were doing. In attendance from the committee was: Lorraine Pike, Ramona Pike and Calvin Reid.

The plants committee said they were looking into a recycling plant but if anyone had any ideas they would certainly listen to them. Lorraine said they discussed recycling but is waiting on information on what they are going to do with the plants and that Fred Woodman's plant is more convenient because it is smaller. We will call Mr. Woodman and see if we can get a look at the plant.

Lorraine also suggested that we get Bill Wells from FPI in to talk to us about the plant and discuss our ideas with him.

We applied for the land in the Swile Rock area and then discussed blueberry farming and processing. This is only seasonal so we would have to find something else to put in the plants. Because we are not really sure as to what is involved we will get in touch with Mr. Bill Parsons, Blueberry Growers Association.

Meeting adjourned at 9:00p.m.



## *Dildo's Committee Correspondence*

## ***Businesses & Organizations in Dildo, Old Shop, South Dildo, Broad Cove***

As you are aware, we have a Community Economic Development Program in progress in our area. There are several committees formed, Human Resource Development being one of them. Our Human Resource Committee has met several times in the past few weeks. We have talked extensively of a Resource Center. Many ideas have generated through this center and we are now in the process of contacting different agencies for information. The Resource Committee is also in the process of doing research to prioritize the many needs of our area.

Some needs that have been identified are:

***Library*** - with computers to provide access to various educational and business related databases.

***Family Resources*** - help lines, a connection to counseling services such as educational, training and abuse.

For these ideas to become a reality, we will need positive feedback from our communities. This committee understand that our youth are growing up in a different paced than their parents. Because of peer pressure, drugs, family problems etc. our youth are not always willing to involve their parents with specific problems.

The adults in our society are searching for better ways to ensure their children a more prosperous future. We would like to know your reaction on the idea of a Resource Center in our area.

We urge you to respond as we feel this Resource Center is long overdue. Thanking you in advance.

Sincerely yours,

Sheila Rogers  
Chairperson  
Human Resource Committee  
P.O. Box 185, Dildo. AOB 1PO

If you would like to know more about our Human Resource Center, please feel free to call Karen at 582-3339.

Target Training & Development  
General Delivery  
Dildo Trinity Bay, NFLD  
AOB IPO

Hibernia Management & Development Co. Ltd.  
Suite 1000, 100 New Gower St.  
St. John's, NFLD  
AIC 6K3

March 7, 1994

Dear Mrs. Pat Jackson,

As you are aware, the communities of Dildo, South Dildo, Broadcove and Old Shop, with the support from Trinity Conception Community Futures, started a "Community Economic Development" process in August 1993. The first step was to conduct a needs assessment of the communities.

As a result of the needs assessment, six committees have been formed to deal with the main issues and problems identified. One of the committees is the Human Resource Development Committee. This committee has met several times in the past few months and one of the main areas of need which has been identified in our community is a Human Resource Center. The non-profit center would include a library, computer database, information center, counseling services ~ educational and business.

It is through many conversations with Mr. Neil Tilley, Extension Community Development Co-operative, that we have learned your company contributes a number of computers each year to accommodate volunteer groups and educational organizations. We would hope that you would take us into consideration.

Contributions such as books, information brochures and computers are definite assets in making our center become a reality. You can contact our office at 582-3339 if you would like more information.

Thanking you in advance

Sincerely,

Sheila Rogers  
Chairperson  
Human Resource Development Committee

Human Resource Committee  
Box 185 Dildo  
Trinity Bay NF  
A0B 1P0

February 7, 1994

Family Resource Center  
30 Harvey RD  
St John's NF  
A1C 2G1

Attn. Pat Wright;

Over the past several months there has been a Community Economic Development Program organized in the areas covering Dildo, Broad Cove, South Dildo and Old Shop.

Human Resources is one of the committees that has been formed. This committee has met several times and has discussed extensively the need for a Human Resource Center in our area.

We have read your piece in the Weekender of January 16, 1994 and we feel you can be a help to us. We are very interested in receiving any information regarding the planning, start-up and the running of your Family Resource Center. Thank-you for your time.

Sincerely yours,



Sheila Rogers  
Chairperson  
Human Resource Committee

cc. Community Economic Development

Human Resource Committee  
Box 185, Dildo  
Trinity Bay, Nf  
A0B 1P0

March 10, 1994 .

Mrs. Sheila Tweed, President  
South Dildo Whaling and Sealing Museum  
South Dildo, Trinity Bay  
A0B 1R0

Dear Mrs. Tweed:

Our Human Resource Committee is in the process of developing a Human Resource Center.

In order for this to become a reality we will be requiring vacant space. It has come to our attention that your museum has a basement that may be suitable.

We would like to meet with you at your earliest convenience to view the premises and discuss this possibility. Thank you for your time.

Sincerely Yours,

---

Sheila Rogers  
Chairperson,  
Human Resource Committee

cc Community Futures

Box 185, Dildo  
Trinity Bay  
A0B 1P0

St Georges High  
New Harbour  
Trinity Bay  
A0B 2P0

February 9, 1994

Mr. William Clarke:

Our Human Resource Committee has met several times in the past few weeks. We have talked extensively of a Resource Center. Many ideas have generated through this center and we are now in the process of contacting different agencies for information. The Resource Committee is also in the process of doing research to prioritize the many needs of our area.

Some needs that have been identified are:

    Libraray - with computers to provide access to various educational and business-related databases.

    Family Resources - help lines, a connection to counselling servoces such as educational, training and abuse.

For these ideas to become a reality, we will need positive feedback from our communittees. This committee understands that our youth are growing up in a different paced society than their parents. Because of peer pressure, drugs, family problems, etc. our youth are not always willing to involve their parents with specific problems.

You, as teachers, are looking at our youth from a different perspective than we, as parents, do. The Resource Committee would like feedback from you in regarad to a help line. Any ideas on this help line or any of the other topics would be gratefully appreciated. Thanking you in advance.

Sincerely yours,

---

Sheila Rogers  
Chairperson  
Human Resource Committee

enclosed: Community Report conducted in fall of 93

cc: Community Economic Development

***Businesses in the Dildo, Broadcove, Old Shop  
and South Dildo area***

In August of 1993, the communities of Dildo, Broadcove, South Dildo and Old Shop, began a Community Economic Development Project. This is a pilot project sponsored by Community Futures funded by the Federal Government. It is through this project that we hope to make our communities a more viable place.

During phase 2, several different committees have been formed one of them being a **Small Business Committee**. This committee is looking at new business possibilities for our area as well as support services needed for existing businesses like yours. We would like to speak with you about your business, your ideas and what support services would be beneficial to you. We are considering offering a business seminar to address these needs. At this time we are hoping to have in attendance federal and provincial business support agencies and members of the business communities. Please respond with your suggestions and ideas by February 28, 1994. If you would like further information please call Karen Davis through Community Economic Development situated at Dildo, SUF Lodge at 582-3339.

Sincerely,

Annie Pitcher  
Chairperson  
Small Business Committee

The Director  
Institute of Marine Research  
P.O. Box 1870  
Nordens, 5024 Bergen  
Norway

February 7, 1994

Dear Sir:

I write to you today from the Community Development Office in Dildo, Trinity Bay, Newfoundland, Canada.

Dildo is a community that was recently faced with many challenges as a result of the fishery crisis. To respond to that crisis, our community, through a Community Economic Development Process, is looking at ways of taking control of our future and turning Dildo into a self sufficient, vibrant community using our own local resources.

Dildo, as you may be aware, was the home of the first cod fish hatchery in the early 1800's, when Mr. Adolf Nielson introduced the idea of artificial propagation as a means of addressing the decreased size of cod stocks.

As in the 1800's, Dildo has appropriate water temperatures, close access to deep water, good landing facilities, a well informed fishing community and many other characteristics that make it an excellent site for a fish hatchery.

Our community is wishing to establish a cod fish hatchery in Dildo to deal with the current fishery crisis, to plan for the future by putting fish back into the sea, and to educate others about alternate fishing opportunities in this province.

We see this project as one that is repeating history and are very confident and committed to making it viable.



We admire the Norwegian knowledge in this area and would like to establish a relationship with you. We would hope that Norway may become our partner in this initiative. We would also like to speak with you further on this matter and possibly meet with you or others in the near future.

We ask that you please respond by telephone and/or letter outlining your ability to speak with us and your interest in pursuing this matter further.

You may reach us at 709-582-3339 or by Facsimile at 709-582-3263.

Yours Sincerely,



Dianne Fitzgerald-Large  
Community Economic Development  
Project Manger



Gerald Smith  
Fish Hatchery Committee

Community Economic Development  
General Delivery  
Dildo Trinity Bay  
NFLD  
AOB 1PO

Department of Social Services  
P.O. Box 190  
Whitbourne  
NFLD  
AOB 3KO

March 25, 1994

Dear. Mrs. Pinsent,

As you are aware a Community Economic Development Project has been in place for the communities of Dildo, South Dildo, Old Shop and Broadcove since August '93.

There have been several committees formed, Human Resource being one. Our goal is to develop a fully functional Human Resource Center which will help our communities and region.

This center would include a library, computers, internet program, career, business, educational and personal counseling, help line, information and resources on many topics and services for children, youth, adults and seniors.

A proposal has been submitted for the use of a building and we are now approaching different agencies such as the Department of Social Services, to come to our center on a part time basis to offer services to individuals who need them.

Our committee understands there is a definite need for this center. We are hoping to have your support and agreement to offer services of a counselor in our center.

We hope to hear from you on this matter and we will be in contact in the near future.

Thanking you in advance

Sincerely,

Sheila Rogers  
Chairperson  
Human Resource Committee

cc. Trinity Conception Community Futures  
cc. Charlie Monks, Regional Office

Community Economic Development  
General Delivery  
Dildo Trinity Bay  
NFLD.  
AOB 1PO

Dept. of Human Resources  
Harvey St.  
Harbour Grace

March 25, 1994

Dear Mr. McCarthy,

We would like to thank you once again, for a very informative meeting on March 22nd. We are very pleased to know that we have the support of you and your agency.

We realize that the guidance and expertise of "the partners" will play a specific role in assuring that our Human Resource Center becomes a reality.

Sincerely,

Sheila Rogers  
Chairperson  
Human Resource Committee

Mr. Doug George  
Upper Trinity South Development Association  
Trinity Bay, Newfoundland

March 3, 1994

**Re: Tender for Land at Swile Hill Area**

Dear Mr. George:

As you may be aware, in August 1993, the communities of Dildo, South Dildo, Old Shop and Broad Cove engaged in a Community Economic Development (CED) Process.

While we have been hit hard by the fishery closure, we believe that the unity, spirit, and heritage of our communities will help us weather this storm. The CED process has enabled us to come together and analyze the strengths, weaknesses, opportunities in our communities. We have identified that there are many natural resources which can be utilized to help provide development and employment opportunities.

Six volunteer committees have been formed to research and do strategic planning to take advantage of these opportunities. One such opportunity is the development of the agriculture industry. This opportunity has received much support from our communities and we are committed to making it a reality. We are planning to develop our blueberry grounds for production and secondary processing, sheep and beef farming, vegetable farming etc.

The available land in the Swile Rock area would be a great asset to us in developing these opportunities, and helping us to create once again healthy vibrant communities where people are employed and working together.

We ask that you please give our request for the land your kindest consideration. We are available to meet with you, at a time that is convenient for you, to discuss the details of such an arrangement. Should you require further information, please do not hesitate to contact one of us at 582-3339.

We look forward to hearing from you.

Sincerely,

Agriculture Committee  
Plants Committee  
Small Business Committee

Community Economic Development Office  
Dildo, Trinity Bay  
582-3339 or fax 582-3263

Dear Mr. Reid,

As you are aware, through the community economic development project , a human resource committee has been put in place. Our Human Resource Committee has met several times in the past few weeks. We have talked extensively of a Resource Center. Many ideas have generated through this center and we are now in the process of contacting different agencies for information. The Resource Committee is also in the process of doing research to prioritize the many needs of our area.

Some needs that have been identified are:

**Library-** with computers to provide access to various educational and business related databases.

**Family Resources-** help lines, a connection to counseling services such as educational, training, and abuse.

We would like to have the youth of our communities give us some feedback as per their opinions on this resource center. We have enclosed with this letter a survey that we would like your students to fill out. If it is possible, would you please explain our purpose to your teachers, and get them to take five minutes out of the end of their class to let the students fill out our survey.

Thanking you in advance.

Sincerely yours,

Sheila Rogers  
Chairperson

# **Economic Development Task Force to Avalon Region Tourism Strategy Study**

## **Introduction**

One aim of the Economic Development Task Force Committee involving Dildo, South Dildo, Broad Cove and Old Shop is to identify and promote tourism for the benefit of residents in the immediate area and the whole region of the Baccalieu Trail and the Avalon Peninsula.

The communities mentioned, like many others, have been built around the Cod Fishery, Sealing and Whaling etc. Many links to other countries especially Norway, Portugal, Spain, England and France has been strengthened here through communications. Our people's origins, dialect, culture and traditions have made us unique.

**South Dildo** has a Whaling and Sealing Museum which was started by Norwegians. The site of the Beothuck Indians and Dildo Pond could be an attraction for archeologists. The river running into South Dildo could be developed for tourist interested in trout fishing. The community has a craft store, convenience store, local tavern(Blue Whale) usually employing local people.

**Old Shop** is just a couple of minutes off the main road. Site of much history, pothead whales were driven in those beaches in the 1940's. Old Shop still has a saw mill operated by Mr. Alfred Cooper. Mr. Cooper is a legend himself, a great woodcutter ~ maybe the biggest in Newfoundland. Alfred Cooper is to the Lumber Woods what Wayne Gretzky is to hockey. Hiking trails out to Old Shop point could be developed, a good hike can take the outdoors man to Spread Eagle, a little community that came under the resettlement program in the early 1960's.

From Old Shop, we move again on the main road to **Broad Cove**, a very little community boasting some of the best hiking and fishing areas around. Broad Cove also once had a railway station.

After leaving Broad Cove, you take a detour toward the Salt Water on route 80 and go out into the community of **Dildo**, settled in the early 1800's but frequented by Spaniards and English etc. Records even show that in the 1600's John Guy sailed in the bay. The cod fishery was the main stay in all communities. Aviation, architecture, lumbering, sealing, whaling, tuna fishing, archeology, hunting, diving, the movies etc. were also a great part of our history.

**The Birthplace of the following:**

- ☐ Mr. Lloyd George, Local Historian.
  - ☐ Birthplace of Mr. Gordon Pinsents father.
  - ☐ Landing place of the Great German plane DO - X.
  - ☐ Site of giant squid.
  - ☐ Deep water port where any kind of ship can anchor in the harbour. It is also very sheltered.
  - ☐ Grand Bank Schooners used to come here and buy squid from local fisherman for the Bank Fishery.
  - ☐ Merchant S.J. Pretty used to have coal boats(schooners) come here with loads of coal from North Sydney.
  - ☐ Dildo produced two whaling skippers and gunners. Mr. Clarence George (deceased) and Mr. Lewis Reid.
  - ☐ Anderson's Cove just a two minute walk is the site of caplin rolling in the beaches every summer.
- \*Also the site of the ancient AX found, as old as 4000 +**
- ☐ Just a five minute ride by boat from Dildo, is **Historic Dildo Island**. This was the site of one of the world's most modern cod and lobster hatcheries in 1889. Started by the then inspector of the Newfoundland Fisheries, Mr. Adolph Neilson from Norway. It operated and stayed on the island for seven years. People of Dildo erected a metal plaque in 1989(great idea to build a replica).

All records of correspondence from Newfoundland to Norway 105 years ago is kept in the community.

At the time, the Norwegians were running this enormous operation in this little community with a French connection. A delegation was sent over from France to see how the Norwegians were artificially producing cod. A diary by the French delegation was sent to the community four years ago and has now been translated to the English version. Because of its great historic significance, the Vikings paid a visit here when they visited Lans Aux Meadows and St. John's. Documents also show an Indian house or Teepee on the Island at a very early date in the early 1600's. Artifacts of great historic value have been found on the island over the years(archeology again), another great prospect for archeology. Around the island was good fishing grounds for salmon, lobster and cod. Fishing grounds and marks were named by local residents(culture again), names like the Shoals, Plain, Hell Grapnel Ground, Tom Reid's Rock, Stumpys Lane and the list goes on. Documents show ship wrecks (diving).



**On the island there is a fair stand of timber, great for hiking trails, there is also whale watching, picnicing, bird watching, fresh air, fresh water and many more attractions. It is a nature lovers paradise.**

Although we need tourists to stay and enjoy our beautiful cities such as St. John's, Mount Pearl and Corner Brook, we would also like for them to visit our rural areas. **We feel Dildo Island and area has great potential.** The island itself has the qualities for a National Historic Site. We feel, knowing and developing our heritage will promote tourism for the whole of the Island of Newfoundland and create very worthwhile employment, generating revenue for our suffering economy.

Nobody can take away our heritage. We believe in Newfoundland and Labrador!

Sincerely,

Gerald Smith  
Tourism (Fish Hatchery) Committee  
Community Economic Development Office  
Dildo, Trinity Bay, Newfoundland  
582-3339

Don Bishop  
Tourism (Fish Hatchery) Committee  
Community Economic Development Office  
Dildo, Trinity Bay, Newfoundland  
582-3339

**Community Economic Development Office  
General Delivery, Dildo  
Trinity Bay, Newfoundland, AOB 1PO  
(709) 582-3339**

Community Economic Development  
General Delivery  
Dildo Trinity Bay  
NFLD  
AOB 1PO

Seaside Volunteer Fire Brigade  
General Delivery  
South Dildo  
NFLD  
AOB 1YO

March 25,1994

Dear. Mr. Smith,

As you are aware a Community Economic Development Project has been in place for the communities of Dildo, South Dildo, Old Shop and Broadcove since August '93.

There have been several committees formed, Human Resource being one. Our goal is to develop a fully functional Human Resource Center which will help our communities and region.

This center would include a library, computers, internet program, career, business, educational and personal counseling, help line, information and resources on many topics and services for children, youth, adults and seniors.

A proposal has been submitted for the use of a building and we are now approaching different agencies such as the Seaside Volunteer Fire Brigade, to come to our center and offer assistance in teaching our children safety rules.

We are hoping to have your support and agreement on this matter.

Hoping to hear from you soon.

Thanking you in advance

Sincerely,

Sheila Rogers  
Chairperson, Human Resource Committee

Fishery Products International  
O'Leary Ave.  
St. John's

Community Economic Development  
General Delivery  
Dildo, Trinity Bay  
AOB 1PO

March 23, 1994

Dear Mr. Young,

In August of 1993, the communities of Dildo, South Dildo, Old Shop and Broadcove began a Community Economic Development Process, sponsored by Trinity Conception Community Futures funded by the Department of Human Resources. This is a process to try and make our communities a more viable place to live. The first step of the process was a needs assessment.

As a result of this, six committees have been formed one of them being the Tourism/Fish Hatchery Committee. This committee has met several times and are now talking about starting a fish hatchery here in Dildo Arm.

We would like to have an opportunity to meet with you and discuss the availability of the F.P.I. plant in South Dildo at your earliest convenience. We look forward to hearing from you as soon as possible. Our office number is 582-3339 or fax at 582-3263.

Thank-you

Sincerely,

Don Bishop  
Chairman  
Tourism/Fish Hatchery Committee

Community Economic Development  
General Delivery  
Dildo Trinity Bay  
NFLD  
AOB 1PO

Woolco Department Store  
Water Street  
St. John's

March 28,1994

To whom it may concern,

In August of '93, four Trinity Bay communities (Dildo, South Dildo, Old Shop and Broadcove) began a Community Economic Development Process to try and make the communities a more viable place to live in.

A needs assessment has been done and we have identified different strengths, weaknesses and opportunities. One of them being a need, to develop a fully functional Human Resource Center which will help our communities and region.

This center would include a library, computers, internet program, career, business, educational and personal counseling, help line, information and resources on many topics and services for children, youth, adults and seniors.

We are very much in need of books, office supplies or equipment that would enable us to help our centre to be a success. If you can donate or give us information where we could get any information it would be greatly appreciated.

Hoping to hear from you soon.

Thanking you in advance

Sincerely,

Sheila Rogers  
Chairperson, Human Resource Committee

Target Training & Development Ltd.  
General Delivery  
Dildo, Trinity Bay  
NFLD., AOB 1PO

January 14, 1994

Dear Mr. Nygard,

In August 1993, Target Training & Development Ltd. began a pilot project in the communities of Dildo, Broad Cove, South Dildo and Old Shop. This project is sponsored by Trinity-Conception Community Futures and has been put in place to help us analysis our strengths, weaknesses and opportunities.

It is through this project many different committees were formed. One of them being "Utilization of Plants" in our area.

This committee is very interested in finding out:

If the plant owners themselves have any plans for the unused buildings?

If the owners are interested in the possibility of renting, selling or even leasing there building?

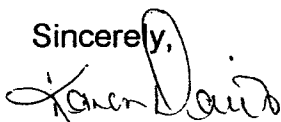
If they would support the ideas of the committee?

The committee has talked about different ideas but cannot do anything before we have some answers on the above matters.

If you have any questions concerning this matter, please feel free to call the Target Training and Development Office at (709) 582-3339 or fax at (709) 582-3263.

We look forward to your reply.

Sincerely,

A handwritten signature in cursive script, appearing to read "Karen Davis".

Mrs. Karen Davis  
Development Officer

## *Appendix 3*

### *Evaluation of Survey Used*

March 22nd 1994

Dianne Fitzgerald-Large  
Target Training and Development NFLD Ltd  
P.O. Box 6282,  
St John's, NFLD  
A1C 6K1

Dear Dianne,

We have reviewed your questionnaire and supporting methodology used in the Community Economic Development Program in Dildo, Newfoundland and offer the following comments:

- In general, the questionnaire is very comprehensive and could be used to gather a great deal of relevant information from residents.
- The questionnaire is a good length for this type of research but could be expanded if necessary without likely affecting response rates significantly.
- Your secondary research source list is excellent and we cannot think of any way to improve on it.

### Demographics

- We would suggest moving the demographic information to the end of the questionnaire. In our experience, questions of a personal nature, i.e. income, marital status etc, tend to get better response rates if they are asked last.
- Two questions in the demographic information section seem to be out of place: "What salary would you like to receive?" and "Would you like to do re-training? If Yes, in what area? If no, why not?". These two questions may require some more information such as: "If you were to be employed in a permanent full time position, what would the annual salary you would realistically expect to start at?" Further, for tabulating purposes, precoded ranges would be more effective such as "less than \$15,000 per year, \$15,000 to \$24,999, \$25,000 to \$34,999 etc.
- Likewise, the question: "Would you be willing to move for employment?" may need more explanation, e.g, how far, how long etc.

- The income questions should be more specific, i.e. What was your total annual household income in 1993 before taxes? Also, providing a range of answers here would improve response rates and ease tabulation.
- We do not understand the purpose behind asking a hobbies question.
- The demographic section could be divided into sub-sections for ease of answering, i.e. education, income, family status, etc.
- Finally, the Health question should be more specific using a 5-point scale such as "Excellent, Good, Fair, poor, very poor".

#### **Main Questionnaire:**

In general this section would provide a lot of useable data. However, we have the following recommendations:

- The layout of this section could be improved if you have the statements listed down the left side of the page and the rating scale down the right with titles at the top of each page explaining the rating scale. As well, you may be better served with a named 5 point scale such as 5=Excellent, 4=very good, 3=Good, 2= Fair and 1=poor.
- Divide the main questionnaire into sections and group like questions together.
- Some of the statements require more detail such as the rating of overall natural resources. Does this mean quantity, quality, availability etc?
- For the statement on taxes, you could also use a series of statements and ask respondents to mark the one they agree with most strongly such as 1) The taxes in the community are too high and managed poorly, 2...too high but used effectively, 3...Low but managed poorly, 4...low and used effectively.
- Some benchmarking questions such as: How would you rate the overall quality of your community compared to other communities in Newfoundland? In Canada? etc" could provide some useful insight.
- If coding resources permit, some more open ended questions asking respondents to explain their reasoning for some of the more general questions could also be useful.

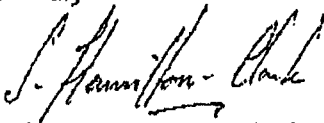


- Since this is a self complete questionnaire, we would suggest adding further instructions and explanation at the beginning of the questionnaire. Specifically, you should include a statement explaining that the questionnaires will be confidential and analyzed in conjunction with other people's responses.

Notwithstanding the above comments we would caution you against making radical changes to further drafts of this questionnaire if you want to gather comparable data. In general, the questionnaire is well designed and should provide excellent, actionable results.

Please do not hesitate to call if you have any questions or would like to discuss these issues further.

Sincerely,

A handwritten signature in cursive script, appearing to read "S. Hamilton-Clark".

Stephan Hamilton-Clark  
Account Director  
Elliott:Research and Consulting

## *Appendix 4*

### *Project Evaluation Tools*

## **Participant Interviews**

**March 1994**

1. What do you think of this process?
2. What do you think were the positive points?
3. What were the weaknesses?
4. Was this project needed in this community?
5. What changes would you recommend?
6. Where should we go from here?
7. How can we get more people involved?
8. Do you think you got adequate support from the development team?

**9. How can we expand the task force? What role should the Task Force play?**

**10. Was the time frame for this project too short? Too long?**

**11. Do you think the training sessions were valuable? If no, why not?**

**12. What did you learn from this project?**

**13. How can we keep the community better informed in the next phase?**

**Community Economic Development ~ Dildo**  
**Participant Evaluation**

**March 28, 1994**

**With 5 being excellent and 1 being poor, how would you rate the following aspects of the Community Development Project?**

1. How useful were the training sessions to you personally?

1      2      3      4      5

Which training session was most valuable?

Which training session was least valuable?

2. Was this a useful project for Victoria?

1      2      3      4      5

3. How would you rate the help and support that you received from the development team?

1      2      3      4      5

4. Will this project stimulate development in Victoria?

1      2      3      4      5

5. How would you rate the time frame for this project?

1      2      3      4      5

Was it too long?      ☐ Yes      ☐ No

Was it too short?      ☐ Yes      ☐ No

6. How well did your committee function?

1      2      3      4      5

7. How well was your committee prepared to do the tasks required of them?

1      2      3      4      5

***Please answer the following questions?***

8. What did you personally learn from this project?

9. What do you consider to be the strengths of the project?

10. What do you consider to be the weaknesses?

11. Would you do it again? Why? or Why Not?

12. If we were to do this in other communities, what changes would you recommend?

13. Other Comments?

Please rate the overall performance of Target Training and Development.

1      2      3      4      5

Please rate the following training sessions ( only if you attended the session ).

**1.      *Structure and Functioning of Committees:***

Content:                      1      2      3      4      5

Instructor (Pat):      1      2      3      4      5

Overall:                      1      2      3      4      5

**2.      *Facilitation/Running Effective Meetings:***

Content:                      1      2      3      4      5

Instructor ( Dianne ): 1      2      3      4      5

Overall:                      1      2      3      4      5

**3.      *Effective Communication and Leadership***

Content:                              1      2      3      4      5

Instructor ( Brian & Neil ) 1      2      3      4      5

Overall:                              1      2      3      4      5

**4.      *Self Esteem and Motivation***

Content:                              1      2      3      4      5

Instructor ( Jean Reid )      1      2      3      4      5

Overall:                              1      2      3      4      5

## **5. Strategic Planning and Community Economic Development**

|                             |   |   |   |   |   |
|-----------------------------|---|---|---|---|---|
| Content:                    | 1 | 2 | 3 | 4 | 5 |
| Instructor ( Dianne & Pat ) | 1 | 2 | 3 | 4 | 5 |
| Overall:                    | 1 | 2 | 3 | 4 | 5 |

## **6. Meeting and Dealing with Government**

|                     |   |   |   |   |   |
|---------------------|---|---|---|---|---|
| Content:            | 1 | 2 | 3 | 4 | 5 |
| Instructor ( Neil ) | 1 | 2 | 3 | 4 | 5 |
| Overall:            | 1 | 2 | 3 | 4 | 5 |

## **7. Proposal Writing**

|                             |   |   |   |   |   |
|-----------------------------|---|---|---|---|---|
| Content:                    | 1 | 2 | 3 | 4 | 5 |
| Instructor ( Pat & Dianne ) | 1 | 2 | 3 | 4 | 5 |
| Overall                     | 1 | 2 | 3 | 4 | 5 |



## **EVALUATION**

The concept of Community Economic Development empowering people to make decisions and choices regarding their community is alive and well in Victoria.

The hands-on experience I acquired in Phase 11, by participating and observing was very informative. The training sessions I attended gave me a good understanding of what is involved. I feel I had adequate supervision and full support through the entire Phase.

Understanding that time was a limitation in Phase 11, I feel the committees have definitely moved forward and reached the desired goal of moving into action plans.

Attitudes have again seen a change from Phase 1 of skepticism and a "wait and see" to a desire now to create action plans. The use of resource people both within and outside the community played an important part in people realizing that their plans are achievable.

I feel the committees are fully aware of the challenge facing them as they continue to work through their action plans and projects.

**Community Economic Development**  
**Community Evaluation**

**March 29, 1994**

1. Over the past six months, a Community Economic Development project has been on-going in your community. Are you aware of this project?

\_\_\_\_ Yes                      \_\_\_\_ No ( If yes move on to question # 2 )  
( If no, move to question # 13 )

2. How did you hear about it?                      \_\_\_\_\_ newsletters  
                                                                                 \_\_\_\_\_ local media  
                                                                                 \_\_\_\_\_ family or friends  
                                                                                 \_\_\_\_\_ other

3. Were you personally involved?                      \_\_\_\_ Yes                      \_\_\_\_ No

If Yes, what role did you play?                      \_\_\_\_\_ Committee Member  
                                                                                 \_\_\_\_\_ Task Force  
                                                                                 \_\_\_\_\_ Resource Person  
                                                                                 \_\_\_\_\_ Completed a Survey  
                                                                                 \_\_\_\_\_ Focus Group Participant  
                                                                                 \_\_\_\_\_ Attended a Public Meeting  
                                                                                 \_\_\_\_\_ Other

4. If No, Why not?

5. What do you think is the purpose of this project?

6. Do you think this kind of project was needed in your community? Why or Why not?

7. What other kinds of projects would you like to see in your community?
8. Would you be willing to work on a committee to make these projects happen?  
\_\_\_\_\_Yes \_\_\_\_\_No
9. Did you read the Community Report from Phase I? \_\_\_\_\_Yes \_\_\_\_\_No
10. Did this report adequately reflect the needs of your community? \_\_\_\_\_Yes \_\_\_\_\_No
11. Was the survey a good means of identifying your community's needs?  
\_\_\_\_\_Yes \_\_\_\_\_No
12. Other Questions/Comments?
13. Did you receive a copy of the Community report from Phase I? \_\_\_\_\_Yes \_\_\_\_\_No
14. Did you read it? \_\_\_\_\_Yes \_\_\_\_\_No
15. Was the survey a good means of identifying your community's needs?
16. Did you know that there is a Phase III to this project coming up in April?
17. Are you aware of what is involved in Phase III?
18. Would you like to receive further information on this project from a community member?
19. Would you be willing to get involved at a later date?
20. What is the best way to keep you informed? \_\_\_\_\_Newsletters  
\_\_\_\_\_Local Media  
\_\_\_\_\_Community Meetings  
\_\_\_\_\_Telephone Call  
\_\_\_\_\_Other
21. Other Questions/Comments?

**Development Support Officer Evaluation of Community Economic Development  
Process**

What have you personally learned from this process?

What impact ( if any ) do you feel this process has had on your community?

What worked? What were the real strengths of the process?

What didn't work? What were the real weaknesses of the process?

Do you feel that you had a sufficient amount of assistance, supervision and resources? If not, what would you recommend for future projects?

How would you evaluate it overall?

If we were to do this process in other communities, What recommendations would you make for changes, additions or deletions?

Other Comments

## *Appendix 5*

# *Development Officer's Evaluation Report*

# **Community Economic Development Report**

**Phase II**

**Karen Davis  
Development Officer  
March 31, 1994**

**VICTORIA**  
**REPORT PHASE 11**  
**MARCH 31, 1994**

**TO:           DIANNE FITZGERALD -LARGE**  
**PROJECT MANAGER**

Submitted by: Jill Hiscock  
Support Officer

Phase II of the Community Economic Development process has been a very challenging one. From this process it has been realized that it takes 100% of time, commitment and dedication. It has been more than working just 24 hours a week but it was time well spent. Our committee members understand what we want to accomplish and are spreading the word on what's happening. They are committed and it is through them, that we have become as successful as this.

## **STRENGTHS OF COMMUNITY ECONOMIC DEVELOPMENT**

- ☐ **Our volunteers are the Heart of the community.** They have brought much enthusiasm making this process a great success.

It has brought together a great sense of unity, people seem to be more willing to share ideas of the committees, more willing to open up and it has been a chance for many of us to make new friends.

- ☐ **We identified resources and opportunities**

Opportunities that we might not have been realized without this process.

- ☐ **Personal contact**

After meeting with the partners we could put a face to a name and it was identified the different tasks these agencies are involved in.

- ☐ **Attitude change**

People are beginning to realize that they have to start making things happen. The negative attitude is beginning to change to positive. People are now taking pride in what they are doing and working towards one common goal.

- ☐ **We are beginning to realize the resources that are available to us.**

## **WEAKNESSES**

- ☐ **Time**

Certainly like the first phase, time played a very big role. Indeed if we had have more time we might not have seen as much happen, but through different comments members have said they had a lot on their plate at one time.



## EVALUATION

- ☐ This is a **definite learning process** for everyone. I know the knowledge I have gained personally is tremendous.
- ☐ The process has instilled more of just what **Community Economic Development** is all about.
- ☐ This is a **nurturing process**. We have the volunteers involved now and we have to keep them interested. We cannot push them only encourage them.
- ☐ I have seen a **changing of attitudes**. People are now actually seeing things happen and they are now believing that we can actually do something for ourselves
- ☐ The **committee members** are seeing things happen and want to keep doing and moving in a forward direction.
- ☐ Our **resource people** have played a very important role in this process.
- ☐ It is a process that **thickens your skin when dealing with the public**. **Set backs** are no doubt involved. **Criticism** is something you learn to accept, even though at times can be hard. I remember one particular incident, probably the worst I ever had to deal with. I contacted Mr. Ron Higdon, Owner of Higdon's Seafood one evening, just to explain what we were doing in hopes that we would become part of the plants committee or even let us check out his plant. He in turn told me this was all a waste of time, use very vulgar words with me and didn't want anything to do with this project at all.

## RECOMMENDATIONS

- ☐ The **training sessions** were great and definitely needed but I think we could have implemented them when we needed them.
- ☐ We should **advertise** this process more, through the local newspaper and radio station.
- ☐ To have **Community Futures** more involved so they know exactly what is happening.

## **IMPACT ON THE COMMUNITY**

The volunteers actively involved in the five committees are the only members of the community with a full understanding of the Community Economic Development process. Their faithful attendance to meetings and training sessions have to be commended. The impact felt by the committee members by what they have achieved thus far will spread through the community as action plans are set in place and projects are completed.

## **STRENGTHS**

- personal contact - one on one - between committee meetings and throughout Phase 11
- sharing information between committees - ideas, plans and successes.
- confirming meetings with each committee chair - date - place - time.
- using resources within the community - the surrounding region and beyond.
- focus group sessions with students at both community schools.
- excellent support system between Dildo and Victoria.  
(Resources - feedback from meetings and training sessions - overall progress.)

## **WEAKNESSES**

- limited local advertising - CHVO
- lack of communication between Town Council and committee chairpersons
- time frame - limited time to inform the overall population of the community
  - committee members are feeling anxious being on their own after March

## **RECOMMENDATIONS**

Time Frame:

Because the Community Economic Development process is community driven; it is difficult to have a set time frame for all desired expectations. To encourage and build self confidence it would be reassuring to have enough time to walk through one or two short term projects with each committee. This would give them a model for other projects and instill their confidence and desire to move on.

Training Sessions:

The training sessions although necessary and informative were concentrated in too short a time period. Members sometimes felt overwhelmed attending training sessions and their regular meeting within the same week especially when some members are involved in more than one committee.

