

Exploring Creative Solutions for Small Coastal Communities

**November 1-3, 2006
Labrador Straits**

**Final Report and
Labrador Declaration**

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PREFACE

The common threads which cross all countries in the North Atlantic Rim have generated increased interest in finding ways to learn more from one another and to explore opportunities for greater cooperation.

NORA's decision in 2005 to invite participation from Canada and the opportunity to host a NORA Conference was greeted with enthusiasm by key federal, provincial and community leaders in Newfoundland and Labrador.

It was suggested by NORA that it would like to have its 2006 conference on creative solutions for small coastal communities in a small coastal community in Labrador. The Labrador technology initiative "SmartLabrador" accepted the task of host organization with support from community leaders in Labrador. The Harris Centre at Memorial University provided conference planning and facilitation resources.

The Northern light Inn in the small coastal community of L'Anse au Claire became the Conference Centre and an international organizing committee worked on an agenda which would be focused, identify successes and define new creative solutions for long term economic and social sustainability.

The attached report reflects the accomplishments of delegates to provide some real actionable recommendations. This is the beginning of a process, which can significantly contribute to the well being of communities across the North Atlantic.

The invite and challenge is open to all who can join and contribute to this process.

Conference Co Chairs,

Kaspar Lythans, NORA
Dave Lough, Canada

Special Thanks To:

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Doug Robbins
Sonya Belbin
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Nils Aarsaether
Stefania Kristinsdottir
Gordon Slade
Rob Greenwood



Thanks and congratulations are extended to the conference organizing committee. Left to right: Dave Lough, Stefanie Kristinsdottir, Sheila Downer, Rob Greenwood & Kaspar Lythans (missing from photo: Gordon Slade, Nils Aarsaether)

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INTRODUCTION

Background

Globalization, advanced technology and the virtual decrease of geographical distance are opening new opportunities for the North Atlantic for improved partnerships and increased cooperation amongst affected regions. These opportunities necessitate effective discussion and sharing of information and must be facilitated if sustainable development is to ensue for local communities, particularly small coastal communities.

To this end, discussions regarding potential cooperation between the Nordic region and the Province of Newfoundland and Labrador were initiated. In February 2005 NORA, (Nordic Atlantic Cooperation) invited Canadian participation at a NORA Conference in Reykjavik, Iceland. In September discussions took place between officials of the provincial government, Memorial University and visiting representatives of NORA. These discussions focused on opportunities for cooperation, particularly in the tourism and fishery sectors. At the same time a NORA project, Destination Viking, with support from Viking Trail Tourism Association (VTTA) and Atlantic Canada Opportunities Agency (ACOA) was held in St John's, L'Anse aux Meadows and Gros Morne. About twenty representatives from the Nordic countries attended. In late March 2006 nine aquaculture farmers from the Nordic countries attended the Newfoundland Aquaculture Association Annual Meeting and visited several local projects.

The September discussions raised many common challenges in economic development and identified a shared concern with the crises of small coastal communities in all North Atlantic regions. The NORA Board of Directors discussed this concern and asked that the next NORA conference address the future of small coastal communities and that Canada be invited to host this conference in Labrador.

NORA committed funding towards the conference including travel for the delegates from four Nordic countries, including Norway, Greenland, Iceland and Faroe Islands. Canadian funding was also committed and Labrador was chosen as an appropriate host site for this significant international conference on a subject which is timely and critical to the participating countries.

NORA's intention was for this conference to serve as a starting point for further discussion and action around the issue of regional cooperation and partnership, and to provide recommendations to initiate action and continued follow-up.

The conference builds on years of collaboration between the jurisdictions around the North Atlantic Rim. Among numerous initiatives in the framework of The Arctic Council and Nordic Council of Ministers, the project of Circumpolar Coping Processes Project (CCPP) within UNESCO's Management of Social Processes (MOST) program may be mentioned (see www.unesco.org/most/p91.htm). Ongoing initiatives include the North Atlantic Forum (NAF) and the International Society for the Study of Marginal Regions (ISSMR). NAF is a "collegial assembly" which builds on the network established by the North Atlantic Islands Program (see www.upei.ca/iis/naip.htm). North Atlantic Islands remain the central focus, but the network extends to other North Atlantic peripheral / coastal regions. NAF holds a biennial conference to present opportunities for sharing the results of research and best practices in regional development and governance, and to support community, industry and government exchanges for mutual benefit. ISSMR was formed officially in 1987 to formalize long-standing collaboration amongst marginal regions of industrialized countries in the North

Atlantic region, notably Canada, Norway, Ireland, Scotland, Finland, Wales and Sweden. As with NAF, a biennial conference is held to encourage an informed and interdisciplinary approach to research and dissemination on opportunities and challenges faced by marginal regions. In its ongoing work on behalf of the Nordic Council of Ministers, NORA sees NAF and ISSMR as valuable partners in advancing collaboration across the North Atlantic Rim.

SmartLabrador was selected as the host organization because of its expertise in innovative solutions for small remote coastal communities and its experience in hosting similar conference events. The Harris Centre of Memorial University was chosen as a strategic partner because of its expertise in North Atlantic issues and in rural Newfoundland and Labrador.

The two-day conference brought together from each country a balance of politicians, senior government officials, researchers, and community leaders to share experiences and highlight initiatives and approaches that are being taken to address a number of important issues facing small coastal communities.

Conference Aim and Objectives

Small coastal communities are communities that require innovative ways to help build local economic and social value. They require a common vision, committed community engagement and a culture of partnerships to support local solutions to local challenges.

The goal of the *Exploring Creative Solutions for Small Coastal Communities* was to provide a platform for an international North Atlantic forum, in pursuit of the following objectives:

- To bring together North Atlantic community practitioners to share best practices and lessons learned in the themes of fishery, tourism, out-migration and public services;
- To showcase initiatives and share approaches being taken to address small coastal community issues;
- To collectively identify specific actions that will help build strong and sustainable coastal communities;
- To clearly identify the opportunities and barriers facing small coastal communities and discuss collaborative approaches to address these issues;
- To explore opportunities for development of partnerships and knowledge networks amongst regions and agencies.

The conference provided a forum for participants, government and non-government alike, to share best practices, lessons learned and new approaches being used to improve the quality of life for small coastal communities. A concerted effort was made to identify actions to overcome some of the challenges facing these communities and to help to foster the collective spirit and partnerships that present opportunity for the communities of the North Atlantic region.

Conference Themes & Format

The conference program focused on presentation of and dialogue about coastal community best practices and lessons learned, along with opportunities to explore cooperative strategies. With recognition of the need to build cooperative strategies and solutions for small coastal communities, this conference was timely and critical to the ongoing process of all participating regions.

The conference sessions focused on the following themes:

- Fishery
- Tourism
- Out (In) Migration
- Public Services

The conference format included group and plenary sessions with community/regional presentations. Workshop sessions featured keynote speakers, panel presentations and facilitated discussions. The conference also provided several networking opportunities, including a meet and greet, coffee breaks, luncheons and a closing dinner.

Conference Participants

The conference saw approximately 75 participants representing Canada, Norway, Iceland, Greenland, and the Faroe Islands. There was a diverse and balanced representation of community leaders & practitioners, government officials and researchers. Appendix A presents a list of conference delegates.

LABRADOR DECLARATION

November 3, 2006

Exploring Creative Solutions for Small Coastal Communities

The Labrador declaration is an executive summary of the conference outcomes and represents the action-oriented discussion that occurred throughout the conference sessions. This declaration outlines some of the conference findings, provides concrete ideas for the development of new initiatives, commits to greater North Atlantic collaboration and identifies new directions for communities, business and government to build small communities.

Delegates from Canada, Norway, Iceland, Greenland and the Faroe Islands met in L'Anse au Clair, Labrador, representing a diverse and balanced group of community leaders, government officials, politicians and researchers. Following an interactive and meaningful exchange of views, delegates agreed that strong partnerships are vital to achieve the vision of building strong and sustainable coastal communities.

To realize this vision in the rapidly changing international environment, five key areas were identified for action:

Collaboration and Communication

Strong partnerships are vital to achieving the goal of building strong sustainable rural communities. Delegates agreed to strengthen partnerships so that our communities can benefit from successes and innovations from around the North Atlantic rim. Conference delegates agreed to:

- Develop a proposal to NORA for coordination of cooperation and collaboration between North Atlantic groups.
- Strengthen networking capabilities through development of the Northern Knowledge Network, with SmartLabrador, NORA and other partners to be identified.
- Establish cooperative and collaborative mechanisms, enabling people in the North Atlantic rim to meet regularly to confer on major issues concerning education and research, governance and public policy, tourism and cultural heritage and resource development.
- Commit to bi-annual conferences of the stakeholders in the North Atlantic rim.
- Develop inventories of best practices and experts/organization from the North Atlantic rim with expertise in innovation, industry and rural development.

Education and Research

Society has become increasingly knowledge-based so that higher learning and research now act as essential components of cultural, socio-economic and environmentally sustainable development of individuals and communities. Conference delegates agreed to:

- Ensure that rural communities have access to higher education in their community.
- Develop non-traditional delivery models such as distance learning.
- Develop an inventory of universities and colleges in the North Atlantic.
- Cooperate in the development and delivery of programs relating to sustainable economic, social, environmental and cultural development across the North Atlantic rim.

- Create a web portal of relevant research and information on lessons and best practices in regional/industry development, growth agreements, cluster development and academy/industry cooperation.

Governance and Public Policy

Governance and public policy at the national, regional and local levels plays a critical role in achieving social and economic sustainability of our rural communities. Conference delegates agreed to:

- Facilitate research into governance and public policy and its impact on rural social and economic development.
- Facilitate discussion on sustainable rural development among communities, universities, businesses, governments, elected officials and international partners.
- Create opportunities for elected officials to meet to share lessons and explore common concerns.
- Promote the development of transportation and communication links to rural communities.

Tourism and Cultural Heritage

Travel and cultural tourism play a vital role in building the pride and sense of place of small coastal communities in the North Atlantic. There are unique visitor experiences across the North Atlantic rim countries which can increasingly bring new opportunities for economic development. A number of project initiatives were identified by the delegates to create quality products and new networks and to open the region to new markets. Conference delegates agreed to:

- Ensure that people in the North Atlantic rim share best practices in the area of education and training within the tourism sector.
- Facilitate the development of traditional and new types of tourism products by connecting various and shared traditions of storytelling and folklore.
- Share best practices in national park development particularly in the areas of community participation, local business development and sustainable tourism. Share national park strategic plans.
- Cooperate in the development of a North Atlantic rim cruise initiative in the areas of product development, capacity building, itinerary planning and product promotion.

Resource Development

Resource development amongst countries across the North Atlantic rim is a reality that goes back hundreds of years. Continued cooperation is of mutual benefit to the region and of particular benefit to our rural communities. Conference delegates agreed to:

- Identify potential partners in Labrador for the development of caribou farming, exchange of knowledge around reindeer and caribou farming, and the development of partnerships to meet the growing demand for reindeer and caribou meat.
- Share best practices, scientific research and resource development regarding aquaculture.
- Share best practices in the area of a sustainable fishery, stock management, scientific research, resource development and value added product development.
- Share best practices in the development of cottage industries, including wild berry production and jam making.

The five key areas of the Labrador Declaration will be acted upon by those partners with mandates and commitment to collaborate in the respective areas of action. Kaspar Lyttkans of NORA (www.nora.fo) and Sheila Downer of the Northern Knowledge Network will facilitate follow-up on commitments made in the Labrador Declaration. Updates on each of the initiatives will be made to the conference website: www.smartlabrador.ca/csc

Attention will be given to involve other relevant partners in the area, in particular to include areas not represented at the conference like Shetland, Orkney, other Scottish Isles and coastal Ireland. The Shetland Islands Council has committed to host a conference in the autumn of 2007, in partnership with the Nordic Council and other partners committed to sustainable coastal communities around the North Atlantic Rim. Progress in advancing the activities set out in this Labrador Declaration will be reviewed at the Shetland Islands conference.



CONFERENCE AGENDA

Wednesday, November 1

- 10:00 am Conference Registration, Northern Light Inn
- 1:00 pm Labrador Straits Tour
- 7:00 pm Welcoming Reception: formal welcomes and introduction of participants; Labrador cultural night

Thursday, November 2

- 7:30 am Conference registration
- 8:30 am Opening comments
- Review of conference objectives and process
- 8:45 am Keynote address: *Two Towns, Two Tales*, Dr. Larry Felt
- 9:15 am Plenary panel on four tracks:
 - 1. Fishery
 - 2. Tourism
 - 3. Out (In) Migration
 - 4. Public Services
- 10:30 am *Break*
- 11:00 am Breakout groups on four themes: successful approaches and biggest challenges
- Noon *Lunch - Networking*
- 1:00 pm Reports from themes breakout groups
- 1:45 pm Identification of cross-theme issues
- 3:00 pm *Break*
- 3:15 pm Four breakout groups on cross-theme issues
- 4:30 pm Reports from cross-theme breakout groups
- 5:00 pm Summary comments
- 7:00 pm *Dinner aboard the MV Apollo with entertainment by Daniel Payne*

Friday, November 3

- 8:30 am Facilitators introduction and summary
- 9:00 am Keynote address: *Developing Knowledge Societies*, Skuli Skulason
- 9:45 am New creative approaches/new ideas: four panelists
- 10:30 am *Break*
- 11:00 am Breakout groups on new creative approaches/new ideas
- Noon *Lunch - Networking*
- 1:00 pm Reports from new creative approaches / new ideas breakout groups
- 2:00 pm Keynote speaker: *Potential of Cooperation*, Jorgen Amdam
- 2:45 pm Taking new ideas to action: panel with one representative from each country
- 4:00 pm Final recommendations and remarks

CONFERENCE PROCEEDINGS

KEYNOTE ADDRESS

Two Towns, Two Tales: Promoting Municipal and Regional Capacity as a Resource in Social and Economic Development

Dr. Larry Felt
Memorial University - Canada

The following is a précis of Dr. Felt's presentation. A copy of his power point presentation and an audio file can be found at www.smartlabrador.ca/csc

Comparative analysis, particularly around North Atlantic rim countries, strongly suggests that municipalities can play a critical role in achieving social and economic development. This role might best be described as one of 'municipal entrepreneurship'. Municipal entrepreneurship is a summary term capturing a range of activities ranging from planning to active participation in the creation, ownership and operation of a wide range of business activities in whole or through joint ownership plans with unions, cooperatives and the private sector.

Successful entrepreneurship requires legislative and fiscal capacity as well as political legitimacy. This is essential most generally to control and direct processes of development. Fiscal capacity is a requisite for capital mobilization and accumulation for direct participation in firms that provide services and/or goods for local and distant use. Municipal entrepreneurship is particularly useful where few levels of government separating citizen and state exist and unemployment is persistently high.

Two small cities, Akureyri, Iceland and Corner Brook, Newfoundland and Labrador are presented as contrasting illustrations. Akureyri possesses an advanced, mature form of such entrepreneurship while Corner Brook is considerably more constrained in its present capacity. This difference is explained through an examination of the role of municipalities in the history and political organization of their respective larger political systems. Corner Brook's present limited capacity is seen as attributable to the province's long history of concentrated and centralized political authority with its concomitant weak municipal legislation that significantly limits municipalities' role.

To develop a clearer picture of development implications locally, the major themes of the conference such as resource development (fisheries), tourism and place-based social services are examined and the possible contributions of a more expansive municipal presence is explored. As well, important but more diffuse contributions such as an enhanced sense of local political efficacy and a greater sense of well-being are proposed as additional benefits. These consequences in turn provide the legitimacy for more expanded municipal participation in future development.

Mindful of the difficulties with uprooting organizational forms from the historical, cultural and institutional environments in which they develop, the presentation concludes with an analysis of how more extended roles for municipalities might be achieved. The presentation suggests the province of Newfoundland and Labrador has reached a point where, as a first longer term step, the entire legislative repertoire containing municipal activities needs to be systematically revised. This needs to include a consideration of new revenue sharing strategies such as reallocating some taxes presently collected exclusively by the provincial government such as income tax. Responsibilities for a range of services is also proposed provided appropriate fiscal

capacity accompanies them in order to avoid 'downsizing' and higher local taxes. More immediately, consideration should be given to various incentive strategies at the provincial and perhaps Canadian level patterned on the Norwegian government's recent program to support more Northern and rural communities in that jurisdiction.

Locally directed and controlled social and economic development is universally seen as preferable to 'top down' imposed solutions. For this to occur, municipalities, as the most local of responsible political institutions, must perform a range of roles reflective of local political will and support. To do this, they need a wide range of capacity and legitimacy. What has been termed 'Municipal Entrepreneurship' offers one comprehensive approach to achieving such an objective.

PLENARY PANEL**Conference Themes**

The conference sessions focused on four themes: Fishery, Tourism, Out (In) Migration, and Public Services.

Fishery

Helgi Thor Thorarensen, Holar University College, Iceland

The following is a précis of Helgi Thor Thorarensen's presentation. A copy of his power point presentation and an audio file can be found at www.smartlabrador.ca/csc

Development of aquaculture is a viable option in many coastal and rural communities in Iceland. The natural conditions for aquaculture are very favourable, with abundance of fresh water, access to good seawater and geothermal heat. Species likely to be farmed in Iceland in the future include Arctic char, Atlantic cod and Atlantic halibut. Presently Iceland is the world's largest producer of Arctic Char. It is predicted that Iceland will increase its aquaculture production of Arctic Char fivefold within the next five years. It is also predicted that Iceland will make significant gains in its production of Atlantic Cod.

With reduced catches and depletion of fish stocks and resulting loss of jobs in traditional fisheries, aquaculture may become very important in coastal communities in the future. Aquaculture suits well in these areas where there is knowledge and extensive experience in fish processing and marketing of fish. Therefore, aquaculture was identified as a special target area in the current regional development policy in Iceland.

There has been much fruitful collaboration between Holar University and local companies. This is in part due to the decision to locate the Department of Aquaculture and Fish Biology amongst the fish processing companies.

The college has undergraduate degree programmes in aquaculture and fish biology. Some of these programmes are offered in collaboration with other universities. A number of postgraduate students from other universities are presently working on their degrees under the supervision of the college's faculty and are using the facilities at Holar. The college is also in the process of developing a master's programme in aquaculture and fish biology in collaboration with other Icelandic, Nordic and Canadian universities. The University College offers important opportunities for well educated people to work in the region and it is one of the largest local employers. Thus the college contributes significantly to the economic development of the region.

Tourism

John Hull, Intervale Associates, Canada

The following is a précis of John Hall's presentation. A copy of his power point presentation and an audio file can be found at www.smartlabrador.ca/csc

North Atlantic Cooperation: An Ocean of Opportunities for the Tourism Industry

Since 2001 Intervale has worked in partnership with numerous Newfoundland and Labrador organizations on three major Nordic Council projects: Destination Viking Sagalands, the Northern Coastal Experience (NORCE), and nature-based tourism.

Destination Viking Saga lands: The goal of this project is to grow the tourism industry at 15 partner sites in the North Atlantic by establishing a network of saga trails, reviving the tradition of storytelling, and making the Icelandic sagas accessible to the general public. In Canada the Viking Trail Tourism Association, Norstead Village, Historic Sites Association, and Parks Canada participated in the program.

The Northern Coastal Experience Project (NORCE): This is a network of 17 partners, is promoting northern coastal heritage through projects based on boatbuilding, traditional food, wildlife watching, and lighthouses. In Canada, the Cruise Association of Newfoundland and Labrador, SmartLabrador, the Labrador Straits Historical Development Corporation, and the Labrador Straits Development Association are participating in the project.

Nature Based Tourism Program: Intervale is working with the Gros Morne Cooperating Association to participate in the nature-based Tourism Program, a network of over 60 small and medium adventure tourism operators from Sweden, Norway, Scotland, Iceland, Newfoundland and Labrador and Nova Scotia. There are three key elements to this program: 1) product development, 2) market knowledge and 3) transnational networking.

There are clear benefits to increased cooperation between public and private organizations in the North Atlantic: 1) added revenue and employment for partners, 2) professional development opportunities through exchanges, 3) development of a research agenda, 4) partnerships both at the local and international level, 5) marketing opportunities, and 6) program and policy development in the field of sustainable tourism.

Out (In) Migration

Mark Shrimpton, Jacques Whitford Environmental, Canada

The following is a précis of Mark Shrimpton's presentation. A copy of his power point presentation and an audio file can be found at www.smartlabrador.ca/csc

As is the case in many North Atlantic coastal regions, the residents of rural Newfoundland and Labrador often have to leave their home communities in order to work. For most of the 1900s, and continuing to this day, there has been significant permanent out-migration. Furthermore, other activities and occupations have seen people leave on a more intermittent and perhaps temporary basis. This includes work in the Island-based Labrador fishery, sealing, trawling, logging, the military, the merchant marine, construction (including high steel), meat packing, mining, railways and Great Lakes boats.

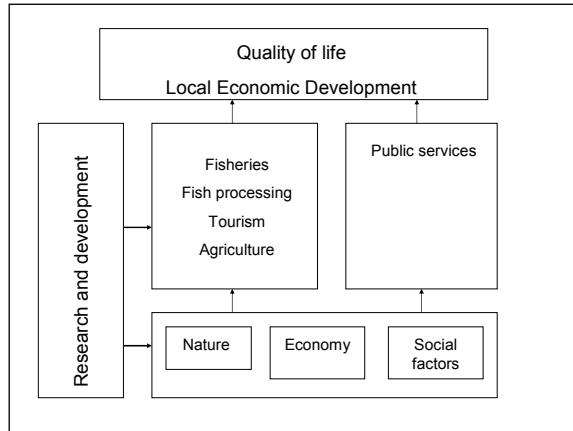
These old patterns continue, but there are now additionally new work systems that see a more regular pattern of absence. This includes work in the offshore oil industry, commute mining (as at Voisey's Bay) and commuting to construction work in Alberta. These result from lower transportation costs, a desire to avoid the costs of both opening and closing single industry towns, and worker and family preference, with the last made significant by the increasingly tight labour market. This shortage of skilled workers will challenge various local projects and industries in Newfoundland and Labrador.

Out-migration and working away present many challenges to coastal communities. However, new commute arrangements allow workers and their families considerable choice as to their places of residence, with living costs and lifestyle factors being important in their decisions, and hence these arrangements may present opportunities to help sustain coastal communities.

Public Services

HjalTI Thor Vignisson, Mayor, Iceland

The following is a précis of HjalTI Thor Vignisson's presentation. A copy of his power point presentation and an audio file can be found at www.smartlabrador.ca/csc



The role of the municipal government is to promote economic development and enhance the quality of life. As mayor my job is to “build bridges between the boxes” seen in the chart above. I build bridges between people in our community to help them work cooperatively with one another, to work with universities, development centres, the central government and the international community.

Education is key to everything. If we are going to build a knowledge-based society then education is the main thing we need to focus on. In my community we have strengthened economic development by facilitating research and by establishing an innovation centre and a university centre in our region.

Reports from Themes Breakout Groups

Following presentations, delegates were divided into four groups: Fishery, Tourism, Out (In) Migration and Public Services. Groups were asked to share their approaches and challenges by addressing the following questions:

1. Who led the initiative?
2. What did it achieve?
3. What was the key to success?
4. What are the biggest challenges to continued success?

The groups identified the following initiatives:

Group 1: Fisheries

Labrador Fishermen's Union Shrimp Company Ltd:

Led by: Local fishermen and the Fishermen's Union

Achieved: They have been in operation for the past 27 years, offering services to fishermen in 17 communities, processing over 27 species and employing over 600 people in the processing industry and over 1,000 fishers.

Key: The federal government's decision in 1979 to give them two offshore shrimp licenses, and the fact that LFUSC is 100% owned by the fishermen and all profits are reinvested into the community.

Challenges: Resource depletion, tariffs, aquaculture and the "one size fits all" policies of regulatory agencies.

Icelandic aquaculture:

Led by: Private Sector

Achieved: In recent years the large fishing and processing companies have shown increasing interest in aquaculture. The large companies have been able to develop these aquaculture operations into successful business in rural areas. Iceland is having particular success marketing its char. These large multi-national companies have the capacity to process, sell and transport to markets around the world. Many of the aquaculture farms are located in small rural communities, providing jobs and training to local residents. There have also been spin offs in other aquaculture developments.

Key: Large Icelandic based corporations taking over the operation.

Challenges: Increasing production while maintaining the price of fish. Keeping feed costs down.

The Marine Protected Areas of Newfoundland and Labrador:

Led by: The federal Department of Fisheries and Oceans in cooperation with local fishers and local communities.

Achieved: Local stewardship of marine species. These ventures have seen the development of management plans developed by community members, fishers, scientist and government partnership, i.e., East Port Lobster project and the Gilbert Bay northern cod project.

Key: A cooperative approach to resource management involving, scientists, government officials, community members and fishers.

Challenges: None listed.

Group 2: Tourism

Destination Viking-Sagaland:

Led by: Iceland

Successes: Cross county promotion of the Norse, product development e.g., crafts, saga maps, story telling. Professional development opportunities and best practices have also been shared. These have helped to bring isolated areas together.

Key: The establishment of the Northern Periphery Program with funding from NORA and ACOA.

Challenges: Continued coordination between local and international groups and the development of shared objectives showing positive outcomes.

Greenland Disco Bay dog sledding:

Led by: Both the municipal government and a private company.

Successes: Tourist initiative that brings Americans to Greenland for dog sled rides and iceberg watching.

Key: Having a private company takeover from public ownership. Good product development and niche marketing.

Challenges: Reaching the right markets

Labrador Straits Historical Development Cooperation:

Led by: Community-based organizations and local businesses

Successes: Increased the number of tourists travelling to southern Labrador from 3,000 people in the early 90's to over 10,000 people in 2006.

Key: Cooperation between the private and public sector.

Challenges: Some of the challenges include transportation, logistics, short tourist season and extending the season through new product offering.

Faroe Islands:

Led by: Local business

Successes: Marketing the islands so that tourists are now staying for approximately 10 days, whereas they used to stay on average only two days. Local business worked with the ferry company to change its schedule to accommodate and market the 10 day package.

Key: Cooperation between the large tourist operators and the smaller rural enterprises.

Challenge: Provide services in the rural communities where tourists can spend money.

Finmark Tourism Board:

Led by: Regional government

Successes: The consolidation of 250 destination companies into three companies. As a result they have been better able to coordinate services and develop new products, i.e., Ice Hotel and reindeer attraction. The tourist operators and local people have been able to develop respectful working relationships.

Key: Financial incentives for the small operators.

Challenges: Maintaining trust and coordinating services.

Group 3: Out (In) Migration

Greenland reindeer farming:

Led by: Private sector

Successes: 16 jobs in rural Greenland. The farms have markets around the world including Canada.

Key: Training outside Greenland and the establishment of networks outside Greenland.

Challenges: Skilled labour.

Northern Family Medicine (NORFAM) program:

Led by: Medical Health Director of the Health Labrador Corporation and Memorial University's discipline of Family Medicine.

Successes: Recruiting and retaining family doctors to work in Labrador. This in turn makes a significant contribution to the quality of life for those living and working in Labrador.

Key: The effort by local doctors and the local health authority in making Labrador an exciting rotation for family practice residents.

Challenges: None listed.

FINALLY (Futures in Newfoundland and Labrador's Youth):

Led by: One young girl who wanted to make a difference.

Successes: This project began in 1996 and now has eight full time staff and over 1,000 members. It has sponsored numerous conferences and workshops focused on this province's youth.

Key: A "dynamic youth-driven organization that empowers youth to be active participants in decision-making and implementation".

Challenge: Continued out-migration of youth.

Canadian Manufacturing Association publication:

Led by: Newfoundland and Labrador members of the national association.

Successes: Published a magazine profiling successful Newfoundland and Labrador manufacturing companies.

Key: Provincial champions.

Challenges: Financial resources to continue publication.

Point Leamington Superior Gloves:

Led by: Owner / operator looking for a reliable workforce.

Successes: The plant was located in an Ontario urban setting. The plant was experiencing a high turnover of employees. The owner/manager came to NL to recruit employees. While here he decided he would be better off moving the plant to NL. The plant now has 120 full time employees.

Key: Loyal workforce.

Challenges: The plant is unable to expand in Point Leamington because of full employment in the area.

Icelandic immigration policy and community attitude:

Led by: Private entrepreneurs

Successes: Businesses have been able to recruit employees outside Iceland. This has allowed small businesses to remain in rural areas of the country.

Key: The willingness of small business owners and community members to work together in welcoming immigrants to their community.

Challenges: Helping community members recognize the importance of immigration to economic development and to the sustainability of small communities.

Icelandic network of regional centres for life long learning:

Led by: The government in cooperation with the universities, colleges and learning centres.

Successes: The development and expansion of campuses in rural areas of the country. This has resulted in increased level of education in rural communities and increased local employment.

Key: Education programs can respond to local labour markets.

Challenges: Getting educated people to move back to rural communities.

Nunatsiavut self government:

Led by: Labrador Inuit

Successes: The Nunatsiavut Government, formerly the Labrador Inuit Association (LIA) supported members getting a formal education and getting experience outside Labrador. They have kept a directory of their membership living outside Labrador. This allows periodic contact to provide information on employment and business opportunities back home in Labrador.

Key: Recognizing the importance of education and developing active recruitment campaign.

Challenges: None listed.

Keflavik, Iceland:

Led by: The municipal government

Successes: Making their community attractive to potential investors, tourists and professionals who might be interested in living and working in Keflavik. The result has been increased investment.

Key: Significant investment in infrastructure to beautify their community.

Challenges: The biggest challenge is finding money to invest in further infrastructure.

Newfoundland and Labrador Ambassador Newsletter:

Led by: The NL Department of Innovation Trade and Rural Development.

Successes: Development of a large data bank of Newfoundlanders and Labradorians living outside the province. A newsletter that focuses on positive success stories from the province.

Key: The genuine interest people have in what is happening back in their home province.

Challenges: Getting people to move back to the province.

Labrador Eagle River Credit Union:

Led by: Community champions and the Labrador Fishermen's Union Shrimp Company Limited

Successes: It has over \$64+ million in assets, six branch locations and more than 50 employees.

Key: Owned and operated by its members. Meeting local needs for basic financial services.

Challenges: None listed.

OurLabrador (www.ourlabrador.ca):

Led by: SmartLabrador and Labrador Municipalities

Successes: Communications tool that provides access to local residents expatriates and interested visitors for community-specific information on events, attractions, community issues, and photos. The site also provides connections for people and organizations.

Key: Labrador (local) content and communication capacity to connect to Labrador people and organizations.

Challenges: Challenges include ongoing skills development and training within municipalities. Need for ongoing training for maintenance of sites and provision of current information.

Group 4: Public Services

Greenland farm subsidy:

Led by: Sheep farmers in south west region of Greenland and local government

Successes: The maintenance of the rural population in this area. The development and maintenance of infrastructure. Because of this infrastructure they have been able to develop their tourist industry. They are also using some of these farms as rehabilitation centres for troubled youth.

Key: Government subsidies, municipal infrastructure, local champions, and public support.

Challenges: Global warming, transportation costs, and the removal of farming subsidies.

“WeLearn” in the Labrador Straits:

Led by: Partners In Learning – Labrador Straits’ local literacy group

Successes: Recognizing, legitimizing and valuing the importance of local knowledge.
One of the successful activities has been the learning festival.

Key: Partnership strategy for fostering a culture of life-long learning

Challenges: Breaking down the silos / boundaries between institutions and actors.



Identification of Cross-theme Issues

After the reports from the small group discussions the following 18 areas were identified as cross-theme issues. Through a voting process delegates decided on the priority issues for further discussion. Below is a list of the identified issues. The top four issues were selected for further small group discussion.

Issue	Votes
Transportation / infrastructure	15
Local control / ownership / governance / devolution	13
Resource depletion/sustainability/environmental change	12
Roles of college and universities in education and learning	9
Innovation and risk / industrial change	9
Private sector engagement / privatization	7
Measuring results	5
Seasonal industry	3
Rural development	3
Youth engagement	3
Entrepreneurship	3
Public policy and changing economic base (traditional to emerging sectors)	1
Tariffs	1
Marketing & branding	1
Global market competition / price fluctuations	0
Joint marketing	0
New cultures / cultural change	0
Moveable workforce	0

Groups addressing the top four issues were asked to consider the following questions:

1. What are the main challenges in addressing this issue?
2. What are some examples of success?
3. How does one measure results?

Reports from Cross-theme Breakout Groups

Group 1: Resource depletion/sustainability/environmental change

Challenges:

- Fishery lacks an integrated approach.
- Fisheries management is complex and difficult to understand.
- Need better science and better technology to understand the fishery.
- Better understanding of stocks would inform decision making.
- Political decision-making conflicts with resource depletion.
- Global warming is causing changes to ice conditions in northern regions.
- Forestry operations are experiencing similar problems with resource management.

Successes:

- Iceland has an integrated approach to fish management.
- The Marine Protected Areas initiative in Canada has seen communities, government and science work together to protect fish stocks.
- There has been some success with aquaculture in Iceland.
- A number of countries have seen some successful initiatives to diversify from traditional sectors into new sectors and in adding value to resources, e.g. shipping live lobster.

Group 2: Local control/ownership/governance/devolution

Challenges:

- Devolving control of tourism promotion to regional organizations
- Involving regions in developing provincial tourism strategy
- Funding local tourism agencies
- Fear of losing control
- Developing trust with non traditional partners
- Working cooperatively at a municipal level

Successes:

- City of St. John's tourism strategy. This strategy is funded by a 3% accommodations tax.
- Labrador Fishermen's Union Shrimp Company Ltd. Was granted two shrimp licenses from government. This ownership of the licenses by local fishers gave them control over how this resource would be developed.
- Eagle River Credit Union is owned and controlled by local people.

Group 3: Transportation/Infrastructure

Challenges:

- Low demand and high cost of developing and maintaining infrastructure in rural communities.
- High cost of transporting goods in rural areas.
- The efficient flow of goods in and out of a region.
- Long-term planning is required; unfortunately, "there are too many cooks changing the recipes".
- Seasonal demand
- Freight versus tourists / people

Successes:

- Scandinavian countries work together on regional infrastructure planning.
- The tunnel network in the Faroe Islands links most of the islands. This reduces the cost of living in a rural community, is increasing business investment, and helps to develop the tourist industry.
- Greenland has a subsidized airline.
- Greenland was able to work with the airline industry to increase the number of flights during peak times.
- Coalition for the development of Route 138 through the lower north shore of Quebec and into Labrador.
- Iceland has a regional planning infrastructure committee.
- Iceland has been able to attract discount airlines.

Group 4: Roles of colleges and universities in education and learning

Challenges:

- Building infrastructure in rural communities
- Focusing on skill development and “life long learning” and not diplomas and degrees
- Meeting the needs of the local job market
- Developing distance education
- Working with complex bureaucracies
- Developing non-traditional delivery models
- Developing community ownership of learning
- Integrating education with other activities – participation model
- Stemming the out migration of educated people from rural communities

Successes:

- Norway has 150 municipalities cooperating with universities and government to analyse the local situation and develop solutions
- In Norway there is funding for instructors to visit the learning centres
- Iceland has study centres that are connected with universities and labour unions
- Iceland’s centres of excellence are one of the most powerful tools for regional development
- Holar University College in Iceland employs 80 people, creates spin-off jobs, attracts people to the region, and undertakes significant research
- “We Learn” in Labrador.
- The Harris Centre is able to connect faculty and students with business, community and government
- College of the North Atlantic (CNA) offers nine distance education courses
- Bridging the Gap literacy program in Newfoundland and Labrador

Note: Although all of the groups were asked to consider how they would measure results, there were no suggestions made.

KEYNOTE ADDRESS

Developing Knowledge Societies in Rural Coastal Communities

Skúli Skúlason
Hólar University College, Iceland

The following is a précis of Skúli Skúlason's presentation. A copy of his power point presentation and an audio file can be found at www.smartlabrador.ca/csc

Building knowledge is a key in sustaining and developing culture, community and industries. This has always been the case but in today's societies this is becoming a crucial factor, because of a growing need and demand for professionalism and technical know-how in the modern globalized world – in what we call “knowledge societies”. The strongest sign of this development is rapid growth and diversification of universities, educational/research centres and knowledge-based industries. This is exemplified by growing numbers of university students (in Iceland 83% growth from 1995-2003, about 17,000 students total in 2005).

Building knowledge can be identified as a primary force in developing creative communities in sparsely populated areas, e.g. in coastal and rural areas. Increased knowledge attracts and creates more independent individuals with stronger sense of self-identity; it also attracts and creates more diverse, productive and sustainable industries and can add value to existing productions. Thus, increased knowledge helps build communities with stronger identity with more choices and innovative powers. The basic values that explain why knowledge builds strong and creative societies and communities are universal and are in principal related to the forces that build successful cultures in any society or community. Education and knowledge at all levels make cultures grow. Thus, by cultivating knowledge and education, communities increase their abilities to be independent and be able to create and apply goal-oriented opportunities for growth and development.

Sparsely populated areas have a number of special values that need to be considered when building knowledge communities. It is important to emphasise local natural and cultural resources and conditions in each case, both in terms of industry development and general living conditions. Small communities have infrastructure that can be developed to provide good living conditions, and in many cases communities, combined with industry, can provide good facilities for research and education. In some cases such conditions can be directly related to the basic value of small communities, e.g. apparent closeness to community, history and nature (this is for example important for tourism studies and development); and, furthermore, small communities - often in association with industry - can provide facilities for specialized research and education as in fisheries and aquaculture or other natural sciences. Building stronger infrastructure of this kind will both give young educated people an opportunity to return to their home areas and also attract educated individuals in general to the community.

When building knowledge societies, communities must have a clear collective vision for the future with regard to the values they want to foster or protect, and in this process they must emphasize their specialities, strengths and opportunities. Thus, individuals, local institutions, industries and government must have a strong combined will to make things happen. For example, companies need to take knowledge into account in their business and profit plans; educational and research institutions, companies and communities need to actively connect by building business-, research – and science-parks. Such collaboration promotes diverse culture and industries which are based on local resources as well as innovative developments

moving in from the outside. Of primary importance is to support local educational and research institutions, as they form the backbone of any knowledge society. In short, small communities must systematically create good living conditions, facilities to study and explore, and jobs for educated people who otherwise would settle elsewhere. An encouraging fact is that studies have shown that researchers, scholars and students settle in communities that emphasize knowledge, become active and participate in progressive development.

Hólar University College is located in a small community in Northern Iceland. Like many higher education institutions in rural areas it has a background in agricultural training. In addition, Hólar is a place with history that dates back to 1106 when a medieval school and a bishop's seat were established there. Present development of the school is rapid; the number of students has grown from 50 in 2000 to 160 in 2006 and growth continues. The population of the local community has grown accordingly and numerous positive effects can be identified at various levels of the community, including job development that attracts educated people. The college, along with other institutions at Hólar, including the church and the local elementary and primary school, currently provide about 80 jobs. The development of Hólar University College and related activities is identified as an important part of developing the community and is in agreement with governmental rural development plans. In order to succeed the college specializes in aquatic sciences, tourism studies and equine studies. While these areas all have an international dimension they are also much related to local resources in culture and nature of the area and of Iceland as a whole. Thus, increased knowledge in these fields is strongly recognized as important for rural and coastal communities and industry development.

The college is currently considering studies on rural development as well as culture and heritage studies in relation to growing archaeological research in the area. In addition to specialization, the college emphasizes research and development, much of it based on diverse national and international academic and industry collaboration - often including graduate students and faculty exchange from elsewhere. Thus, 40% of the annual budget of the college is self-earned income, based to a large extent on international and national research funding. The college has managed to build good facilities for teaching, research and development which are of primary importance for its continued progress.

The community of Hólar and surrounding area has a strong infrastructure which greatly supports the development of the college. Furthermore, local institutions and companies collaborate closely with the college. A primary example is a strong marriage between the college and FISK Seafood which is a large fish processing factory in the area. Together with the municipality and several research institutions and universities, the college and the company are currently building a science park in a local town, Saudárkrókur. The company provides housing and facilities to facilitate economic development of this enterprise. In only a few years the company has identified several positive factors because of this relationship, including more knowledge-based developments, a more diverse identity and a fertile environment in which to grow. The development of Hólar University College and its network can be seen as an example of how building up knowledge can help construct creative communities in rural coastal areas.

Creative Approaches / New Ideas

Fishery

Gilbert Linstead, Labrador Fishermen's Union Shrimp Company Limited, Canada

The following is a précis of Gilbert Linstead's presentation. A copy of his power point presentation and an audio file can be found at www.smartlabrador.ca/csc

In 1979 the Labrador Fishermen's Union Shrimp Company Limited (LFUSCL) was incorporated. The LFUSCL received two offshore shrimp licenses from the federal Department of Fisheries and Oceans. The constitution clearly states that, "Monies derived from the offshore shrimp licenses would go into infrastructure along the coast to enhance the lives of individuals encompassing the whole region". The Shrimp Company services 17 communities between L'Anse au Clair and Cartwright. Its mission is: 1) To become a leading provider of multi-species fish products throughout Canada, the United States, and beyond, 2) To expand our processing capabilities in value-added and secondary products, 3) To continue in the role of a leading economic force in the province of Newfoundland & Labrador 4) To maximize onshore employment, maximize service to our shareholders and at the same time develop profitable operations, and 5) To provide continued community development through charitable contributions, scholarships and association and committee work.

The Shrimp Company is owned by the fisher people of Labrador from L'Anse au Clair to Paradise River. It is governed by a board of directors. The Board is made up of fisher persons elected by the shareholders at an annual convention. The company operates a number of plants along the Labrador coast employing in excess of 600 people, including inshore and offshore fisheries. The company services over 1000 fisher persons along the Labrador coast and northern Newfoundland.

Today the LFUSCL has over \$21 million in assets. Last year the company had sales of between \$60 and \$70 million.

LFUSCL is into many species of fish, some of which are still in their infancy stage when it comes to potential development. The company is always looking for opportunities to expand in the area of value-added production and looks favourably upon any request for products that create extra employment within the area that we represent.

New Economy

Sheila Downer & Doug Robbins, SmartLabrador, Canada

The following is a précis of Sheila Downer and Doug Robbins' presentation. A copy of their power point presentation and an audio file can be found at www.smartlabrador.ca/csc

Building on the importance and value of local knowledge, SmartLabrador is working with local industry and non-profit organizations to build local solutions for the preservation and sharing of information.

The value of preserving information and the capacity provided through information technology tools make the relationship between development and IT a natural evolution for rural and northern communities. SmartLabrador has committed much of its work to increasing awareness of the potential applications of IT, and on providing basic IT skills to the people of

Labrador. This capacity building is being done at a community level, through on-site training as well as through remote communications. The same concept of community-based capacity building is important to future development. For communities of the North Atlantic there is a need to::

- increase awareness of the value of traditional knowledge;
- increase awareness of how traditional knowledge can linked to scientific knowledge and applied to industry and social development; and
- build particular skills for recording, storing and presenting traditional knowledge in the context of development.

SmartLabrador proposes the Northern Knowledge Network as a tool to facilitate ongoing communication and sharing of information amongst northern regions. The Northern Knowledge Network will be an Internet-based, international system through which local regions preserve and share traditional knowledge and connect with scientific knowledge. It is premised upon the belief that local residents possess tremendous stores of knowledge gained through life experiences, and that this knowledge has significant economic and social value.

The fundamental underpinning of the Northern Knowledge Network is knowledge management, and is driven by the increasing importance of managing information and knowledge assets in an era of rapid advancement. Knowledge management encompasses activities that uncover, store and utilize information, in particular traditional knowledge. The value of traditional knowledge is its roots in the community and its representation of local cultural traditions. It is the cumulative experience of people, and is transmitted orally, through imitation, and by demonstration.

Northern regions share characteristics that distinguish them from other parts of the world, including:

- Economies based upon the extraction of natural resources
- Lack of internal capital resources
- Limited infrastructural development
- Harsh climates and vulnerable ecosystems
- Diverse and relatively strong indigenous cultures
- Sparse populations

The Northern Knowledge Network advocates that better sharing of knowledge can help to build social and economic capital for rural northern communities and will provide better results for long term benefits. Information and Communication Technologies (ICTs) allow people to overcome barriers and challenges such as communicating with the global community and creating sustainable Northern communities. ICTs can play an increasing role in fostering a collaborative, larger northern community as envisioned by SmartLabrador and can be utilized to offer services to northern regions.

The NKN will focus on partnering with key organizations and, “enhancing a knowledge environment and managing knowledge as an asset.” The Northern Knowledge Network uses a collaborative model that places emphasis on the people and the development of working relationships, particularly across different disciplines.

Out (In) Migration

Karl Benediktsson, University of Iceland, Iceland

The following is a précis of Karl Benediktsson's presentation. A copy of his power point presentation and an audio file can be found at www.smartlabrador.ca/csc

Place re-invention in the Nordic periphery: Dynamics and governance perspectives

The project looks at the connections between economic, political, cultural and physical-material changes that have occurred during the last 20 years in eight Nordic towns and villages, located in the 'periphery'. Previously homogeneous local economies, based on resource use and / or industrial development, and supported by substantial welfare state involvement and public employment, have been transformed in various ways, right from political-economic structures to the everyday lives of people.

'Place re-invention' in the project title refers to the continuous and interwoven process that transforms the profile, image and associations connected to a geographical entity, in the way it is experienced and perceived both by local people and others. Place images, cultural economies and attractiveness of places have been prominent themes, both in academia and elsewhere, of local development processes. The specific focus of this project is on practices that enhance the meaning of the place: attempts to formulate and express place-specific identities and images, whether intentional or not, that enter directly or indirectly into local development strategies and actions. An investigation of such attempts can point out important issues for the policy and practices of place development.

The main tasks of the research are to:

1. Identify and describe economic, material, political, social and cultural elements as a part of local re-invention process of enhancing uniqueness.
2. Identify the 'architects' behind such strategies, include how actors, networks and institutions engage in this field, and focus on dynamics of negotiations, tensions and power aspects of such processes.
3. Explore and discuss the development and nature of governing structures involved in such processes.

The research project is designed as a comprehensive case study of eight regional centres and towns in Finnmark (Norway), Lappland (Finland), Norrbotten (Sweden) and East Iceland. Teams of researchers from all four countries were set up, drawing on experiences from cooperative work since 1996, including Management of Social Transformation – Circumpolar Coping Processes Projects (MOST-CCPP) (see uit.no/mostccpp). Data were collected in 2006, through individual interviews, focus group sessions and field observations. Analysis and writing will be completed at the end of 2006.

The project is supported financially by Nordregio, the *Nordic Centre for Spatial Development*, which will disseminate the results in a published report. The research will increase the knowledge of local policy making and governance processes and it is hoped that the results can be of considerable practical value for communities attempting to reposition themselves within a more culture-centered economy than the case has been in the past.

Community Development

Brit Kramvig, Norut Social Science Research Ltd., Norway

The following is a précis of Brit Kramvig's presentation. An audio file of her presentation can be found at www.smartlabrador.ca/csc

People, Fish and Rock and Roll

This paper explores the design of a place-making project; the cultural-festival on Træna Island and how this project works in relation to local mobilization, capacity-building and identity-formation. Through the festival a new language, new symbols and new images are brought forward and become part of people's pride and self-description. The process of cultural change arises in the space where people from the local community are introduced to new ideas, images, people and skills during the weeks of preparation, delivery and completion of the event.

Organizing the festival brings people with different skills, experience and background together – creating networks that transform what is seen as local and global, inside and outside, us and the other. The festival is organized as a volunteer event. Volunteers develop new competencies as self-concepts are built. This can over time be brought into play in other arenas of local enterprises and business management. In addition, the festival enters the local stories and becomes part of the local identity and how the community perceives itself. This paper argues that for place-making processes to become successful there is a need for local involvement and project-management grounded in local competencies and symbols, as well as a need for changes in what is presented as “local culture” for those people that participate in the event. Through the festival, culturally changed concepts, grounded in cultural traditions, move into the national and international scene. As a result the community of Træna is now perceived as an innovative place. This gives young people a common ground for identification, and changes how they perceive the future of this small coastal community.



Reports from Creative Approaches / New Ideas Breakout Groups

After generating the list of cross reference perspectives the previous day, participating in lively discussion and listening to panel presentations, delegates moved into a discussion on opportunities that were emerging from the conference. This resulted in seven groups working on specific actions. These actions form the key elements of the Labrador Declaration (see p. 4). Some of the delegates listed as partners may have been offering their expertise to the discussion only, whereas other partners are committed to working on the specific initiative. In each group a champion was identified to help coordinate the next step. In addition to the champions, NORA and the Northern Knowledge Network will help to facilitate follow-up with partners. Updates on each of the initiatives will be made to the conference website www.smartlabrador.ca/csccl.

Group 1: Tourism Education in the Northern Rim

Partners: Anna Kristin Gunnarsdottir (Iceland), Skuli Skulason (Iceland), Tina Jensen (Greenland), Eva Britt Birkennes (Norway), Kjartan Dalsgaard (Faroe Islands), Valda Adams (Canada), Pete Barrett (Canada).

Background: Need for education within the tourism sector in the five countries and the idea of cooperation between different educational institutions with Holar University College as the responsible partner. Aim at quality control.

Key Actions: 1) Circulate information on existing education and identified needs; 2) Visit to Holar University College from Greenland to formulate next steps and define the project; 3) Work with partners from the five countries; 4) Identify education opportunities for the five countries, content kept within northern context; 5) Work on financing.

Contact: Skuli Skulason (Iceland).

Group 2: Cooperation and Collaboration between North Atlantic Groups

Partners: NORA, North Atlantic Form (NAF), International Society for the Study of Marginal Regions (ISSMR), SmartLabrador.

Background: Several groups operating largely independently with shared and overlapping interests.

Key Actions: Establishment of committee to develop application to NORA for it to: 1) serve as a broker for various North Atlantic groups, and 2) provide support to conferences, exchanges and other initiatives, with SmartLabrador providing critical networking role.

Contact: Rob Greenwood (Canada).

Group 3: Stem the Flow of Outmigration from our Rural Communities

Partners: Not identified.

Background: Norwegians have tax incentives designed to encourage people to live in rural areas: 1) Student loans are forgiven at a rate of 10% per annum if student returns or moves to rural area; 2) No corporate tax for companies established in rural communities; 3) Lower personal income tax for those living in rural communities; 4) No property tax for households (all of Norway). Municipalities receive 12% of federal income tax; 5) Municipal councils (all of Norway) receive funding for economic development.

Key Actions: Harris Centre should encourage the Newfoundland and Labrador government to study these incentives to see if they could be applicable.

Contact: Burf Ploughman (Canada).

Group 4: Elf Stories: From Traditional Stories to Building Creative Community in Cultural Tourist Project

Partners: Barbara Campbell (Canada), Marilyn Coles-Hayley (Canada), Olga Biskopsstova (Faroe Islands), Lawrence Normore (Canada), Zita Cobb (Canada), Bonnie Goudie (Canada), Stefania Kristinsdottir (Iceland), Turid Moldenaes (Norway), Britt Kramvig (Norway).

Background: Connecting the different traditions of story telling and mythology from the respective North Atlantic countries.

Key Actions: 1) Map stories and storytellers in each region; 2) Create network focusing on how traditional storytelling can be put into action in a cultural tourist market; 3) Connect existing storytelling project in a North Atlantic network, as well as creating new and innovative projects; 4) Develop infrastructure around common grounds for marketing these projects as one product.

Contact: Britt Kramvig (Norway).

Group 5: University and College Collaboration in Best Practices for Contributing to Regional Development

Partners: Universities and Colleges in Newfoundland and Labrador, NORA countries, and other countries on the North Atlantic rim.

Background: There are many examples and there are many relationships across the jurisdictions now. These need to be extended for mutual benefit.

Key Actions: 1) NORA should support an inventory and brief description of colleges and universities (name, location, regional contact for regional development); 2) Regional contacts should be invited to a session at the fall conference in Shetland Islands.

Contact: Dr. Rob Greenwood (Canada).

Group 6: National Parks and Innovation Opportunities

Partners: 1) Canada, 2) Iceland, Finland, Sweden, Scotland, participate in a Northern Periphery Program (NPP) on Sustainable Tourism which will focus on Nature Schools.

Background: New national parks will share strategic planning strategies: community participation, local business development, sustainable tourism best practices.

Key actions: 1) Parks Canada Newfoundland and Labrador and community planners in East Iceland will share information on strategies in Torngat National Park and East Iceland Glacier Park; 2) Sustainable tourism training at Gros Morne Institute for Sustainable Tourism will be provided in Iceland and NORA countries; 3) Collaboration in nature schools with NPP Project.

Contact: Dave Lough – Canada

Group 7: Caribou/Reindeer Meat Production

Partners: Partners in Labrador yet to be identified; Jorgen Jonsson chairman of Idre Sameby Sweden; William B. Sveinsson Foreman at Vaga Reindeer Company, Norway; Matti Uusitalo Rovaniemi, Finland reindeer owner and Forestry Technician; Stefan H. Magnusson, Isortoq Reindeer Station.

Background: Isortoq Reindeer Station annually produces 30,000 kg of reindeer venison marketed in Iceland and Denmark, opening a new market in Canada within the near future. Idre Sameby is producing annually about 84,000 kg of reindeer meat. Vaga Reindeer Company produces ca. 45,000 kg meat. The entire industry in Scandinavia produces 400,000 carcasses of reindeer/caribou venison annually. These producers are unable to meet the demands of their markets. It appears as though there are opportunities to partner with Labrador to harvest and sell caribou meat.

Key actions: 1) Identify good contact in Labrador; 2) Field and feasibility study to determine a suitable area; 3) Identify potential access to available land; 4) Meet with local municipalities.

Contact: Stefan Magnusson (Greenland).

Group 8: Changing Communities - Issues Affecting Families and Industry - Celebrating Women in the Fishery

Partners: North Atlantic partners yet to be identified; Memorial University, Parks Canada, The Rooms – Newfoundland and Labrador's Provincial museum, gallery and archives

Background: There are strong linkages between out-migration, issues affecting changes in local communities and issues impacting the future operation of the fishing sector. There is a need to recognize, celebrate and value the role of women in the history and future of the fishing industry.

Key Actions: 1.) Early planning for the Year 2008 to be a Celebration of Women in the Fishery. 2.) This event provides an excellent opportunity for North Atlantic cooperation on the issue of women's place in the history and future of the fishery. Potential partners from Iceland, Norway, Greenland and Faroe Islands should be invited to participate in the planning for this celebration. 3.) Women in the fishery knowledge, information and/or outputs from the events of this celebration can serve as an excellent contribution to the proposed Northern Knowledge Network.

Contact: Dr. Barb Neis

KEYNOTE ADDRESS

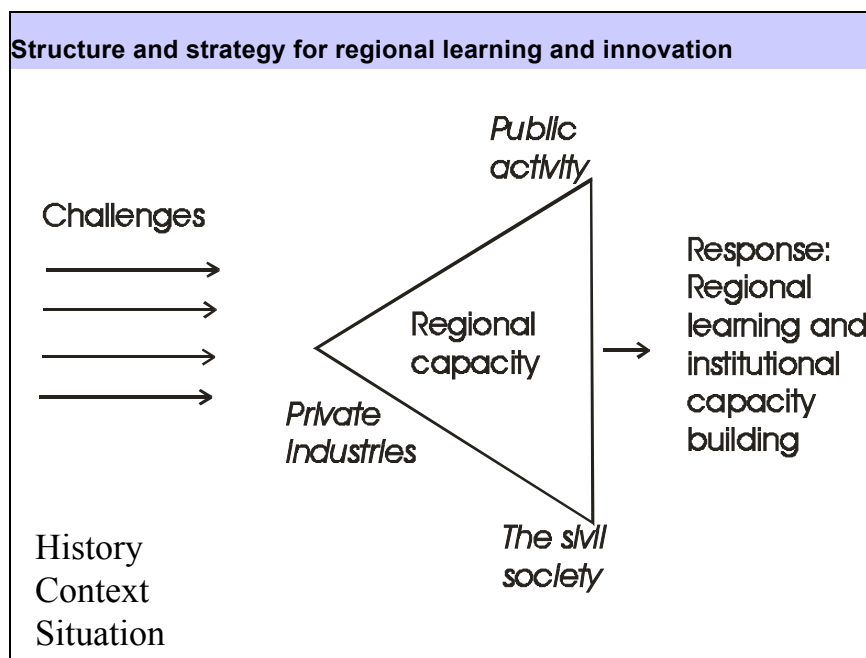
Potential of Cooperation

Dr. Jorgen Amdam
Volda University College - Norway

The following is a précis of Dr. Amdam's presentation. A copy of his power point presentation and an audio file can be found at www.smartlabrador.ca/csc



1. **Why should we cooperate?** What is in it for me? Cooperation must be based on our own need; we must both give and take in a real partnership. That must also be the basis for North Atlantic Cooperation.
2. **Model for development and cooperation.** The figure below illustrates the challenges regarding local and regional development and I will try to discuss the potential for cooperation related to this figure.



3. **Situation, history and context** differ between local communities in nations as well as between nations on the North Atlantic coast. But we have a common history related to the use and dependency of the sea and coast and also being on the margin of populated areas and a strong dependence on local and regional natural resources. Some communities have adapted early to changes in context and developed strategies for coping, entrepreneurship and innovations that can be important examples for other communities and regions, not for copying but for adaptation and remodeling to specific needs and challenges. Common also is the situation that our communities are “distant from people, have few inhabitants and long distances between inhabitants.”

4. **Challenges are both common and specific.** Most marginal communities have common challenges related to out migration of young and well educated inhabitants, lack of power over national and international policy, lack of economic and social capital – knowledge and relations etc. Cooperation is needed for empowerment and national and international understanding of these challenges. But also, due to differences in natural conditions, traditions, flexibility, policy etc., each community has challenges and has (or lacks) strategies for coping that are specific for the community, but are comparable to situations and challenges faced in other more distant communities and regions.
5. **Private industries are developed by local entrepreneurs or by outside companies.** Marginal coastal regions have a common history of being “used and misused” by “outsiders” – often changing the lifestyle of the community and/or destroying resources. The potential for learning from both good and bad examples is high related to mining, oil and gas, fisheries, tourism, financing etc. The history of the West Coast of Norway shows that industries and commerce developed by local entrepreneurs in communities and regions with high equality, are “rooted” in the community and region, the owners are integrated into local networks and usually have a strong positive effect on local and regional capacity building. Social, natural and economic conditions for both individual and collective business entrepreneurship differ related to history, policy etc. but still communities can learn a lot from each other using both good and bad examples.
6. **Public activity.** The development of public services (schools, kindergartens, etc), economic and municipal responsibilities are organized different nationally around the Atlantic rim. Common are challenges related to service provision to small isolated communities and the lack of “solutions” that are place-based instead of functional. We need new models that are based on the situation and challenges of marginal communities, communes and regions – not on urban models. National policies regarding business, the use and control of natural resources, employment, education, environment control etc. differs – which also means high possibilities of common learning.
7. **The civil society has different responsibilities, situations and challenges.** In the Nordic welfare state the municipalities have taken over a lot of the traditional responsibilities of the civil society. Fragmentation and lack of cooperation is a typical result. In a situation where local and regional communities must make themselves responsible for development, collective entrepreneurship and cooperation have to be relearned from communities where cooperation is necessary to survive. The norms, values and traditions of the community are also very important for local entrepreneurship and empowerment.
8. **Local and regional capacity** are dependent on all these actors and especially the cooperation and partnership based on common interests and understanding. Cooperating communities have generally a higher potential for development than communities that are not able to develop common understanding of the situation, visions for development and strategies and tasks to fulfill objectives.
9. **Results from strategies and tasks** will differ related to the local and regional situation, but are still of high interest for other communities in corresponding situations. It is important for communities themselves to learn from both good and bad examples, and often outside views will heighten the understanding of ourselves and our way of functioning.
10. **My opinion is that both developed and not so developed communities and regions can learn a lot from each other.** Often we forget the struggle that lies behind policies, organizations, institutions, welfare production, support schemes, collective entrepreneurships etc. Cooperation around the Atlantic rim will stimulate self learning as well as collective learning.

11. To stimulate learning my opinion is that NORA must function as a node and an entrepreneur in the connection and integration of networks and the establishment of common arenas for contact and learning.
12. As an example Norway will in 2007 establish a centre for rural development that will be a node of networks of NGO's, political organizations, local business, collective actions, development organizations and agents, research and education etc. It will stimulate the development of knowledge of best cases, give advice and support and also stimulate higher political focus on small communities. NORA should have the same responsibilities related to the Nordic periphery.

Closing Remarks

A final panel presentation was made by delegates representing the five countries that participated in the conference: Anna Kristin Gunnarsdottir (Iceland), Sigvald Hansen (Norway), Kenneth Hoegh (Greenland), Kjartan Dalsgaard (Faroe Islands), Dave Lough (Canada). This group of panellists provided conference delegates with closing remarks summing up the conference and challenging delegates to follow through on commitments.

The North Atlantic countries have traditionally depended on the fishery and are trying to adjust to depleting resources, corporate restructuring and changing markets. Tourism has been growing as an opportunity, but not every community has an attraction and services which can generate international visitors. Most communities are seeing youth move to the cities and are having challenges attracting new residents. All communities are struggling to provide a quality level of public services. "It is surprising to hear how much countries in North Atlantic rim have in common."

This conference, with delegates from a cross section of private business, community organizations, government institutions and researchers, focused on sharing success and finding creative solutions for coastal communities. "It is important that we continue to ask, 'What positive developments have occurred in other jurisdictions? Are there patterns? What can we learn from good examples?'" By focusing on success stories and identifying trans-national partnerships, delegates were able to leave the conference with a sense of optimism and confidence about the future of small communities in the North Atlantic.

One of the conference outcomes is "The Labrador Declaration". This declaration outlines some of the conference findings, provides concrete ideas for the development of new initiatives, commits to greater North Atlantic collaboration and identifies new directions for communities, business and government to build small communities. Our challenge is to convert the ideas into action.

APPENDIX A: DELEGATE LIST**Faroe Islands:**

Kaspar Lyttthans – NORA
Olga Biskopsstø
Kjartan Dalsgaard

Iceland:

Petur Snaebjornsson
Elsa Árnardóttir
Stefania G. Kristinsdóttir
Anna Kristin Gunnarsdóttir - MP
Hjalti Thor Vignisson
Karl Benediktsson
Stefan Stefansson
Skuli Skulason
Sigríður Kristin Thorgrimsdóttir
Helgi Thor Thorarensen

Norway:

Outi Torvinen
Turid Moldenaes
Brit Kramvig
Jorgen Amdam
Sigvald Oppenboen Hansen –MP
Eva Britt Birkenes
Tor-Egil Lindeberg
Kristin Baalsrud

Greenland:

Lida Skifte Lennert
Ruth Heilmann – MP
Marie Fleicher – MP
Tina Jensen
Sakarias Amondson
Kenneth Hoegh
Stefan Magnusson
Hanseeraq Jonathansen
Peter Borg

Canada:

Dave Lough
Rick Comerford
Cleon Moores
Reg Hancock
Gilbert Linstead
Claude Rumbolt
Valda Adams
Rob Greenwood
Zita Cobb
Barb Neis
Phillip Earle
Sheila Downer
Sonya Belbin
Doug Robbins
Cindy Robbins
Louise Trimm
Katrina Peddle
Rex Goudie
Bonnie Goudie
John Hull
John Graham
Larry Felt
Patricia Way
Pete Barrett
Waylon Williams
Stelman Flynn
Randy Letto
Shirley Letto
Bruce Moores
Lawrence Normore
Burf Ploughman
Craig Pollett
Jamie Pye
Derek Wilton
Roxanne Notley
Barbara Campbell
Marilyn Coles-Hayley
James Buckle
Trish Nash

APPENDIX B: KEYNOTE SPEAKERS

Dr Lawrence Felt

Department of Sociology, Memorial University of Newfoundland, Canada

Dr Lawrence (Larry) Felt holds a Bachelor degree in Biology and a PhD in Sociology from Northwestern University in Evanston, Illinois (USA). He is currently a Professor in Memorial's Department of Sociology where he has taught since 1975. Trained in both natural and social science, his research experience includes investigation of regional economic inequality, state management of marine resources, community-based economic development and the sociology of marine science. Of particular interest to Dr Felt are efforts to link the accumulated knowledge and experience of resource users with the scientific research that provides the current basis of contemporary state management of marine resources. Dr Felt has authored or co-authored four books and over seventy professional articles on rural health care, resource management, fisheries policy and social and economic community development. A strong proponent of locally directed economic and social development, Dr Felt has undertaken comparative work involving other Canadian jurisdictions as well as Iceland and other societies of the North Atlantic maritime rim.

Jørgen Amdam

Volda University College, Norway

Born 1945, at Ørskog in Møre and Romsdal County, Norway. Master and Dr. Science of land consolidation and planning, at NLH, Ås, Norway, 1970, 1974. Employed at Møre og Romsdal Distriktshøgskule, Volda; now Høgskulen I Volda (Volda University College), from 1973. Professor of local and regional planning and administration. Extensive experience as teacher and research leader; over 200 publications. Main academic interests: planning theory and methods - communicative planning. Local planning and administration, regional policy, planning and development. Publications: Books (registered in Bibsys), Registrations in Forskpub, Papers (downloadable).

Skuli Skulason

Holar University College, Iceland

PHD. M.Sc in Evolutionary Biology, University of Guelph, Canada; B.S. in Biology, University of Iceland. Postdoctoral fellow at University of California Berkeley. His research program is focused on ecology and evolution of diversity and speciation. He is currently Rector of Holar University College in Iceland (www.holar.is), which is a rapidly growing institution with emphasis on aquaculture and fish-biology, tourism and equine studies. Areas of interest include: the importance of education and knowledge in community development; the role of diversity in nature and in human and social development, and nature tourism.

APPENDIX C: GLOSSARY OF TERMS

ACOA	Atlantic Canada Opportunities Agency
FINALLY	Futures in Newfound and Labrador's Youth
ISSMR.....	International Society for the Study of Marginal Regions
LFUSCL.....	Labrador Fishermen's Union Shrimp Company Ltd.
MOST-CCPP	Management of Social Transformation – Circumpolar Coping Processes Projects
NORA	Nordic Atlantic Cooperation
NAF	North Atlantic Forum
NAIP.....	North Atlantic Islands Program
NORCE	Northern Coastal Experience Project
VTTA.....	Viking Trail Tourism Association

APPENDIX D: KEY WEB SITES

Atlantic Canada Opportunities Agency	www.acoa.ca
Futures in Newfound and Labrador's Youth.....	www.finally.ca
Harris Centre	www.mun.ca/harriscentre
Holar University College.....	www.holar.is
International Society for the Study of Marginal Regions	www.upei.ca/iis/naip.htm
Intervale Associates.....	www.interval.ca
Labrador Fishermen's Union Shrimp Co. Ltd.	www.lfuscl.com
MOST-CCPP	uit.no/mostccpp
Nordic Atlantic Cooperation	www.nora.fo
Nordic Council of Ministers	www.norden.org
North Atlantic Forum	www.upei.ca/iis/naip.htm
North Atlantic Islands Program.....	www.upei.ca/iis/naip.htm
Northern Coastal Experience Project	www.norce.org
OurLabrador	www.ourlabrador.ca
SmartLabrador.....	www.smartlabrador.ca
Viking Trail Tourism Association.....	www.vikingtrail.org

CONFERENCE WEB SITE:

<http://www.smartlabrador.ca/csc>

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