

Community Economic Development Assessment and Action Initiative (CEDAAI)

An assessment of Community Economic Development (CED) opportunities for communities

Deer Lake, NL

Session 1 Report

Date: November 1, 2017



A Project of:



Funded by:



Developed by:



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Introduction

(A brief description of the main themes, observations and conclusions highlighting areas that scored high and low)

Background

The **Community Economic Development Assessment and Action Initiative (CEDAAI)**:

- takes a snapshot **assessment** of the business-friendliness, and community and economic health using the perceptions of key community stakeholders using a short survey¹ and focus groups in a community meeting (**Session I - Assessment**),
- helps a community **focus** on strategies or actions for improvement (**Session II – Focus and Action**), and
- assists in launching the community into **action**.

Many communities are worn out by long consultation processes and complicated research reports. The CEDAAI uses a unique survey, simple graphic reports, and two short, productive community meetings to gauge the community's capacity for supporting entrepreneurs and maximizing economic and community assets.

Municipalities Newfoundland and Labrador (MNL), with funding support from the Government of Newfoundland and Labrador, and the Government of Canada, has partnered with the Centre for Innovative and Entrepreneurial Leadership² (CIEL – www.theCIEL.com) to develop CEDAAI.

An invitation-only CEDAAI **Assessment Session** was conducted on November 1, 2017. A sampling of local businesses, community leaders and others representative of the community³ participated in a two hour community meeting, involving a survey and focus groups. A follow-up **Focus&Action Session**, open to all community members, is being held on March 20, 2018. At this session results will be shared with the community and possible actions for improving community and economic vitality will be decided upon. Because the results will be driven by the community, there is more opportunity for harness federal, provincial and other resources.

CEDAAI is unique in that it also involves two neighbouring (or partner) communities jointly coming up with strategies to create economic and community synergies. A joint follow-up is typically held between leaders from the two communities after the **Focus and Action Session** to determine if joint strategies or actions can be followed between the two communities (See more on CEDAAI process in Appendix D).

¹while also providing a reality check by looking at the statistical picture of a community - See Appendix A

²CIEL has worked with successfully with many rural communities across Canada, the US, and Australia on processes that bring out the best in communities and harness the rich - and often, hidden resources - within them.

³See Appendix E for Attendance List

What's Measured in the CEDAAI?

Entrepreneurial Energy

- Can we harness our ideas and energy?

Investment and Natural Assets

- Do we have the right mix of capital and talent?

Cooperative Advantage

- Are we cooperating for maximum benefit?

Institutional Capacity

- Do we have the necessary infrastructure and institutions?

Connectors and Champions

- Do we have the necessary linkages to make things happen?

Community Vitality

- Are we attractive to existing residents and potential newcomers?

Attitudes

- Are we committed to building a positive future?



Benefits of the CEDAAI

- Quick & cost-effective
- Provides easy-to-read reports
- Engages businesses and leaders
- Communities, not consultants, set priorities & realistic actions
- Encourages collaboration with neighbouring communities, a necessity in today's economic environment
- Helps to leverage resources
- Identifies key community strengths assets, gaps & resources
- Complements other processes like strategic planning, Business Retention and Expansion, and Opportunity Management processes
- Lists & ranks possible actions for communities to choose from
- Conducted by objective outside facilitator
- Builds capacity & networks in the community
- Provides an important benchmark for the community
- Helps link an accurate Assessment to Action through CIEL's proven 3-stage process: *assess-focus-act*.

What Other Communities Have Done

As a result of the processes like CEDAAI administered by CIEL, other communities have undertaken some of the following things:

- downtown revitalization strategy
- community re-branding
- training and financing for young entrepreneurs
- buy-local campaign
- creating a community foundation
- creating a unique annual festival
- ecotourism development
- community artisans' gallery
- customer service training
- joint marketing
- improve telecommunications

Principles of CEDAAI

- Communities know best
- Communities must harness their untapped human resources & energy
- Communities must become more self-reliant
- Small steps/actions to build capacity are recommended
- Process is better when it's inclusive
- CEDAAI is not a substitute for community planning
- Communities be better off if they work in a regional context partnering with their neighbours
- Perceptions are powerful. Measuring and communicating them is a key to jump-starting a community to action

Executive Summary

The **Community Economic Development Assessment and Action Initiative (CEDAAI)**:

- takes a snapshot **assessment** of the business-friendliness, and community and economic health using the perceptions of key community stakeholders using a short survey⁴ and focus groups in a community meeting (**Session I - Assessment**),
- helps a community **focus** on strategies or actions for improvement (**Session II – Focus and Action**), and
- assists in launching the community into **action**.

The Community Sponsor, the group in the community which agreed to organize the process, for the Deer Lake CEDAAI was the Town of Deer Lake. Economic Development Officer/Town Planner for the Town of Deer Lake, Damon Clarke, invited participants⁵ to a CEDAAI **Assessment Session** on November 1, 2017.

13 participants – a cross section of local businesses, community leaders and others representative of the community - participated in a two hour **Assessment Session**, involving a short survey and focus groups. A follow-up **Focus&Action Session**, open to all community members, is being held on March 20, 2018.

Municipalities Newfoundland and Labrador (MNL), with funding support from the Government of Newfoundland and Labrador and the Government of Canada, has partnered with the Centre for Innovative and Entrepreneurial Leadership (CIEL – www.theCIEL.com) to develop CEDAAI and pilot it in Deer Lake and Reidville, NL.

This report summarizes the results of the **Assessment Session**.

Recurring Themes

- The community sees itself in a very positive way – Hub, Growing, Central, Organized/Ready/Progressive, Creative/Vibrant, Proactive/Leader
- Hub/Location, Airport and Beach/Lake were seen as greatest strengths/assets of the community
- Tourism around Lake/Beach, Agriculture (including Farmers’ Market) and Retail Business/Services are seen as the biggest undeveloped economic opportunities
- We need to get people off the highway (interrupt “drive-through” mentality)
- Need to create/revitalize Downtown core
- Airport provides unexplored possibilities
- There are many available business and retail opportunities and business niches
- Our history is rich and provides unexplored opportunities
- We need to take advantage of our location as a critical “Hub”
- The Lake provides many tourism and development possibilities

⁴while also providing a reality check by looking at the statistical picture of a community - See Appendix A

⁵ see Appendix E for Attendance List

- We currently do not embrace and support the arts. We are missing out on an opportunity
- Chamber needs to be revitalized
- There are possibilities for farmers' market and other agricultural opportunities
- There is an appetite to partner with neighbouring communities
- We should be creating an entrepreneurial culture (e.g. training, including young people)
- Council needs to be a key player in driving engagement

Focus Groups

Question 1 – Underdeveloped Opportunities

What are underdeveloped opportunities (business, economic development or for the community in general) in the community or region?

Groups were asked to brainstorm the community’s underdeveloped economic (or community) opportunities. Following the exercise, groups were asked to put (an) asterisk(s) next to the idea or ideas that there was most potential and energy around (indicated by asterisk).

Group 1

- **Retail***
 - Clothing
 - Family restaurant (meal, drink)
- **Downtown core – revitalize***
 - Railway History
 - Proximity to PowerHouse
 - Encourage period-type construction
- **History***
 - Not fully exploited
- Tourism
 - Beach restaurant/rentals
 - Sports tourism – Schwartz Park
- Agriculture
 - Ag. Exhibition Grounds
- Arts
 - Theatre/Stage
- Partnerships
 - MUN
 - Private sector

Group 2

- **Interrupt the drive-through mentality***
- Land
 - Retail
 - Plan – Downtown
 - Expansion (Pynn’s Brook?)
 - Linkages through trails, bridges, parks, natural habitat
 - User groups
 - Age-friendly communities
 - Attract young families
 - Tourists

- Retail opportunities – residents are looking for
- Weak Chamber of Commerce
 - Revitalization
 - Local marketing
 - Highway signage (limitations, what is it?)
 - Social media advertising
- Lake recreation
 - Beach access
 - Boat launch/marina

Question 2 –Improving the Climate for Business

What are the things that can be improved upon (within community's control) to help businesses in this community?

Groups were asked to brainstorm the things which could be improved upon to help businesses in the community. Following the exercise, groups were asked to put (an) asterisk(s) next to the idea or ideas that there was most potential and energy around (indicated by asterisk).

Group 1

- **Engagement***
 - Council
 - Community
 - Buy local
- Facilitate land access/zoning/usage
- Transparency
- Agriculture
 - Political will
 - Food security
 - Animal feed
 - Raw material
 - Weed production??
- Reduce business start-up risks/ costs (cost share?)
- Business networking
 - Local markets
 - Identify gaps
 - Entrepreneurial coffee break

Group 2

- **Create rental properties to house businesses***
- **Forum to share ideas... venue for business discussions***
- **History...get young people involved, learning.... Build history into festival and events***
- **Airport partnership***
 - MOU

Question 3 –Working Better with Partner Community

How can we better work with our neighbours to jointly develop our communities?

Groups were asked to brainstorm the partnership opportunities with neighbouring community. Following the exercise, groups were asked to put (an) asterisk(s) next to the idea or ideas that there was most potential and energy around (indicated by asterisk).

- **Regular open dialogue***
- Joint festivals
- Pursue regional Fairgrounds
- Collaborative tourism partnership

2. Describing the Community in Three Words

(Group words with similar meaning together eg. beautiful, pretty, scenic.)

Positive		Negative	
Word(s)	Count	Word(s)	Count
Hub	7	In Need	1
Growing	6		
Central	5		
Organized/Ready/Progressive	4		
Creative/Vibrant	3		
Proactive/Leader	2		
In progress/upward	2		
Active	2		
Total count	33	Total count	1
Ratio, positive to negative: 33:1			

Other positive words with one response:

- Supportive
- Natural Beauty

Neutral words:

- Aging
- Underutilized



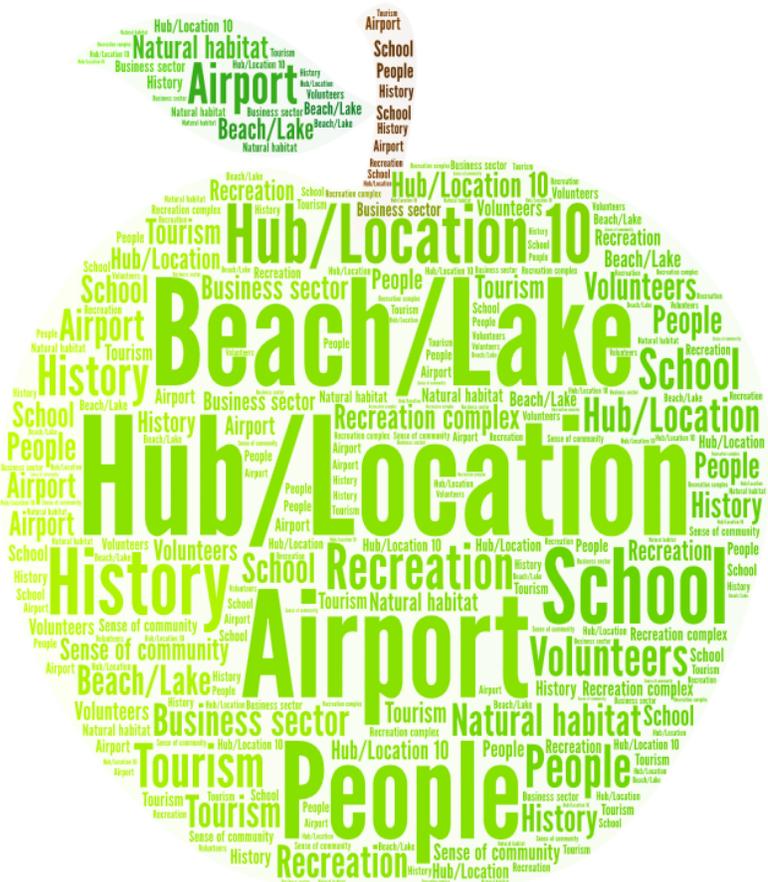
3. Strengths and Assets of the Community

(Consider listing only those with more than one mention. Group similar strengths together, e.g. wilderness, outdoors, outdoor recreation)

	Count
Hub/Location (e.g. Gateway to Northern Peninsula and Coast)	10
Airport	7
Beach/Lake	4
People	2
History	2

Other strengths/assets with one response:

- School
- Recreation
- Natural habitat
- Business sector
- Volunteers
- Sense of community
- Recreation complex
- Tourism



5. Ways the Two Communities Might Partner to Better Develop the Communities.

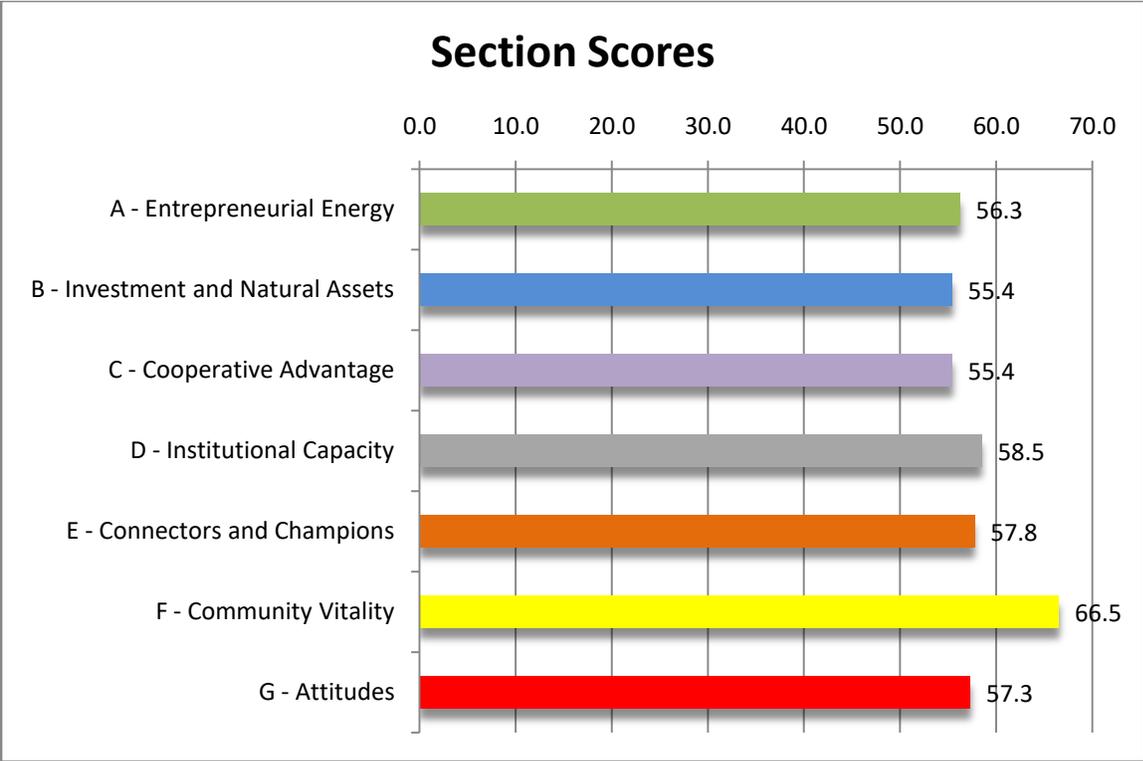
(Consider listing only those with more than one mention. Group similar things together)

	Count
Sharing resources, financial and municipal services	3
Sharing human resources	2
Collaborative approach to regional projects/events (e.g. Agricultural Grounds, place for Fall fair, farmers market)	2
Joint meetings (e.g. between councils) for idea generation and bringing interests together	2

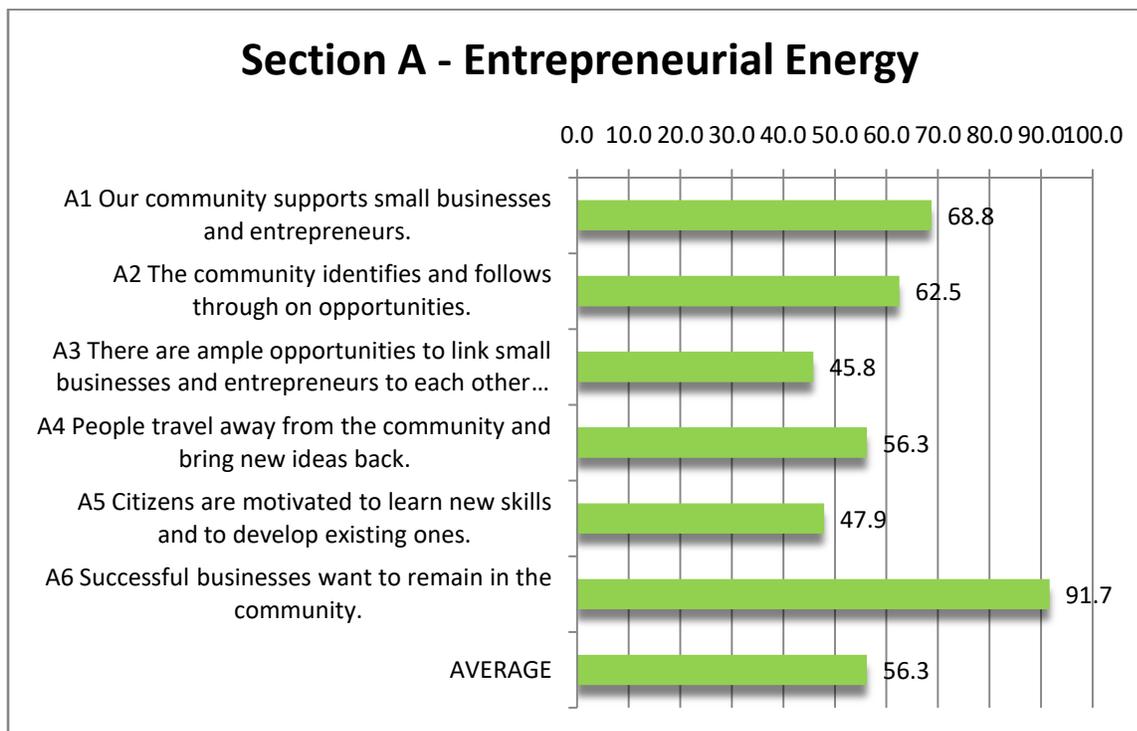
Other ways the two communities might be able to partner to better develop our communities with one response:

- Land development
- Group funding
- Dual marketing
- Wood products manufacturing (e.g. furniture and prefab homes)
- Joint economic development
- Agriculture
- Clear focus on shared regional items/interests

6. Section Scores



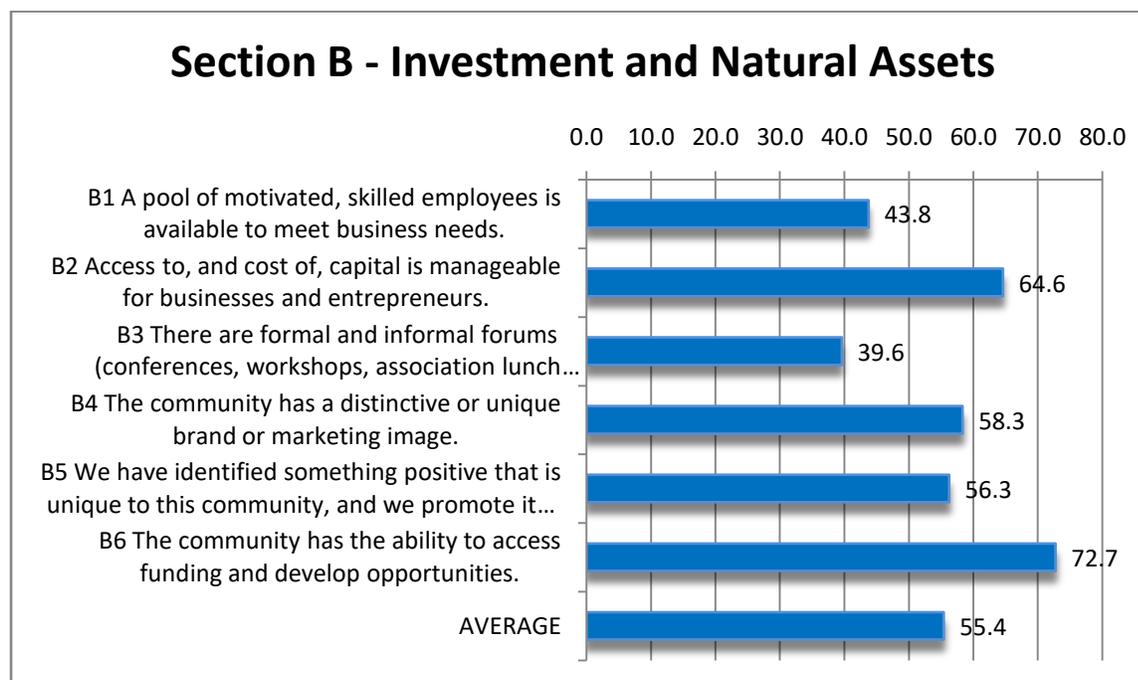
7. Section A: Entrepreneurial Energy—Individual Question Scores



Transcribe the open-ended question about strengths and improvements into a table:

Strengths	Needs Improvement
Service hub for several communities, extending to White Bay and into Rocky Harbour/Cow Head (all of GrosMorne area)	Linking the business community together (e.g. Chamber of Commerce)
Entrepreneurial spirit	Engage youth as entrepreneurs
Supporting each other/People working together to achieve a common goal	Adapting to change from the younger population
Currently have folks from the community on town committees	A motivated, positive private sector

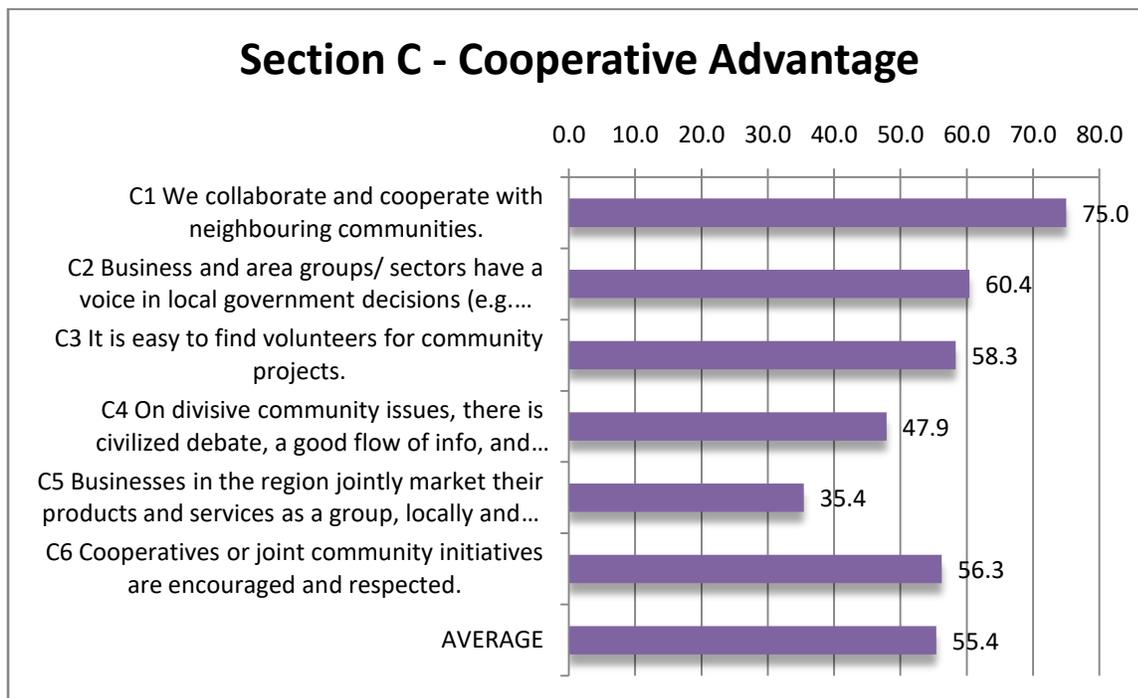
8. Section B: Investment & Natural Assets—Individual Question Scores



Transcribe the open-ended question about strengths and improvements into a table:

Strengths	Needs Improvement
Location	More encouragement at younger level for people to become entrepreneurs
Forestry	Giving opportunities for more professional development through workshops and conferences
Agriculture hub (dairy, veg/meat/eggs)	Utilizing talent that moved back home to resettle (no opportunities or community networking channels)
Natural assets: river, lake	
Unique brand	
Airport	
Trained workers from other areas of Canada	
Trails, beach, Power House (Main Dam Canal)	

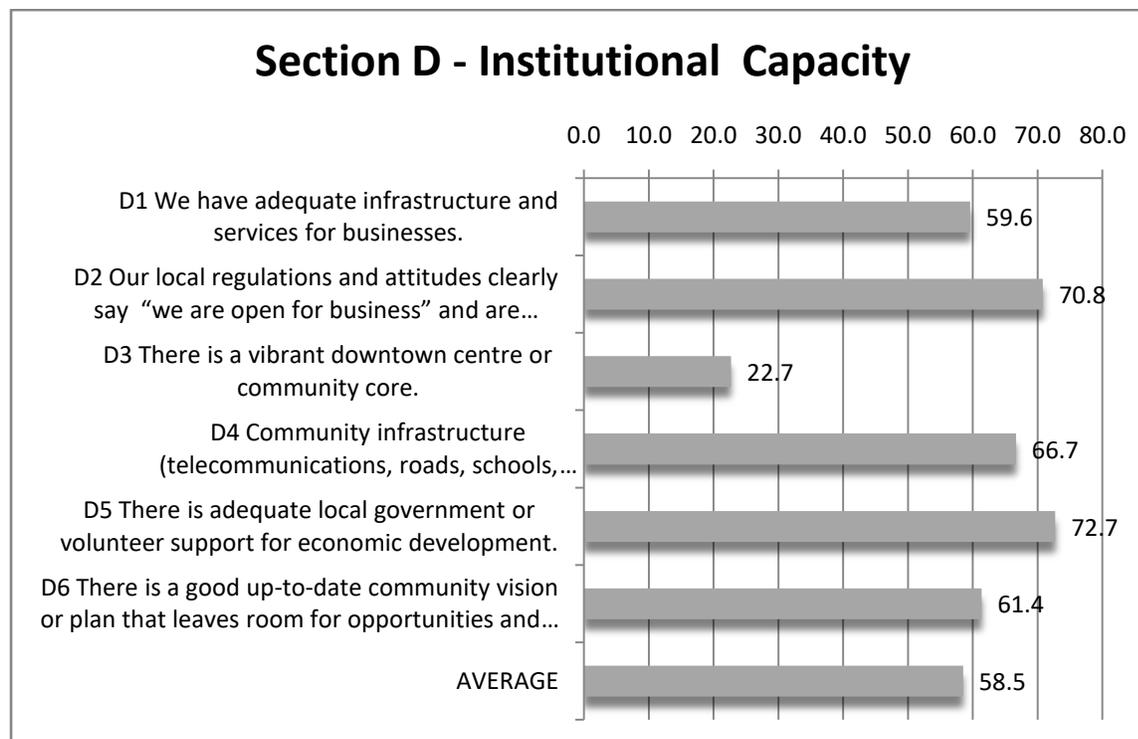
9. Section C: Cooperative Advantage—Individual Question Scores



Transcribe the open-ended question about strengths and improvements into a table:

Strengths	Needs Improvement
As a service centre, we are used to working/living with people from other areas	Better information flow and related actions
Finding people to help	Recognizing those who are committed to the betterment of our community
Number of people willing to volunteer	Organizational committees working towards community growth for regionalization for all communities in the area
Reidville and Cormack	We did not get public input for this

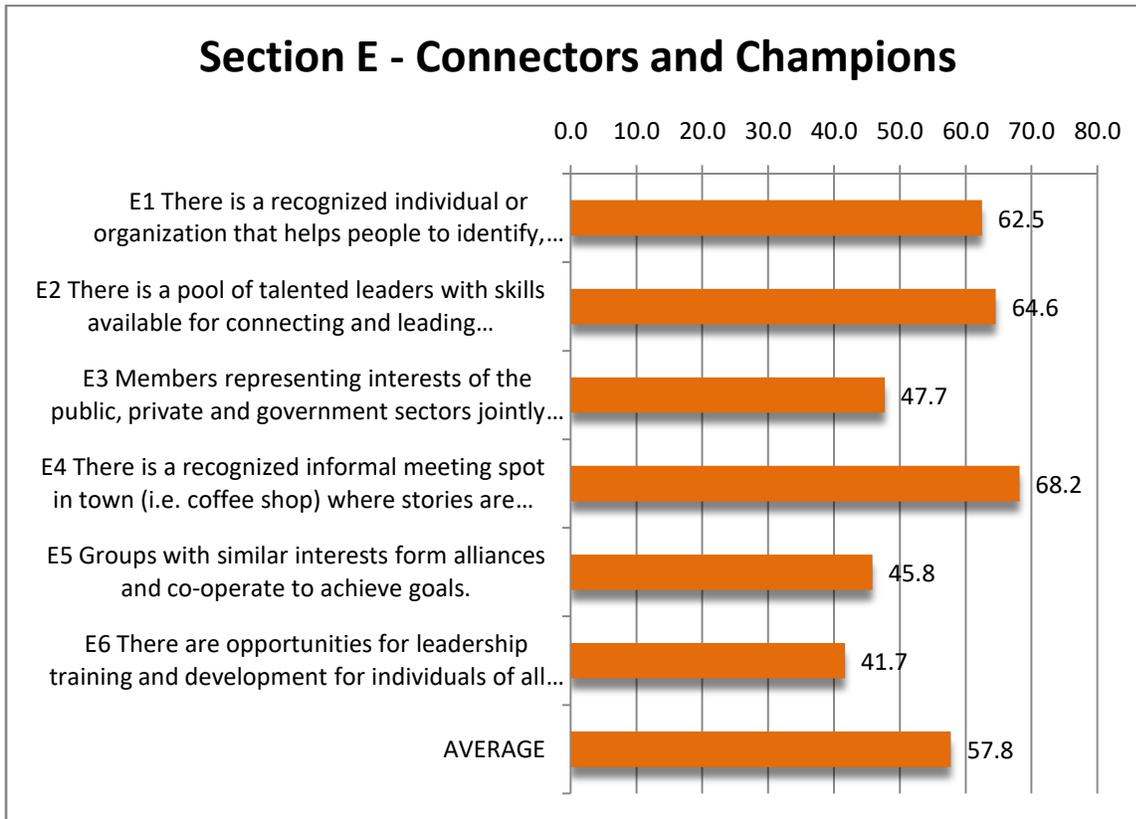
10. Section D: Institutional Capacity—Individual Question Scores



Transcribe the open-ended question about strengths and improvements into a table:

Strengths	Needs Improvement
Tractor trailer sales and service centre	Deer Lake needs to be a destination, not just a drive through to Corner Brook or other township.
Logging company central office	Downtown core needs to be revitalized
Open for business	Creating our downtown hub
Being proactive and not reactive	An email (or other communication method) to have regular updates on all the matters
	We have no or little land to grow
Working with all levels of government and departments	Business networking within the community (as a lot of businesses go outside community for goods and services)

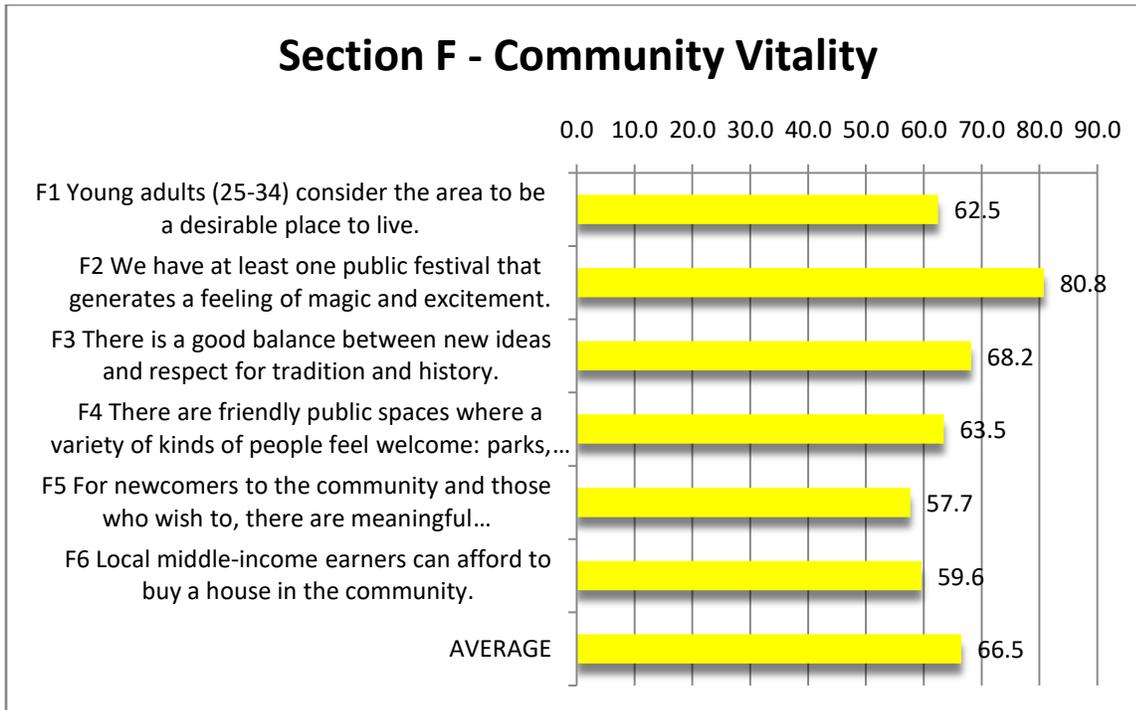
11. Section E: Connectors and Champions—Individual Question Scores



Transcribe the open-ended question about strengths and improvements into a table:

Strengths	Needs Improvement
Community volunteers take great initiative to deliver quality programs to meet identified needs	Champions, leaders aren't utilized
The Development Assoc.	Leadership training
Champions, leaders exist	Gaps or voids in businesses should be voiced to the community (opportunities often not shared)
People wanting to move forward	

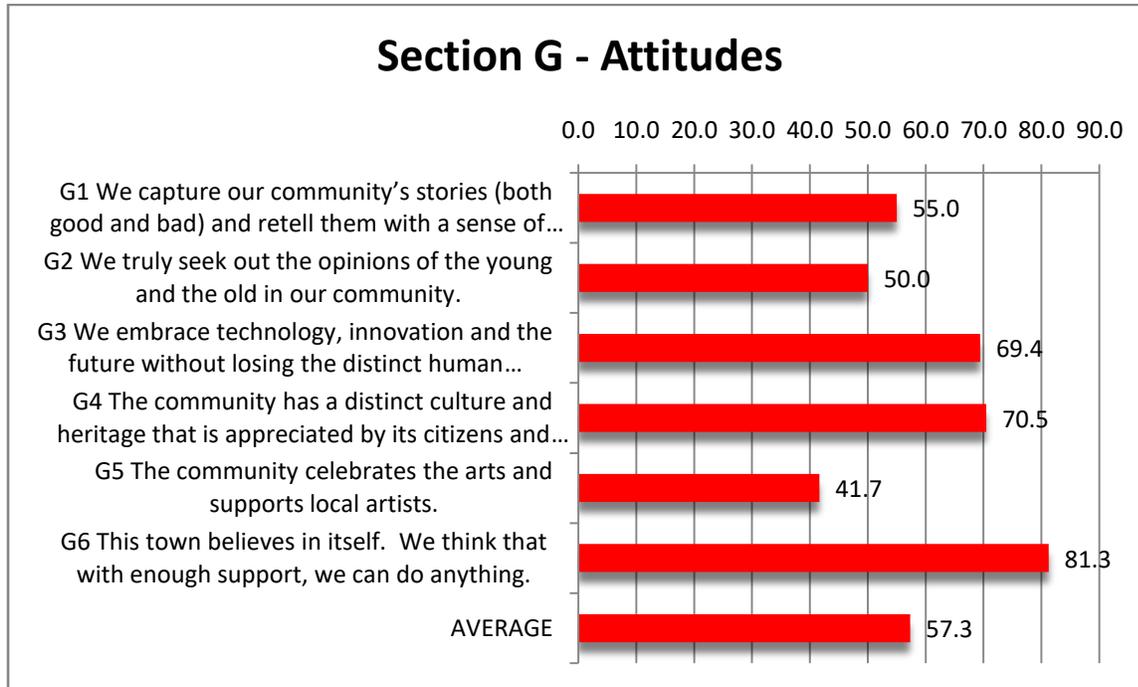
12. Section F: Community Vitality—Individual Question Scores



Transcribe the open-ended question about strengths and improvements into a table:

Strengths	Needs Improvement
Lots of activities and outdoor events for an outdoors town	Entry level housing/ affordable housing
Strong network of young families	Child care services for working parents who may work in CB (7 am – 6 pm)
	Middle school – Gr. 6-9 issues of concern to parents
	Opportunities for newcomers to get involved
	We are failing in the arts

13. Section G: Attitudes—Individual Question Scores

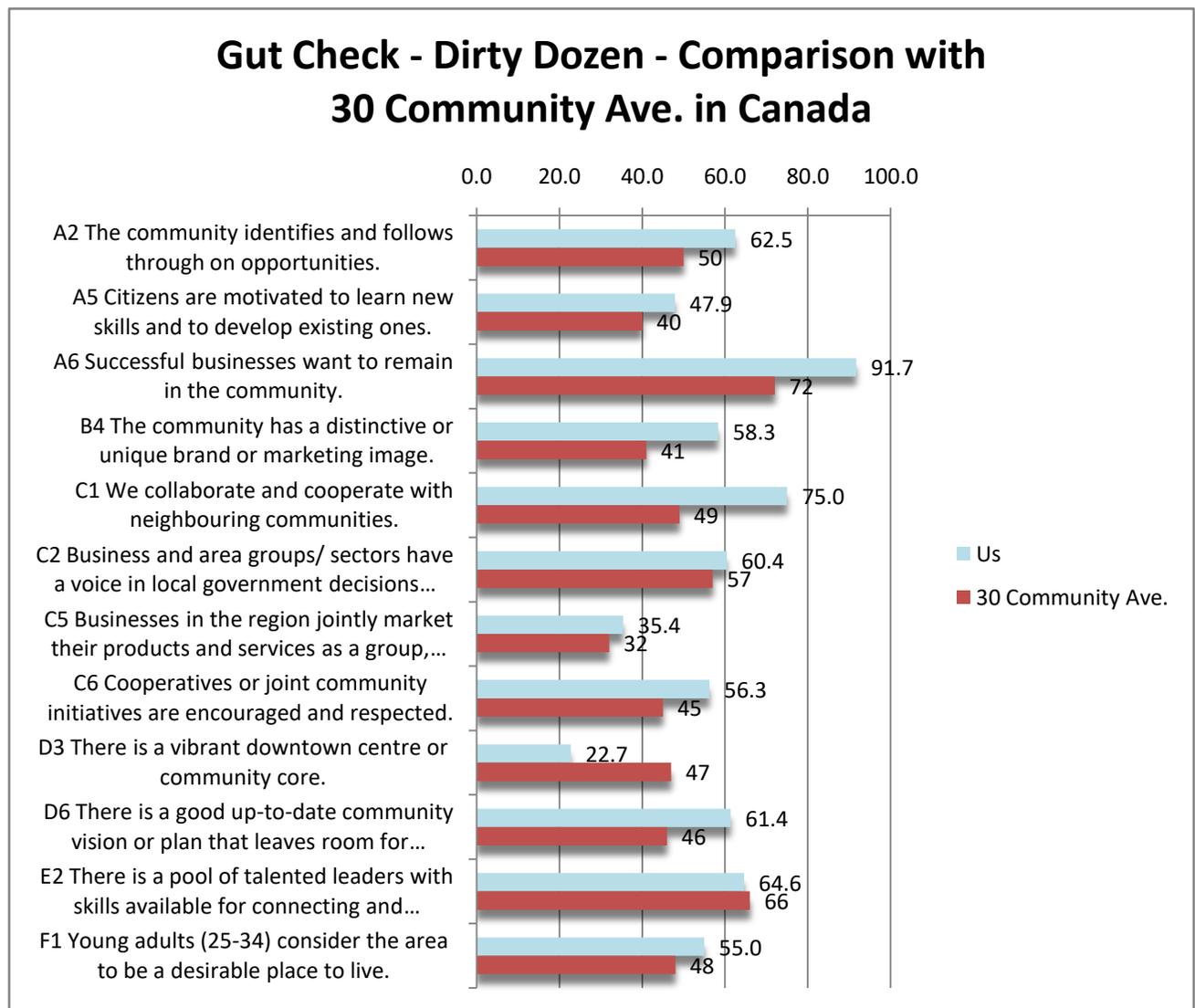


Transcribe the open-ended question about strengths and improvements into a table:

Strengths	Needs Improvement
Unique town (by NL standards) with different history... not a typical outpost town	Celebrate and promote arts as a viable economic generator
Sense of pride	Telling visitors our story
	We need to enhance our distinct culture and heritage for our citizens and those visiting
	We need to celebrate the arts and support local artists

14. Gut Check – The Dirty Dozen – Comparison to other Canadian Communities

This allows a bit a reality check for communities. This section allows communities to compare themselves with an average of 30 communities that CIEL has worked with on a dozen of the questions.



15. The Five Highest Scoring questions

(Sort the scores to determine this, and create a graph or a table like this sample)

1	A6 Successful businesses want to remain in the community.	91.7
2	G6 This town believes in itself. We think that with enough support, we can do anything.	81.3
3	F2 We have at least one public festival that generates a feeling of magic and excitement.	80.8
4	C1 We collaborate and cooperate with neighbouring communities.	75.0
5	B6 The community has the ability to access funding and develop opportunities.	72.7

16. The Five Lowest Scoring Questions

(Sort the scores to determine this, and create a table similar to the one above.)

38	E6 There are opportunities for leadership training and development for individuals of all ages and interests (i.e. professionals, youth)	41.7
39	G5 The community celebrates the arts and supports local artists.	41.7
40	B3 There are formal and informal forums (conferences, workshops, association lunch meetings) on business, technology and technology applications.	39.6
41	C5 Businesses in the region jointly market their products and services as a group, locally and in other regions.	35.4
42	D3 There is a vibrant downtown centre or community core.	22.7

17. Possible Community Actions

(Maximum 6-10 possible actions, building on themes, strengths or addressing weaknesses)

Possible Short Term Actions (actions completed in less than 12 months) (The possible actions are based upon participant responses to the survey and focus groups).	
Capacity Building	<ul style="list-style-type: none"> ▪ Downtown Core strategy/ Get people off the highway ▪ Creating an Entrepreneurial Culture (including training opps, involving young people) ▪ Opportunity Identification Session (incl. retail – clothing, restaurant)
Marketing	<ul style="list-style-type: none"> ▪ Farmers Market (and exploration of other Ag. Opportunities)
Networking	<ul style="list-style-type: none"> ▪ Chamber Revitalization ▪ Forum to Support Arts and Develop Artisans
Admin. Research, Planning	<ul style="list-style-type: none"> ▪ Lake Tourism Opportunities ▪ Airport Opportunities ▪ Taking Advantage of the Hub – Researching Successful Hub Communities Business

18. Possible PartnershipCommunity Actions

(Maximum 3-5 possible actions, building on themes, strengths or addressing weaknesses)

1. Inter-Community Dialogue
2. Agricultural Grounds
3. Regional Fair
4. Regional Farmers Market
5. Exploration of Common Interests (sharing financial, municipal resources, eco. development, dual marketing, group funding, land development, agriculture, tourism, manufacturing)

Appendices

Appendix A - Statistics & Well-Being Indicators

From Newfoundland and Labrador Community Accounts (web-site:
<http://nl.communityaccounts.ca/>)

How does your Community score?

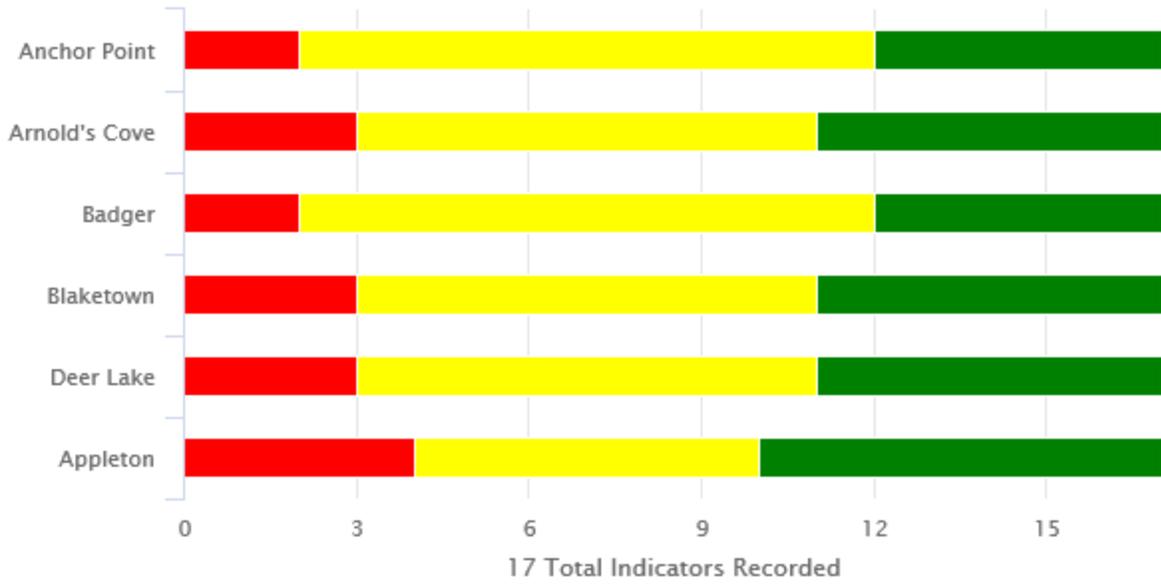
The Composite Well-Being Score for Deer Lake is:

59%

Out of all 363 Communities, this places Deer Lake

71st

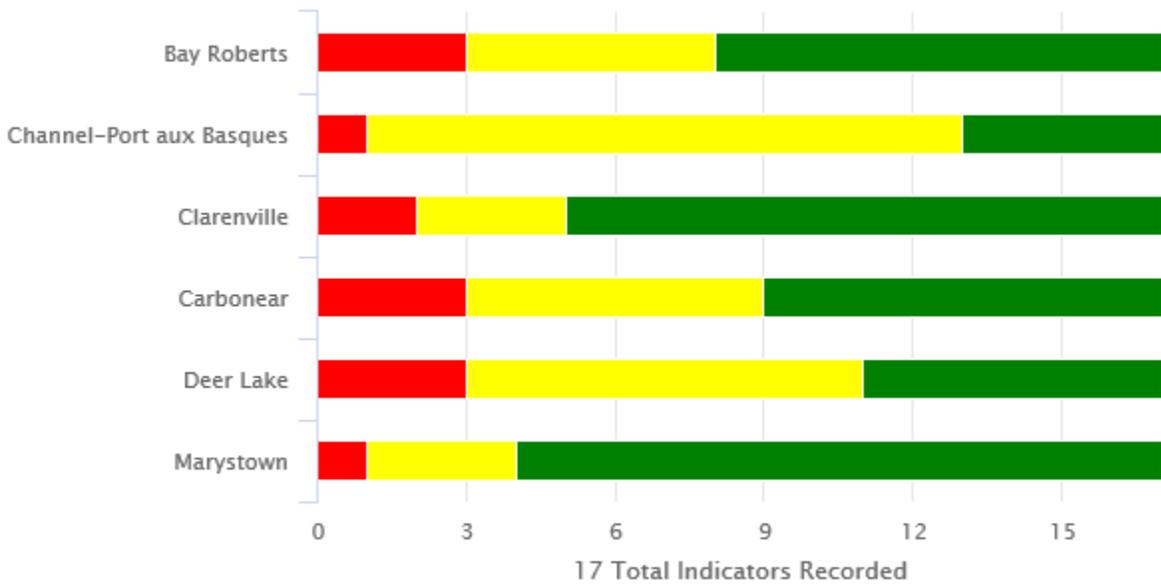
Communities with the same Rank as Deer Lake



● Negative Indicators ● Neutral Indicators ● Positive Indicators

Highcharts.com

Communities with a similar Population as Deer Lake



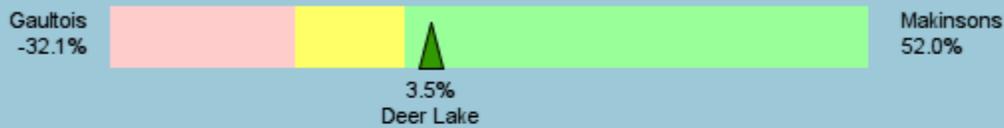
● Negative Indicators ● Neutral Indicators ● Positive Indicators

Highcharts.com

Population Change

Comparison with All Communities

Population Change (5 year rate): Gender: Total, Year: 2011



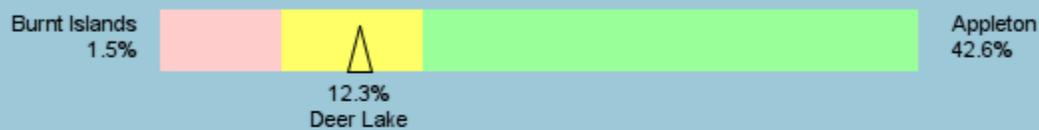
Legend

Red represents the bottom 25.3% (92) of communities, and these values range from -32.1% to -11.6%
 Yellow represents the middle 49.6% (180) of communities, and these values range from -11.5% to 0.5%
 Green represents the top 25.1% (91) of communities, and these values range from 0.6% to 52.0%

The community furthest in the red is: Gaultois
 The community furthest in the green is: Makinsons
 The median of all communities is -5.2%.

Comparison with All Communities

Migration Rate: Migrants in the past 5 years: Gender: Total, Year: 2011



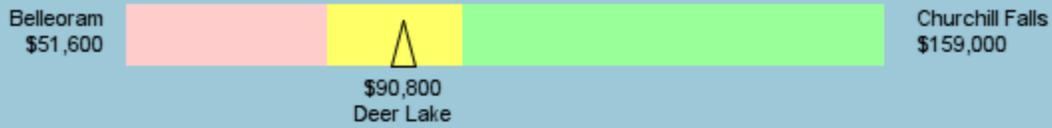
Legend

Red represents the bottom 25.9% (94) of communities, and these values range from 1.5% to 8.1%
 Yellow represents the middle 49.0% (178) of communities, and these values range from 8.2% to 15.5%
 Green represents the top 25.1% (91) of communities, and these values range from 15.8% to 42.6%

The community furthest in the red is: Burnt Islands
 The community furthest in the green is: Appleton
 The median of all communities is 11.8%.

Comparison with All Communities

Average Couple Family Income: Year: 2014



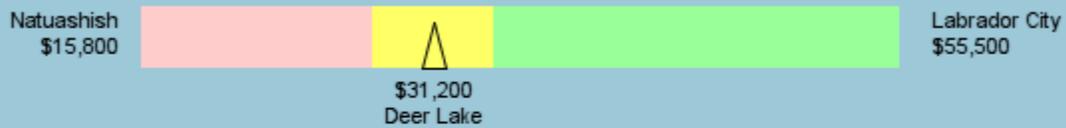
Legend

Red represents the bottom 27.9% (102) of communities, and these values range from \$51,600 to \$80,100
Yellow represents the middle 45.5% (166) of communities, and these values range from \$80,700 to \$97,900
Green represents the top 26.6% (97) of communities, and these values range from \$99,300 to \$159,000

The community furthest in the red is: Belleoram
The community furthest in the green is: Churchill Falls
The median of all communities is \$87,400.
The provincial indicator value is \$105,500.

Comparison with All Communities

Personal Income per Capita: Year: 2014



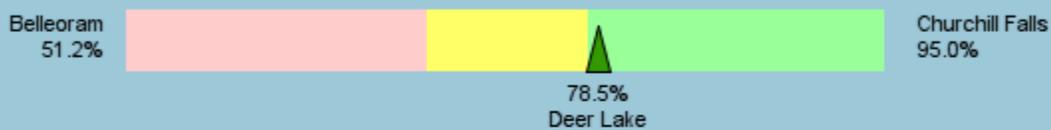
Legend

Red represents the bottom 25.2% (92) of communities, and these values range from \$15,800 to \$27,900
 Yellow represents the middle 49.6% (181) of communities, and these values range from \$28,000 to \$34,100
 Green represents the top 25.2% (92) of communities, and these values range from \$34,300 to \$55,500

The community furthest in the red is: Natuashish
 The community furthest in the green is: Labrador City
 The median of all communities is \$30,400.
 The provincial indicator value is \$35,900.

Comparison with All Communities

Economic Self-Reliance Ratio: Year: 2014



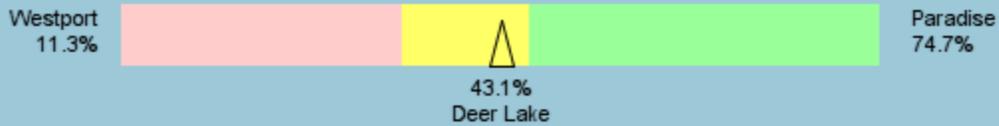
Legend

Red represents the bottom 26.0% (95) of communities, and these values range from 51.2% to 68.6%
 Yellow represents the middle 48.5% (177) of communities, and these values range from 68.7% to 77.7%
 Green represents the top 25.5% (93) of communities, and these values range from 77.9% to 95.0%

The community furthest in the red is: Belleoram
 The community furthest in the green is: Churchill Falls
 The median of all communities is 74.0%.
 The provincial indicator value is 82.9%.

Comparison with All Communities

Employment rate (age 15 and over): Gender: Total, Year: 2011



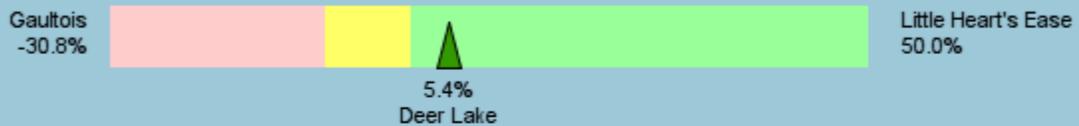
Legend

Red represents the bottom 25.1% (91) of communities, and these values range from 11.3% to 34.9%
 Yellow represents the middle 49.9% (181) of communities, and these values range from 35.3% to 45.3%
 Green represents the top 25.1% (91) of communities, and these values range from 45.5% to 74.7%

The community furthest in the red is: Westport
 The community furthest in the green is: Paradise
 The median of all communities is 41.4%.

Comparison with All Communities

Change in Employment: Year: 2009-13



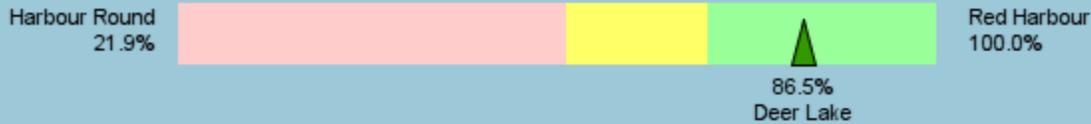
Legend

Red represents the bottom 25.1% (91) of communities, and these values range from -30.8% to -7.9%
 Yellow represents the middle 49.9% (181) of communities, and these values range from -7.8% to 1.2%
 Green represents the top 25.1% (91) of communities, and these values range from 1.3% to 50.0%

The community furthest in the red is: Gaultois
 The community furthest in the green is: Little Heart's Ease
 The median of all communities is -2.1%.
 The provincial indicator value is 2.3%.

Comparison with All Communities

High School Diploma or Higher: Age Group: 25 to 64, Gender: Total, Year: 2011



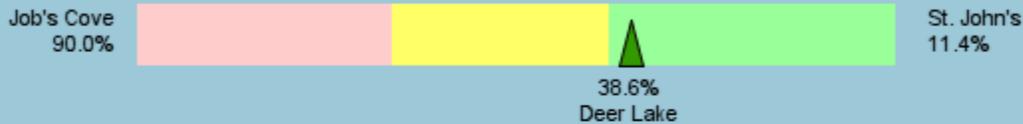
Legend

Red represents the bottom 25.1% (91) of communities, and these values range from 21.9% to 61.9%
 Yellow represents the middle 49.9% (181) of communities, and these values range from 62.0% to 76.5%
 Green represents the top 25.1% (91) of communities, and these values range from 76.6% to 100.0%

The community furthest in the red is: Harbour Round
 The community furthest in the green is: Red Harbour
 The median of all communities is 69.8%.

Comparison with All Communities

Employment Insurance Prevalence: Year: 2016



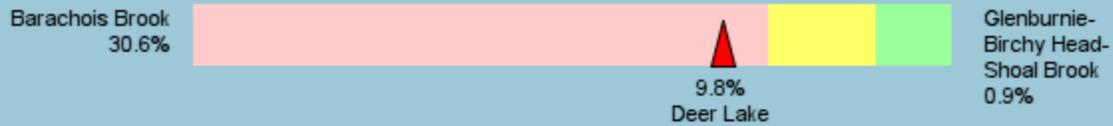
Legend

Red represents the bottom 25.2% (92) of communities, and these values range from 90.0% to 64.3%
 Yellow represents the middle 49.3% (180) of communities, and these values range from 63.6% to 41.2%
 Green represents the top 25.5% (93) of communities, and these values range from 40.9% to 11.4%

The community furthest in the red is: Job's Cove
 The community furthest in the green is: St. John's
 The median of all communities is 53.8%.
 The provincial indicator value is 31.0%.

Comparison with All Communities

Income Support Benefits Prevalence: Year: 2016



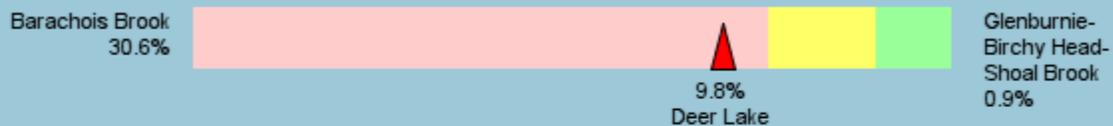
Legend

Red represents the bottom 26.3% (96) of communities, and these values range from 30.6% to 8.1%
Yellow represents the middle 47.9% (175) of communities, and these values range from 8.0% to 3.9%
Green represents the top 25.8% (94) of communities, and these values range from 3.8% to 0.9%

The community furthest in the red is: Barchois Brook
The community furthest in the green is: Glenburnie-Birchy Head-Shoal Brook
The median of all communities is 5.7%.
The provincial indicator value is 7.8%.

Comparison with All Communities

Income Support Benefits Prevalence: Year: 2016



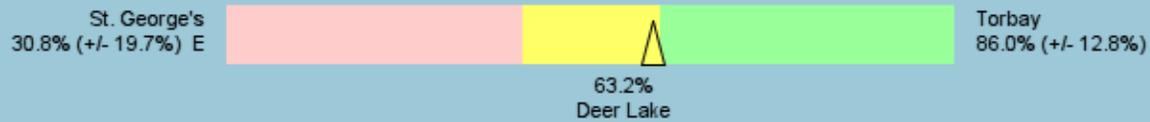
Legend

Red represents the bottom 26.3% (96) of communities, and these values range from 30.6% to 8.1%
Yellow represents the middle 47.9% (175) of communities, and these values range from 8.0% to 3.9%
Green represents the top 25.8% (94) of communities, and these values range from 3.8% to 0.9%

The community furthest in the red is: Barchois Brook
The community furthest in the green is: Glenburnie-Birchy Head-Shoal Brook
The median of all communities is 5.7%.
The provincial indicator value is 7.8%.

Comparison with All Communities

Excellent or Very Good Self-Assessed Health: Gender: Total, Year: 2013-14



Legend

Red represents the bottom 27.0% (98) of communities, these values range from 30.8% (+/- 19.7%) E to 53.3% (+/- 5.5%)
 Yellow represents the middle 46.3% (168) of communities, these values range from 53.6% (+/- 9.6%) to 63.6% (+/- 15.1%)
 Green represents the top 26.7% (97) of communities, these values range from 63.8% (+/- 7.3%) to 86.0% (+/- 12.8%)

The community furthest in the red is: St. George's

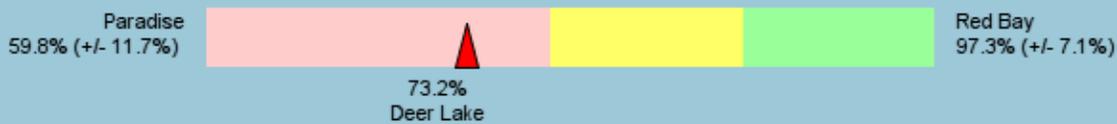
The community furthest in the green is: Torbay

The median of all communities is 58.7% (+/- 7.3%).

E denotes a high sampling variability associated with the estimate, and these values should be used with caution.

Comparison with All Communities

Very strong or strong sense of belonging in the community: Gender: Total, Year: 2013-14



Legend

Red represents the bottom 30.0% (109) of communities, these values range from 59.8% (+/- 11.7%) to 77.6% (+/- 6.3%)
 Yellow represents the middle 42.7% (155) of communities, these values range from 78.0% (+/- 7.1%) to 86.4% (+/- 6.4%)
 Green represents the top 27.3% (99) of communities, these values range from 87.5% (+/- 11.8%) to 97.3% (+/- 7.1%)

The community furthest in the red is: Paradise

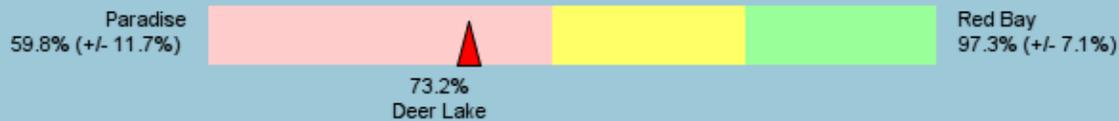
The community furthest in the green is: Red Bay

The median of all communities is 82.2% (+/- 3.7%).

E denotes a high sampling variability associated with the estimate, and these values should be used with caution.

Comparison with All Communities

**Very strong or strong sense of belonging in the community: Gender: Total,
Year: 2013-14**



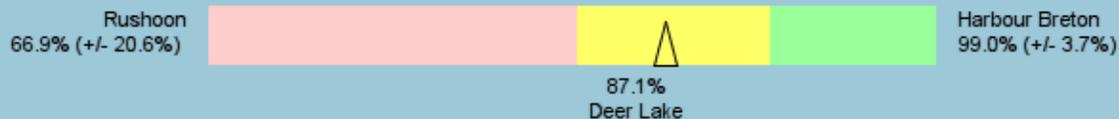
Legend

Red represents the bottom 30.0% (109) of communities, these values range from 59.8% (+/- 11.7%) to 77.6% (+/- 6.3%)
 Yellow represents the middle 42.7% (155) of communities, these values range from 78.0% (+/- 7.1%) to 86.4% (+/- 6.4%)
 Green represents the top 27.3% (99) of communities, these values range from 87.5% (+/- 11.8%) to 97.3% (+/- 7.1%)

The community furthest in the red is: Paradise
 The community furthest in the green is: Red Bay
 The median of all communities is 82.2% (+/- 3.7%).
 E denotes a high sampling variability associated with the estimate, and these values should be used with caution.

Comparison with All Communities

Very satisfied or satisfied with life in general: Gender: Total, Year: 2013-14



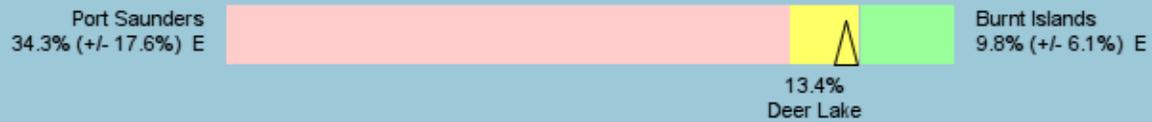
Legend

Red represents the bottom 29.5% (107) of communities, these values range from 66.9% (+/- 20.6%) to 83.2% (+/- 6.7%)
 Yellow represents the middle 43.3% (157) of communities, these values range from 85.4% (+/- 14.8%) to 91.5% (+/- 4.3%)
 Green represents the top 27.3% (99) of communities, these values range from 91.7% (+/- 11.0%) to 99.0% (+/- 3.7%)

The community furthest in the red is: Rushoon
 The community furthest in the green is: Harbour Breton
 The median of all communities is 89.3% (+/- 2.0%).
 E denotes a high sampling variability associated with the estimate, and these values should be used with caution.

Comparison with All Communities

Life stress extreme or quite a bit: Gender: Total, Year: 2013-14



Legend

Red represents the bottom 33.9% (123) of communities, these values range from 34.3% (+/- 17.6%) E to 15.4% (+/- 5.5%) E
Yellow represents the middle 39.4% (143) of communities, these values range from 15.3 to 13.0% (+/- 7.9%) E
Green represents the top 26.7% (97) of communities, these values range from 12.9% (+/- 5.5%) E to 9.8% (+/- 6.1%) E

The community furthest in the red is: Port Saunders

The community furthest in the green is: Burnt Islands

The median of all communities is 14.0% (+/- 3.3%).

E denotes a high sampling variability associated with the estimate, and these values should be used with caution.

Appendix B - 11 Tips to CEDAAI Success

A comprehensive and accurate assessment is crucial.

Because the assessment is based on perceptions (grounded by statistics), it is important that you take the time to complete each section of the questionnaire carefully and honestly. An accurate assessment is a necessary starting point for community action.

Stay positive and committed to working together.

Because working together as a community is a necessary component of the improvement of community health, staying positive and committed to working together will assure success. Some compromise may be required and baggage is best left at the door.

Recruit your friends, neighbours and new members of the community.

Session 1 participants play a key role in assuring a good turnout at Session 2, which in turn is key to community ownership, which is necessary for collective action. CEDAAI participants can help by recruiting other community members, especially those not traditionally involved in community initiatives (it is a good way to get some fresh energy and perspective).

Bite off small pieces – keep actions short term and specific.

Keep initial projects small in order to build capacity for the next series of longer-term courses of action. Past participants report that even though they felt invigorated following initial sessions, the reality of already hectic work days dampened projected successes. Starting out with short-term specific actions is an excellent starting point.

Stay focused and organized in your working groups.

Make sure you identify an action group member who will communicate group activities to the community sponsor. This will help the community sponsor to assure projects are moving in complementary fashion and overlap is avoided. In addition, open communication encourages collaboration across working groups.

Be open and envision the possibilities.

New ideas are a good thing. Working collectively as a community is a powerful process, one which will allow your community to succeed at projects that once seemed out of

Quotes On other CIEL Assess- ment and Action Initiatives

*It developed capacity building in the community at a time when the community realized it needed to be more independent and less reliant on government.
(Community Sponsor)*

*The process was very beneficial. The research document has served as a helpful planning and funding tool. It provides a current assessment. Moving on action is slower than expected.
(Participant)*

There was much enthusiasm following the BVI sessions and the community was somewhat overly optimistic. We're

reach. The consideration of new ideas is key to an innovative future vision.

Stay committed to shared leadership.

Previous participants noted the problem of volunteer burnout. Frustration was expressed over the fact that the same people seem to be the ones at all the meetings. The responsibility here rests on those citizens currently active AND those currently inactive in community life. Those currently active could recruit other citizens, assuring their input would be valued and beneficial to the community. Active citizens could also share leadership positions in order to encourage increased involvement by others. Inactive citizens could rise to the challenge and volunteer their time to a joint community project.

Keep everyone informed and encourage a cross-section of community involvement.

Momentum is built from the initial sessions, but this momentum needs to be nurtured. Formal and informal communication is key to keeping this momentum going. Involved citizens can spread the word on the assessment and working group progress in their everyday interactions, while community sponsors can use advertisements and press releases to assure the community is informed.

Celebrate success and build incentives into meetings.

It is amazing how much community work builds up one's appetite, especially when meetings are held around dinner time. Make sure there is plenty of food, drink, and praise to keep energy and spirits replenished. The community sponsor will assure ample food and drink at the first 2 sessions, the working groups are responsible for food and drink after that.

Change is slow, so reflexivity is necessary.

Remember that change at the community level is often much slower than expected. Recognize change as slow-moving and don't get discouraged. Be ready to revisit action plans as sometimes things change and with that that change comes a shuffling of priorities. This is why keeping lines of communication open with other working groups is key.

Set reasonable expectations

The success of CEDAAI depends on the energy and commitment of the community, especially following through on identified actions. The CEDAAI is a tool/process specifically designed to assess community economic development (CED) capacity and opportunities and to identify short-term courses of action. As such, the tool is not a substitute for comprehensive community planning(see CIEL's [Communities](#)

realized the need to focus on one thing at a time in order to avoid burnout. Also, the process is ongoing and has proved to take longer than we thought.
(Participant)

An unexpected result was getting a few businesses that would normally not participate involved in the process. The BVI had an impact in that we were pushed to take a look – and we have people talking about our community. There are always people out there questioning our methods and goals, but it gives us the opportunity to move forward. In terms of advice for other communities, always remain positive even in the face of adversity – don't let the negative people 'get to you', nothing ventured, nothing gained.

(Community Sponsor)

[Matrix](#)).

Appendix C –7 Useful Community Interventions

CIEL has guided dozens of communities through assessment and action initiatives similar to CEDAAI. In our experience, there are a handful of actions that come up over and over—either we recommend them to communities after looking at their survey results, or they decide on these of their own accord. Here are the top seven.

1. Beautify your downtown

A rural downtown should be a friendly public space, with a variety of shops and services, and where people want to be because it is attractive, welcoming, and relaxed. It should be geared as much to pedestrians as to the automobile. Downtown revitalization can be an effective economic development strategy. It can facilitate the growth of existing small businesses, create conditions for new businesses, attract shoppers and tourists, and increase the attractiveness of the town to potential new residents.

Sometimes, if yours is a town that needs to attract people in from the highway, this strategy could include beautifying your entrance including its signage.

Your strategies and funding sources will vary depending on your situation, but see

2. Buy local

Buy local programs involve promoting local products using ads, maps, buy local guides, and community awareness campaigns. Such programs can reduce leakage in the community (money flowing out of community through consumer, business and government purchases), build community pride, create connections, increase economic strength of community, and reduce community's carbon footprint by reducing food transport.

Buy local food programs are popular, but the idea may also apply to manufactured or other goods. There is room for innovation in non-food local buying programs, because of the strength of consumers' temptation to buy cheaper products online or in a nearby city.

3. Attract tourists

It has taken a while for some communities get over the perception that embracing tourism means resorting to work that is low-paying, seasonal, and part-time. They are realizing that tourism employs not only service personnel but a range of occupations such as pilots, website developers, managers, accountants, tour operators, fishing guides, designers, and resort operators, in a range of sectors including transportation, accommodation, food and beverage, recreation and entertainment, and travel services.

For greater success, tourism operators need to make sure they are good at internet marketing, branding, and creating unique *experiences* rather than simply offering sightseeing. Municipal and regional tourism agencies need to make sure they are thinking and operating regionally.

We recommend the creation of a regional tourism strategy, starting with branding.

4. Attract new residents

If people think your town is a nice place to visit, they will probably think it's a nice place to live. That idea links your attempts to attract both tourists and residents.

The term *liveability* has become current and popular because of world city liveability indices.

“Livability means being able to take your kids to school, go to work, see a doctor, drop by the grocery or post office, go out to dinner and a movie, and play with your kids at the park, all without having to get into your car. Livability means building the communities that help (people) live the lives they want to live—whether those communities are urban centers, small towns, or rural areas.”—Secretary Ray LaHood, U.S. Department of Transportation

Take a look at your community’s score for F1 *Young adults (25-34) consider the area to be a desirable place to live*. This is a key question because people in that age range are often the ones starting families and businesses. Because of the internet, an increasing number jobs can be done from anywhere, so young people are likely to move to a town they want to live in, rather than to one where there is a job waiting for them.

5. Organize technology forums and other business forums

The old way is for small town businesses to be protective and secretive, and stick with the tried and true. The new way is to share experience, expertise, and insights, and to embrace life-long learning. The old way is to rely on the telephone, newspaper ads, and word of mouth. The new way is to be handy on the internet and good at social media networking (the new word of mouth), as well as to stay right up to date on the digital technology

relevant to your particular business. Successful rural business communities are not old boys clubs any more.

We have found that business people are eager to talk to each other about business, but they are not sure how, and they often can't find the time. Regular technology forums can help, either to feature guest speakers or just to exchange ideas among each other. Sometimes business mentoring initiatives (formal or informal) can grow out of this kind of exchange.

Forums in other areas of business are very helpful as well. Examples include finances, advertising, dealing with suppliers, human resources, taxation, and branding.

A variation on this theme is the development of more formal business training or mentoring.

6. Enhance communication

The issue of communication often comes up in business vitality discussions, sometimes in the form of regrets about a lack of connection between businesses, and sometimes as the need for better communication between businesses and local government.

Communication can be a tricky subject because most of us are not as good at it as we think we are. We all have a tendency to think it is the other person who is not communicating well.

A communication skills workshop is not the answer. Instead, set up situations where people are invited to talk and feel comfortable doing so. Communication between businesses can be improved through forums as described above. Or perhaps they need a more regular get-together, a chance to talk and exchange ideas. How this looks will depend on your needs and circumstances.

Sometimes business people see local government simply as an obstacle—a source of bureaucracy and red tape. This may be true, but sometimes this perception is based on just one frustrating incident. Find ways for business people and local elected and non-elected officials to get together and learn about each other's reality and perspectives.

Because communication is such a nebulous and multi-faceted subject, our suggestions here are quite unspecific. That's not because it isn't important. But you have to find your own way through it, and the first step is making it a priority.

7. Retain and engage youth with entrepreneurship training

Many small communities are worried about their ability to retain and engage their youth, but are often at a loss to know what to do about it. One option is a youth entrepreneurship training program, a venture best done in collaboration with a school or community college.

By entrepreneurship education we do not mean business management training, which often misses three essential components of entrepreneurship, namely opportunity recognition, the marshalling of resources in the face of risk, and the creation of an actual business.

Youth entrepreneurship programs can:

- provide new ideas and fresh thinking for both local and global economies
- tackle youth unemployment
- give young people skills for the “real world”
- help to fill the gap when large numbers of small business people retire in the near future
- motivate some students who are “marginal” in school
- give youth a sense of connection with adults in the community
- foster independence
- give young people a reason to stay in the community

Appendix D - How CEDAAI Works

The CEDAAI process surveys community members at an **Assessment Session** about a wide range of topics related to Community Economic Development (CED). The community sponsor(s), which typically include city councils and economic development offices, are encouraged to sample communities at certain ratios: 40% business people, 30% local leaders, and 30% citizens representing a wide range of interests, ages, and perspectives in the community. Upon selection, these participants are asked to attend a CEDAAI **Assessment Session**, which typically takes place over two hours on a weekday or weekday evening.

A typical CEDAAI **Assessment Session** begins with an introduction to the process and an introduction of session participants and facilitators. In order to provide some structure for the CEDAAI process and results, participants are then asked to discuss and define the geographical boundaries of their community. This boundary may be just a town's boundaries or it also may encompass nearby surrounding communities that may rely on or are integrated into the central community.

The completion of the short CEDAAI questionnaire is the next step in the facilitation process. The first section asks participants to describe the community, its greatest strengths/assets, the community's most promising economic development opportunities, and possible partnership opportunities with neighbouring communities. The second section asks participants to provide their views on the strengths and weaknesses of the community in seven key sections (42 questions) based on CIEL's research on CED and rural communities:

Entrepreneurial Energy

- Can we harness our ideas and energy?

Investment and Natural Assets

- Do we have the right mix of capital and talent?

Cooperative Advantage

- Are we cooperating for maximum benefit?

Institutional Capacity

- Do we have the necessary infrastructure and institutions?

Connectors and Champions

- Do we have the necessary linkages to make things happen?

Community Vitality

- Are we attractive to existing residents and potential newcomers?

Attitudes

- Are we committed to building a positive future?

A range of answers are available to the participant for each question (*completely agree, somewhat agree, neither agree or disagree, somewhat disagree, completely disagree or don't know*), and each answer receives a different score. If all participants completely agreed with a question, the question would receive a score of 100. Alternately, if all participants

completely disagreed with the question, the overall question score would be zero. In the case of *neither agree nor disagree*, if all participants answered a question with this option the question score would be 50. (NOTE: *Don't know* answers are removed from the scoring and possess no scoring weight)

In addition to the questionnaire portion of the CEDAAI, focus groups discuss the factors that make the community a good place to do business, community economy development (CED) possibilities and possible partnership opportunities with neighbouring communities.

An analyst then takes the results of the focus groups and the perceptions provided by the CEDAAI survey to produce an analysis such as the one contained in this report. Statistics provided in the [Community Accounts](#) of the Newfoundland & Labrador Statistics Agency are provided in Appendix A to supplement the analysis. In the report, key themes, the community's strengths and weaknesses, its assets, untapped economic opportunities and possible partnership opportunities with neighbouring communities are listed.

The report also provides a shortlist of 6-10 key short-term (doable within 12 months) actions/initiatives a community might want to next explore, typically at a **Focus and Action Session**, where the same participants from the first session plus a larger invitation to the community at large are invited.

It is recommended that a community form Action Groups made up of interested citizens, businesses and officials to explore no more than 2-3 actions/initiatives. This is based on experience with CIEL's other assessment and initiative processes that contained an "action" component, where success rates were almost 90% (for communities completing at least one identified action within two years).

Appendix E–Attendance List



Session 1, Deer Lake, November 1, 2017

Attendee List

No.	Participant	Affiliation
1.	Andy Simmons	Simmons Tire & Service
2.	Gordon Hancock	Town Councillor
3.	Myles Vardy	United Church minister
4.	Tanya Matthews	Western Health
5.	Maxine Hayden	Town of Deer Lake
6.	Lori Humphrey	Town of Deer Lake
7.	David Parsons	Parsons Funeral Home
8.	Roseann White	Holiday Inn Express
9.	Junior Pinksen	Town of Deer Lake
10.	Raymond Wellon	MCL Solutions
11.	Mike Goosney	Town of Deer Lake
12.	Amanda Freake	Town of Deer Lake
13.	Damon Clarke	Town of Deer Lake