



CORPORATE PROFILE & PROFESSIONAL SERVICES

Strategic advice. Credible documentation. Practical implementation.

Helping organizations move from opportunity or challenge to informed decisions and executable plans.

Who We Are

Established in 2000, White Rock Consulting & Communications is a St. John's-based management consulting firm serving entrepreneurs, established businesses, community and Indigenous organizations, municipalities, industry associations and public-sector partners throughout Newfoundland and Labrador, Atlantic Canada and selected wider markets. We help clients clarify complex decisions, prepare credible business and funding documentation, coordinate specialist input and move approved plans into implementation.

White Rock combines senior consulting leadership with disciplined research, project coordination, stakeholder engagement and access to a project-based professional network. Every engagement is structured around the client's objectives, evidence requirements, decision timeline and approved scope.

2000 Established	25+ years Firm experience	40+ years Senior leadership	Atlantic & wider Market reach
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Core Service Areas

Strategy & Planning Business strategy, operating models, feasibility, risk and implementation roadmaps.	Funding & Programs Readiness reviews, program research, applications, budgets and funder coordination.
Investment & Succession Business-sale readiness, acquisition support, confidential profiles and transition planning.	Government & Stakeholders Briefing materials, meeting preparation, program navigation and professional follow-up.
Marketing & Growth Positioning, market readiness, communications, partnerships and export-readiness support.	Implementation Support Project coordination, action tracking, document control, mentoring and follow-through.

Typical Deliverables

- Strategic, operational and implementation plans
- Business plans, feasibility assessments and market reviews
- Funding applications, work plans, budgets and supporting documents
- Briefing notes, meeting packages and stakeholder communications
- Confidential business-sale and succession materials
- Progress reports, decision records and implementation roadmaps

Why Clients Choose White Rock

Senior-Led Oversight Assignments are led or reviewed by senior consulting leadership.	Decision-Ready Work Research and documentation are organized around the decision the client must make.
Coordinated Expertise Specialists are introduced only where the assignment requires and the client approves.	Implementation Focus Recommendations are practical, assigned and structured for follow-through.
WHITE ROCK CONSULTING & COMMUNICATIONS 69 Elizabeth Avenue, St. John's, NL A1A 1W8 Office Timing Mon-Fri 9:30 Am to 5:00 Pm NL Time 709-769-7793 wanda@whiterocknl.com whiterocknl.com	

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PROFESSIONAL SERVICES

Integrated advisory support from planning through implementation

Assignments are designed around the client's decision, the evidence available, the required professional input and the agreed delivery schedule. White Rock may lead to complete engagement or deliver a defined component within a broader project team.

Management Consulting & Strategic Advisory Senior advice on growth, restructuring, operations, market development, business-model refinement, issue analysis and action planning.	Business Planning, Feasibility & Financial Coordination Business plans, feasibility assessments, market and operational reviews, implementation plans, risk analysis and coordinated financial assumptions or projections.
Funding Strategy & Application Support Program research, readiness assessment, application narratives, work plans, budgets, eligible-cost outlines, supporting documents and funder follow-up.	Government Relations & Navigation Program Briefing notes, professional correspondence, meeting preparation, program interpretation and responsible communication with departments and agencies.
Investment, Acquisition, Business Sales & Succession Sale readiness, confidential business profiles, buyer and seller introductions, acquisition planning, due-diligence organization and transition support.	Marketing, Communications & Market Readiness Marketing plans, positioning, messaging, outreach, digital and traditional communications, partnership development, export readiness and growth planning.
Workforce & Community Economic Development Employer and workforce initiatives, newcomer entrepreneurship, labour-market and career-readiness activity, regional development and community collaboration.	Implementation, Project Coordination & Mentoring Action tracking, document control, stakeholder follow-up, progress reporting, mentoring, implementation roadmaps and ongoing advisory support.

How We Work

1	Confirm	Clarify the objective, decision-makers, urgency and intended outcome.
2	Define	Confirm scope, deliverables, responsibilities, schedule, fees and review points.
3	Research	Review documents, conduct meetings, test assumptions and identify information gaps.
4	Develop	Prepare decision-ready plans, applications, assessments and briefing materials.
5	Delivery & implement	Complete approved revisions, issue final materials and support practical follow-through.

Sector Experience

- Indigenous business, community and regional economic development
- Agriculture, aquaculture, seafood, marine resources and processing
- Aviation, transportation, logistics and marine services
- Construction, manufacturing, fabrication and industrial services
- Hospitality, tourism, accommodations, restaurants and food services
- Healthcare, personal care, community services and social enterprise
- Labour-market development, employer support, recruitment and career readiness
- Technology, professional services, commercialization, investment and business transitions

Scope and professional boundaries: Funding, financing, legal, accounting, immigration, regulatory, valuation and other third-party decisions remain with the responsible organizations and qualified professionals. White Rock does not guarantee approval or outcome.

Clear Scope

Defined responsibilities, deliverables and review points.

Credible Evidence

Documented assumptions, sources and decision logic.

Practical Follow-Through

Action-oriented recommendations and implementation support.

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LEADERSHIP & DELIVERY TEAM

Senior-led consulting supported by project coordination and specialist expertise



Wanda Cuff-Young

President & CEO / Senior Consultant, White Rock Consulting & Communications | Vice President of Operations, Work Global Canada Inc.

Wanda Cuff-Young is a respected entrepreneur, business leader and senior consultant with more than 40 years of experience in marketing, business strategy, funding, stakeholder engagement and management consulting. She provides executive direction on business planning, project development, funding applications, government and stakeholder relations, investment readiness, succession planning, workforce development and complex client assignments.

As Vice President of Operations with **Work Global Canada Inc.**, Wanda contributes to employer support, workforce planning, international recruitment, newcomer integration and immigration-related initiatives.

Wanda serves as a **director at Large with the Newfoundland and Labrador Construction Association**, a **Public Member of the Newfoundland and Labrador Chiropractic Board**, and a **Connector with the Amal Unite & Empower Program at Amal Youth and Family Centre**.

Within White Rock's consulting team, Wanda also provides senior leadership in **community engagement, economic-development analysis and rural workforce strategy**.

Her professional record includes recognition by the Newfoundland and Labrador Organization of Women Entrepreneurs as **Entrepreneur of the Year**, past leadership with NLOWE and regional economic-development organizations, and long-standing involvement in business, industry and community initiatives throughout Newfoundland and Labrador.

- Business strategy and operational planning
- Funding and business development
- Government and stakeholder relations
- Investment and succession readiness
- Marketing and growth strategy
- Workforce and labour-market solutions
- Community and regional economic development
- Project leadership and implementation



Dr. William Radford

Strategic Partner / Community Development and Workforce Advisor

Dr. William Radford is an accomplished Canadian education leader, workforce strategist and community-development professional with more than 30 years of experience. His expertise includes strategic

planning, labour-market alignment, applied research, quality assurance, institutional capacity building and the management of complex education and workforce-development systems.

His senior leadership experience includes serving as President and CEO of the College of the North Atlantic, Senior Vice-President Academic and Chief Learning Officer, and Director of Strategy, Project Management and Applied Research with the Abu Dhabi Centre for Technical and Vocational Education and Training.

As a consultant and senior advisor, Dr. Radford has supported initiatives involving higher education, technical and vocational education and training, workforce readiness, community economic development, cross-cultural management, fund development and institutional capacity building. His international experience includes capacity-building work in St. Lucia, Ghana, Guyana and Ethiopia.

Within White Rock's consulting team, Dr. Radford serves as a **Strategic Partner and Lead Consultant**, providing senior expertise in labour-market strategy, workforce and training alignment, community and regional development, stakeholder engagement, applied research, report review and the preparation of practical, implementation-focused recommendations. White Rock's recent corporate and proposal materials support this combination of strategic-partner, lead-consultant and workforce-advisory responsibilities.

- Strategic planning and institutional capacity
- Labour-market alignment and workforce development
- Education and training systems
- Applied research and quality assurance
- Community economic development
- Cross-cultural and international capacity building
- Stakeholder findings and report review
- Implementation-focused recommendations

Project Coordination Team



Manreet Kaur

Executive Administrative Assistant - Succession Planning Division

Coordinates client communications, schedules, meeting records, proposals, reports, version control, confidential due-diligence files and follow-up across succession, acquisition, funding and business-planning assignments.

Email- Manreetkaur@whiterocknl.com



Jagjeet Singh

Administrative Assistant

Supports research, source tracking, document organization, Business & Marketing plans, draft preparation, client follow-up, event coordination, outreach and internal reporting, including workforce and community-facing initiatives.

Email- Jagjeetsingh@whiterocknl.com

MEMBERSHIPS & PROFESSIONAL ENGAGEMENT

- Newfoundland and Labrador Organization of Women Entrepreneurs (NLOWE)
- Canadian Federation of Independent Business (CFIB)
- Newfoundland and Labrador Construction Association (NLCA)
- Hospitality Newfoundland and Labrador (HNL)
- techNL
- Energy NL
- Econext
- Newfoundland and Labrador Federation of Agriculture (NLFA)
- Many more

03**PROFESSIONAL NETWORK & REFERRAL RELATIONSHIPS**

Specialist support coordinated according to the needs of each assignment

White Rock coordinates project-based professional support where a client file requires regulated, technical or specialized expertise. Each provider remains responsible for their own advice, fees and services. Inclusion in this profile does not create exclusivity, a legal partnership, endorsement or authority to act for another organization.

Relationship Area	Contact / Organization	Website
Legal Services - NL	Gerlinde Van Driel Van Driel Law	rvds-law.ca
Accounting & Advisory	Roger Coombs & Associates Professional Corporation, CPA	Contact through White Rock
Business Immigration Law	Sobirovs Law Firm	sobirovs.com
Immigration & Workforce	Work Global Canada Inc.	workglobalcanada.com
Creative & Digital	Denise Goodyear Intuitive Media	intuitivemedia.ca
Real Estate	Hanlon Realty	hanlonrealty.ca
Associate	Arlene Dunn	Contact through White Rock
Commercial Banking	Cory Basha, MBA, CPA, CMA TD Business Banking	Contact through White Rock

Advisor	Company / Professional Affiliation
Melanie Maher	OceansAdvance Inc. (LinkedIn)
Paul Shelley	Work Global Canada Inc. — President & CEO (Work Global Canada)
Leonard “Len” Mandeville	CIM Newfoundland and Labrador Branch — Secretary / Mining-sector advisor (cim.org)

Professional Standards

Written Scope & Authorization Services, responsibilities, fees, timelines, approvals and deliverables are confirmed in writing.	Confidentiality Client information is used for the approved assignment and shared only with authorized personnel or required specialists.
Evidence & Version Control Key assumptions, source materials, revisions and approval points are documented and managed throughout delivery.	Professional Boundaries Legal, immigration, accounting, engineering, valuation and other regulated advice is provided by appropriately qualified professionals under separate arrangements.
Third-Party Decisions White Rock supports preparation and coordination but does not control decisions by funders, lenders, governments, regulators, buyers, sellers or investors.	Implementation Focus Recommendations are designed to be practical, assigned, time-bound and suitable for follow-through after approval.

Selected Client Feedback

Client / Contact	Feedback
Newfoundland Chocolate Company	“The research project was comprehensive.”
Semintha Nutraceuticals Ltd.	“We highly valued the knowledge and professionalism of White Rock.”
Peter	“White Rock delivered a clear, practical business plan that strengthened our direction.”
Pete	“White Rock provided professional, transparent guidance on government relations and next steps.”
Colin	“White Rock made the business-sale and buyer-connection process clear and efficient.”
Sharlene	“White Rock developed a focused marketing plan aligned with our business goals.”
Rajin	“White Rock provided reliable guidance throughout the funding-application process.”

CONTACT WHITE ROCK

Wanda Cuff-Young, President & CEO / Senior Consultant

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Your vision. Our guidance.