



KILLICK COAST

REGIONAL PROSPERITY PARTNERSHIP WORKSHOP | FROM PRIORITIES TO PROJECTS
BAULINE | AUGUST 24, 2026





Regional Prosperity Partnership is a Municipalities Newfoundland and Labrador program in partnership with Community Sector Council, Newfoundland and Labrador Association of Community Business Development Corporations (CBDC), and Economic Developers Association of Newfoundland and Labrador. The project is funded through the contributions from the Federal Government's Atlantic Canada Opportunities Agency, Provincial Government's Department of Jobs, Growth and Rural Development, and Municipalities Newfoundland and Labrador.



Atlantic Canada
Opportunities
Agency

Agence de
promotion économique
du Canada atlantique



Thank you to Town of Bauline and the Community Sector Council for supporting the Killick Coast Regional Workshop.

Summary

On August 24, 2026 in Bauline, Municipalities Newfoundland and Labrador brought together representatives and citizens from every community on the Killick Coast for a conversation about regional economic development opportunities.

The region included the communities of Pouch Cove, Flatrock, Torbay, Logy Bay-Middle Cove-Outer Cove, Portugal Cove-St. Philip's, Wabana, and Bauline. A representative from the Town of Paradise also participated in the workshop because Paradise was identified as a good neighbour and occasional regional partner. The 24 participants represented elected municipal officials and staff, community organizations, provincial government and individual citizens from the region interested in a conversation about regional prosperity.

The participants decided on two projects they would like to continue to pursue with the help of the Municipalities Newfoundland and Labrador regional economic development facilitator.

The first project is focused on the development of a regional project team with members from each municipality that would coordinate and keep on track regional initiatives and projects.

The second project is focused on physically connecting sections of the East Coast Trail in the region and then developing product and marketing strategies around the trail as a unique Killick Coast tourism experience.

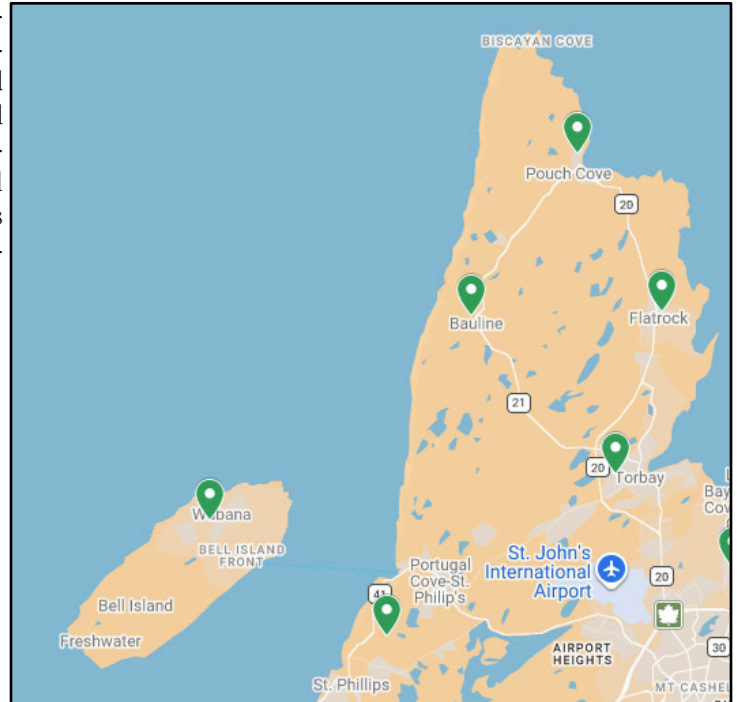
The participants developed project teams and project plans for the next 90 days that would allow them to explore the feasibility and move towards the development and implementation of those projects.



Introduction

Regional Prosperity Partnership program is a Municipalities Newfoundland and Labrador (MNL) program focused on facilitating regional economic development projects. Two regional economic development facilitators deliver the program across the province.

For the purposes of this project, municipalities define their regions in preliminary meetings with an MNL facilitator. In those conversations, municipal leaders and staff agreed that the region should include the communities of Pouch Cove, Flatrock, Torbay, Logy Bay-Middle Cove-Outer Cove, Portugal Cove-St. Philip's, Wabana, and Bauline. They also decided to invite representatives from the town of Paradise as a neighbouring community the region has strong connections to and an occasional partner on regional initiatives.



There were 25 participants in the workshop out of 38 registered. For a full list of registered participants please see Appendix 1.

Imagining a prosperous Killick Coast region

In order to help determine the development priorities that need to be addressed in the region, the participants worked on a guiding statement for the day that described what the region could be in 2031. They arrived at the guiding statement as they explored various

aspects of the region they would like to see thrive. Those included improved food security and trail and outdoor activities, enhanced tourism offerings and regional collaboration, and vibrant community life throughout the region. See figure 1.

GUIDING STATEMENT: In 2031, the Killick Coast is a collaborative region fostering vibrant community living that benefits residents, strengthens food security, enhances tourism and trail system and provides effective regional services that prioritize sustainability and environmental stewardship and leadership through collaborative planning.

Figure 1: Things we want to see in our region in 2031



Identifying barriers

Identifying barriers to greater regional prosperity is a crucial aspect of the planning and engagement process. Working together, the participants identified five categories of barriers they face when it comes to building a more prosperous region. The five categories were: regulatory roadblocks; attitudinal barriers; financial capacity; community barriers and communication; collaborative leadership, planning and engagement. For the full list of barriers the participants identified in the workshop see figure 2.

The participants identified attitudinal barriers and collaborative leadership, planning and engagement as the most important obstacles to

greater prosperity that they need to address. They also recognized that they had little control over regulatory roadblocks and financial capacity available to them. It therefore made sense that most of the participants were willing to put their personal time and effort into addressing the needs around collaborative leadership, planning and engagement as a barrier they identified as important and felt they had significant control over.

In figure 2, the red dots indicate the importance of a particular obstacle and the stickers with cameras and photo equipment indicate willingness to put time and effort into addressing a specific obstacle.

Figure 2: Things that stand in the way of a more prosperous region



Note on Figure 2: Some participants chose to vote on a specific barrier rather than a whole category. The votes were tallied based on the categories, but we also preserved the original voting pattern where the dots indicate the importance of a category or a specific barrier and the photo stickers indicate willingness to personally engage on an issue.

Figure 2: Things that stand in the way of a more prosperous region



Project development discussion

Participants worked in two larger groups on identifying potential projects that would address key development barriers in the region.

Out of that brainstorming conversation came several possible projects (see figure 3) and each group eventually chose to further develop the most promising project on their list.

The first group (Team Puffin) focused on developing Regional Project Team as a group that initiates and keeps regional projects on track and has representatives from every community as a part of the team.

The second group (Team Starling) focused on

developing infrastructure and components of marketing and tourism strategy focused on East Coast Trail sections located on the Killick Coast.

Each team engaged in a preliminary asset mapping exercise to help them determine some of the existing resources that could be used for their projects. Those assets were grouped in eight different categories: people, place, partnerships, economic, institutional, cultural, digital, and other (figure 4)

Following the asset mapping, the teams developed a project plan for the next 90 days and members of the team volunteered for the project team roles (figure 5).

Figure 3: Project possibilities

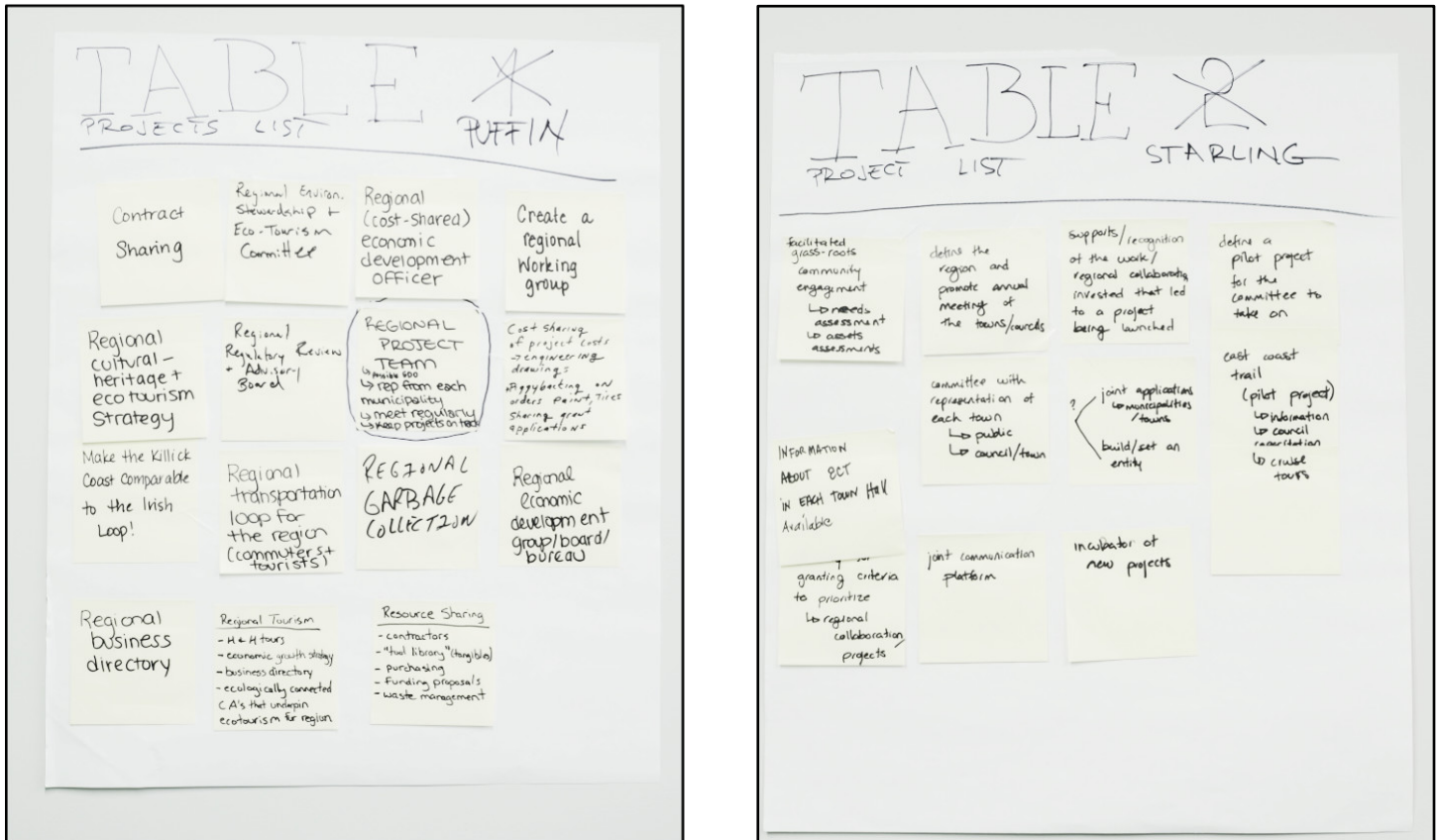


Figure 4: Asset mapping exercise for Team Puffin (Regional Development Team) and Team Starling (East Coast Trail)

PEOPLE EACH Community ON COAST	PLACE STARLING EAST COAST TRAIL
PARTNERSHIPS EAST COAST TRAIL Assoc TOWN COUNCILS Point EAST B+B LOCAL B+B St John's Hiking club Area CRUISE SHIPS TOURISM Promotion Schools/Businesses	ECONOMIC Point EAST B+B LOCAL B+B RESTAURANTS C.A. Fee FOOD bank SPONSORS DONORS

INSTITUTIONAL GOVERNMENTS LOCAL PROV FEDERAL	CULTURAL STARLING MUSEUMS/ART gallery GRIFFO PERFORMANCE stage HERITAGE committee ELDERS
DIGITAL SPOTTY INTERNET EAST CT WEBSITE COMMUNITY WEBSITES	OTHER COUNCIL/MAYOR HALLES

PEOPLE - Julie + Kerry (Economic Dev Professionals) - Heidi - DANNY - Bojan / MNL Staff - Dave - 1 admin / 1 council - dedicated lead to 'drive' group	PLACE PUFFIN - all Town Halls
PARTNERSHIPS - Fire Services MOU (PC/BL) (TB/FR) - Municipal Enforcement (TB/PCSP)	ECONOMIC - cost savings - CBDC CAS project - ACOA

INSTITUTIONAL - Regional Mayors Meeting Group - Regional Managers Meeting Group - MNL	CULTURAL PUFFIN - History and Heritage committees
DIGITAL - all towns have websites + social media	OTHER - environmental accountability - live local

Next steps

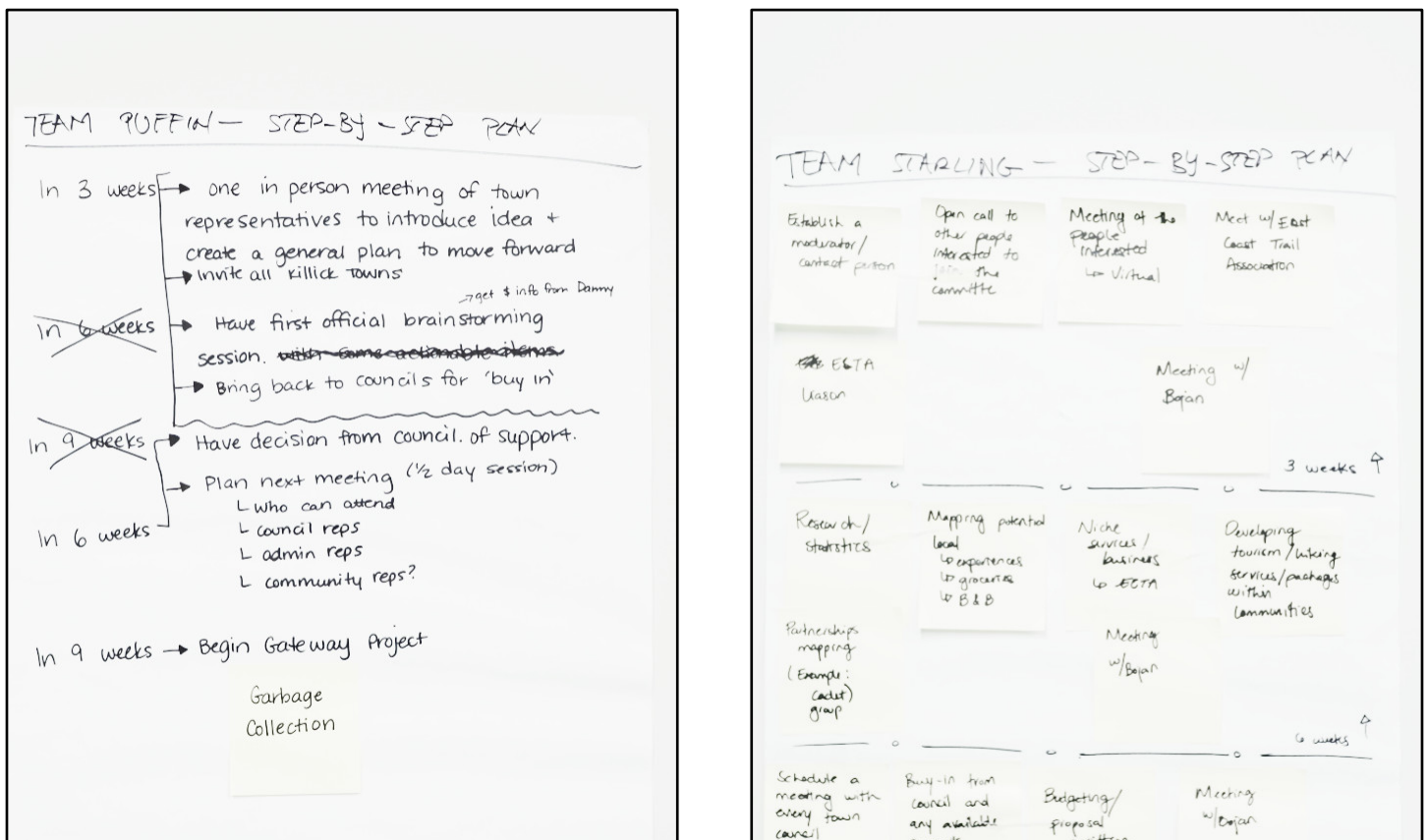
This workshop, following conversations with individual municipalities, is the first step in MNL's Regional Prosperity Partnership (RPP) program.

Following the workshop, an MNL facilitator will provide each team with support as outlined in their working plans. In addition, the RPP program consists of two additional public workshops. The next workshop will help the

region reflect on ways they could improve their capacity to work together on regional economic development projects. The last workshop is a part of the project development and implementation and will focus on detailed asset mapping exercise for the region in support of the regional projects they decided to pursue.

The dates for these workshops will be determined in consultation with the project teams.

Figure 5: Next steps for each project



Appendix 1: Workshop agenda



Regional Prosperity Partnership Municipalities Newfoundland and Labrador

Regional workshop | Killick Coast

**BAULINE COMMUNITY HALL
AUGUST 24, 2026**

Agenda

8:30-9:00

Welcomes and Introductions

9:00-10:15

Imagining a prosperous region

10:15-10:30

Coffee Break

10:30-12:00

Identifying priorities we need to address

12:00-13:00

Lunch

13:00-15:00

Identifying a regional project and available project assets

15:00-15:15

Coffee break

15:15-15:45

Building the project team and identifying the next step

15:45-15:55

Closing and next steps

15:55-16:00

Goodbyes

Appendix 2: Workshop registrants

Name (first and last)	Role/Title	Community
Susan Arns	Town Manager/Clerk	Logy Bay-Middle Cove-Outer Cove
Rodney Hynes	CAO	Town of Pouch Cove
Jules Bailey	EA & Communications	Town of Pouch Cove
Kerry	Director of Economic development	Torbay
Brad Richards	Mayor	Town of Pouch Cove
Charlotte Richards	Councillor	Town of Pouch Cove
Colleen Tapper	Deputy Mayor	Torbay
Sarah Crocker	Program Manager - Social Enterprise	Portugal Cove St. Philips
Julie Pomeroy Sparrow	Manager Economic Development	Town of Portugal Cove - St. Philip's
Courtney Hiscock	Economic Development Officer	Town of Paradise
Mariana Jimenez Ojeda	Social Innovation Manager	Mount Pearl
Jason Slade	Project Manager	Torbay
Hannah Barrie	Well-Being Communities Advisor	St. John's (provincial scope)
Laura Bruijns	N/A	Pouch Cove
Elke Dettmer	Dr. Elke Dettmer	Pouch Cove
Danny Reid	Business Development Officer	Whole Region - bricks and mortar in Paradise
Sandra Toomey	Volunteer for PC Heritage Society, PC Library Board and Northeast Avalon Foodbank	Pouch Cove
Joanne Baird	Labour Market Development Officer	St. John's
Sarah Flynn	Economic Development Officer, Gov NL	St. John's
Heidi Kolodniski	Town Councillor	Bauline
Lorraine Hynes	Director of Corporate Services	Town of Pouch Cove
Janet Lee	Account Officer	Atlantic Canada Opportunities Agency
Aarzo	Assistant Account Manager	Atlantic Canada Opportunities Agency
KERRY MURRAY	director of economic development	Town of Torbay
Yuliia Fedonenko	Immigration Settlement Coordinator	Torbay
Donna Norvey	Torbay History House Manager	Torbay
Mahfuzul Haque	Manager Enterprise Growth	Bell Island
Sandra Toomey	Volunteer with Library and Heritage Society	Pouch Cove
Susan Arns	Town Manager/Clerk	Logy Bay-Middle Cove-Outer Cove
Randy Murphy	President, East Coast Trail Association	ECT passes through 24 communities: CBS to Renews Cappahayden
Andrew Tobin	CAO	Flatrock
Trina Keough-Hackett	Economic Development Officer	GNL
Julie Pomeroy Sparrow	Manager of Economic Development	Town of Portugal Cove - St. Philip's
Michael Mooney	Management Consultant	Portugal Cove - St. Philip's
Christopher Dredge	Mayor	Bauline
Annette Staphenhorst	interested citizen	Torbay
Dennis C Mackay	citizen	Torbay
Ralph Legrow	Deputy Mayor	Bauline

Appendix 3: Project Teams

Team Puffin (Regional Development Team)

Brad Richards	Mayor	Town of Pouch Cove
Rodney Hynes	CAO	Town of Pouch Cove
Jules Bailey	EA &	Town of Pouch Cove
Charlotte Richards	Communications	Town of Pouch Cove
Dave Bartlett	Councillor	Town of Pouch Cove
Mayordave Bartlett		Portugal Cove St. Philips
Julie Pomeroy Sparrow	Manager Economic Development	Town of Portugal Cove - St. Philip's
Susan Arns	Town Manager/Clerk	Logy Bay-Middle Cove-Outer Cove
Heidi Kolodniski	Town Councillor	Bauline
Ralph Legrow		Bauline
Christopher Dredge	Mayor	Bauline
Danny Reid	Business Development Officer	Whole Region - bricks and mortar in Paradise
Joane Baird		

Team Starling (East Coast Trail project)

Mahfuzul Haque	Manager Enterprise Growth	Bell Island
Laura Bruijns	N/A	Pouch Cove
Elke Dettmer	Dr. Elke Dettmer	Pouch Cove
Sandra Toomey	Volunteer for PC Heritage Society, PC Library Board and Northeast Avalon Foodbank	Pouch Cove
Courtney Hiscock	Economic Development Officer	Town of Paradise
Colleen Tapper	Deputy Mayor	Torbay
Annette Stapenhorst	interested citizen	Torbay