

Regional Asset Mapping Initiative

Humber-Northern Peninsula-Southern Labrador Region

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List of Abbreviations

ABCD: Asset-Based Community Development

ACOA: Atlantic Canada Opportunities Agency

AES: Advanced Skills and Education

CBC: Canada Broadcast Centre

CBDC: Community Business Development Corporation

CNA: College of the North Atlantic

CYFS: Child, Youth, and Family Services

DFA: Department of Fisheries and Aquaculture

DFO: Department of Fisheries and Oceans

DNR: Department of Natural Resources

HNPSL: Humber-Northern Peninsula-Southern Labrador

IBRD: Innovation, Business, and Rural Development

ICSP: Integrated Community Sustainability Plan

ICZM: Integrated Coastal Zone Management

MNL: Municipalities Newfoundland and Labrador

MUN: Memorial University of Newfoundland

NAICS: North American Industry Classification System

RCMP: Royal Canadian Mounted Police

RECI: Regional Economic Capacity Index

RED: Regional Economic Development

REDB: Regional Economic Development Board

RDA: Regional Development Association

RV: Recreational Vehicle

SABRI: St. Anthony Basin Resources Incorporated

SL: Sustainable Livelihoods

TCH: Trans-Canada Highway

TCR: Tourism, Culture, and Recreation

UNESCO: United Nations Educational, Scientific, and Cultural Organization

Executive Summary

In 2011, stakeholders on the Great Northern Peninsula started the *Gros Morne Cultural Blueprint*, which would identify and build upon the recognized cultural and creative base of the Gros Morne area to foster a vibrant cultural industry and local traditions while providing economic benefits. Early signs of the *Blueprint's* success acted as a catalyst for this study, with the purpose of consolidating and building upon existing information related to the capacity of and business opportunities in the Humber-Northern Peninsula-Southern Labrador Region (HNPSL).

Although the HNPSL Region can be divided multiple ways depending on issue and purpose, for the purpose of this study the research team divided the area into four sub-regions: Humber-White Bay; Gros Morne-Plum Point; Greater St. Anthony (Nordic/Tip of the Northern Peninsula); and Southern Labrador. With the adoption of the asset-mapping approach made popular by the seminal work of Kretzmann and McKnight, the study aimed to accentuate each of the four sub-region's positive assets and thereby direct resources and development efforts in a way that builds and capitalizes on these assets. This study first developed a framework for charting the unique social-cultural, economic, natural, built, human and political-institutional features of the region. Information was then collected pertaining to the assets and local development capabilities of each of the four HNPSL sub-regions described above and, in turn, an initial assets inventory for the study region was compiled.

The asset-based approach to regional development employed in this study highlighted the tremendous potential of the HNPSL, as evidenced by the asset inventory. The study indicates that the region offers a unique lifestyle that combines social and natural features with a relatively low cost of living, rich artistic and cultural heritage assets, and unique sub-regional characteristics to be celebrated for their contribution to a strong sense of place. As part of this initial exploratory phase of asset mapping, the research team also consulted with key stakeholders in each of the four study areas. These meetings proved to be valuable for identifying missing data and focus areas for future phases.

While this exploratory initiative compiled a considerable amount of data from Newfoundland and Labrador's (NL) west coast, there is still a wealth of information available for data collection and analysis. Maintenance of the asset inventory will also be essential to represent the region's contemporary context and allow for tracking change over time. While this study had several limitations and data gaps, the exploratory asset mapping initiative and creation of an asset inventory provides the beginnings of a powerful tool (or set of tools) for planning, advocacy and community outreach. Through the presentation of a broad collection of assets unique to a region, community leaders can modify community development strategies to correspond with the region's opportunities and capabilities. Recognizing unique community assets and celebrating differences is a refreshing change for locales that more often encounter messages associated with their social and economic challenges while their unique advantages go largely unnoticed.

I. INTRODUCTION

Background

In 2011, local stakeholders began a process that would identify and build upon the recognized cultural and creative base of the Gros Morne Region to stimulate a vibrant cultural industry and foster local traditions while providing economic benefits. Implementation of the resulting Gros Morne Cultural Blueprint began in 2012 with the help of a number of supporting organizations.¹ The initiatives outlined in the Blueprint are expected to lead to strengthened cultural offerings in the region and contribute to the following regional outcomes:

- Job growth in tourism, cultural and related industries;
- Increased tourist expenditure in the region;
- Sustainable development in a rural region; and
- Increased sense of community and belonging for the region.

As the Blueprint implementation continues, there is both interest in and potential for additional development opportunities in the region related directly or peripherally to culture. As is evident in the implementation of the Blueprint, the ability of the local region to move development efforts forward is critical. The local capacity to undertake development activities is dependent on a number of natural, economic and infrastructural resources; the skills, talents and experiences of local residents; and the degree of community cohesion. Seeking a better understanding of local capacity is a critical step in expanding on the success of the Blueprint and focusing future development efforts in the Humber-Northern Peninsula-Southern Labrador Region.

The primary purpose of this study was to consolidate and build upon existing information related to the capacity of and business opportunities in the Humber-Northern Peninsula-Southern Labrador (HNPSL) Region. The study adopted an asset mapping approach. The technique of asset mapping, made popular by the seminal work of Kretzmann and McKnight in the early 1990s², aims to accentuate an area's positive assets and thereby direct resources and development efforts in a way that builds and capitalizes on these assets.³ Unlike other capacity building initiatives, asset mapping focuses on identifying and documenting the positive assets/resources instead of the needs or inherent problems of an area or community. The use of the asset mapping approach in this study reflects the

¹ Ginder Consulting, "Gros Morne Cultural Blueprint," (Presented to the Gros Morne Co-operating Association, August 2011).

² John Kretzmann, and John McKnight, "Building Communities from the Inside Out: A Path Toward Finding and Mobilizing a Community's Assets," (Center for Urban Affairs and Policy Research, 1993).

³ Cheryl D. Crowell, "Asset Mapping as a Tool in Economic Development and Community Revitalization: A Case Study of New Richmond, Ohio," (Master's thesis, University of Cincinnati, 2008): https://etd.ohiolink.edu/ap:10:0::NO:10:P10_ACCESSION_NUM:ucin1204916625

popularity and use of asset mapping methodologies to support local, regional and 'evidence-based' policymaking.⁴

This study first developed a framework for charting the unique social-cultural, economic, natural, built, human and political-institutional features of the Region. Through the undertaking of a preliminary scan of regional assets and capacity, the study also aimed to identify gaps in existing information and make recommendations pertaining to future steps and the designing of a more in-depth future assessment. To better understand the local capacities of the HNPSL Region, the study articulated community/regional assets that are, or could be utilized by local residents and organizations to draw on unique resources for development purposes.

II. ASSET MAPPING FRAMEWORK

Asset Mapping: A Capacity-Building Initiative

Historically, communities have attempted to revitalize themselves using methods such as needs assessments or evaluations of strengths and weaknesses as a starting point.⁵ Asset mapping has also been used as a tool for community development, strategic planning, and organizational development in rural settings.⁶ A generally accepted definition of asset mapping is,

“The general process of identifying and providing information about a community’s assets, or the status, condition, behaviour, knowledge, or skills that a person, group, or entity possesses, which serves as a support, resource, or source of strength to one’s self and others in the community.”⁷

The framing of community capacity through the assets lens has developed from both the Asset-based Community Development (ABCD) and the Sustainable Livelihoods approaches.⁸ Asset mapping under the ABCD approach evaluates communities or regions holistically. Asset mapping and ABCD challenges residents to think positively about their communities or region, including ways that others experience

⁴ David Lee and Abigail Gilmore, “Mapping Cultural Assets and Evaluating Significance: Theory, Methodology and Practice,” *Cultural Trends* vol. 21, no. 1 (2012): 3.

⁵ Tony Fuller, Denyse Guy, and Carolyn Pletsch, “Asset Mapping: A Handbook,” (accessed January 28, 2014): http://www.rwmc.uoguelph.ca/cms/documents/11/Asset_Mapping1.pdf

⁶ Ibid., 3.

⁷ Burns et al., “Participatory Asset Mapping: A Community Research Lab Toolkit.” Los Angeles, CA: Advancement Project – HealthyCity, (2012)

⁸ Nathan Bennett, Raynald Harvey Lemelin, Rhonda Koster, and Isabel Budke, A Capital Assets Framework for Appraising and Building Capacity for Tourism Development in Aboriginal Protected Area Gateway Communities, *Journal Tourism Management* vol. 33, (2012): 752-766.

and view their area.⁹ It seeks to change how we view people and places, especially those that have been disadvantaged, marginalised and/or labelled as needy and problematic.¹⁰ ABCD was initially applied in urban areas in an attempt to address issues such as poverty, homelessness, and crime.

Assets are also a foundation for the Sustainable Livelihoods Approach, which was originally developed in the United Kingdom and is now widely applied across the globe. Following the World Commission on Environment and Development, Chambers and Conway described, “A livelihood comprises the capabilities, assets and activities required for a means of living. A livelihood is sustainable when it can cope with and recover from stresses and shocks and maintain or enhance its capabilities and assets both now and in the future.”¹¹ The Sustainable Livelihoods framework has been adapted for use by many social and economic development associations in Canada.¹² Like ABCD, the SL approach is based on the premise that all people and places have assets to build on. In addition to identifying existing and potential assets, the approach recognizes that livelihoods occur within a ‘context of vulnerability’, and are susceptible to shocks, trends, systems, cycles and patterns. Livelihood sustainability is dependent on how we integrate and cope with this context.¹³

It is understood in the ABCD literature that the creation of an asset inventory allows community leaders to “choose community development strategies that are in accordance with their asset base,” helping them to appropriately allocate resources to meet challenges, take advantage of opportunities and avoid redundant expenditures.¹⁴ Creating an inventory of community assets is described as an “enjoyable and positive” approach to learning about a community or region while pursuing rural community development,¹⁵ Whilst participating in asset mapping and ABCD, for example, participants often “discover what they value in common,” and establish a sense of community goodwill that flows into future development plans.¹⁶

The asset mapping approach celebrates differences by recognizing the unique contributions that a range of individuals and organizations can make to their communities and regions, while also having the potential to unite residents around

⁹ Fuller et al, “Asset Mapping: A Handbook,” 5.

¹⁰ Burns et al., “Participatory Asset Mapping.”

¹¹ Section 1.1 Sustainable Livelihoods Guidance Sheets, Department of International Development (DFID) www.dfid.gov.uk/, Adapted from Chambers, R. and G. Conway (1992) Sustainable rural livelihoods: Practical concepts for the 21st century. IDS Discussion Paper 296. Brighton: IDS.

¹² Momentum, “Sustainable Livelihoods: So Much More than Just Getting By” in *Sustainable Livelihoods: An Asset-Building Approach*, December, 2012.

¹³ Mary MacKeigan and Sanjay Govindaraj, “Putting People First: Exploring the Sustainable Livelihoods Approach in Waterloo Region” YWCA of Cambridge, Cambridge Self-Help Food Bank (January 2004).

¹⁴ Ian Wong, “Creating an Inventory of Community Assets.” Monesion Center, Queen’s University (June 2009).

¹⁵ Ibid: 5.

¹⁶ Fuller et al, “Asset Mapping: A Handbook” 13

a “positive identify and collective cause.”¹⁷ Kempner and Levine explain that regional asset mapping in particular may serve a number of purposes, such as:

- *“Resource identification* – key leaders can identify resources which could be utilized to support development;
- *Foundation for strategic planning and implementation* – the technique can help create a new strategic plan or realign current efforts;
- *Deepened understanding of key regional systems and linkages* – better knowledge of how institutions interact with each other both inside and outside the region;
- *Catalyst for partnership* – the highlighted common interests from the initiative may inspire new linkages or partnerships;
- *Organizing and motivational tool for implementation* – the process actively engages community members throughout a regional development effort.”¹⁸

Asset Categories

When mapping out the assets of a community or region there are several categories of assets that may be considered. Assets are typically conceptualized as existing in multiple forms, often represented as various types of “community capital” that together form a community or region’s asset portfolio.¹⁹ Assets constitute one dimension of a community’s or region’s capacity constituting the ‘capital stocks’ or resources, which are supported by the second dimension: networks and other knowledge mobilizing structures.²⁰ This ‘capital stock’ can be divided, grouped and assessed to better understand an area’s limitations and possibilities.

As outlined in the ‘Seven Capitals Model’ by Butler et al. from Iowa State University,²¹ categories in broad-based or whole asset mapping initiatives (described further below) may include:

1. **Financial/economic**– income/“money, charitable giving, grants, access to funding, and wealth”²²; the “varied economy and jobs that people and areas

¹⁷ Ibid: 6.

¹⁸ Randall Kempner, and Bruce Levine, “Asset Mapping Roadmap: A Guide to Assessing Regional Development Resources,” (Washington, DC: US Department of Labour’s Employment and Training Administration - Council on Competitiveness, 2005), p. 6.

¹⁹ S. Markey, J. Pierce, K. Vodden, and M. Roseland, 2005, *Second Growth: Community Economic Development in Rural and Small Town British Columbia*, (Vancouver: UBC Press 2005).

²⁰ T.M. Beckley, D. Martz, S. Nadeau, E. Wall, and B. Reimer, “Multiple Capacities, Multiple Outcomes: Delving Deeper into the Meaning of Community Capital,” *Journal of Rural and Community Development*, 3 (2008): 56-75.

²¹ Flora Butler, M Emery, S Fey and C Bregendhal, “Community Capitals: A Tool for Evaluating Strategic Interventions and Projects,” Iowa State University, North Regional Centre for Rural Development (No Date): <http://www.iastate.edu>

²² Cheryl Jacobs, “Measuring Success in Communities: The Community Capitals Framework,” (April 2011): <https://igrow.org/up/resources/05-2001-2012.pdf>

- draw on for their livelihoods.”²³ Assets may include businesses and the area’s business culture that helps produce income for residents.²⁴
2. **Built**– the physical ‘man-made’ infrastructure and fixed assets of a community or region. Built assets include housing and other buildings, transportation infrastructure such as bridges and roads, water and sewer systems, telecommunications infrastructure and utilities.²⁵
 3. **Natural**– the “natural environmental aspects of a community or region.”²⁶ Assets are both renewable and non-renewable in nature and may include aspects such as air/air quality, soil, parks, forests, landscapes and scenery, minerals, water and biodiversity, including plants, fish, and wildlife.
 4. **Human**– “people’s health, knowledge, skills, and motivation,”²⁷ along with self-esteem, creativity, population, youth. Some additional features include the health and educational services available to residents to aid in maintaining and enhancing human capital, such as clinics and training institutions.²⁸
 5. **Social**– the connections or ‘social glue’ among people and organizations. This may include groups, networks, trust, norms and relationships of reciprocity and cooperation, sense of belonging.²⁹
 6. **Cultural**– assets which shape the overall ‘sense of place’ of a community or region, and reflect the “way people ‘know the world’ and how to act within it.”³⁰ Features may include festivals and events, values, language, rituals, “stories and traditions, spirituality, habits, and heritage”.³¹
 7. **Political**– a community or region’s ability to “influence the distribution and use of resources.” Assets may include local governments, volunteer fire departments, media offices, presence of senior government agencies, and the

²³ Fuller et al, “Asset Mapping: A Handbook” 13.

²⁴ Ibid.

²⁵ Kayla White and Kassandra Lynch, “Asset Mapping Topic Summary,” (Community Development Toolkit, Memorial University and Central Region Community of Practice, June, 2012).

²⁶ Fuller et al, “Asset Mapping: A Handbook” 9

²⁷ Carnegie UK Trust, “Building on What You Have Got - A Guide to Optimising Assets”, June 2009, accessed June 1, 2014, <http://www.carnegieuktrust.org.uk/carnegie/media/sitemedia/Building-on-What-You-Have-Got.pdf>

²⁸ Butler et al “Community Capitals”.

²⁹ Iowa State University, “Community Capitals,” Department of Sociology, accessed June 5, 2014, <http://www.soc.iastate.edu/staff/cflora/ncrcrd/capitals.html>

³⁰ Ibid.

³¹ Ibid; Fuller et al. “Asset Mapping: A Handbook”; Jacobs, Measuring Success in Communities: 1.

influence and, overlapping with the financial category, the ability of local groups to attract resources for the community or region.³²

Depending on a study's overall goals and approach, the data collected for asset mapping may span across multiple categories of assets or may tend to focus on one or more of these specific qualities or asset categories.

Asset Mapping Approaches

Depending on the goals of the researchers and available human and financial resources, asset mapping initiatives can be implemented at various levels of participation and analytical depth. Although comprehensive asset mapping approaches generally yield the greatest impacts, initiatives involving less intensive resource investments and greater time constraints also are beneficial.³³

Once goals and resources of asset mapping initiatives are determined, there are several ways for researchers to approach the technique of asset mapping. For researchers conducting asset mapping in rural Canadian regions, Fuller et al. identify three established approaches:

1. **Whole Assets Approach**– The Whole Assets Approach attempts to identify all of the possible assets in a rural region or community,³⁴ including natural, built, social, economic, and service assets. While this approach requires more time, money, and human resource inputs to complete than others, it provides “the most comprehensive picture” of a rural area’s resources.³⁵
2. **Storytelling Approach**– The Storytelling Approach focuses on recording the social history and human qualities of a region. During the Storytelling Approach, for example, a facilitator may lead a group in a discussion about a particular event and then help residents identify how adverse situations can be turned into advantages that build community assets.³⁶ This creative approach to asset mapping often fosters a sense of pride in a community region and allows newcomers to develop a sense of their new communities’ history.³⁷
3. **Heritage Approach**– The Heritage Approach focuses on gathering information pertaining to a region’s built and natural environment. The Heritage Approach requires less time than the Whole Assets and Storytelling Approaches, and often “fosters a strong sense of community identity.”³⁸ The maps developed from the Heritage Approach generally are used to locate

³² Skeratt, S. and C Hall. “Community Ownership of Physical Assets: Challenges, Complexities and Implications,” *Local Economy* vol. 26 (2011): 170; Fuller et al. “Asset Mapping: A Handbook.”

³³ Kempner and Levine, “Asset Mapping Roadmap” 7.

³⁴ Fuller et al. “Asset Mapping: A Handbook” 13.

³⁵ White and Lynch, “Community Development Toolkit: Asset Mapping Topic Summary,” 4.

³⁶ *Ibid.*, 19.

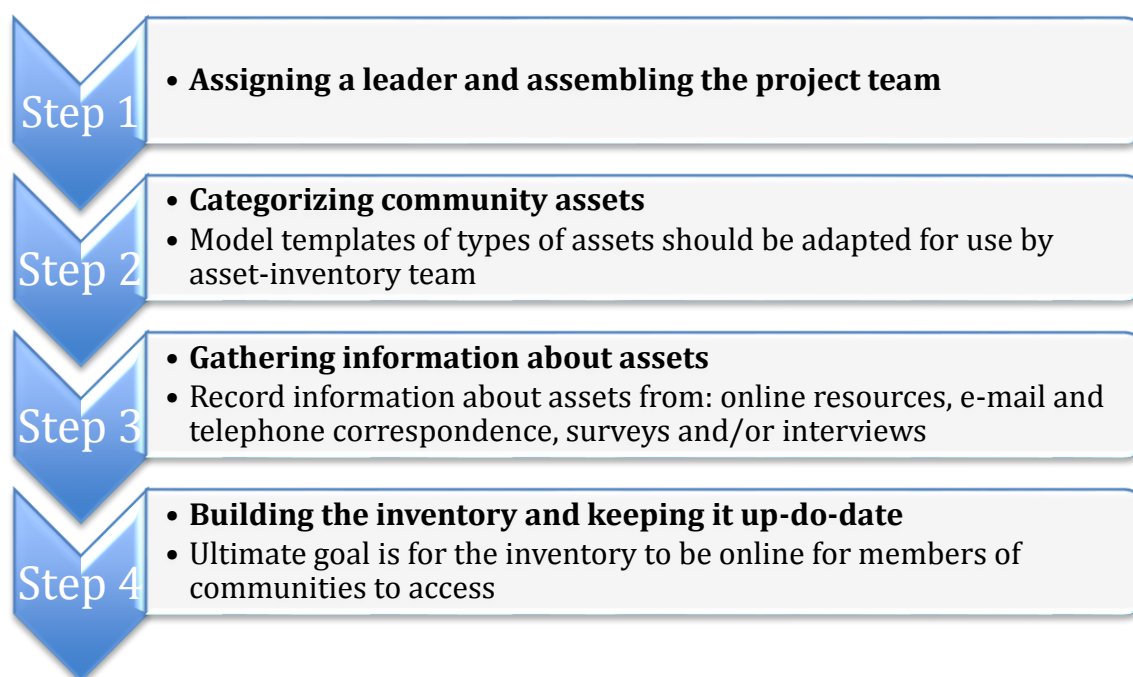
³⁷ White and Lynch, 5.

³⁸ *Ibid.*

areas or items of “value and group significance,”³⁹ and are often beneficial for tourism marketing projects.⁴⁰

Asset mapping attempts to uncover the assets within a community; individuals and community organizations can in turn work to capitalize on their strengths for sustainable development initiatives.⁴¹ The first stage is generally the completion of an asset inventory. Conducting an asset inventory involves several steps, as outlined in Figure 1.⁴² Depending on the amount of time and resources available for the asset mapping initiative, various amounts of information pertaining to assets and corresponding evaluation criteria may be collected. The second stage of the asset mapping process involves helping citizens “discover what they care enough about to act.”⁴³ Fuller et al. highlight the importance of identifying a community’s most important assets.

Figure 1. Steps for Creating an Inventory of Community Assets.⁴⁴



Asset mapping is generally undertaken in a participatory manner in a process of “speaking with community residents to determine what types of skills and experience are available,” allowing residents to articulate themselves what their

³⁹ Fuller et al., 25.

⁴⁰ White and Lynch, 5.

⁴¹ John Kretzmann, and John McKnight, “Building Communities from the Inside Out: A Path Toward Finding and Mobilizing a Community’s Assets,” Center for Urban Affairs and Policy Research, 1993.

⁴² Ian Wong, “Creating an Inventory of Community Assets.”

⁴³ Ibid.

⁴⁴ Fuller et al, “Asset Mapping: A Handbook” 5.

assets are.⁴⁵ In discussing the Whole Assets Approach, Fuller et al. recommend this be done by bringing together a cross-section of stakeholders in facilitated discussion, and that these sessions should include a range of actors from various perspectives with insight into a variety of assets (e.g. natural, social, etc.). These may include residents of different ages and cultures, community leaders, business representatives, social groups, and/or government/research professionals. This method ensures the project maintains its community roots and the voice of community members is clearly expressed in a collaborative process. During the collection of information throughout an asset mapping initiative, residents can become actively engaged in the shaping of their communities.⁴⁶

The final stage in asset mapping is to help community residents what they can do as a collective to help achieve their goals building on the identified assets.⁴⁷ After the initial identification of assets, Fuller et al. outline four additional discussion topics for participants that are necessary to understanding the conditions surrounding community assets and subsequently to mobilizing and protecting these assets in this final stage:

- *Resources that support assets*: Identification of the agencies that support a community's assets is vital to ensuring their sustainability. Participants can identify who or what organizations are key to the continuation of the assets, if no supports exist participants need to discuss possible threats.
- *Threats to assets*: Assets that are threatened are typically not sustainable and may eventually be lost. Understanding the factors that make assets unsustainable (e.g. overharvesting, development, lack of interest, etc.) may result in action to preserve these assets.
- *Opportunities associated with assets*: With a better understanding of a community's assets, stakeholders can then identify possible opportunities that capitalize on these assets. Creating new opportunities may require further planning following the design of the initial asset map.
- *Strategies to sustain assets*: Once a group understand what their assets are and how they can be utilized, efforts must be put in place to sustain these assets for future development and benefit.

Examples from Elsewhere

As suggested by Kretzman and McKnight, and supported by several examples on the ABCD Institute's website, asset mapping initiatives are usually contained to and driven by communities or neighbourhoods.⁴⁸ Asset mapping initiatives have been undertaken, however, at multiple scales and in a wide variety of circumstances.

⁴⁵ White and Lynch, "Community Development Toolkit 6.

⁴⁶ Ibid.

⁴⁷ Ibid.

⁴⁸ Kretzman and McKnight, "Building Communities."

As discussed by Dana Griffin and Amy Farris, for example, the asset mapping approach can be applied to specific community issues, or in their specific case cuts to educational resources. With budgetary cuts to school counselling, administrators made assessments of their individual community's assets in an attempt to use what they already had around them to achieve new goals. As a result the schools were able to utilize additional budgetary resources but also availed of community resources such as counselling centres.⁴⁹

Particularly relevant for this initiative, Ian Wong with the Monesian Centre at Queen's University demonstrates a regional asset mapping initiative that compiled data from multiple individual communities in Eastern Ontario. Researchers composed a survey that would create an inventory of human assets/skills in the region to further understand what resources were available to community leaders. The project's findings were shared with stakeholders in various communities across Eastern Ontario in partnership with the Community Futures Development Corporation.⁵⁰

Asset mapping initiatives have even taken place on a global scale. Anthony Morgan et al. conducted an analysis on global health assets in conjunction with organizations such as the World Health Organization, for example. The project worked in multiple regions across the world allowing comparative insights into different approaches to healthcare to inform policy.⁵¹

Previous Asset Mapping-Related Exercises in the Study Region

Based on a review of secondary literature this research project appears to be the first formalized, comprehensive asset mapping initiative in the HNPSL Region, although there have been several other endeavours that have highlighted and described assets on a categorical basis. For instance, the RED Ochre Regional Board Inc. conducted an extensive survey of businesses and community organizations in their jurisdiction. This produced a comprehensive document containing all the businesses and many support agencies in each community. The directory provided the board an overview of the dominant industries and areas that would benefit from further expansion. Furthermore, this compilation can demonstrate which communities may best meet the needs of new firms seeking opportunity in the region.⁵² Similar directories have been completed for the Humber Valley area, Labrador Straits, White Bay North and the eastern Northern Peninsula.⁵³ Multiple

⁴⁹ Dana Griffin and Amy Farris, "School Counselors and Collaboration: Finding Resources Through Community Asset Mapping" *Professional School Counseling*, Jun2010, Vol. 13, Issue 5.

⁵⁰ Ian Wong, "Creating an Inventory of Community Assets."

⁵¹ Anthony Morgan, Maggie Davies, and Erio Ziglio, *Health Assets in a Global Context: Theory, Methods, Action* (Springer 2010).

⁵² RED Ochre Regional Board Inc, "Community Profiles and Business Directory 2012," (February 2012): 7.

⁵³ Ibid; Navigate Entrepreneurship Centre. "Corner Brook Business Directory." Memorial University. (April, 2014); Nordic Economic Development Board, "Business Inventory List-White Bay North", (April 2012); Nordic Economic Development Board, "Business Inventory List-Straits" (April 2012);

other projects were carried out by the REDBs within the study area that detail consumer patterns, industry development, and labour markets.⁵⁴

Several projects have focused on the region's natural resources and the potential development that may result from capitalizing on the natural environment. In 2007 Adam Anderson assessed natural features in the Gros Morne Corridor that may be of interest to tourists visiting the region. He identified significant opportunity for tour guiding, key sceneries, as well as essential built assets such as roads, trails, and the Deer Lake Airport.⁵⁵ Another project conducted within the study region produced an inventory of the natural assets in the Northern Peninsula-White Bay South area. Anderson and Yates Forest Consultants Inc. prepared the study for the Model Forest of Newfoundland and Labrador. The final report details various plant species but also economic assets such as trails, campsites, outfitting industries, watersheds, timber resources, and other tourism-related sites. The project was intended to demonstrate the available resources in the region to stakeholders and inform potential marketing and planning initiatives.⁵⁶ At the provincial scale Peter Milley conducted an examination of the Newfoundland Forest sector in 2008 in an attempt to identify opportunities for improving the forest industry's productivity and new directions for future development.⁵⁷

In an attempt to capture the local networks on the tip of the Northern Peninsula, Tucker et al. conducted a social network analysis of businesses and support agencies in 2010-2011. Their findings demonstrate examples of clustering based on industry (tourism, services, etc.) and geography (community and sub-region). Furthermore, single individuals were often key actors in connecting multiple organizations indicating their importance to regional connectivity.⁵⁸ This project not only created an inventory of participating organizations but also illustrates key social activity and knowledge sharing. Jose Lam and other researchers at Grenfell Campus conducted a similar initiative in Corner Brook in 2013. Similar to the findings of Tucker et al., Lam et al. found concentrations of networks and key individuals that bring multiple actors together.⁵⁹

Nordic Economic Development Board, "Business Inventory List-Northern Peninsula East" (April 2012).

⁵⁴ RED Ochre Regional Board Inc., "Economic Zone 7 Labour Market," (No Date); RED Ochre Regional Board Inc. "Industry and Labour Market Profiles: Economic Zone 7 (Trout River to St. Barbe), (June 2012). Robert Greenwood. "Rural-Urban Interaction in Newfoundland and Labrador: Labrador Straits Pilot Region Questionnaire Results Document." (Accessed May 15, 2014): http://www.municipalnl.ca/?Content=Rural_Urban/Documents-04+941

⁵⁵ Anderson, Adam. "Geo-Referencing Tourism Values in the Deer Lake to Gros Morne Corridor." (2007).

⁵⁶ Anderson and Yates Forest Consultants Inc., "Biophysical Inventory Report for the Northern Peninsula and White Bay South Area," (Submitted to the Model Forest of Newfoundland and Labrador, July 2009).

⁵⁷ Peter Milley, "Newfoundland Forest Sector Strategy: Final Report." (November, 2008).

⁵⁸ Tucker et al., "Network Weaving for Regional Development on the Tip of the Northern Peninsula," (Submitted to the Northern Peninsula Regional Collaboration Pilot, 2011)

⁵⁹ Jose Lam et al. "Networks for Business Innovation in Corner Brook, NL." (Harris Center, 2013).

A significant asset mapping project within the region was the *Gros Morne Cultural Blueprint* conducted in 2011. The project's goals sought to promote cultural activities within and around Gros Morne National Park. This included a survey of cultural firms (museums, interactive displays, etc.) and other activities that emphasize the area's unique culture and heritage. The report's scope extends beyond cultural assets to include economic opportunities and social benefits. The ultimate goal of the report was to increase cultural awareness of the region, increase visitation to the park and surrounding area, and increase the economic impact on local communities.⁶⁰

There have been several other attempts to document the presence and impact of social-cultural assets in the HNPSL region. One example is an impact assessment of the Trails, Tales, and Tunes festival held in the Gros Morne area. This 2009 report examined various assets in the area such as businesses and artistic individuals as well as the impact visitors had on the area during the festival.⁶¹ Similarly, Stoddart et al. conducted an impact analysis of the tourism industry in the greater Battle Harbour area. Their 2014 report highlighted various social-cultural assets in the region but also stressed the importance of the tourism industry as a provider of employment and revenue.⁶²

The most comprehensive analysis of the region's assets/resources identified during this project was commissioned by the Department of Fisheries and Oceans and created by Intervale in 2009. The project studied southern Labrador and the western coast of the island of Newfoundland, following the Gulf of St. Lawrence. The report highlights a magnitude of natural resources including ecological reserves, notable species, and key features, but also includes socioeconomic data as well. The report highlights dominant industries (fishery, oil and gas, sealing, etc.), historic sites, infrastructure, and various social activities.⁶³ The report is an excellent source of information for the HNPSL region that captures a much broader collection of data than other research endeavours.

⁶⁰ Ginder Consulting, "Gros Morne Cultural Blueprint."

⁶¹ Mark Lamswood. "Trails, Tales and Tunes Festival 2007-2009: Community and Business Impact Study." 2009.

⁶² Mark Stoddart et al. "The Intangible Impacts of Tourism: the Battle Harbour National Historic District as a Tourism Anchor." Memorial University, January, 2014. (Accessed May 18, 2014): http://www.academia.edu/5788952/The_Intangible_Impacts_of_Tourism_The_Battle_Harbour_National_Historic_District_as_a_Tourism_Anchor

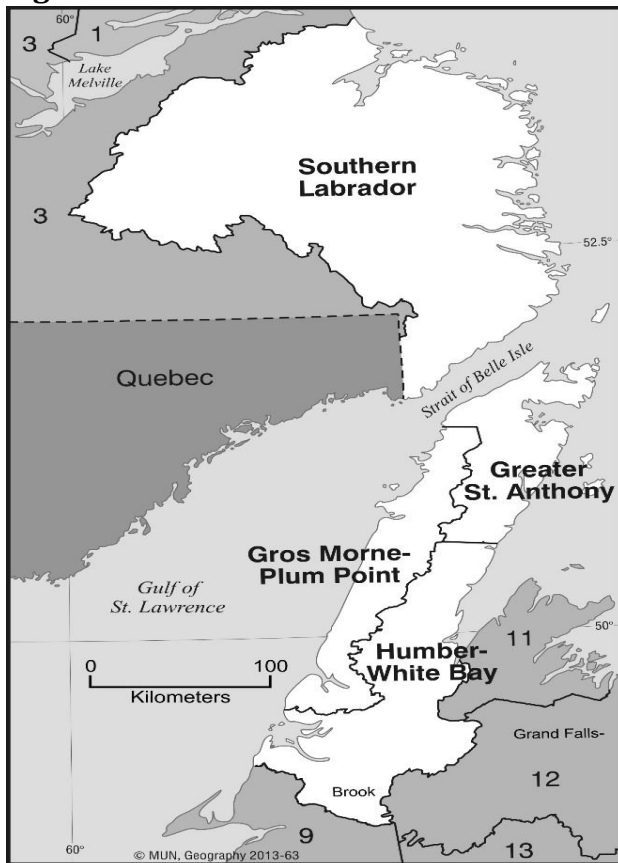
⁶³ Fisheries and Oceans Canada, "Ecosystem/Socioeconomic Overview Report: Social, Economic and Cultural Overview of Western Newfoundland and Southern Labrador," Oceans, Habitat and Species at Risk Publication Series-Newfoundland and Labrador Region, No. 0008, (March, 2009).

Sub-regional Boundaries

Although the HNPSL Region can be divided multiple ways depending on issue and purpose, for the purpose of this study the research team separated the area into four sub-regions: Humber-White Bay; Gros Morne-Plum Point; Greater St. Anthony (Nordic/Tip of the Northern Peninsula); and Southern Labrador (Figure 2).

Closely resembling the previous Regional Economic Development Board (REDB) boundaries and continuing economic zone statistical areas, these areas were chosen primarily due to the availability of data. Due to their increasing interaction, collaboration, and common geographic location, the former Labrador Straits and Aurora REDB areas/economic zones were combined into one Southern Labrador study area.

Figure 2. Humber-Northern Peninsula-Southern Labrador (HNPSL) Region



Humber-White Bay

The Humber-White Bay sub-region (economic zone 8) encompasses more populated areas such as Corner Brook (pop. 19,885, 2006)⁶⁴ and Deer Lake (pop. 4,995,

⁶⁴ Community Accounts, "Corner Brook Profile," (accessed March 31, 2014):

http://nl.communityaccounts.ca/profiles.asp?_vb7En4WVgaauzXZjVQ; The Research team relied on community accounts for a host of indicators including demographics to ensure consistency.

2006)⁶⁵, and extends from the lower Northern Peninsula and the former settlement of Williamsport in the north and Howley to the east, south to Corner Brook, and the coastal community of Lark Harbour to the west. Please see Table 1 for a list of communities that were included within the Humber-White Bay study sub-region.

Table 1. Communities in Humber-White Bay Sub-region⁶⁶

| | |
|---------------------------|----------------|
| Beaches | Little Rapids |
| Cormac | Massey Drive |
| Corner Brook | Mclver's |
| Cox's Cove | Meadows |
| Deer Lake | Mount Moriah |
| Georges Cove, White Bay | Pasadena |
| Gilliams | Pinchgut Lake |
| Goose Arm | Pollards Point |
| Great Harbour Deep | Pynns Brook |
| Hampden | Reidville |
| Howley | Rocky Pond |
| Hughes Brook | Rooms, Hampden |
| Humber Arm South | Sop's Arm |
| Humber Village | St. Judes |
| Lark Harbour | Steady Brook |
| Little Harbour, Deer Lake | York Harbour |

Gros Morne-Plum Point

The Gros Morne-Plum Point sub-region (economic zone 7) extends up the southwestern shore of the Northern Peninsula, from Gros Morne National Park to St. Barbe. See Table 2 for a list of communities included within the sub-region.

Table 2. Communities in Gros Morne-Plum Point Sub-region⁶⁷

| | |
|--------------------|--------------------------------------|
| Baker's Brook | Jack Ladder |
| Barr'd Harbour | Norris Point |
| Bartletts Harbour | Parson's Pond |
| Bellburns | Pidgeon Cove-St Barbe |
| Bird Cove | Plum Point |
| Black Duck Cove | Pond Cove |
| Blue Cove | Port au Choix |
| Bonne Bay Big Pond | Port Saunders |
| Brig Bay | Portland Creek |
| Bryant's Raft Pond | Reefs Harbour-Shoal Cove-New Ferolle |

Unfortunately, Community Accounts does not reflect the most recent census and therefore relies on the 2006 census data.

⁶⁵ Ibid.

⁶⁶ RECI, "Economic Zone (REDB): Humber," (accessed May 13, 2014):

<http://reci.ucs.mun.ca/communities.php?type=1&id=8>

⁶⁷ RECI, "Economic Zone (REDB): Red Ochre," (accessed May 13, 2014):

<http://reci.ucs.mun.ca/communities.php?type=1&id=7>

| | |
|------------------------------------|-----------------|
| Castor River North | River of Ponds |
| Castor River South | Rocky Harbour |
| Cow Head | Sally's Cove |
| Daniel's Harbour | St. Paul's |
| Eddies Cove West | Three Mile Rock |
| Forresters Point | Trout River |
| Glenburnie-Birchy Head-Shoal Brook | Wiltondale |
| Hawke's Bay | Woody Point |

Greater St. Anthony Area (Nordic/Tip of the Northern Peninsula)

The Greater St. Anthony Area (economic zone 6) surrounds the largest community, St. Anthony, on the tip of the Greater Northern Peninsula and extends along the southeast coast to include Roddickton-Bide Arm and Englee and to Flowers Cove on the west shore of the peninsula. Please see Table 3 for a list of communities that were included within the Greater St. Anthony Area sub-region.

Table 3. Communities in Greater St. Anthony Sub-region⁶⁸

| | |
|--------------------|------------------------|
| Anchor Point | Main Brook |
| Bear Cove | Nameless Cove |
| Bide Arm | Noddy Bay |
| Big Brook | North Boat Harbour |
| Cape Norman | Pines Cove |
| Cape Onion | Quirpon |
| Conche | Raleigh |
| Cook's Harbour | Roddickton |
| Croque | Savage Cove-Sandy Cove |
| Deadman's Cove | Ship Cove |
| Eddies Cove | Shoal Cove East |
| Englee | St. Anthony |
| Flower's Cove | St. Anthony Bight |
| Goose Cove East | St. Carols |
| Great Brehat | St. Juliens |
| Green Island Brook | St. Lunaire-Griquet |
| Green Island Cove | Straightview |
| Hay Cove | Wild Bight |
| L'Anse aux Meadows | |

Southern Labrador

Combining economic zones 4 and 5, the Southern Labrador sub-region includes the Labrador Straits area, from L'anse-au-Claire in the southwest and extends north to the community of Cartwright. Please see Table 4 for a list of communities that were included in the Southern Labrador study region.

⁶⁸ RECI, "Economic Zone (REDB): Nordic," (accessed May 13, 2014): <http://reci.ucs.mun.ca/communities.php?type=1&id=6>

Table 4. Communities in Southern Labrador Sub-region⁶⁹

| | |
|---------------------|-------------------|
| Black Tickle-Domino | Mary's Harbour |
| Capstan Island | Normans Bay |
| Cartwright | Pinsent's Arm |
| Charlottetown | Pinware |
| Eagle River | Port Hope Simpson |
| Forteau | Red Bay |
| L'anse Amour | St. Lewis |
| L'anse au Clair | West St. Modeste |
| L'anse au Loup | William's Harbour |
| Lodge Bay | |

Study Methodology

The focus of this asset mapping initiative was asset identification in the HNPSL region. This report should be considered a Phase 1 background review, with the goal of creating a better understanding of (sub)regional assets and capacities and helping to shape future asset mapping efforts. The research conducted in this first phase and our subsequent recommendations have drawn on a review of existing academic literature pertaining to asset mapping and lessons learned from other locales, such as those presented above.

Collection of existing data pertaining to the local development capabilities of the HNPSL Region was conducted through the Whole Assets Approach to ensure that, to the extent possible, a 'comprehensive picture' of the HNPSL Region was obtained. The holistic nature of this approach ensured that the research encompassed a wide variety of assets that can be used to foster future development. Data gaps encountered in attempting to capture this comprehensive picture were also identified. To undertake this approach assets inventory steps 1-3 (as shown in Figure 1 above) were undertaken.

First, the team modified the seven forms of 'capital' in Butler et al.'s Community Capitals Model to organize gathered data and relate the project's findings to previous studies conducted in the region (Figure 3). The team changed the term financial to economic, reflecting a broader set of economic resources. Furthermore social and cultural were coupled due to overlap between these categories. For example, many social events and clubs are characteristic of and demonstrate the region's unique heritage and culture (e.g. Writers of Woody Point).

⁶⁹ RECI, "Economic Zone (REDB): Labrador Straits," (accessed May 13, 2014): <http://reci.ucs.mun.ca/communities.php?type=1&id=5>; RECI, "Economic Zone (REDB): Aurora," (accessed May 13, 2014): <http://reci.ucs.mun.ca/communities.php?type=1&id=4>

Figure 3. Types of Assets Collected and Analysed

Information was collected pertaining to the assets and local development capabilities of each of the four HNPSL sub-regions described above and, in turn, to compile an overall, initial assets inventory for the study region. Due to the size of the region, number of regional actors and limited timeframe available for the current project (January to May 2014), the team employed an inventory approach that relied largely on secondary sources rather than the more participatory methods suggested by Fuller et al.. This allowed for the creation of an extensive database of assets before consulting with local actors. The existing literature, including the previous reports from the region described above, not only identified the assets present in the region but also provided insights into their importance and related development opportunities.

Specific sources included, but were not limited to the following:

- Newfoundland and Labrador Community Accounts;
- Available business directories (Western Newfoundland Business Directory; Red Ochre Regional Community Profiles and Business Directory; Northern Peninsula East Business Inventory List; Straits Business Inventory List; White Bay North Business Inventory List);⁷⁰
- YellowPages and/or Canada411.ca;

⁷⁰ Navigate Entrepreneurship Centre, "Western Newfoundland Business Directory,"; Nordic Economic Development Corporation, "Northern Peninsula East Business Inventory List;" Nordic Economic Development Corporation, "Straits Business Inventory List;" Red Ochre Regional Board Inc., "White Bay North Business Inventory List."

- Regional websites: northernpeninsula.ca, stanthony.ca, and southernlabrador.ca;
- Municipalities Newfoundland and Labrador Performance Indicators;
- Regional Economic Capacity Index;
- Nature Atlas; and
- Available REDB reports accessed via key regional informants;⁷¹

The research team collected extensive data from online resources via search engines and databases. While the participatory asset mapping suggests methods such as community engagement mapping or social investigation through interviews, surveys or community walks be employed,⁷² Ian Wong from Queens School of Business has stated that the majority of information required to create an asset inventory can be found online.⁷³ Working to find as much information as possible through existing sources helps to reduce the human and financial costs of asset mapping, which can otherwise be significant.⁷⁴

Collected data was then sorted into one of four sub-regional groupings, and then by asset type. The data was then further coded via sub-categories and given brief descriptions according to corresponding industry or sub-category segments for organizational and analysis purposes. Academic literature and other coding systems such as the Regional Economic Capacity Index (RECI) and the North American Industry Classification System (NAICS) shaped the coding guidelines (provided in Appendix A).

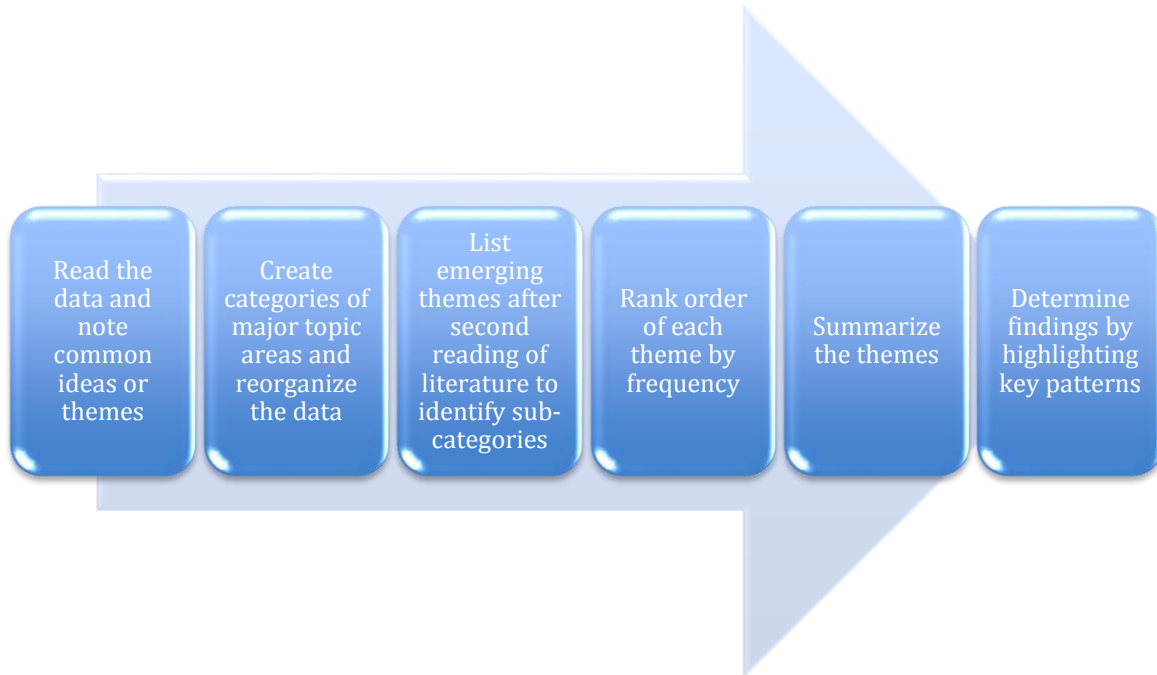
Based on this analysis the research team prepared a summary description of the assets identified in the inventory. Using the process outlined in Figure 4 below, an analysis was then conducted of previous reports collected pertaining to the assets of each study region and the value of these assets.

⁷¹ The study was able to access multiple documents pertaining to regional assets from the Red Ochre Regional Board Inc. and the Nordic Economic Development Corporation. Collected documents referencing assets from the economic zones of the Southeastern Aurora Development Corporation, Labrador Straits Development Corporation, and the Humber Economic Development Board were, however, limited in number.

⁷² Burns et al. "Participatory Asset Mapping."

⁷³ Ian Wong, "Creating an Inventory of Community Assets."

⁷⁴ Markey et al. *Second Growth*.

Figure 4. Process of Literature Review Data Analysis⁷⁵

Finally, to groundtruth the collected data and obtain input on potential next steps, sub-regional meetings were conducted from May 20 to 23 with key regional informants from municipal, business and community/regional development organizations. Meetings were held in Red Bay (8 participants), St. Anthony (9), Rocky Harbour (8) and Corner Brook (6). Participants at the meetings were asked for feedback on initial report findings and methodologies, and to provide an opinion pertaining to the potential use of asset-mapping practices in their sub-regions and possible future asset mapping efforts.

III. ASSET INVENTORY RESULTS

Southern Labrador

Introduction

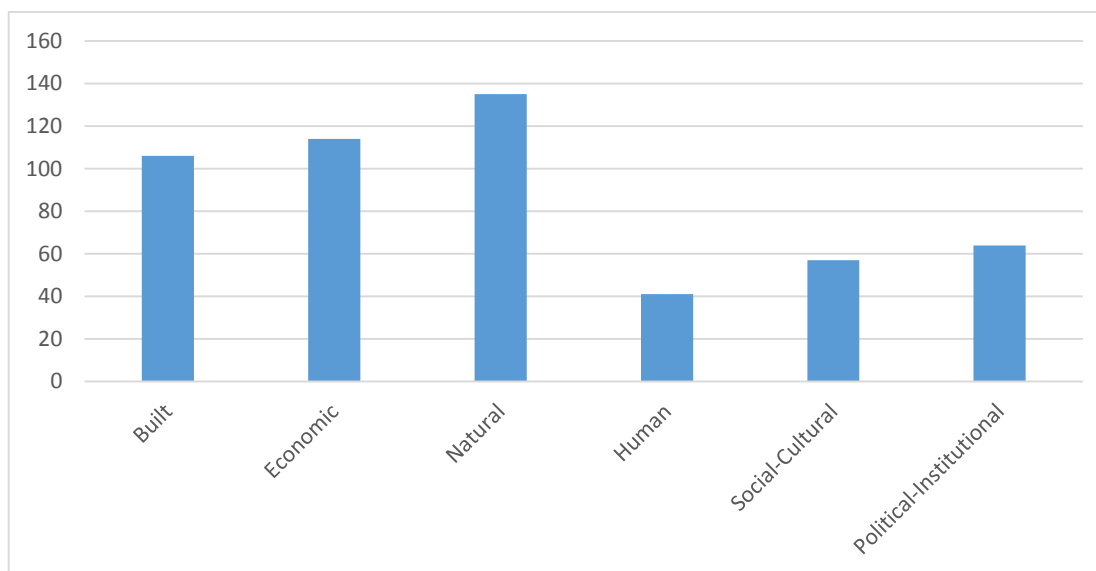
Combining economic zones 4 and 5, the Southern Labrador sub-region includes the Labrador Straits area, L'anse-au-Claire in the south and extends north to the community of Cartwright. The 2006 population in the region was 4,440 which is

⁷⁵ Burns et al., "Participatory Asset Mapping."

down 6% from the 2001, 4720 population. Dominant industries in the region include construction, natural resources, manufacturing, and services.⁷⁶

Southern Labrador is currently facing a unique set of circumstances with ongoing development projects in and around the region. Examples include energy projects regarding the upper and lower Churchill River and the establishment of the Red Bay UNESCO World Heritage site. This may attract substantial residential, tourism, and spin-off industrial development in the region if resources are well managed and the appropriate plans are set in place. In addition, the construction of the trans-Labrador highway has unified the continental part of the province and created opportunities for travel and transportation of goods and services.⁷⁷ For a breakdown of the distribution of identified assets in the Southern Labrador study region, please see figure 11. For additional detail on the specific assets identified within Southern Labrador please refer to Appendices 2A and 2B.

Figure 11. Distribution of Assets Identified in Southern Labrador



Economic Assets

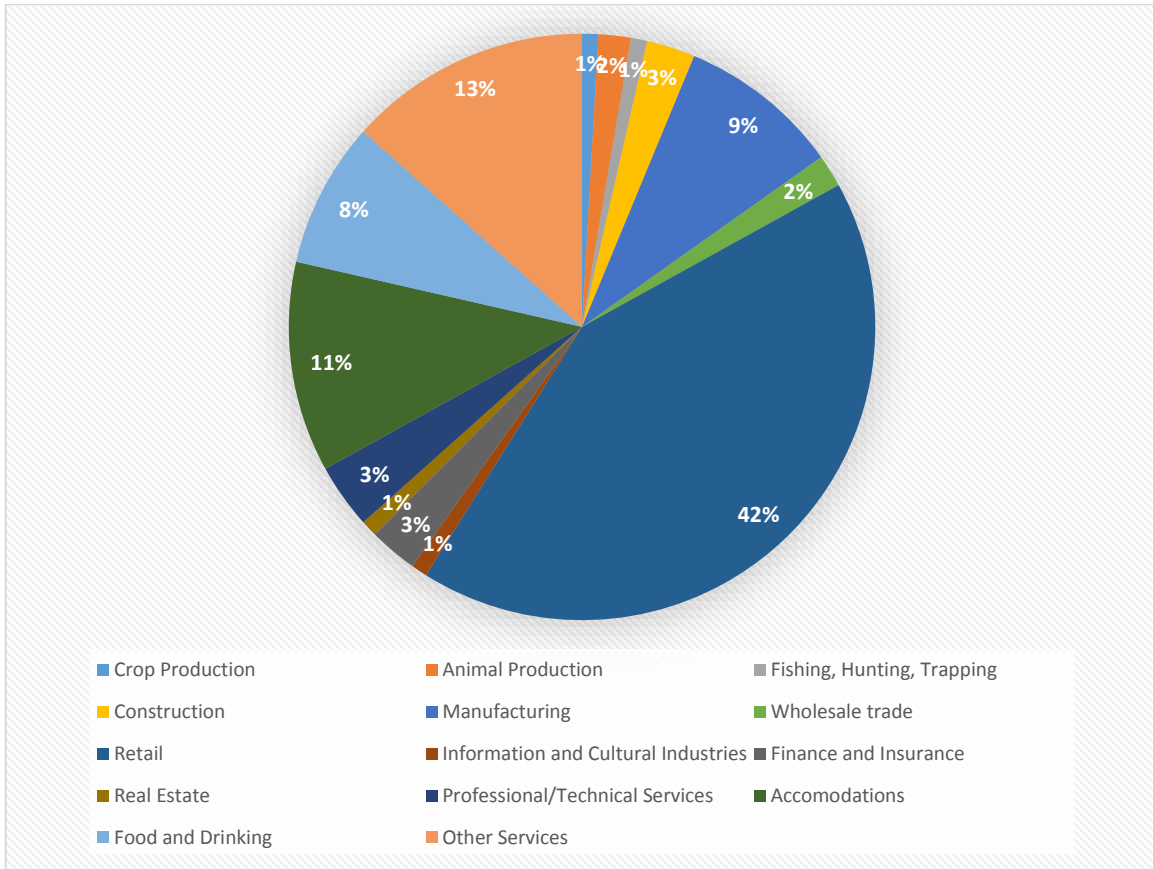
This study's asset inventory suggests that a significant portion of the economic assets in the Southern Labrador study region pertain to retail (42% of 114 businesses listed). The next largest category of economic assets in the Southern Labrador study region is other services excluding public administration (13%) followed by accommodation services (11%). For a breakdown of the distribution of economic assets in the Southern Labrador study region, please see figure 12.

⁷⁶ Hall and White, "Labrador Innovation Workshop Report," (October 2013).

http://innovationnl.ca/wp-content/uploads/2013/08/LabradorWorkshop_AdvancingInnovation.pdf: 6.

⁷⁷ Ibid: 15-17.

Figure 12. Distribution of Economic Assets in Southern Labrador⁷⁸



According to Community Accounts, the Southern Labrador study region has a 69.9% self-reliance ratio and an 86% employment rate.⁷⁹ The region also has an average income of \$23,700, which has increased significantly in recent years.⁸⁰ RECI cites the region as having 4 communities with 48% (Forteau, L’Anse au Clair, L’Anse au Loup,

⁷⁸ Note that while outfitters and tour guide firms are businesses the research team used them to better understand the natural assets in the region. These businesses are therefore excluded from these figures.

⁷⁹ Community Accounts, “Economic Zone 04 Profile,” (accessed February 13, 2014): http://nl.communityaccounts.ca/profiles.asp?_vb7En4WVgb2uzqVm; Community Accounts, “Economic Zone 05 Profile,” (accessed February 12, 2014): http://nl.communityaccounts.ca/profiles.asp?_vb7En4WVgb2uzqVn

⁸⁰ Ibid.

and Red Bay).⁸¹ RECI also indicated that Southern Labrador has service strengths in the areas of healthcare, education, and access to communications.⁸²

Southern Labrador has significant small-business economic assets. The small-business sector in the Southern Labrador study area is marked by businesses in the “retail, manufacturing, agriculture/farming, and service industry (including food/accommodations, personal care and financial services.”⁸³ The region’s manufacturing sector has a strong presence of skilled activities such as boat building/refurbishing and finishing wood products in addition to the manufacturing of products such as seafood, wildberries and clothing.⁸⁴

Political-Institutional Assets

The asset inventory shows that Southern Labrador has several different types of political-institutional assets. The inventory suggests that the region houses offices for several federal services and departments (e.g. DFO, Parks Canada, RCMP, Canada Post, Service Canada), and also provincial departments and organizations (e.g. IBRD, AES, DNR, Transportation, Human Resources, and Hydro). The study region also has several regional and community organizations such as a Chamber of Commerce, Harbour Authorities, public libraries and the Labrador Straits Seniors Housing.

According to Municipalities Newfoundland and Labrador’s Performance Indicators, the reporting municipalities in Southern Labrador reported total municipal expenditures of \$2,670,038 in 2013.⁸⁵ While there may appear to be few institutional supports in the region, there are multiple other offices nearby including ACOA and the Labrador Institute of Memorial University.

Social-Cultural Assets

The asset inventory depicts that the Southern Labrador study area has multiple associations and clubs available to its residents such as youth groups, women’s institutes and sporting groups. The area also has several unique festivals and events such as Mary’s Harbour Crab Festival and the Red Bay Basque Festival. Furthermore the area has multiple heritage sites such as the Point Amour Lighthouse, Basque Whaling Site and Battle Harbour Heritage Properties. The region also has a history of cooperative organizing in response to challenge, leading to the formation of organizations such as Labrador Fishermen’s Union Shrimp Co. and Eagle River Credit Union.

⁸¹ RECI. "Economic Zone (REDB): Aurora"; RECI. "Economic Zone (REDB): Labrador Straits"; Memorial University states that RECI is “ diagnostic tool that can be used to assess the strengths and weakness of the local labour market as well as the economic structure of a community and its overall socio-economic well being.” Memorial University, “RECI,” accessed May 18, 2014, <http://reci.ucs.mun.ca> ; Ibid.

⁸² Ibid.

⁸³ Labrador Straits Development Corporation, “Strategic Economic Plane for Economic Zone 5, 2008-2011,” p.9.

⁸⁴ Ibid.

⁸⁵ Municipalities Newfoundland and Labrador. "Performance indicators: Cartwright-L'Anse au Clair," (accessed 10 May 2014): http://www.performanceindicatorsmnl.com/profile_report/regions

According to Community Accounts, 84.1% of the population in the Southern Labrador study area is satisfied or very satisfied with life. Community Accounts further states that 90.8% of the population state that they have a very strong or somewhat strong sense of belonging to the Southern Labrador area.⁸⁶ The region provides a unique sense of place to its residents resulting in a rich cultural environment paired with extensive natural resources.

Human Assets

The asset inventory for Southern Labrador demonstrates educational services such as School Council Committees and Literary Council available to its residents as well as multiple K-12 schools. Community members can also avail of health services such as nursing homes, home care services and out-patient clinics. As a result, RECI gave the area a positive service rating, indicating easy access to education, health and communication services. Actors in the sub-region can also avail of research and educational capacity at the Labrador Institute and Grenfell Campus, although both facilities require travel or reliance on distance education models.

According to Community Accounts, 60.2% of Southern Labrador residents have excellent or very good self-assessed health.⁸⁷ Community Accounts further states the following about the community members of the Southern Labrador study area:

- 67.7% of grade 9 population with self-assessed school safety;
- 58.75% of the population have high school diploma;
- 5.2% of the population have a bachelor's degree or higher education;
- 49.9% of the population have some other post-secondary education.⁸⁸

The median age is lower than the provincial average of 42. However, the sub-region is still suffering from outmigration, which has contributed to ongoing population decline.

Built Assets

The asset inventory suggests that the Southern Labrador study area has significant transportation infrastructure assets such as airstrips, ferry terminals (in nearby Blanc Sablon and other coastal communities) and the Trans Labrador Highway. There is also optimism that highway 138 will be completed through Quebec and generate significantly increased tourist volume for the Northern Peninsula and Southern Labrador.

The region also has several important built tourism assets such as hiking trails and ski facilities. Furthermore, the inventory suggests that the Southern Labrador study area has multiple general facilities such as churches, community and recreation

⁸⁶ Community Accounts, "Economic Zone 04 Profile," (accessed February 13, 2014): http://nl.communityaccounts.ca/profiles.asp?_vb7En4WVgb2uzqVm; Community Accounts, "Economic Zone 05 Profile," (accessed February 12, 2014):

http://nl.communityaccounts.ca/profiles.asp?_vb7En4WVgb2uzqVn

⁸⁷ Ibid; health statistics reflect 2009-2010 data.

⁸⁸ Ibid; school information reflects 2004 data and education levels reflect 2006 data.

centres that are available to community members. Overall, Southern Labrador's built assets support a growing tourism industry. For example, in 2010 St. Lewis Inlet and the Labrador Coastal Drive received 2,500 visitors.⁸⁹

Community Accounts also depicts the Southern Labrador study area as having 1550 private dwellings, of which 89.25% are privately owned.⁹⁰ On average major shelter-related payments for home dwellers in 2006 was \$390 for owners and \$475 for renters in Southern Labrador, the lowest within the sub-regions included in this report.⁹¹

Natural Assets

The Southern Labrador study region boasts multiple natural assets such as protected areas (e.g. Red Bay UNESCO site and Pinware River Provincial Park), and over 30 outfitter and tour guide businesses indicating the plethora of aesthetic and fish and wildlife resources in the area. The region is also home to many rare plant species and bird colonies, which may help enhance residents' sense of connection to their local environment and create opportunities for nature-based tourism.⁹² Because of the Labrador-oriented scope of the Nature Atlas the research team identified an abundance of data related to natural assets in Southern Labrador.

Overview of the Southern Labrador Study Region

Overall, Southern Labrador has a natural environment described as "peaceful, magical, and appealing to visitors."⁹³ As in the Northern Peninsula sub-regions, the area has strong interest in and assets to build on related to the area's cultural heritage. In addition to its variety of natural assets, new roads have enabled existing businesses to expand, particularly in the service sector (retail and accommodations).⁹⁴ Suggested areas of opportunity for the region to build on its local assets include mineral development in the area and elsewhere in Labrador and the collection of Aboriginal Traditional Knowledge to help create new tourism prospects, adding to the potential provided by the presence of key heritage sites such as L'Anse Amour, Red Bay and Battle Harbour.⁹⁵ The Labrador Fishermen's Union Shrimp Co. together with more than 20 fishing lodges provide a foundation for continued opportunities associated with the region's rich fisheries resources. Furthermore, local leaders noted potential in the Southern Labrador crafts industry, which provides economic benefits as well as social-cultural value.

⁸⁹ Mark Stoddart et al., "The Intangible Impacts of Tourism."

⁹⁰ Community Accounts, "Economic Zone 04 Profile.;" Community Accounts, "Economic Zone 05 Profile."

⁹¹ Ibid; housing statistics reflect 2006 data.

⁹² Stoddart et al., "The Intangible Impacts of Tourism."

⁹³ Ibid.

⁹⁴ Labrador Straits Development Corporation, "Strategic Economic Plane for Economic Zone 5, 2008-2011."

⁹⁵ Ibid.

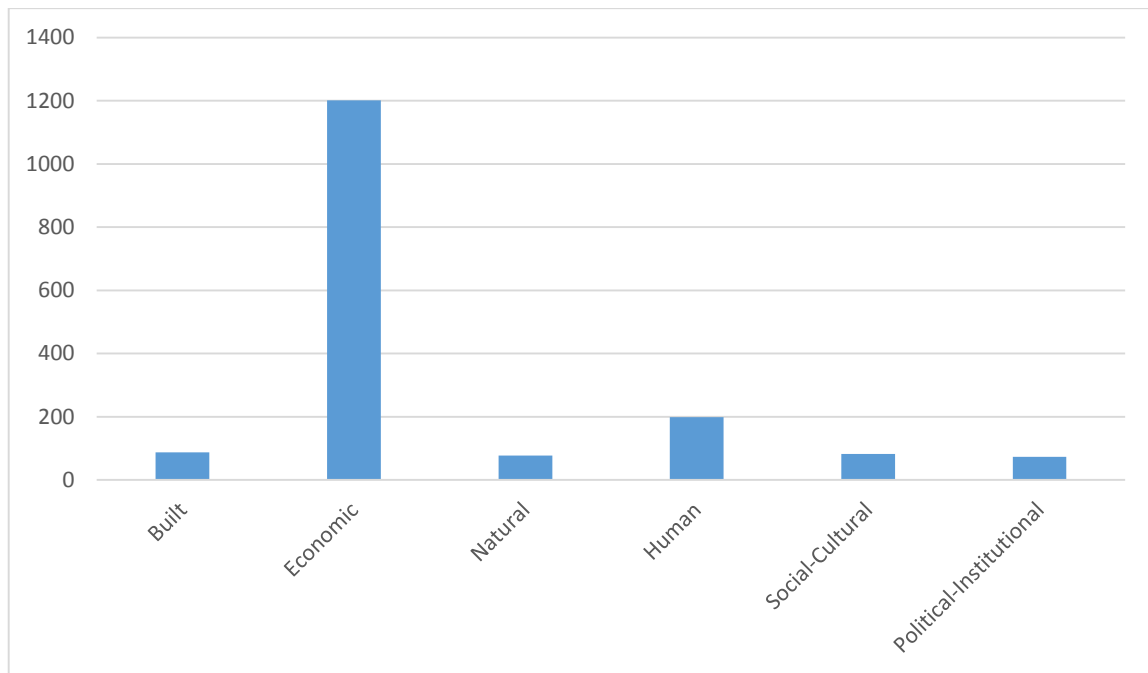
Humber-White Bay

Introduction

The 2006 population for the region was 40,970 representing a slight, 0.8%, increase from 2001 when the population was 40,655. The region surrounds Corner Brook, the western site of many government and support agency offices.

Figure 5 provides a breakdown of the distribution of assets identified in the Humber-White Bay study region. The graph reflects the secondary data that was readily available to the research team and, due to data gaps discussed below, does not represent all regional assets. For more detail on the specific assets identified in the Humber-White Bay sub-region, please see Appendices 3A and 3B.

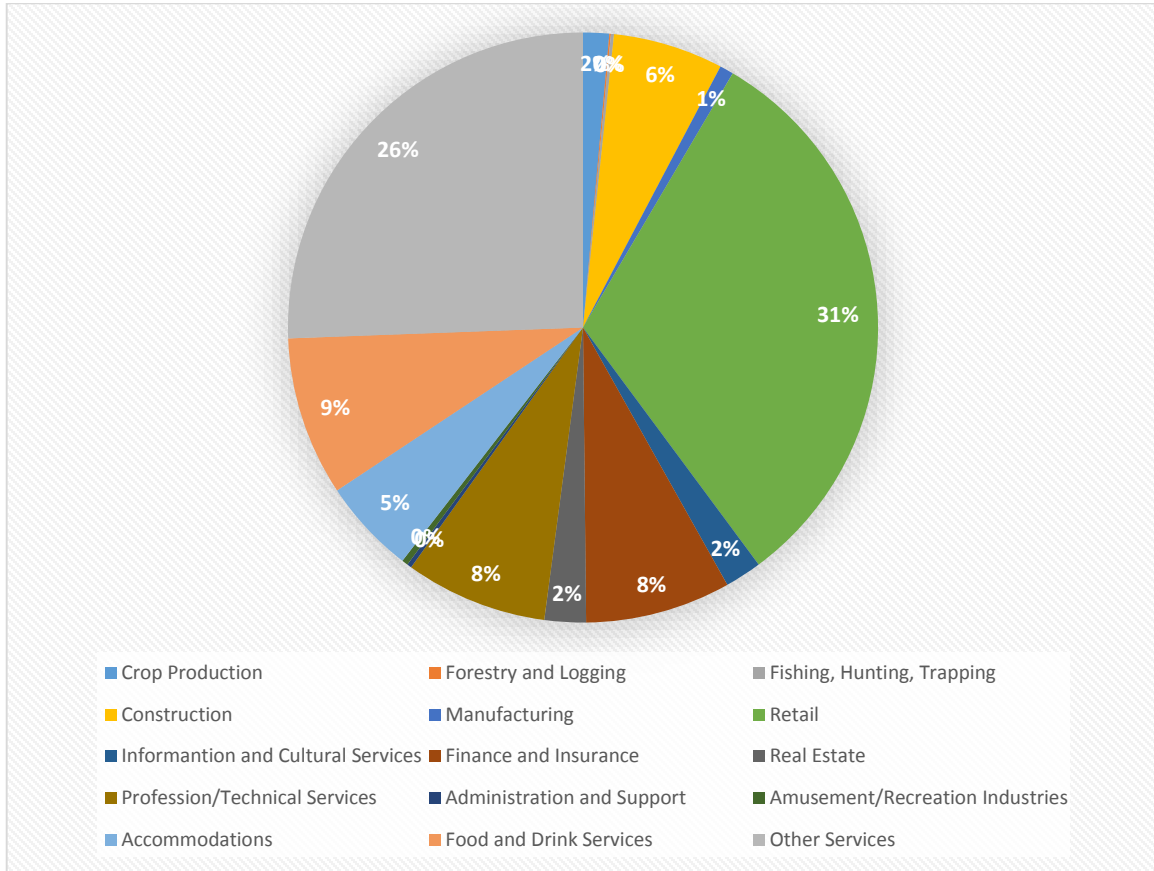
Figure 5. Distribution of Assets Identified in Humber-White Bay



Economic Assets

This study's asset inventory suggests that 31% of the economic assets in the Humber-White Bay study region pertain to the retail sector (with 1201 listed businesses), evidence of the region's strength as a regional shopping and service centre for the entire west coast. Accordingly, the next largest category of economic assets in the region is services except for public administration (26%), followed by food services and bars (9%). For a breakdown of the distribution of economic assets in the sub-region, please see Figure 6.

Figure 6. Distribution of Economic Assets in Humber-White Bay⁹⁶



According to Community Accounts, the Humber-White Bay study region has a 78.7% self-reliance ratio and a 76.4% employment rate, similar to the provincial average.⁹⁷ The region also has an average income of \$27,500,⁹⁸ a 4% increase from the previous year.⁹⁹ This increase has been attributed to recent business expansion, especially in the service, transportation, manufacturing, and natural resource sectors.¹⁰⁰ The Regional Economic Capacity Index (RECI) cites the region as having

12 communities with ratings of over 50% and four communities over 75% (Corner Brook, Massey Drive, Deer Lake, and Pasadena) indicating superior economic

⁹⁶ Note that while outfitters and tour guide firms are businesses they were used to help the research team better understand natural assets.

⁹⁷ Community Accounts, “Economic Zone 08 Profile,” (accessed February 12, 2014): http://nl.communityaccounts.ca/profiles.asp?_vb7En4WVgb2uzqVq; The Economic Self Reliance Ratio reflects the total income generated from market sources versus government transfers. 68% for example reflects 32% of income coming from sources such as pensions or employment insurance.

⁹⁸ Ibid.

⁹⁹ Ibid. This increase has been consistent for the past decade.

¹⁰⁰ Hall and White, “Western NL Innovation Workshop Report,” (October 2013): http://innovationnl.ca/wp-content/uploads/2013/08/WesternNLWorkshop_AdvancingInnovation.pdf 5-7/

conditions in select communities.¹⁰¹ Furthermore, RECI indicates that half of the communities have a positive economic structure, which suggests a diversified economy that is not reliant on natural resources. Furthermore, half of the communities have a positive income rating, which reflects a high average income.¹⁰²

Various reports highlight key assets that contribute to the unique economic features of the Humber region. A key asset is the region's strategic location with access to marine infrastructure, such as ports and harbours, the Trans-Canada Highway, and Gros Morne National Park. This provides tremendous tourism potential for the region.¹⁰³

Political-Institutional Assets

The asset inventory indicated that the Humber-White Bay area has a significant amount of political-institutional assets. The asset inventory suggests that the region houses offices for several Federal services and departments (e.g. RCMP, Canada Post, Service Canada, and ACOA) and also Provincial Departments and organizations (e.g. DNR, IBRD, AES, TCR, Housing, Transportation and Works, and Provincial Court). In addition to municipal assets such as public libraries and fire departments, the study region has some notable regional organizations such as CFCB, CBC, Bay of Islands Radio, Chamber of Commerce and the Western Star. Also located in Corner Brook is the head office of the Qalipu Mi'kmaq First Nation Band, which represents a significant portion of the region's more than 20,000 population (this figure is dynamic due to the ongoing nature of the enrolment process).

According to Municipalities Newfoundland and Labrador's Performance Indicators, participating municipalities in the Humber-White Bay study area reported total municipal expenditures of \$48,049,094 and 246 municipal employees in 2013.¹⁰⁴ RECI states that approximately two-thirds of the communities in the region have positive governance, indicating relatively strong voter turnout, grants received,

¹⁰¹ RECI, "Economic Zone (REDB): Humber." The RECI percentages reflect a community's economic conditions/performance based on percentage of indicators present within five categories: demographics, economic structure, service level, governance, and spatial location. The Index is best viewed alongside other indicators.

¹⁰² Ibid.

¹⁰³ Fisheries and Oceans Canada, "Ecosystem/Socioeconomic Overview Report": 99.

¹⁰⁴ Municipalities Newfoundland and Labrador, "Performance indicators: Humber Valley," (accessed 10 May 2014): http://www.performanceindicatorsmnl.com/profile_report/regions; Municipalities Newfoundland and Labrador, "Performance indicators: Humber East," (accessed 10 May 2014): http://www.performanceindicatorsmnl.com/profile_report/regions; Municipalities Newfoundland and Labrador, "Performance indicators: Humber West," (accessed 10 May 2014): http://www.performanceindicatorsmnl.com/profile_report/regions; Municipalities Newfoundland and Labrador, "Performance indicators: Bay of Islands," (accessed 10 May 2014): http://www.performanceindicatorsmnl.com/profile_report/regions; Note: Municipalities Newfoundland and Labrador define Municipal Expenditures as "This number is listed at the end of the "Expenditures" section of the Municipal Budget Submission Form," (accessed May 18, 2014): <http://www.performanceindicatorsmnl.com/definitions>;

participation in multi-community organizations (such as the Humber Joint Council), and minimal acclaimed positions.¹⁰⁵

Corner Brook is regarded as a centre for support agencies in the western region of the province. This is due to the concentration of government departments in the area as well as the presence of Grenfell campus and a main campus of College of the North Atlantic. These institutional supports provide businesses and other groups in the area easy access to information regarding support program, research capacity, and funding opportunities.¹⁰⁶

Social-Cultural Assets

The asset inventory depicts that the Humber-White Bay study area has multiple associations and clubs that range from youth groups to environmental groups to Indigenous groups to religious groups. The area also has multiple festivals and events assets such as Snow West and the Pasadena Strawberry Festival, and other heritage assets such as the James Cook Heritage Site. The area also houses vast amount of assets pertaining to spaces and facilities; located in the study area are galleries such as JL Gallery and the Grenfell Campus Art Gallery, and other facilities such as the Newfoundland Insectarium.

According to Community Accounts, 91.2% of the population in the Humber-White Bay study region is satisfied or very satisfied with life (ranked 4/20 in the province). Community Accounts further states that 82.8% of the population state that they have a very strong or somewhat strong sense of belonging to the area.¹⁰⁷ These indicators are consistently high across the province, which demonstrates social belonging and sense of place within the province. Further, 90.4% of the population think their community and the surrounding area is a safe place to live.¹⁰⁸

Lam et al. also comment on shifting social characteristics in the Corner Brook region that are driving new developments in the service sector. This includes new food services as well as an emerging arts cluster.¹⁰⁹ Corner Brook is also the site of network concentrations that allow knowledge to be shared within, and outside the Humber-White Bay area.¹¹⁰ This provides firms or social groups the opportunity to mobilize their knowledge and assets collaboratively.¹¹¹

¹⁰⁵ RECI, "Economic Zone (REDB): Humber."

¹⁰⁶ Heather Hall and Kyle White, "Western NL Innovation Workshop Report."

¹⁰⁷ Community Accounts, "Economic Zone 08 Profile."

¹⁰⁸ Community Accounts, "Survey of Attitudes Towards Violence (2010): Personal Safety & Violence in Society", accessed May 22, 2014,

http://nl.communityaccounts.ca/table.asp?_=0bfAjIydpaWrnbSTh5-FvJmpyHOSlrBjvIa5u5Oph4yDXWGAvmMtpDKZdO6xMjk

¹⁰⁹ Lam et al, "Networks for Business Innovation."

¹¹⁰ Ibid

¹¹¹ Ibid

Human Assets

Education levels in this region are among the highest in the province. Another notable asset for the Humber-White Bay area is that all communities have positive service levels, indicating easy access to health services (hospitals/clinics), education services (k-12 schools), and communications (post offices), according to RECI.¹¹² The asset inventory shows that the Humber-White Bay area has many human assets such as family services, legal aid, food banks and women's transition house. The study area also has 20 K-12 schools, 2 college/trade schools and Memorial University's Grenfell Campus. Community members can also avail of nearly 20 hospitals/outpatient clinics, approximately 30 physician offices, and more than 40 other specialized healthcare providers.

According to Community Accounts, 53.1% of the population in the Humber-White Bay area has excellent or very good self-assessed health status.¹¹³ Community Accounts further states the following about the community members of the Humber-White Bay study area:

- 80.9% of grade 9 population with self-assessed school safety;
- 76.6% of the population have high school diploma;
- 14.9% of the population has a bachelor's degree or higher; and
- 36.1% of the population has some other post-secondary education.¹¹⁴

Built Assets

The asset inventory depicts that the Humber-White Bay area has many built assets. Airport traffic is increasing at the Deer Lake Regional airport and the passenger rates of cruise ships reached some of its highest records in the late 2000s.¹¹⁵ The region also has strong tourism/amenity and transportation infrastructure assets such as ski trails and facilities, golf courses, and ports and harbours. Harbours are fewer in number than in other sub-regions, however, the Corner Brook Port facility accommodates growing industrial, cruise ship and ferry traffic.¹¹⁶

Community Accounts also depicts the Humber-White Bay study area as having 15,995 private dwellings, of which 78.1% are privately owned.¹¹⁷ The average major monthly payments related to shelter for home dwellers in the sub-region in 2006 was \$655 for owners and \$545 for renters, similar to the provincial average (slightly lower for renters).¹¹⁸ According to RECI, all but four communities in the region have

¹¹² RECI, "Economic Zone (REDB): Humber."

¹¹³ Ibid; reflects 2009-2010 statistics.

¹¹⁴ Ibid; school safety reflects 2004 data, education statistics are from 2006.

¹¹⁵ Fisheries and Oceans Canada, "Ecosystem/Socioeconomic Overview Report."

¹¹⁶ <http://www.cornerbrookport.com/>

¹¹⁷ Community Accounts, "Economic Zone 08 Profile."

¹¹⁸ Ibid; Community Accounts housing data reflects 2006 information. More recent data is required to reflect current conditions.

positive spatial location, which is based upon a community's distance from an urban center (Corner Brook or St. John's) and proximity to the Trans-Canada Highway.¹¹⁹

Natural Assets

The asset-inventory shows that the Humber-White Bay study area has many natural assets to its advantage such as protected areas (e.g. Main River Waterway Provincial Park, Grand Lake Tourist Park), and many open space and aesthetic resources such as RV parks and campgrounds. To obtain some insight into the wildlife populations in the region, the research team located an estimated 21 outfitters as an indicator of the value of the natural environment, in particular wildlife resources. In addition, forestry resources in the sub-region and throughout the west coast support one of the area's largest employers, Corner Brook Pulp and Paper (with 480 people employed at the Corner Brook mill and the Deer Lake Power Company in addition to 250 employed in wood harvesting).¹²⁰ Fisheries also remain important to the sub-region, which is home to the headquarters of the Barry Group, Atlantic Canada's largest diversified seafood company. Finally, productive agricultural lands support 12 identified farms, primarily in the Cormack/Humber Valley area.

Overview of the Humber-White Bay Study Area

The Humber-White Bay study region has substantial economic assets, largely comprised of retail and service sector enterprises, concentrated in the Corner Brook-Pasadena-Deer Lake corridor. The region is also a hub for educational and health services as well as western departmental offices from all levels of government, and the Qalipu First Nation Head Office. These economic and political-institutional assets are complemented by an educated population, strong social assets such as clubs, events, facilities and attachment to place, as well as cultural programs and facilities that contribute to the amenities of the region and a growing arts cluster. The region's built assets provide significant potential for the region, particularly transportation infrastructure such as highways, port, and airport facilities.

Greater St. Anthony Area (Nordic/Tip of the Northern Peninsula)

Introduction

The 2006 population for the Greater St. Anthony sub-region was 8,845, which is 12.2% less than the 2001 population of 10,075. Dominant industries in the region rely on natural resources, especially fisheries (for harvesting and processing) and timber resources (logging, sawmills, and specialty products), as well as other domestic and tourist-based services.¹²¹

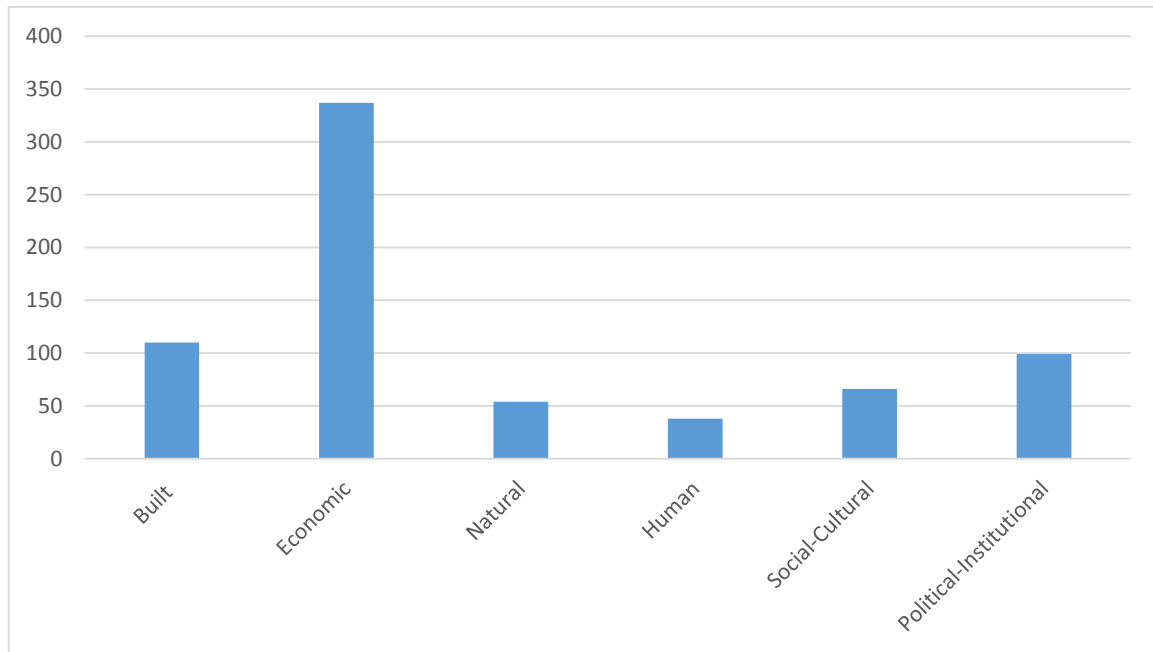
¹¹⁹ RECI, "Economic Zone (REDB): Humber."

¹²⁰ SAI GLOBAL, Sustainable Forest Management System, 2013
http://www.cbppi.com/Reporting/2013_CSA_Audit_Report.pdf

¹²¹ Tucker et al., "Network Weaving for Regional Development on the Tip of the Northern Peninsula."

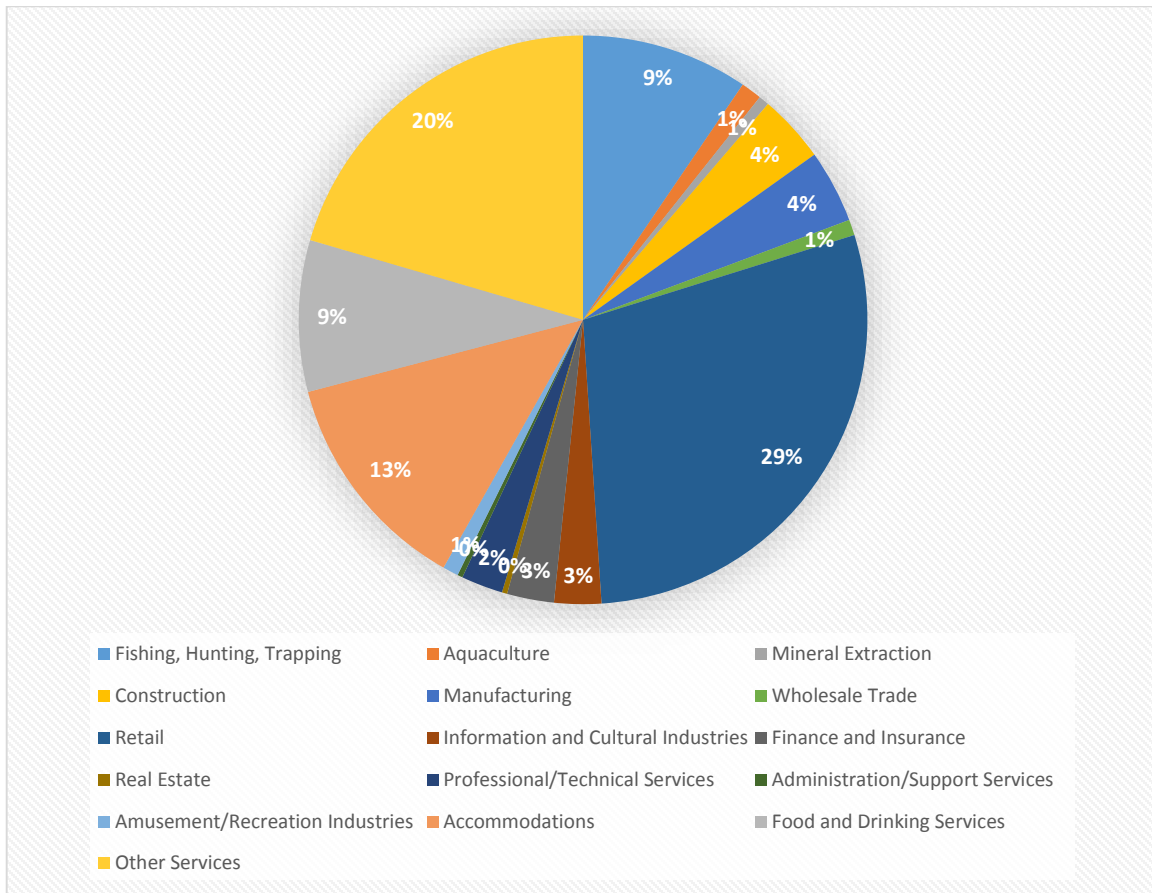
For a breakdown of the distribution of identified assets in the sub-region, please see figure 9. The graph reflects the secondary data that was readily available to the research team and, due to data gaps discussed below, does not represent all regional assets. For more detail on the specific assets identified within the Greater St. Anthony sub-region please refer to Appendices 4A and 4B.

Figure 9. Distribution of Assets Identified in Greater St. Anthony Area



Economic Assets

This study's asset inventory suggests that 29% of the economic assets in the Greater St. Anthony Area study region pertain to the retail sector (with 337 businesses listed). The next largest category of economic assets is services that exclude public administration (20%), followed by accommodation services (13%). It should be noted for this sub-region that data on individual fishing enterprises was present in the business directories, and as such fishing-related economic assets have greater representation (representing 9% of all enterprises) compared to the other sub-regions. For a sectoral breakdown of the distribution of economic assets in the Greater St. Anthony Area study area, please see figure 10.

Figure 10. Distribution of Economic Assets in Greater St. Anthony Area¹²²

According to Community Accounts, the Greater St. Anthony Area sub-region has a 70.8% self-reliance ratio and an 83.1% employment rate.¹²³ The region also has an average income of \$25,500,¹²⁴ which represents a significant increase in recent years; notably, this figure has doubled since 1997.¹²⁵ RECI cites St. Anthony as having high economic capacity within the sub-region, with a RECI rating of over 75%.¹²⁶

The creation of the Northern Peninsula Forest Resource Association shows that the area is forward-thinking and demonstrates a want and need for innovation and capacity building in the traditional resource sectors.¹²⁷ New ways of thinking in the

¹²² While outfitters and tour guide firms are businesses the research team used them to better understand the natural assets in the region.

¹²³ Community Accounts, "Economic Zone 06 Profile," (accessed February 13, 2014): http://nl.communityaccounts.ca/profiles.asp?_vb7En4WVgb2uzqVo

¹²⁴ Ibid.

¹²⁵ Ibid.

¹²⁶ RECI. "Economic Zone (REDB): Nordic," (accessed 12 May 2014): <http://reci.ucs.mun.ca/ezone.php>

¹²⁷ Ian Stone, "Labour Market Strategy for Forest Based Businesses in Economic Zones 6 & 7," Economic Development Corporation and Red Ochre Regional Board Inc., (March 17, 2011).

Greater St. Anthony area have provided industry developments such as biofuel in wood pellet production, species diversification in fish processing, expanding benefits from the local shrimp industry, and also wildberry products such as jams, chocolates and wines.¹²⁸

Political-Institutional Assets

The asset inventory indicated that the Greater St. Anthony Area has a mixture of types of political-institutional assets. The sub-region houses offices for several federal services and departments (e.g. DFO, RCMP, Coast Guard, Parks Canada, and Canada Post) and also provincial departments and organizations (e.g. IBRD, DNR, AES, Justice, DFA, Department of Highways, CYFS, Hydro, and Motor Services). In addition to municipal and community assets such as public libraries, various recreation and development committees, the study area also has several notable regional organizations such as SABRI, Straits RDA, Norpen, Nortip CBDC, the Chamber of Commerce, the Joint Council, and the Northern Pen that further economic and social development. St. Anthony Basin Resources Incorporated (SABRI), for example, regularly works with multiple businesses, volunteers, social groups, and students to maximize the benefits of the region's shrimp industry.¹²⁹ Furthermore, organizations like Nortip CBDC, the Viking Trail Tourism Association, and French Shore Historical Society are significant economic players along with private enterprises.¹³⁰

According to Municipalities Newfoundland and Labrador's Performance Indicators, the participating communities in the Greater St. Anthony study area reported total municipal expenditures of \$4,674,579 in 2013.¹³¹ Also notable is that RECI indicates that governance is positive for half of the communities in the sub-region, indicating relatively good voter turnout, few acclaimed positions, involvement in multi-community events, and grants received.¹³²

The region has witnessed several examples of provincial investment especially in the forestry sector. For example, the Department of Natural Resources supported Holson Forest Products Ltd. diversify its products and services in response to market dynamics and the growing demand for pellets.¹³³ Furthermore, Hall and

¹²⁸ White et al "Rural Innovation on the Northern Peninsula" (Submitted to the Rural Secretariat, 2012).

¹²⁹ White and Hall, "St. Anthony Basin Resources Incorporated (SABRI): Expanding Regional Social and Economic Benefits," (September 2013). <http://innovationnl.ca/wp-content/uploads/2013/08/SABRI.pdf> 1-2.

¹³⁰ White et al. , "Rural Innovation on the Northern Peninsula," 16.

¹³¹ Municipalities Newfoundland and Labrador, "Performance indicators: Straits-White Bay North," (accessed 10 May 2014):

http://www.performanceindicatorsmnl.com/profile_report/regions: There are some gaps in the MNL indicators as some data is missing, the statistics used in this report are intended to provide a general sense of municipal investment.

¹³² RECI. "Economic Zone (REDB): Nordic."

¹³³ Nordic Economic Development Corporation, "Strategic Economic Plan: April 1, 2012 to March 31, 2015," (April 2012).

White discuss the importance of collaboration among key regional actors that fosters an innovative environment. These committed actors (listed above) are key assets that underpin ongoing development initiatives.¹³⁴

Social-Cultural Assets

The asset inventory demonstrates that the Greater St. Anthony Area has multiple associations and clubs available to its residents such as the Lion's Club, Cross Country Ski Club, and other sporting groups. The area also has several unique festivals and events such as Grenfell Heritage Night, Viking Feast, Iceberg Festival and French Historic Week. Furthermore the area has multiple spaces and facilities available to the public such as the Gaia Gallery and French Shore Interpretation Centre; both encourage artistic development and tourist attraction. Cultural assets of the region include links to both French and Viking heritage, the latter leading to the establishment of the UNESCO World Heritage site in L'Anse aux Meadows, adding a unique attraction to the area.¹³⁵

According to Community Accounts, 85.8% of the population in the Greater St. Anthony Area study region is satisfied or very satisfied with life. Community Accounts further states that 95.2% of the population state that they have a very strong or somewhat strong sense of belonging to the Greater St. Anthony Area (the second highest percentage in the province).¹³⁶ Further, 94.4% of the population think their community and the surrounding area is a safe place to live.¹³⁷

Linking natural and cultural assets, the mountains and coastline are part of the culture for residents and businesses residing in the Greater St. Anthony area.¹³⁸ The Grenfell Heritage Society, Grenfell Interpretation Centre, and Grenfell House located on Tea House Hill are considered strong tourism assets for the area. In 2010 for instance, the Grenfell properties received more than 7,600 visitors. Many extend their journey on the peninsula to the tip to see L'Anse aux Meadows, a key landmark in the region.¹³⁹ The richness of grassroots community and regional development initiatives are also strong social-cultural assets unique to the Greater St. Anthony area.¹⁴⁰

Human Assets

The Grenfell hospital in St. Anthony and the area's surrounding healthcare and social services also make the region an important hub for human health assets on

¹³⁴ Heather Hall and Kyle White, "Northern Peninsula Innovation Workshop Report."

¹³⁵ Stone, "Labour Market Strategy for Forest Based Businesses in Economic Zones 6 & 7."

¹³⁶ Community Accounts, "Economic Zone 06 Profile."

¹³⁷ Community Accounts, "Survey of Attitudes Towards Violence (2010): Personal Safety & Violence in Society", accessed May 22, 2014,

http://nl.communityaccounts.ca/table.asp?_0bfAjlydpaWrnbSTh5-FvjmpyHOSlrbJvIa5u5Oph4yDXWGAvmMtpDKZdO6xMji

¹³⁸ Stone, "Labour Market Strategy for Forest Based Businesses in Economic Zones 6 & 7."

¹³⁹ Robert Buckle, "Heritage Cluster Pilot Project: Phase I," Heritage Collaborative-Great Northern Peninsula Heritage Network, Red Ochre Regional Board Inc. (2011).

¹⁴⁰ Tucker et al., "Network Weaving for Regional Development on the Tip of the Northern Peninsula."

the Great Northern Peninsula.¹⁴¹ The Greater St Anthony area also has educational assets such as 10 K-12 schools and a College of the North Atlantic campus. Community members can also avail of human services such as poison information services, violence prevention and family resource centres. As a result, RECI cited the region's communities as having a positive service indicator indicating easy access to health, education, and communication services.

According to Community Accounts, 60.7% of the population in the Greater St. Anthony Area has excellent or very good self-assessed health.¹⁴² Community Accounts further states the following about the community members of the study area:

- 58.75% of the population have high school diploma;
- 5.2% of the population have a bachelor's degree or higher education;
- 49.9% of the population have some other post-secondary education.¹⁴³

Built Assets

The asset inventory suggests that the Greater St. Anthony Area has multiple built facilities such as churches, and community centres in larger communities. The area also has very strong marine infrastructure, with over 20 harbours and a major port in St. Anthony that services international vessels. With its port one local representative proclaimed, "St. Anthony can be the Prince Rupert of NL," referring to the BC town's recent economic growth based on its port facilities. Furthermore, the study region has a regional airport and over 40 built tourism-related assets such as trails (30) and sightseeing facilities (11).

While there remains room for improvement, technological advances have brought high-speed internet to much of the sub-region and a new regional wood yard has helped to diversify the forest industry and aid local economic development.¹⁴⁴ The Green Moose Heritage Interpretation Centre in Roddickton also has a modern facility centred on logging and other displays related to human interaction with the natural environment.¹⁴⁵ These developments along with ongoing mega projects in nearby regions require superior communications and transportation infrastructure that can accommodate increased use.

Community Accounts also depicts the Greater St. Anthony study area as having 3345 private dwellings, of which 89.5% are privately owned.¹⁴⁶ On average major shelter-

¹⁴¹ Ibid.

¹⁴² Community Accounts, "Economic Zone 06 Profile," Health statistics reflect 2009-2010 data.

¹⁴³ Ibid; school data comes from 2004 and education levels reflect 2006 data.

¹⁴⁴ Nordic Economic Development Corporation, "Strategic Economic Plan: April 1, 2012 to March 31, 2015," April 2012.

¹⁴⁵ Buckle, "Heritage Cluster Pilot Project: Phase I."

¹⁴⁶ Community Accounts, "Economic Zone 06 Profile."

related payments for home dwellers was \$445 for owners and \$500 for renters in 2006, well below the provincial average.¹⁴⁷

Natural Assets

It is the rich marine and timber resources that shaped the Northern Peninsula and the Greater St. Anthony area to be what it is today.¹⁴⁸ The region has multiple natural assets such as outfitters and protected areas (e.g. Hare Bay Ecological Reserve and Pistolet Provincial Park). The asset inventory also suggests that the area is rich in fish, wildlife and biodiversity, and has multiple opportunities for future timber and mineral resource development. Several other natural features provide tourist attractions, including the ancient thrombolites in Flowers Cove and the Limestone Barrens.

Overview of the Greater St. Anthony Area Study Region

Overall, the Greater St. Anthony Area has substantial economic assets and a sound base of built assets, including highways, improving telecommunications, numerous harbours and an international port facility. In addition, the area's unique natural and cultural heritage help drive the region's tourism industry and contribute to the area's unique way of life. Areas of opportunity for the region include creation of additional economic opportunities building on local mineral, fisheries and timber resources through innovative new approaches to development. A potential opportunity within the area to build on its assets, for example is using the pellets produced by Holson Forest Products Ltd. to fuel public buildings in an attempt to conserve fuel costs.¹⁴⁹ In addition, the region offers potential for an increased share of tourism revenues through development and promotion of its unique natural and cultural assets. Local stakeholders have also identified opportunities resulting from the region's location in the middle of three adjacent UNESCO heritage sites and on the transportation and hydro route between the island and Labrador. Finally, previous research indicates networks between groups within the region that can be mobilized, together with a very strong resident sense of belonging, to help foster economic and community development.

Gros Morne-Plum Point

Introduction

The 2006 Gros Morne-Plum Point population was 9,060, which represents a 7.7% decline from the 2001 population of 9,820.¹⁵⁰ Key industries include forestry, fishery, agri-food production, and services. The presence of Gros Morne National Park creates opportunities for new businesses, especially those related to tourism.

¹⁴⁷ Ibid; housing statistics reflect 2006 data.

¹⁴⁸ L.J. Dean, "Great Northern Peninsula Fisheries Task Force," 2006.

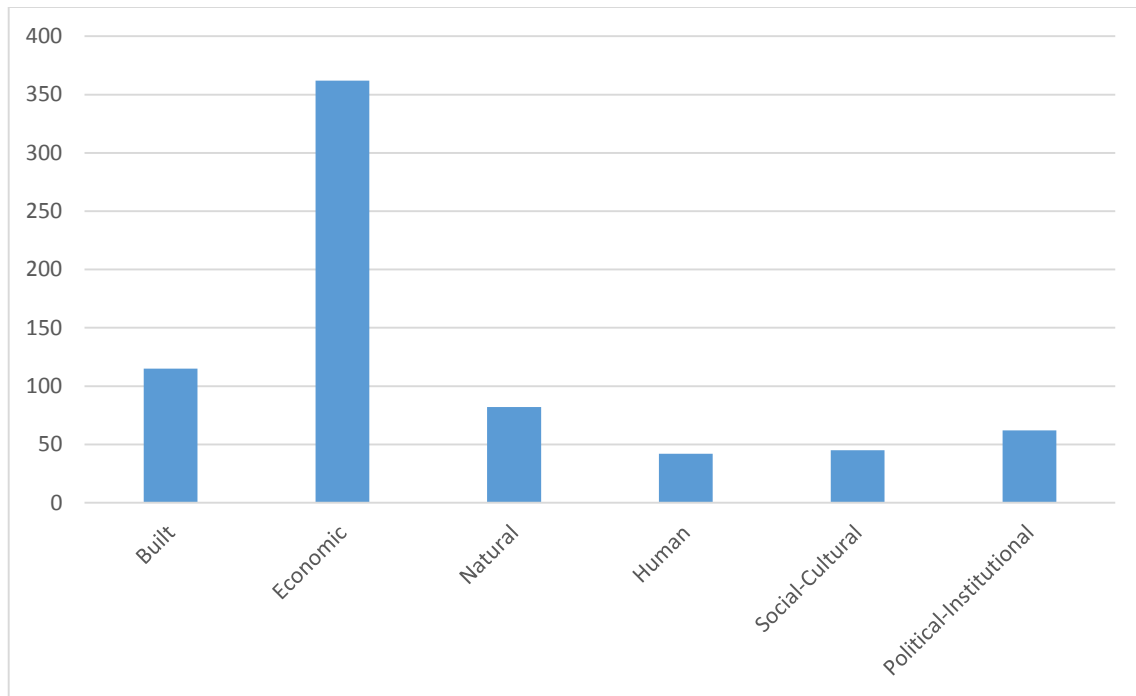
¹⁴⁹ White et al, "Rural Innovation on the Northern Peninsula."

¹⁵⁰ Community Accounts, "Community Profile: Zone 7" Accessed 2014: http://nl.communityaccounts.ca/profiles.asp?_=-vb7En4WVgb2uzqVp.

The area is a provincial leader in the industry and a recognized tourist destination.¹⁵¹

Figure 7 provides a breakdown of the distribution of identified assets in the Gros Morne-Plum Point study region. The graph reflects the secondary data that was readily available to the research team and does not represent all regional assets. For more detail on the specific assets identified within the Gros Morne-Plum Point area please refer to Appendices 5A and 5B.

Figure 7. Distribution of Assets Identified in Gros Morne-Plum Point Area

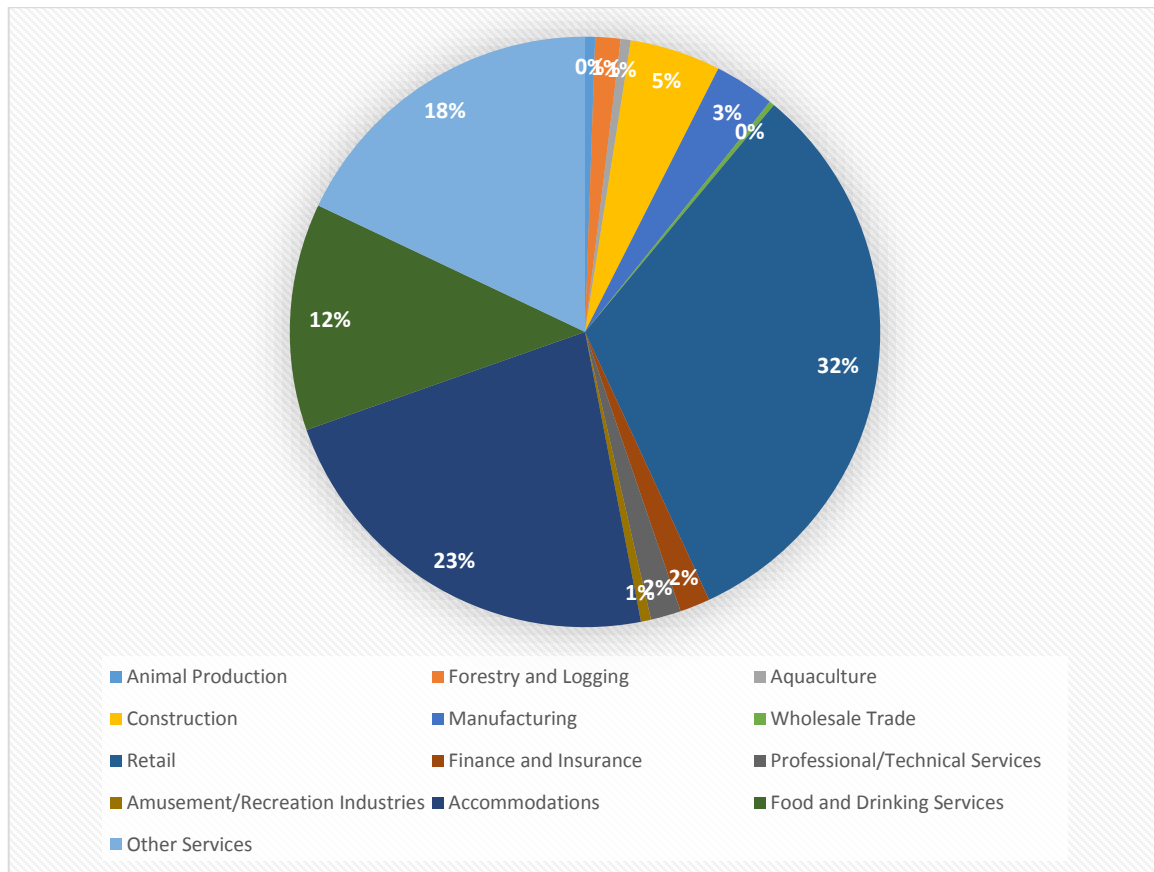


Economic Assets

This study's asset inventory suggests that 32% of the economic assets (enterprises) in the Gros Morne-Plum Point study region pertain to the retail sector (with 362 businesses listed). The next largest category of economic assets, linked to the tourism sector, is accommodation services (23%), followed by services that exclude public administration (18%) and food and beverage services (12%). For a breakdown of the distribution of economic assets in the Gros Morne-Plum Point study area, please see figure 8.

¹⁵¹ Red Ochre Regional Board Inc. "Strategic Economic Plan: Economic Zone 7." (March 31, 2011.)

Figure 8. Distribution of Economic Assets in Gros Morne-Plum Point¹⁵²



According to Community Accounts, the Gros Morne-Plum Point study area had an 81.4% employment rate as of 2006.¹⁵³ The region also had an average personal income of \$23,300 as of 2010,¹⁵⁴ which is lower than the provincial average but higher than recent years.¹⁵⁵ RECI cites the region as having four communities with a rating of over 50% (Rocky Harbour, Norris Point, Port Saunders, and Port au Choix).¹⁵⁶

The success of the Trails, Tales and Tunes festival held in the Gros Morne-Plum Point area has not only increased revenues of local businesses, but has also

¹⁵² Note that while outfitters and guide firms are businesses they were used to help better understand the natural assets in the region.

¹⁵³ Ibid. This employment rate places the sub-region 6th of 20 in NL; the province's lowest self-reliance ratio and highest Employment Insurance Incidence, however, suggests highly seasonal employment.

¹⁵⁴ Ibid.

¹⁵⁵ Ibid.

¹⁵⁶ RECI, "Economic Zone (REDB): Red Ochre," (accessed 12 May 2014): <http://reci.ucs.mun.ca/ezone.php>

increased the tourism season in the Norris Point area.¹⁵⁷ Although the economy used to be based on the fishery and forestry sectors, tourism is now a major economic asset in the region supported by a strong service sector (retail, accommodation and food services).¹⁵⁸ The zone 7 strategic plan identified several other opportunities such as aquaculture, and capitalizing on the transportation industry that utilizes the region.¹⁵⁹ Furthermore, the Great Northern Peninsula Task Force identified continued potential in the fishery and forestry, as new species are being harvested and new products created.¹⁶⁰

Political-Institutional Assets

The Gros Morne-Plum Point area has an assortment of types of political-institutional assets. The asset inventory suggests that the region houses offices for several federal services and departments (e.g. DFO, Service Canada, RCMP, and Canada Post) and also provincial departments and organizations (e.g. IBRD, DNR, AES, and Hydro). In addition to municipal assets such as employment centres and community recreation committees, the study region also has some notable regional organizations such as the Voice of Bonne Bay Radio station, Nortip CBDC and Straits-St. Barbe Development Association.

According to Municipalities Newfoundland and Labrador's Performance Indicators, participating municipalities in the Gros Morne-Plum Point study area reported total municipal expenditures of \$5,926,595 in 2013.¹⁶¹ In addition, RECI indicates that approximately half of the communities in the region have a positive governance rating, meaning there are relatively few acclaimed positions, strong voter turnout, multiple grants received, and participation in multi-community activities.

Social-Cultural Assets

The asset inventory depicts that the Gros Morne-Plum Point area has considerable association and organizational assets; the area boasts over 20 artistic groups and multiple youth groups. In addition to this artistic presence, the area also has significant historical monuments evidenced by its heritage cluster.¹⁶² Seasonal cultural events create a unique atmosphere in the region and play an important role in preserving local heritage and contributing to quality of life and tourism revenues.¹⁶³ The area's unique Aboriginal heritage has also left the area rich in history, archaeology and artefact assets.¹⁶⁴ The area hosts high numbers of galleries,

¹⁵⁷ Mark Lamswood, "Trails, Tales and Tunes Festival 2007-2009: Community and Business Impact Study," (2009).

¹⁵⁸ Lamswood, "Trails, Tales and Tunes Festival 2007-2009: Community and Business Impact Study,"

¹⁵⁹ Red Ochre Regional Board Inc, "Strategic Economic Plan: Economic Zone 7," (March 31, 2011).

¹⁶⁰ Dean, "L.J., Great Northern Peninsula Fisheries Task Force."

¹⁶¹ Municipalities Newfoundland and Labrador, "Performance indicators: St. Barbe," (accessed 10 May 2014):

http://www.performanceindicatorsmnl.com/profile_report/regions

¹⁶² Robert Buckle, "Heritage Cluster Pilot Project: Phase I,"

¹⁶³ Hall and White, "Northern Peninsula Innovation Workshop Report;" Ginder Consulting, "Gros Morne Cultural Blueprint."

¹⁶⁴ Red Ochre Regional Board Inc, "Strategic Economic Plan: Economic Zone 7."

museums, heritage homes, and interpretation centres that contribute to the cultural heritage of the area as well as its tourism potential.

According to Community Accounts, 83.2% of the population in the Gros Morne-Plum Point sub-region is satisfied or very satisfied with life. Community Accounts further states that 91.1% of the population state that they have a very strong or strong sense of belonging to the area (4th highest ranked in NL).¹⁶⁵ Further, 93.3% of the population think their community and the surrounding area is a safe place to live.¹⁶⁶

Human Assets

The asset inventory shows that the Gros Morne-Plum Point area has important human assets, such as an addiction centre and victim services. The study area also has educational assets such as K-12 schools and the Bonne Bay Marine Station. The Bonne Bay Marine Station is a strong educational asset in the Gros Morne-Plum Point area that is dedicated to expanding the knowledge of marine ecology to students, researchers, educators and the general public.¹⁶⁷ Community members can also avail of human assets such as dental offices, home care and clinics. As a result of the abundance of these services, RECI indicates that the sub-region's communities all have a positive service indicator demonstrating the ease at which necessary human services can be accessed.

According to Community Accounts, 55.1% of the population in the Gros Morne-Plum Point area has excellent or very good self-assessed health.¹⁶⁸ Community Accounts further states the following about the community members of the Gros Morne-Plum Point study area:

- 57.7% of the population have high school diploma;
- 9.5% of the population has a bachelor's degree or higher education;
- 23.4% of the population has some other post-secondary education.¹⁶⁹

While rates of university education are high relative to other areas in the province, studies indicate that sustained population declines make retaining staff and expanding businesses a challenge in the sub-region.¹⁷⁰

Finally, there is evidence of strong leadership, volunteerism, and community planning capabilities in the Gros Morne-Plum Point area.¹⁷¹ Premier cultural events in the Gros Morne-Plum Point study area such as Writers of Woody Point and Trails,

¹⁶⁵ Community Accounts, "Economic Zone 7 Profile." Statistics are for 2009-2010.

¹⁶⁶ Community Accounts, "Survey of Attitudes Towards Violence (2010): Personal Safety & Violence in Society", (accessed May 22, 2014):

http://nl.communityaccounts.ca/table.asp?_0bfAjlydpaWrnbSTh5-FvjmpyHOSlrjbJvIa5u5Oph4yDXWGAvmMtpDKZd06xMji

¹⁶⁷ Bonne Bay Marine Station, (accessed May 18, 2014):

<http://www.bonnebay.ca/Pages/default.aspx>

¹⁶⁸ Community Accounts, "Economic Zone 7 Profile." The statistic reflects 2009-2010 data.

¹⁶⁹ Ibid; school statistics are 2004 data and education data are 2006 data.

¹⁷⁰ RED Ochre Regional Board Inc., "Economic Zone 7 Labour Market," (No Date).

¹⁷¹ Ibid.

Tales and Tunes, for example, are run by a strong, dedicated group of community-minded volunteers.¹⁷²

Built Assets

The asset inventory suggests that the Gros Morne-Plum Point area has multiple built general facilities such as churches, and community centres in larger communities. The sub-region also has very strong marine infrastructure and assets; the area boasts multiple harbours and the St. Barbe ferry that connects the island of Newfoundland to Labrador. Ferry traffic increased significantly with the completion of the Trans-Labrador Highway and developments in Labrador bringing goods and workers through the region. Anticipated completion of Highway 138 through Quebec could offer significant potential for all sub-regions with increased access to mainland markets. Opportunities associated with the Lower Churchill development have yet to be fully explored. For example, an underwater cable crossing being constructed across the Strait of Belle Isle, landing at Shoal Cove, is creating current economic activity.

The area also has very strong tourism infrastructure assets including countless trails, concentrated in Gros Morne National Park. Given the concentration of marine infrastructure and traffic passing through to Labrador, the sub-region now faces new opportunities to expand its services to accommodate mobile visitors. This potential is exacerbated by proximity to the Deer Lake regional airport.

Community Accounts depicts the Gros Morne-Plum Point study area as having 3570 private dwellings, of which 90.5% are privately owned.¹⁷³ The average cost of major payments related to shelter for home dwellers in the area in 2006 was \$425 for owners and \$490 for renters in the region compared to \$645 and \$570 provincially, indicating a relatively low housing cost as a regional asset.¹⁷⁴

Natural Assets

The beauty of Gros Morne National Park and the Long Range Mountains are world-class natural assets located within the sub-region. The parks and natural areas located in the Gros Morne-Plum Point study area are a tremendous tourism asset, as over 190,000 people visited the area in 2013.¹⁷⁵ Many businesses rely on the natural beauty of Gros Morne such as boat tours that sail through the glacier carved valleys.¹⁷⁶ Within the area lies several other natural assets that may turn into future economic assets. Potential opportunities include: mushroom harvesting, birch syrup

¹⁷² Lamswood, "Trails, Tales and Tunes Festival 2007-2009: Community and Business Impact Study,"

¹⁷² Shane Flynn, "Great Northern Peninsula Forest Network," Presentation, Model Forest of Newfoundland and Labrador, Red Ochre Regional Board Inc., and Nordic Economic Development Corporation, January 19, 2010.

¹⁷³ Community Accounts, "Economic Zone 7 Profile."

¹⁷⁴ Ibid; housing statistics reflect 2006 data. More recent data is required to reflect current conditions. Major payments include mortgage or rental payments as well as costs of electricity, heat and municipal services.

¹⁷⁵ Fisheries and Oceans Canada, "Ecosystem/Socioeconomic Overview Report."

¹⁷⁶ Lamswood, "Trails, Tales and Tunes Festival 2007-2009: Community and Business Impact Study,"

production and wreath making from local greenery and foliage.¹⁷⁷ Similar to the region's forestry assets, fishing assets in the Gros Morne-Plum Point area have diversified from cod to include shrimp, lobster capelin, herring, scallops, crab and squid.¹⁷⁸ To illustrate data for natural assets such as biodiversity that could not be readily obtained from available sources, the research team relied on the presence of outfitters to identify when natural assets were being utilized. There are approximately 20 outfitters in the area that specialize in big game or aquatic hunting/fishing as well as multiple firms offering tours that showcase the beauty of the natural landscape.

Overview of the Gros Morne-Plum Point Study Region

The Gros-Morne-Plum Point sub-region offers a unique set of assets that reflect the social and natural characteristics present in the region. The presence of Gros Morne National Park provides the base for a host of businesses that contribute to a strong tourism industry capitalizing on both the natural and cultural beauty of the area. The area's scenery is complemented by key social-cultural organizations and events, most notably 'Writers of Woody Point' and 'Trail, Tales, and Tunes'. Further, the area is home to many small businesses, primarily related to the services but also natural resources. These economic assets are supported by strong marine infrastructure (ports and harbors) as well as proximity to the Deer Lake airport and the Trans-Canada Highway.

Assets of the Region as a Whole

The HNPSL study region, particularly those areas beyond the Deer Lake to Corner Brook corridor, are often viewed as problematic from a regional development perspective that emphasizes conventional economic and demographic indicators. While the real challenges that these indicators and trends suggest cannot be ignored, the asset mapping approach employed in this report tells a different story. Based on an asset-based approach to regional development, this analysis highlights extensive small business communities throughout the region, along with rich amenities drawn from the region's incredible natural beauty and powerful sense of place created by local ways of life, historical connections and social ties. These amenities contribute to a vibrant tourism sector as well as resident quality of life. The region offers a relatively low cost of living, access to key health and education services, recreational and artistic opportunities and facilities for families, youth and seniors.

Heritage was a theme repeated throughout our analysis. In particular, the region boasts three world heritage sites along with numerous historical sites featuring indigenous, Viking, Basques and French history as well as the experiences of early settler life. Entrepreneurs, community and regional organizations, such as the Great Northern Peninsula Heritage Network, are working to pursue development

¹⁷⁷ Shane Flynn, "Great Northern Peninsula Forest Network."

¹⁷⁸ Dean, "L.J., Great Northern Peninsula Fisheries Task Force."

opportunities that build on these cultural assets, including experiential tourism but also other related products (e.g. Conche tapestries, Dark Tickle and Labrador Preserves).

Natural resources, including not only scenery but also fisheries, with a diverse range of species opportunities, timber and non-timber forest resources, minerals, and agricultural potential were also highlighted. Again, private firms, social enterprise and cooperative organizations such as SABRI, Labrador Fishermen's Union Shrimp Co. and most recently the Western NL Developers Co-operative, have all played an important role in pursuing local benefits from these resources. More can be done to harness this potential to enhance community and regional sustainability. Indigenous peoples organizations have a growing role in natural resources management and development governance in the region, together with 54 municipalities, multiple of non-government, and provincial and federal agencies.

Finally, transportation routes are key assets of the region. Ports in Corner Brook and St. Anthony support international imports and exports, 49 harbours provide critical infrastructure for fisheries and tourism sectors, the TransCanada Highway and Highway 430 connect the region with the rest of the island and with Labrador and mainland Canada. Deer Lake airport has seen its traffic nearly double over the past decade, becoming Atlantic Canada's fourth busiest airport.¹⁷⁹ Continued improvements and expansion of transportation and communication infrastructure promise increased regional opportunities, including opportunities to increase visitation, more efficient transportation and for residents to participate in employment in other provinces and abroad. Mobile work (e.g. workers travelling to Alberta, Churchill Falls and projects elsewhere in the province) was raised as both a challenge and an opportunity for all sub-regions and as a topic requiring further investigation.

Despite these commonalities across the region, each sub-region has a unique set of characteristics to be celebrated and that contribute to economic opportunities and commitment to place. The sub-regional asset inventories provided in Appendices B through D and summarized above provide an overview of the bundle of assets each local area has to build upon.

IV. KEY STAKEHOLDER CONSULTATIONS

As part of this initial exploratory phase of asset mapping, the research team consulted with key stakeholders in each of the four study areas. The purpose of these meetings was three-fold: to seek input on potential missing reports and/or local insights to ensure the most robust inventory possible; to better understand the perceived benefits of conducting an asset mapping initiative in a specific region; and to determine potential opportunities, directions and collaborations for future

¹⁷⁹ Deer Lake Regional Airport Authority. "Airport Ends Year With Modest Growth" (Accessed 12 June 2014).

phases of the study. The research team presented some literature on asset mapping and the project findings to date and participants were provided with a copy of the draft asset inventory compiled by the research team to allow local insight into the relevance and comprehensiveness of the data. Some participants then returned their edits to the team to update the inventory. Participants also suggested additional reports that studied regional assets and would contribute to the project's data.

The meetings proved to be valuable for identifying missing data and key focus areas for future phases. Several key sources of information participants suggested include an ongoing inventory of tourism-related data (TDMS) led by the provincial department of Tourism, Culture, and Recreation that will be used to assess the capacity of the industry and potential for expansion. In general it was suggested that government departments have copies of many related reports that would be useful to obtain, digitize and make widely available, particularly with the loss of REDBs. Another noted source is the Integrated Coastal Zone Management website, early 2000s coastal resources inventories, reports created by Adam Anderson that detail coastal features such as harbours and other infrastructure as well as those by Atlantic Canada Action Program. During the session in Corner Brook, a representative from Qalipu Mi'kmaq First Nation Band discussed several ongoing projects the band has created including a member skills inventory, economic development strategies, and land-use documentation. Each project can provide greater insight into the assets of not only Qalipu members but also the region as a whole. Participants also suggested working with the provincial Rural Secretariat to better understand the region's social capital and socioeconomic characteristics. Others suggested reports pertaining to their sub-regions or individual communities, which have been recorded for future analysis. It was also suggested that the team use the Public Sector Accounting Board as a source of information, particularly inventories of municipalities' Tangible Capital Assets (infrastructure, value of assets, etc.).

Participants also highlighted particular regional strengths that had not been raised in data collection, such as growing cruise ship visitation in Woody Point, the use of Deer Lake as a hub for mobile workers and openness to regional collaboration on the Northern Peninsula. A feasibility study into the potential formation of a new regional municipality from Anchor Point to Eddies Cove East was provided as an example. These communities already share fire services, provided by the Straits Volunteer Fire Department through The Northern Peninsula Regional Service Board (NorPen) as a provincial pilot project. St. Anthony area participants also emphasized the resourcefulness of their population, the beauty of their harsh environment and the importance of transportation and communications infrastructure, noting both recent and anticipated improvements in these built assets.

Consultation participants identified the following potential benefits from the asset mapping study:

- Source of information on assets (or lack thereof) in a region as a tool for attracting immigrants and potential entrepreneurs;

- Insight into changes such as changing business presence and ownership as well as the changing labour force, if updated periodically over time;
- Means of allowing towns to see the big picture and find ways to collaborate with each other based on the strengths of each community and the region/sub-region as a whole;
- Data source for town councils and development associations to use when planning and developing policies and initiatives; and
- An aid for developing tourism strategies as tourism initiatives do not happen in isolation of community assets. Similarly, a whole assets inventory could be drawn upon for development strategies in other specific sectors.

It is important to note that each sub-region differed in their overall perception and attitude towards the value of an asset mapping study. For example, while Southern Labrador could see value in the output from a community planning perspective, the local stakeholders felt there was a lack of capacity in the region to develop strategies and to utilize this information to create opportunities in the area. The group explained that the key movers and shakers in the region were tapped out and that capacity was becoming a huge issue. The group stressed the importance of assistance with analysis and strategic planning as next steps in this process, suggesting that organizations such as the Rural Secretariat and Combined Councils of Labrador could play a role.

Participants in the Greater St. Anthony Area also expressed concern over the lack of capacity to take full advantage of the information that could be available to them but saw value nonetheless in compiling and continuing to update a comprehensive picture of the strengths and assets of the region, noting many of the potential benefits listed above. Nortip CBDC, who maintains the website inventory www.northernpeninsula.ca also noted the potential to link the site with the asset mapping project to create a broader, publicly accessible tool that could be used to expand and attract new businesses.

Drawing on their experience with the Blueprint, Gros Morne-Plum Point participants emphasized that the inventory, in and of itself, would not be sufficient as an economic development tool. An asset tally would not be useful. The value of the assets to the local region is the key discovery. This requires further insights and an in depth understanding of the associated capacity and significance of each asset.

Finally, in the Humber-White Bay region suggested several new sources of information. Furthermore, participants suggested future phases could be completed in partnership with RDAs in the region as well as larger provincial organizations conducting similar research (e.g. TCR). Participants agreed that a GIS-based tool map would be very beneficial if made available to the public once the database was more inclusive. Finally, there was discussion about the potential of including the southwest coast as well in such an initiative to present a more complete west coast picture.

Various participants suggested ideas that could contribute to future phases of the asset mapping initiative. A key suggestion is to include additional detail on firm, municipal or organization-level capacity (e.g. number of rooms in a hotel, number of non-profit agency staff, amounts of available land or level of municipal infrastructure in each town) in the asset inventory. This would allow greater insight into the value of identified assets and the region's total potential for growth. Across all regions participants urged further insight and investigation of labour market patterns (e.g. demographics/mobility) as both a potential threat and opportunity for their regions.

All stakeholder groups stressed the importance of ensuring the information is current, complete, and accessible. A final suggestion was to incorporate the asset inventory into an interactive database/map that is available to the public. Such a database would be useful to understand the region's potentials as well as areas for new development on an ongoing basis.

Given the community-driven nature of asset mapping, participants suggested that partnering with local actors could be of benefit to the project's progress. There was some debate whether these partnerships should include community or region-level actors. From a community perspective, where the capacity exists to do so, individual municipalities could lead their own initiatives and contribute to the project. From a regional perspective, identified potential partners include the Rural Secretariat councils and regional planners, CBDCs, Development Associations, as well as Qalipu and NunatuKavut governments. Regardless of partnership details, participants largely agreed that the inventory/database would benefit from being contained at an institution such as Grenfell Campus where resources could be compiled, maintained and made publicly accessible.

V. DATA GAPS & LIMITATIONS

Mapping a region's assets often helps community members and leaders, as well as policymakers visualize the availability of assets and the potential those assets provide when they are connected and mobilized. While asset mapping is a powerful tool, its resource and demands are often extensive and supporting data may not be readily available. The authors collected data pertaining to regional assets from a wide variety of sources, however several underlying data gaps and resulting limitations of this asset mapping study should be noted.

One limitation of this study was that some of the information collected, from available business directories for example, while relatively recent was not current. For example, while the Western Newfoundland Business Directory provided by Grenfell Campus' Navigate Centre was from April 2014, data collected from other business directories originated from 2012. As such, the asset inventory was compiled on a mixture of current and slightly outdated data. Similarly, much of the indicator data provided by economic zone on Community Accounts is dated, in some

cases over ten years old. Further efforts should include seeking updated figures wherever possible through Statistics Canada and/or NL Statistics Agency.

Second, the available data was uneven across the four sub-regions. Although the study was able to access multiple relevant documents from the Red Ochre Regional Board Inc. and the Nordic Economic Development Corporation, available documents from other REDB zones were limited in number. This study was only able to obtain and analyse a small number of documents from the Southeastern Aurora Development Corporation, Labrador Straits Development Corporation, and the Humber Economic Development Board. Similarly, due to previous related research in two of the sub-regions by research team members, the team has access to a database of non-profit organizations in the Nordic/Greater St. Anthony and Labrador Straits areas; however similar information was not readily available for other study areas. Further asset mapping efforts would require further research to fill these gaps.

A third limitation of the study was the lack of data available through the study's collection methods for particular types of assets outlined in Appendix A: the coding guidelines. This includes more intangible assets such as open space and aesthetic resources, for example, as well as intangible cultural heritage. Specific personal assets of residents, including their skills, interests and experiences also require further attention.

Relating to built assets more information is needed on housing mix, including housing for seniors and affordable housing, as well as municipal infrastructure (suggested as an added category for future efforts) and the quality of internet service and other built infrastructure. An important asset identified in the consultation process is empty buildings that have the potential to be purchased and converted into new uses. Two key examples are vacant churches and closed schools. While Community Accounts does provide some data on the latter through its community profiles, the research team was unable to capture the information in this phase. Furthermore, inactive churches are not typically included in directories or other sources drawn upon in this study. Using local knowledge would be essential to determine which of these vacant facilities remain and if they have been or have the potential to be re-used.

With respect to economic assets further data would be useful on philanthropy as well as indicators such as percent self-employment, patents, and presence of business support programs. Finally, the current data on economic assets pertains solely to businesses. Future expansion of the data should include some discussion on assets pertaining to the hidden/subsistence economy of the study region, such as unpaid labour (e.g. "housework, gardening, helping out friends or family") and non-market transactions (e.g. "exchanges with neighbours, friends and family", harvesting of wood, hunting, fishing) as well as the value of the non-profit sector.¹⁸⁰

¹⁸⁰Monash University, "ABCD Resource Kit: Section 3-Project Overview, Section 4-Community, Section 5-Working with People as the Primary Resource."

To collect such information, methods such as focus groups, surveys and interviews would have to be conducted with individuals from each of the four study areas in addition to further literature review. One approach to collecting additional data pertaining from existing literature would be to examine community-level sources such as websites for specific municipalities, Integrated Community Sustainability Plans (ICSPs) or previous community-specific studies. Due to the nature of Phase I of this study, data collected focussed on data sources that were regional in nature. Future phases of this study could include collection and analysis of ICSPs, municipal inventories of Tangible Capital Assets and other community-specific sources relevant to the study region.

Finally, as with other categories of assets an adequate understanding of the region's assets requires information beyond the presence of numerous species or mineral resources, for example. Future asset mapping should explore those natural resources that are highly valued and/or offer opportunities in the region as well as their status and related challenges/threats.

Due to these limitations, this study was unable to fully assess the assets or 'capital stock' in the study region. The absence of qualitative data prevents a holistic view of certain assets, most notably human (in terms of personal skills and motivations), natural (aesthetics, for example), and social-cultural assets. Further consultation would also assist with checking the accuracy of current data and providing a better understanding of what assets are most valued in the region. A study that sought to assess the capacity of the region through its capital and mobilizing structures (outlined above) may employ methods that are more community-driven in nature.¹⁸¹ Through partnerships with existing regional organizations, more work can be done in future phases to make the project more compliant with the capacity driven community development approach advocated in the ABCD literature.

Overall, this study's process of creating an asset inventory (identifying, categorizing, and cataloguing assets) was consistent with methods accepted by asset mapping literature (as step 1 of the Whole Assets Approach for example). It is clear, however, that further asset identification must include more involvement and input from community groups to ensure sufficient data collection and buy-in for future phases. As the project matures, researchers and community partners can engage in further discussion about asset supports, threats, opportunities, and sustainability to better understand directions for moving forward. Further, additional data will be needed in following stages to better assign spatial data to the existing inventory. This will be essential if the existing data is to be paired with GIS software to produce an interactive asset map.

¹⁸¹ Beckley et al. "Multiple Capacities."

VI. CONCLUSION & NEXT STEPS

Conducting asset mapping initiatives and creating an asset inventory can have a range of benefits for both community leaders and residents. Through the presentation of a broad collection of assets unique to a region, community leaders can identify and design community development strategies well suited to the region's particular set of assets.¹⁸² In addition, asset mapping practices help draw attention to existing resources that can be reallocated to address key challenges.¹⁸³

Sessions with locals of each study area and key informants also enabled the research team to collect feedback on locals' opinions on initial report findings, asset-mapping methodologies and initiatives to-date. Key stakeholders shared similarities but also diverse perspective across the four sub-regions. Next steps must further consider the diversity of challenges and opportunities being experienced in each area.

The early signs of success of the Blueprint discussed in the introduction acted as a catalyst for this study. Although the Blueprint is still being implemented, there are some lessons to be learned and insights to be gained that should be taken into account when contemplating the future of the current asset mapping project. From discussion with key participants responsible for the implementation of the Blueprint, the following factors appear to be very important criteria in realizing the potential of asset mapping outputs: local value must be attributed to each asset identified; analysis of the assets' potential, identification of priorities and the development of key strategic directions are imperative steps in the process; capacity in the region must be a major consideration as governance (e.g. Advisory Board) and dedicated human and financial resources within the region are essential to ensure effective implementation of the key strategies.

While the asset mapping initiative has compiled a notable amount of data from NL's west coast, there is still a wealth of information and reports available for analysis. Should the project continue and mature, the maintenance of the asset inventory will become essential to upholding representations of the region's contemporary context. A key resource for collecting and using this data is the local knowledge provided by community partners willing to move the project forward from a grassroots perspective. Recognizing unique community assets and celebrating differences can be an empowering activity for community leaders and volunteers operating in locales that often encounter social and economic challenges.

While Phase I of this study offers insights on the asset base of the HNPSL region, we offer several recommendations pertaining to the direction additional research and analysis should take. The following is a list of recommended steps for any future phases of this asset mapping project:

¹⁸² Wong, "Creating an Inventory of Community Assets."

¹⁸³ Ibid.

1. Discuss potential uses and clear objectives for future asset mapping and development of related information tools.

To make the most of asset mapping participants must be clear on why the map is being developed, its purpose and what will happen with the information gathered.¹⁸⁴ This purpose and intent will also guide the questions asked and data gathered. Further discussion is needed between ACOA and other project partners to set clear objectives before moving forward with future phases of this work.

2. Consider diversity between regions.

A one-size-fits-all approach to asset mapping may not be appropriate for all regions in the study area. The capacities within each region, along with local perceptions of asset values must be considered. For example, in our discussions Southern Labrador stakeholders focused mainly on crafts and heritage. Greater St. Anthony stakeholders focused on diversification of the fishery and heritage. Gros Morne-Plum Point area stakeholders focused on arts and heritage. Humber-White Bay stakeholders focused on tourism and agriculture. Given the capacity limitations identified in some regions, a whole asset approach may not be a useful starting point for working with stakeholders to further advance this initiative and, more importantly, development within the HNPSL region. Rather, specific targeted inventory efforts focused one or more of these themes in one or more of the four sub-regions, similar to the approach taken with the Cultural Blueprint, may be an appropriate next step. Local leaders should be further consulted and engaged in the initiative before finalizing the selected focus and approach.

It should be noted that heritage was one uniting theme and asset type cutting across all, and particularly three, of the sub-regions. Stakeholders recognized that, while including unique local features, heritage is not delineated by formal regional boundaries and must be seen as a larger regional asset, particularly for the purposes of marketing the area as a tourist destination. As a result a more detailed inventory of heritage resources across the HNPSL region could be a viable and worthwhile future effort. This could be undertaken in partnership with the existing Northern Peninsula Heritage Network, an organization that spans two of the four study sub-regions, is active with some organizational capacity and has undertaken similar work related to their member sites.

3. Collect further asset data to fill identified data gaps.

In accordance with set objectives, as noted above, Phase II of the study should conduct further data collection via extended literature review, GIS data point gathering, surveys and/or interviews, and focus groups with local

¹⁸⁴ Central Coast Community Congress Working Party. "Making Headway: Building Your Community: How to Get Started: An Asset Based Community Development Tool Kit." Australia (2003).

residents and community leaders of each of the four study areas. To fill in data gaps, efforts should also include data collection pertaining to specific intangible assets and the skills, knowledge, attitudes and motivations of individuals. This could be undertaken by beginning with a particular asset category and/or one or more of the sub-regions in this study to further refine the target data, methods and sources.

4. Create an online interactive inventory of regional assets for members of the region to access.

To ensure community members access to the asset inventory, GIS consultants and web programmers should be hired to create a visual and interactive depiction of the regional assets. This could be done in concert with GIS professionals at Memorial University and/or College of the North Atlantic (planning is underway for a regional GIS system at Grenfell campus). Potential partnerships with these agencies should be explored as well as with sub-regional hosts of related websites (e.g. southernlabrador.ca, northernpeninsula.ca), existing online data systems (e.g. Community Accounts, Nature Atlas Parks and Natural Areas Division, online GIS data, GeoScience Online) and other related tools that may be drawn upon such as the Branch cultural resource mapping tool (<http://branch.culturalheritageresources.ca/>).

Linked to the proposed GIS tool, MUN's digital archives are currently available to the university as well as the public. We recommend that Grenfell Campus, together with the Memorial University's Research Repository, and provincial and federal partners explore the potential to create a west coast regional development collection to house current and past reports related to regional development such as those reviewed for this study. This would help to reduce future duplication of research effort, resulting in more cost effective asset mapping and planning exercises. During this stage, communications plans should be developed to assist with the dissemination of asset map findings and any new or expanded online tool(s).

5. Plan for inventory maintenance and accessibility.

The frequency of which the inventory information is updated must be decided (e.g. revisited every two to five years, with opportunities for individuals and/or organizations to add to and update it over time). The currency of the information is very important. Consideration must also be given as to which individual, group or entity could be responsible for this maintenance. Further, hosting and accessibility of this information must be determined.

6. Conduct assessment of the asset base to provide deeper understanding of the driving factors of the regional economy and its potential.

To capture this level of in-depth local knowledge, the study must capture three additional types of data: 1) “local leaders’ perspectives on the value of regional assets to their operations; 2) the linkages between regional assets; and 3) the underlying business culture of the local community.”¹⁸⁵ As stakeholders explained, the project will need to move beyond an inventory of existing assets to an examination of the value and state of these assets to fully understand their potential and for stakeholders to prioritize and move forward on related development initiatives.

¹⁸⁵ Kemper and Levine, “Illuminate: Asset Mapping Roadmap – Guide to Assessing Regional Development Resources,” 9.

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