



Strategic Plan

2012-2017



Connecting the Coast



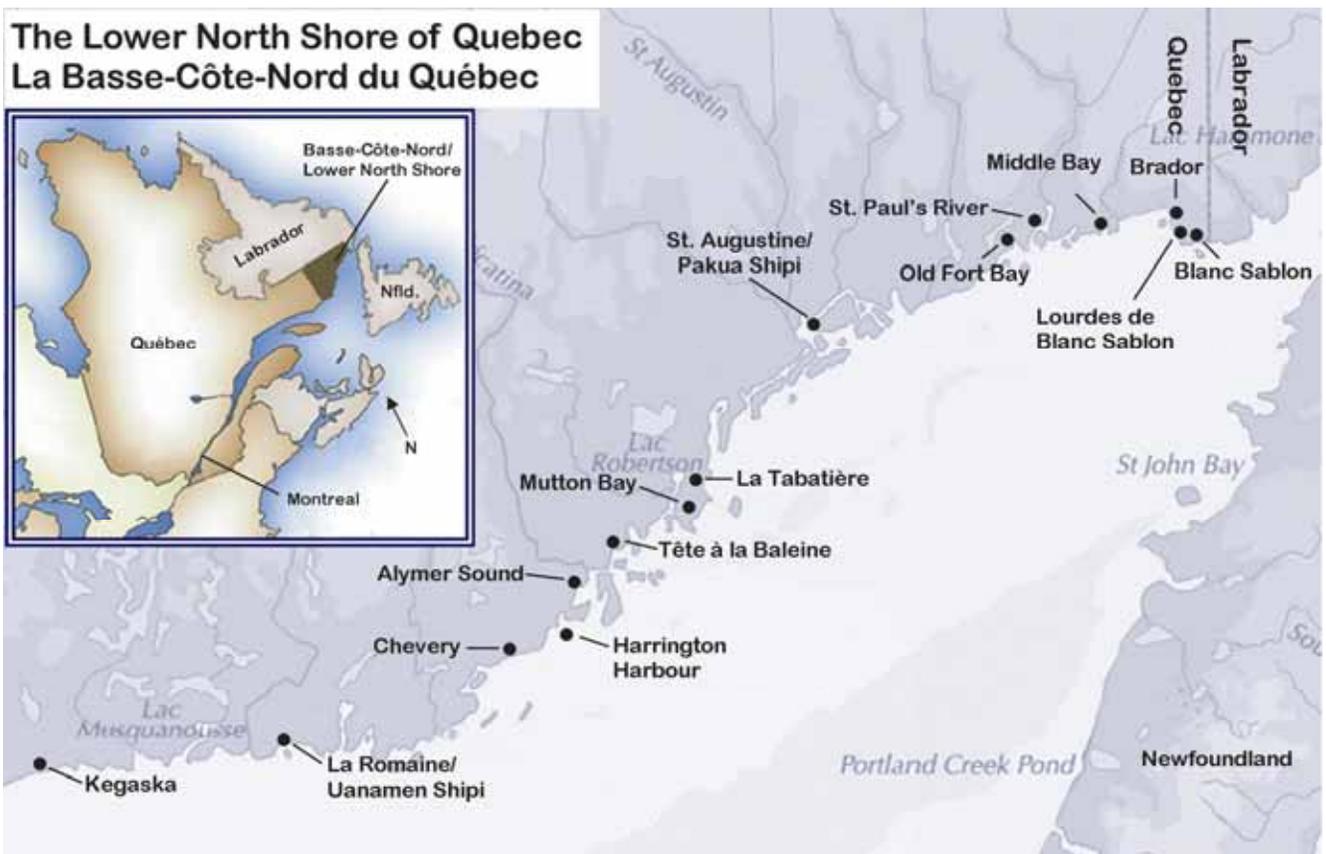
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The complete version of the Coasters Association 2012-2017 Strategic Plan is available at the office by emailing coasters@globetrotter.net.

The Lower North Shore

The Lower North Shore of Québec stretches from Blanc Sablon (at the Labrador border) to Kegaska (opposite the eastern tip of Anticosti Island). Sixteen (16) communities, including the two (2) native communities of Pakua Shipi and Uanamen Shipi, are spread along 400 kilometres of rugged coastline, and in most cases are accessible only by boat, plane or snowmobile (in winter). Due to the vastness and isolation of the region, transportation costs are extremely high and often unreliable due to extreme weather conditions.



This remote region, which is majority English-speaking, has witnessed a significant decline in population over the last few decades, due to the collapse of the region's main economic activity (the cod fishery), and it is estimated that approximately half of the region's adult population leaves the Coast at some time during the year to secure employment elsewhere. Many leave the territory for several months at a time while their family remains on the Lower North Shore which results in social dislocation as, in some cases, both parents leave for work and their children are housed with grandparents or other family members. Many social challenges have emerged from the changing circumstances, such as caring for the elderly, and many youth leave and do not return, due to the lack of job opportunities.

The Lower North Shore has come very close to losing some of their communities simply because of the current socio-economic circumstances and the region faces a double challenge in terms of sustainable development and enhancing vitality.

About “The Coasters”

The Coasters Association, often known simply as “the Coasters”, is a non-profit organization formed in 1988 by a group of concerned citizens of the Lower North Shore of Quebec. The objective was to protect and further the interests of the population and contribute to the vitality of the region.

Nearly 25 years later, the Coasters Association’s membership stands at 3,542. With each new member, the Association becomes stronger and the objective of identifying and responding to the pressing needs of the Lower North Shore more feasible.

The Coasters Association is a regional organization of the Lower North Shore representing all of the communities on all issues, and voicing their concerns as one collective body. The Association’s work is mainly funded by the Ministry of Canadian Heritage, along with other regional, provincial and federal agencies, while the remainder of its funding is derived from fundraising, donations and membership drives. To accomplish the various tasks at hand, 14 elected directors, representing the five municipalities of the coast, manage the Association and ensure that it remains attuned to the specific needs of the coast. Channelled through a Board of Directors, the Association serves as a reliable source of information for residents of the Lower North Shore. The Association assists residents of the Coast by bringing new skills, developing new programs, offering new services and by providing leadership training in each community to foster autonomy and development.

Some of the Coasters Association current actions are:

- Youth issues, such as job training and employment, transportation, camps, leadership and life skills, retention strategies, and networking.
- Development services for the community, for example transition services for the fishery sector, tourism development, economic diversification through wildberry and other non-timber forestry resources, and greenhouse, community garden and kitchen programs, as well as heritage and culture activities & partnerships.
- Social & community development that focuses on drug and alcohol abuse, crime prevention, seniors’, women’s and disabled issues, literacy, early childhood development, anti-poverty measures, healthy lifestyles, nutritional programs, food security, diabetes, health & social service retention strategies, regional access program, community public health strategy and community profiles.
- Communication networks through a regional newspaper, web pages, support for radio stations, video conferencing sites, phone-in programs and high speed internet and cellular phone service.

The Coasters Association’s objective is to make the Lower North Shore a better place to live for residents of the Coast and we firmly believe that this objective will be attained sooner if everyone gets involved. By linking the communities of the Coast and by giving them a chance to partake in joint initiatives, the Coasters Association aims to create a common bond that will enable the entire Lower North Shore to face the challenges of renewal and development as one.

A Message from the Board



This document reflects the essence of the Coasters Association's second five-year strategic plan. A strong believer in organizational preparedness and producing measurable results, this strategic plan is the association's roadmap for the next five years. As an organization, a lot of time has been invested in developing its content – members, board members, staff and partners have all contributed so that the plan truly reflects the needs of the entire community.

Our objective is to work with these same individuals and groups to achieve the goals of the plan and to implement the strategies that will make a difference. With such a framework to guide our actions, the organization can efficiently and effectively deploy its resources, human and financial, to make sure that the programs, projects and activities that it undertakes with its partner organization are all working towards common and successful outcomes.

While the strategic plan elaborates many specific actions, these are all guided by four major pillars: to build capacity and leadership capabilities, to promote the social development of the most vulnerable groups, to encourage the sustainable development and diversification of the Lower North Shore economy, and to renew and constantly revitalize the Coasters Association.

All these goals are important, but the last one is particularly key, not only for the organization but also for the people that the association serves. Being prepared in a context where government resources are under pressure and social, economic and technological change is the rule rather than the exception is an essential element for community development. Through the development of a strategic vision and plan, Coasters Association has laid the foundation to ensure that the Lower North Shore region will be able to continue the process of revitalization and make certain that the future for its communities will be sustainable.

A handwritten signature in black ink, which appears to read "Anthony Dumas". The signature is stylized and cursive.

Anthony Dumas
President

Board of Directors 2012-2014



Anthony Dumas, President
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Email : Nil



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Representing Municipalité de Saint Augustine
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Vision

The vision of the Coasters Association, as a representative and responsive organization, is to enhance the quality of life on the Quebec Lower North Shore, by creating and supporting community development and community leadership.

Mission

The mission of the Coasters Association is to develop knowledge of the needs and expectations of the sixteen communities on the Lower North Shore and act in partnership with community leaders, organizations and stakeholders to design and deliver community strategies, programs and services which respond to the region's development challenges and which profile the unique cultural and natural resources of the region.

Goals

- To renew and constantly revitalize the Coasters Association;
- To nurture and enhance community capacity and leadership on the Lower North Shore;
- To promote the social development of vulnerable groups of people within our communities on the Lower North Shore;
- To encourage the sustainable development and diversification of the Lower North Shore economy.



Renew and constantly Revitalize the organization

By implementing an organizational plan

- Identify and implement on-going strategic planning processes which will be 'translated' into a results-based framework
- Develop a succession plan for the administration and senior management of the organization

Founding Members - May, 1988

Denis Murray President
Bill Floch Vice-President
Medrick Maurice Member
Emmerance Murray Member
Randy Jones Member
Cornella Maurice Member

Presidents

Denis Murray, Medrick Maurice, Joan McKinnon
Barry Roberts, Wilson Evans, Scott Buckle
Tony Roberts, Anthony Dumas

Executive Director

Cornella Maurice September, 1990 – March, 2014



Forums/Conferences (16)

- Tourism Conference in 1996
- Youth Forum in 1998
- Food Transportation Consultation in 2006
- Fishery Forum in 2007
- Coastal Tour in 2008
- Youth Consultation in 2008
- OCOL ESC Vitality Study LNS Consultation in 2008
- Drug & Alcohol Awareness & Prevention Summit in 2009
- Partnership Forum in 2009
- Provincial Drug & Alcohol Conference in 2010
- LNS Career Job Fair in 2010
- Youth Employability Forum in 2011
- Partnership Forum in 2011
- Visioning Sessions (2) in 2012
- Bioproducts Solidarity Coop founding meeting in 2013



Nurture and enhance community capacity and leadership on the Lower North Shore

By supporting organizational development

- Through the provision of organizational, professional and leadership development opportunities for community organizations
- Assisting other organizations to develop their individual capacities to identify and respond to the needs of their members and their communities

By facilitating the emergence of local leadership and organizational task forces and committees to address specific challenges and concerns

- Through participation in regional development activities, in particular the promotion of a common vision of the Lower North Shore through the creation of a Sectorial Table and in the areas of economic development, health and social services, social/community development, justice issues, education and youth retention
- Participate in provincial and regional networks and it will create networking opportunities for other community organizations



By supporting the growth of and helping to maintain a solid and effective communications and multi-media network

- Develop and maintain local and regional electronic and print media
- Develop planned communications activities along with other Lower North Shore organizations and institutions
- Keep pace with developments in information and communications technologies and develop a Lower North Shore Marketing Plan to encompass all publications and formats for local distribution and to coordinate information gathering
- Support a Coasters web-portal to facilitate the sharing of information amongst Lower North Shore organizations and institutions



Promote the social development of vulnerable groups on the Lower North Shore

By supporting efforts to respond to the needs of vulnerable groups, in particular seniors, youth, women and those with a loss of autonomy, as well as those with physical and intellectual disabilities

- Assess and map the unique needs and possible solutions for each of these groupings, and by carrying out the development of initiatives that respond to the assessed needs
- Facilitate the update of activities between different organizations and institutions working with these groupings to ensure cohesion
- Support the implementation of Senior Day Centres, Meals on Wheels, domestic aid, drug awareness and prevention, bullying awareness and prevention, KIDS summer camps, the Women's Coalition, and development programs for early childhood (i.e.: L'Avenir des enfants program) and those with disabilities

By supporting the development of a comprehensive social development plan

- Contribute to and participation in the process and activities of establishing a social development plan, and to ensure its effective implementation
- Support for an Exchange Network comprised of different organizations and institutions on the Lower North Shore
- Implement various support programs, such as, Renuir Reuisst R2 program (drop out prevention program)

By supporting the development of recreational opportunities, particularly for youth

- Research the needs and funding opportunities for provision of recreation activities and developing initiatives that respond to the assessed needs in recreation
- Support the Lower North Shore Coalition for Health in maintaining the Basse-Côte-Nord en Forme program and support the offer of exchange activities for youth

By supporting the development of health and social service programs

- Maintenance of health and social service networks, the development of goals and objectives, and the initiation of partnership actions in a variety of health and social service areas to serve vulnerable groups including: mental health, public health, physical health, seniors and those with a loss of autonomy, alcohol and drug addiction, youth and families, and physical and intellectual disability
- Contribute to information and communications technology (ICT) actions that support health and social services development

By supporting the development of social economy initiatives

- Research into the possibilities for social economic development and initiatives that respond to the assessed needs of vulnerable groups based on the '5 Pillars' of social development: social capital, human capital, cultural capital, economic capital and environmental capital

Encourage the development, diversification and sustainability of the Lower North Shore economy

By supporting employment and educational opportunities for youth and young adults (to age 35)

- Assess employers' needs and developing social economy opportunities
- Lobby for improved employment prospects for youth and young adults. It will identify specific industries in which to prepare youth and young adults through education and training programs, and it will provide assistance for complementary programs that will enhance the quality of education and help train skilled labour.
- Support job shadowing, job fairs, life skills development, scholarships, internships and Community Learning Centres

By supporting the development of entrepreneurship

- Research into the possibilities for developing women's and youth entrepreneurship opportunities, and produce a plan of action
- Develop entrepreneurship initiatives that respond to the assessed needs, especially business planning. It will support training programs, entrepreneurship programs, job fairs and forums



By supporting the renewal of the Lower North Shore fishery

- Contribute to initiatives that maintain, diversify and enhance the presence and activities of fishers and plant workers in the region; this will assist local organizations, committees and associations with fishery renewal efforts, and the upgrading and/or replacement of infrastructure
- Lobby for specific adjustment and development initiatives. In addition, the organization will assist in transition services for the fishery sector and adapting existing infrastructure to suit alternate economic activity



By supporting the development of the wildberry and non-timber forest products industry

- Work with other organizations and institutions to promote, expand and develop the processing and marketing of wildberry and non-timber forest product products (i.e. algae, mushrooms, plants, bio-marine products, speciality products, etc.)
- Encourage the sustainable development of the wildberry and non-timber forest product environment and assist in the implementation of a regional Biopterre office and the Lower North Shore Bio-products Cooperative



By supporting the efforts of tourism associations and partners

- Enhance the natural, heritage and cultural attributes and attractions and the promotion of exchanges between cultures

By supporting efforts to improve transportation in the region

- Support for the MRC and others to attain the implementation of Route 138
- Advocate for better transportation systems to serve the region
- Develop a transportation portrait
- Assist in the implementation of a transportation cooperative



By supporting development of employment opportunities through Coasters Association projects (in collaboration with partners)

- Project development and submissions such as a pilot project for a coastal greenhouse, a bio-marine facility (algae, composting), and recycling and waste management projects
- Assist in the promotion and coordination amongst Lower North Shore organizations for development initiatives





*What you do
has far greater impact
than what you say.*

Stephen Convey



Books/Guides

- Back to Basics & Cooking Essential Cookbook (2012)
- Bullying Violence Preventative Kits (2010)
- How to Manual (2010)
- Community Guide – Community Resources (2009)
- How to Guide – Social Economy (2008)
- Survival Pack for Parents with Teens (2007)
- Lower North Shore Food Guide (2007)
- Tele-health Resource Library (2007)
- Resource Library Handbook for Teenagers (2007)
- Community Guide – Communities of the Coast (2005)
- Life Choices – 400 pages (2004)
- Coastal Directory (2002)
- A Country so Wild and so Grand (Bilingual) (1999)
- From Along the Coast, Home Style Cooking, Lower North Shore Cookbook (1996)
- Discover the Lower North Shore (Bilingual) (1994)

Coasters Association



Lower North Shore Coalition for Health

- Anthony Dumas - Coasters Association
- Wanda Beaudoin – CSSSBCN
- Vincent Joncas - CSL
- Lionel Roberts – MRC
- Vicki Driscoll - CEDEC
- Serena Etheridge - QLF
- Jarvin Joncas - CLD
- Ghislaine Monger - LTS
- Rene Couture - SQ
- Cornella Maurice – Advisor
- Kimberly Buffitt - Director of Programs





The key to successful leadership today is influence, not authority.

Kenneth Blanchard



Senior Day Centers (Six Sites)

Municipality de la Cote Nord de Golfe St. Laurent
(Harrington Harbour & Tete a la Baleine)

Municipality de Gros Mecatina

Municipality de St. Augustine

Municipality de Bonne Esperance

Municipality de Blanc Sablon

United for a Better Future



Organizations & Companies

Ami Quebec
Basse Cote Nord en Forme
Canadian Junior Rangers
Carrefour Jeunesse Emploi
CARS – Community Achieving Responsive Services
Centre Local de Développement de la Basse Côte Nord
Community Economic Development & Employability Corporation
Domestic Aid Coöperative
Dr. Camille Marcoux Foundation
Fisher Associations/Groups
Fondation Uni-aide
Groupe Accessibilité St. Augustin
H&SS User's Committee
H&SS Vigilance Committee
Harbour Authorities
LNS Arts and Culture Guild
LNS Bioproducts Solidarity Cooperative
LNS Cable Coop
LNS Caisse Populaires
LNS Radio Stations
Local Table for Seniors and Community Group
Local Wave
Métis Region BCN/Métis Inuit Community
Pec Nord
Quebec 4-H
Quebec Labrador Foundation
RAP Committee
Shore Grow
Tamarack Foundation
Tourism Committees/Museums/Centers
Virage Santé
YMCA & YWCA
Innovative Civil Contractors ICC/ICS

Networks

CHSSN (Networking and Partnership Initiative)
Community Learning Centers
Education Network
Exchange Network
H&SS Regional Access Committee
Lower North Shore Coalition for Health
Provincial Health Committee
QCHSSN Foundation
Quebec Community Groups Networks
Women's Coalition

Governments, Agencies & Institutions

Agence de la santé et des services sociaux de la Côte-Nord
Biopterre
Canadian Heritage
Carleton University
Centre d'expérimentation et de développement en forêt boreale (CEDFOB)
Centre de la Santé et des Services Sociaux de la Basse Côte -Nord
Commission Scolaire du Littoral
Concordia University
Fisheries & Oceans Canada
Human Resources & Skills Development Canada
McGill University
Ministère de l'Éducation, du loisir et du Sport du Québec (MELS)
Ministère de Santé et Services sociaux du Québec (MSSS)
Ministère des Affaires municipales, des Régions et de l'Occupation du territoire du Québec (MAMROT)
LNS Municipalities & MRC
North Shore Deanery
Quebec en Forme
Royal Roads University
Sûreté du Québec
University of Waterloo



Conclusion

The Lower North Shore is a historic community with links going back to the first European fishers who ventured along the rugged coastline of the Gulf of St. Lawrence over 500 years ago. Today's challenge is to renew the community's vitality in the face of macro-economic shifts and long-term changes in the exploitation of natural resources.

For nearly 25 years, the Coasters Association has been front and centre in addressing the challenges facing the population of the region by focusing on a range of community issues, especially the development of the human and social capital required to renew leadership, develop new programs and undertake projects that spark innovation and bring about positive change.

But the Coasters Association cannot act alone, it has – and must – continue to work hand-in-hand with the many partners from government, institutions and the private sector that are essential to achieving progress for the entire community. Despite the remote and rugged nature of the region, there is potential in every member of every community to contribute to the enhancement of the vitality of the Lower North Shore, and Coasters Association is there to make sure it happens.

Contact Information

The Coasters Association is here for you and is committed to offering information concerning available services to all of the Lower North Shore's communities. For further information regarding the current activities of the organization, please feel free to contact the office in St. Paul's River at your convenience:

Coasters Association Inc.

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Cornella Maurice
Executive Director
Ext. 223

Lenora Keats
Office Secretary
Ext. 221

James Buckle
Finance Officer
Ext. 222

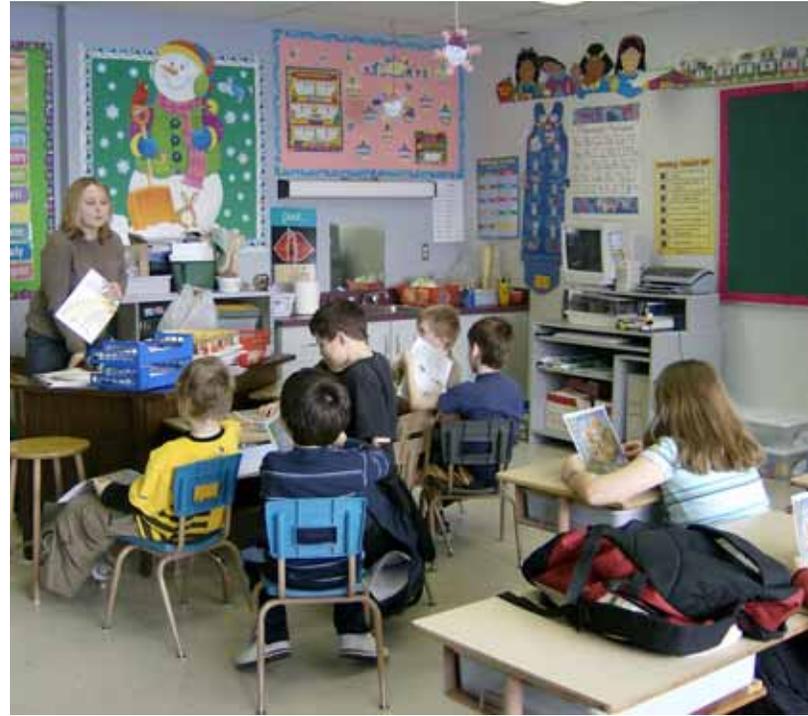
Kimberly Buffitt
Director of Programs
Ext. 226





*You are never too old
to set another goal
or to dream a new dream.*

Les Brown



Coasters Association



KIDS Summer Camp – Four camps

- 2013 – Exploration Celebration (85 youth)
- 2012 – When I Grow Up (82 youth)
- 2011 – Up in the Air (118 youth)
- 2010 – Green Adventure (132 youth)
- 2009 – Going Green (68 youth)
- 2008 – Ocean Odyssey (90 youth)
- 2007 - 93 youth – 4 camps
- 2006 – 28 youth – 2 camps

KIDS – Kindness, Inspiration, Determination, Spirit