



*Labrador  
Regional Council  
of the  
Rural Secretariat,  
Executive Council*



*Annual Activity Report  
2007-08*



## *Message from the Chair*

---

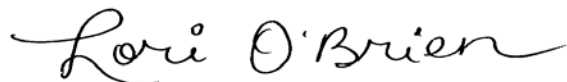
As Chairperson for the Labrador Regional Council, I hereby submit the annual activity report for the 2007-08 fiscal year. On behalf of the Council and in accordance with the *Guidelines for Annual Activity Reports for Category 3 Government Entities*, my signature is indicative of the Council's accountability for the results achieved.

This year the council prioritized the issues they would like to address in the region. Health was seen as the most pressing concern for the communities of Labrador. We have learned that these concerns are in every area of the region and are due in large part to the challenges of accessing care in isolated and remote communities. Equality of access and care is important to the citizens and therefore, a priority of the Council. Our vision for a sustainable future is based on healthy people as well as economic prosperity and cultural diversity.

We are building partnerships in the region and through community engagement we are hearing about the strengths and challenges individuals and organizations face. Overwhelmingly, the communities are identifying the need for more information sharing, collaboration and decentralization of knowledge. We are well positioned to increase communication in Labrador as we move forward with information technology.

We look forward to another year of working together, community and government, to strengthen sustainability and prosperity in Labrador.

Sincerely,



Lori O'Brien

Chair (Acting)  
Labrador Regional Council of the Rural Secretariat

# Table of Contents

---

Overview of the Region ..... 3

Regional Council Overview..... 4

Mandate ..... 5

Lines of Business.....6

Values.....6

Primary Clients.....7

Vision.....7

Mission.....7

Report on Performance.....8

Opportunities and Challenges Ahead ..... 12

Appendix A: Strategic Directions..... 14

Appendix B: Organizational Structure ..... 15

Appendix C: Map of Rural Secretariat Regions ..... 16

Appendix D: Mandates of the Rural Secretariat & Provincial Council..... 17

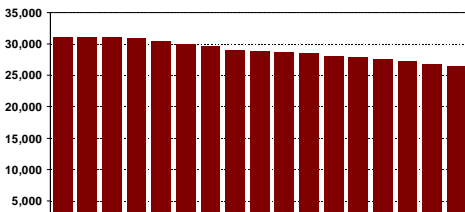
# 1. Overview of the Region

The Labrador Rural Secretariat region, known as the big land, includes 32 communities. Nine of these communities (about 13% of the region’s population) are not connected by road.

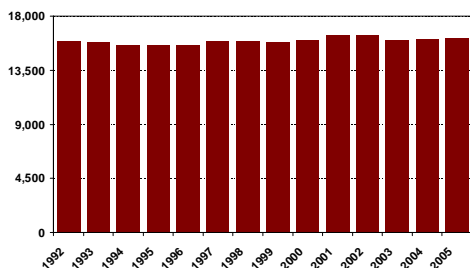
Labrador is the largest Rural Secretariat region geographically but encompasses a modest population. Northern Labrador communities and three communities on the southeast coast are not connected by road. This makes working across communities very challenging. The hub of the region is located in Happy Valley-Goose Bay and from here hospital and educational services can be acquired. There is also a new Inuit government, Nunatsiavut, which plays a role in governing Inuit communities in the land claim area. Labrador is unique with cultural diversity and beautiful landscapes; it is a region not to be missed.



**Population Estimates  
Labrador Rural Secretariat Region**



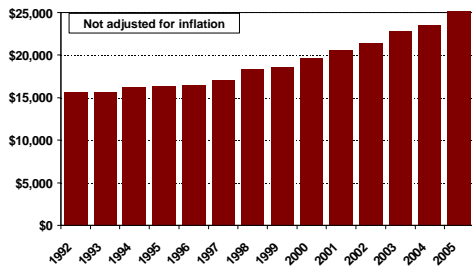
**Employed and Self-Employed  
Labrador Rural Secretariat Region**



The Labrador region was reported as having a population of about 26,300 in 2007. The largest towns and main regional service centres in the region are Labrador City and Wabush (population of about 9,000 combined in 2006) and Happy Valley-Goose Bay (population of about 7,600 in 2006). Additional regional demographic information can be found in *Regional Demographic Profiles: Newfoundland and Labrador* ([www.economics.gov.nl.ca/population/regionaldemographicprofiles.asp](http://www.economics.gov.nl.ca/population/regionaldemographicprofiles.asp)).

The region’s labour market has remained fairly stable over the past 14 years. The number of persons employed (including self-employed) averaged about 16,000 over this period.

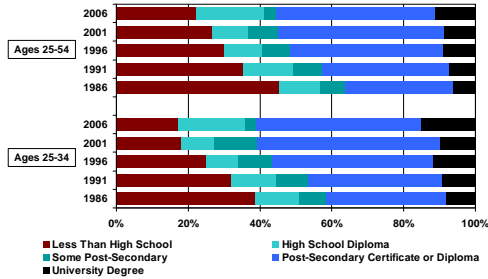
**Personal Income per Capita  
Labrador Rural Secretariat Region**



While employment has remained stable, incomes have increased. Per capita income in the region in 2005 was \$25,900. This is an increase of about 26% from 2001 and 57% from 1996.

Over this period, incomes have also been impacted by inflation and by changes to personal tax rates. Adjusting for these factors, after-inflation, after-tax personal income per capita in 2005 was about 15% higher than 2001 and 33% higher than 1996.

**Educational Attainment  
Labrador Rural Secretariat Region**



Formal educational attainment is increasing in the region. Among those of prime labour force age (ages 25-54), 43% had completed a college level program or university degree in 1991. By 2006, this rate had grown to 55%. Among younger workers (ages 25-34), the rate of post secondary completion grew from 47% to 61% over the same period.

Additional information, including gender-specific information and information for other levels of geography, can be found at [www.communityaccounts.ca](http://www.communityaccounts.ca) and [www.lmiworks.ca](http://www.lmiworks.ca)

## 2. Regional Council Overview

The Labrador Regional Council is comprised of four members; two female and two male. The Council has representation from larger and smaller communities throughout the region. The Council met five times in 2007-08.

The Council does not have a budget and, as such, an audited financial statement is not required in this report. Meetings of the Council and associated costs are funded through the budget of the Rural Secretariat.

The Rural Secretariat also funds a regional planner position in the region, who among other duties, acts as an information resource for the Council and facilitates the work of the Council.

The planner for the Labrador region is Lisa Densmore. Lisa works out of Happy Valley-Goose Bay.

| <b>Regional Council members</b> | <b>Community</b> |
|---------------------------------|------------------|
| Jim Farrell                     | Wabush           |
| Patsy Ralph                     | Labrador City    |
| Jonathan Jesseau                | Labrador City    |
| Lori O'Brien                    | L'anse Au Loup   |

*\* Additional members were appointed in September 2008. For an updated listing of council members please visit <http://www.exec.gov.nl.ca/rural/regionalmem.asp> .*

### *3. Mandate*

---

The Regional Council mandate is:

- To develop a common, evidence-based understanding of the social, economic, environmental and cultural realities of a region.
- To review key regional economic and social measures (e.g. education levels, demographic trends, health status, income levels, EI usage, economic diversity) and to reach agreement on the priorities for change over the next five years.
- To identify policies and programs which either advance, negatively impact or need to be developed to encourage the necessary change.
- To advance regional cooperation through the sharing of information on and discussion about economic and social measures, and to encourage regional partners to take action on and be accountable for those areas within their mandates.
- To nominate an individual to represent the region on the Provincial Council of the Rural Secretariat.

## 4. *Lines of Business*

---

The Council supports the Rural Secretariat’s two lines of business.

- **Partnership Development.** The Rural Secretariat engages citizens and coordinates the development of partnerships to focus on sustainable regional development and provide direct consideration of regional issues in the development of public policy.
- **Regional Impact Awareness and Action.** The Rural Secretariat conducts research and analysis, and provides informed advice on opportunities and challenges in all regions of Newfoundland and Labrador.

## 5. *Values*

---

The core values explain the character of the organization. The Council supports the Rural Secretariat’s core values, listed as follows:

|                  |  |
|------------------|--|
| Collaboration    | Each person is committed to working together effectively.  |
| Creativity       | Each person seeks and supports new ideas and approaches.   |
| Empowerment      | Each person is responsible for participating in discussions, making informed decisions and taking personal responsibility for their contributions. |
| Inclusion        | Each person acknowledges others’ views and perspectives and has the right/opportunity to express their own.  |
| Learning Culture | Each individual is recognized and valued for the skills that they bring and is encouraged to continue to learn.                                    |
| Transparency     | Each individual gives and shares open and objective advice based on sound information and principles.  |
| Trust            | Each person is open and supportive when participating in partnerships and follows through on requests and commitments.                             |

## 6. *Primary Clients*

---

The primary clients of the Regional Council include the Rural Secretariat, the Provincial Council of the Rural Secretariat, and departments and agencies within the provincial government, among others.

The Council will also engage individuals, groups and organizations within the region as it carries out its work.

## 7. *Vision*

---

The Labrador Regional Council supports the vision of the Rural Secretariat:

**Sustainable regions with healthy, educated, prosperous people living in safe, inclusive communities.**

Through its work, the Council is identifying priorities that contribute to regional sustainability which considers economic, social, cultural and environmental aspects.

## 8. *Mission*

---

The mission statement identifies the priority focus area of the Council. It represents the key longer-term result that the Council will be striving towards as they move forward with their work. The priority focus areas support the strategic directions of the provincial government. The statement also identifies the indicators that will assist both the Council and the public in monitoring and evaluating success. The Council will report on its mission statement in its 2010-11 Annual Report.

The mission statement of the Labrador Regional Council of the Rural Secretariat, as written in its 2007-08 Activity Plan, is as follows:

**By 2011 the Labrador Regional Council will have participated in annual forums and annual dialogue with Government and within regions that will show the value of two-way conversations between citizens and Government.**



Based on its work in 2007-08, the Council modified its Mission Statement in its 2008-11 Activity Plan. The new Mission statement, while largely similar, focuses more broadly on community engagement processes. This plan is available on-line at [www.exec.gov.nl.ca/rural/publications.asp](http://www.exec.gov.nl.ca/rural/publications.asp)

## *9. Report on Performance*

---

In its 2007-08 Activity Plan the Council identified three goals. This section outlines each of these goals, its measure and indicators, and describes activities undertaken by the Council to advance its achievement.

The Council's goals, objectives, measures and indicators for future years are identified in its Activity Plan for 2008-11. This plan is available on-line at [www.exec.gov.nl.ca/rural/publications.asp](http://www.exec.gov.nl.ca/rural/publications.asp)

The activities and performance of the Council with respect to each of the goals as outlined below, is in support of the provincial government's strategic directions for the Rural Secretariat (Appendix A). In particular, the Council's performance allowed for the development of new partnerships with various stakeholders at the regional level, and provided a new regional forum to discuss citizens' perspectives on regional and rural sustainability. The Council recognizes that these strategic directions are long term in nature and believes that its activities in 2008-09 and beyond will further support these directions.

## **GOAL 1: Vision**

- 1. By March 31, 2008 the Labrador Regional Council will have refined its long-term vision for the sustainable development of the region.**

### **Measure:**

Refinement of long-term regional vision for sustainable development

| <b>Indicator</b>  | <b>Accomplishments 2007-08</b>  |
|---|---|
| Completion of a working document that is shared with regions and government | <ul style="list-style-type: none"><li>• Draft internal working document prepared in 2006-07</li><li>• Discussions at Labrador Council's meetings around the vision document</li><li>• Revisions completed to reflect discussions</li><li>• Vision presented to Minister Taylor and posted to the web</li><li>• Vision shared with regional partners</li><li>• A copy of the Labrador's region's vision is available on the Rural Secretariat's website (<a href="http://www.exec.gov.nl.ca/rural/publications.asp#2">www.exec.gov.nl.ca/rural/publications.asp#2</a>)</li></ul> |

**GOAL 2: Regional Priorities**

2. **By March 31, 2008 the Labrador Regional Council will have clarified regional priorities that have been identified as key elements in attaining the vision.**

**Measure:**

Clarification of identified regional priorities:

| Indicator   | Accomplishments 2007-08  |
|---|--|
| <ul style="list-style-type: none"> <li>• More detailed information and discussion related to identified regional priorities</li> <li>• Initiation of the development of a framework to further guide discussion within the community and government to advance regional priorities</li> </ul> | <ul style="list-style-type: none"> <li>• Council, in partnership with the Provincial Council of the Rural Secretariat, initiated the development of a conceptual framework by which it could develop regional priorities.</li> <li>• Council identified a draft set of priorities in 2006-07. These priorities are consistent with the conceptual framework noted above.</li> <li>• Further refinement of Council’s priorities via discussions around the Council table and feedback through the engagement process               <ul style="list-style-type: none"> <li>➤ Health care, access to health and health research discussed for the draft document</li> <li>➤ Further work on the priorities illustrated a clear need for energy to be a priority for the Labrador Council</li> <li>➤ Council discussions of the transportation priority and infrastructure needed to reach regional sustainability illustrates government is headed in the right direction</li> <li>➤ Engagement of provincial government departments and the MUN Harris Centre around priorities to gain a better understanding of the provincial government’s priorities and academic research findings and perspectives</li> </ul> </li> <li>• The Council’s statement of work to address these priorities is detailed in its 2008-11 Activity Plan (<a href="http://www.exec.gov.nl.ca/rural/publications.asp#2">www.exec.gov.nl.ca/rural/publications.asp#2</a>)</li> </ul> |

**GOAL 3: Citizen Engagement**

**3. By March 31, 2008 the citizen engagement process initiated in December 2006 is broadened to more citizens.**

**Measure:**

Citizen engagement process is broadened

| Indicator   | Accomplishments 2007-08   |
|---|---|
| <ul style="list-style-type: none"> <li>• Engagement of individuals or small groups within regions</li> <li>• Engagement of community groups, e.g., church groups, student councils, senior’s groups, etc.</li> <li>• Engagement of formal groups, e.g., health boards, school boards, economic development organizations, etc.</li> <li>• Engagement of mixed groups that include representation from community and formal groups, as well as individuals within regions who have participated in previous engagement sessions</li> </ul> | <ul style="list-style-type: none"> <li>• The citizen engagement process was initiated in December 2006. Initial sessions held between December 2006 and March 2007 allowed for an orderly expansion of the process in 2007-08.</li> <li>• There were a total of seven community engagement sessions Altogether 125 people participated in the mix of engagement sessions. (It should be noted that some individuals may have attended more than one engagement session in 2006-07 and 2007-08.)</li> <li>• These included a mix of individuals, community groups, government departments, shelter representatives, College of the North Atlantic, and representation from front line health workers from the Nunatsiavut government and the Innu and Metis nations</li> <li>• Sessions were run by the Regional Planner with participation from Council members</li> <li>• Key results from the sessions included:               <ul style="list-style-type: none"> <li>➢ A willingness to partner across organizations.</li> <li>➢ An understanding that communication between citizens and government is important and desired.</li> <li>➢ Verification that health and wellness is crucial to the well being of citizens in the region.</li> <li>➢ Citizens feel that the Labrador vision is in line with healthier, stronger communities.</li> <li>➢ Citizen’s support sharing resources to maximize benefits to the region.</li> </ul> </li> </ul> |

| Indicator   | Accomplishments 2007-08  |
|---|--|
|   | <ul style="list-style-type: none"> <li>Asset mapping with citizens and stakeholders provides a strength based approach to dealing with regional issues</li> </ul>  |
| <ul style="list-style-type: none"> <li>Feedback from the citizen engagement process informs the vision document and key priorities of the region</li> </ul> | <ul style="list-style-type: none"> <li>Feedback from the sessions was used to refine the vision document and much of the discussion validated the Council's discussions</li> <li>The sessions were positive overall. Council members who participated were satisfied with the results</li> </ul> |

The Labrador Regional Council is seeking to broaden public dialogue on long-term opportunities and challenges facing the region. It aims to provide input and advice to the provincial government on these opportunities and challenges. This is a long term process that will require ongoing collaboration with citizens, stakeholders and interests in the region.

The Council feels that its performance in 2007-08 has allowed it to make advancements in this process. Council is providing an open and transparent means for rural perceptions, realities, opportunities, challenges and potential solutions to be discussed, debated and deliberated. It has brought together citizens, stakeholders and interests from differing backgrounds with differing priorities and perspectives, differing bases of information and knowledge, and differing expectations. It has built confidence, leadership and trust, and it has broadened public awareness of issues. The Council feels that its achievements in 2007-08 will strengthen its performance in 2008-09.

## *10. Opportunities and Challenges Ahead*

As the nature of the work of the Council is all-encompassing and long-term in nature, the opportunities and challenges faced by the Council remain fairly similar from year to year. However, it is these opportunities and challenges that guide the Council members in their work and provide them with the drive to move their agenda forward over the course of the year.

### **Collaboration**

Collaboration requires a spirit of cooperation and a willingness to work together for mutual gain. It requires citizens, stakeholders and interests to step out of their 'comfort zones' and to look at issues through multiple perspectives and lenses. While the Council is committed to regional collaboration, it is aware that this is a long term project.

**Long-term thinking**

Thinking long-term, in the context of the work of the Council, is necessary if regional sustainability is to be achieved. Thinking long-term will be challenging for citizens, stakeholders and interests given that there are immediate issues to be addressed within the region.

**Citizen Engagement**

There is an opportunity through this process for citizens, stakeholders and interests throughout the region to inform public policy development. The success of this process will hinge on the ability of participants to listen to each other, and discuss issues in an open, informed and respectful manner. Continued citizen engagement is key in achieving its vision.

**Vision Development**

The vision statement for the Council is not intended to achieve a final form. It is intended to be an organic document that seeks to identify what the Council wants to achieve over the long term. As regional circumstances change over time, so too will regional priorities.

# Appendix A

---

## Strategic Directions

### 1. Title: Regional Partnership Development

**Outcome Statement:** Stronger and more dynamic regions.

**Clarifying Statement:** This outcome requires systemic intervention by the Regional Council in the areas of:

- Partnership Development
  - Within regions
  - Between government and regions
- Forum for informed discussion and priority identification that links economic, social, cultural and environmental aspects of regional sustainability.

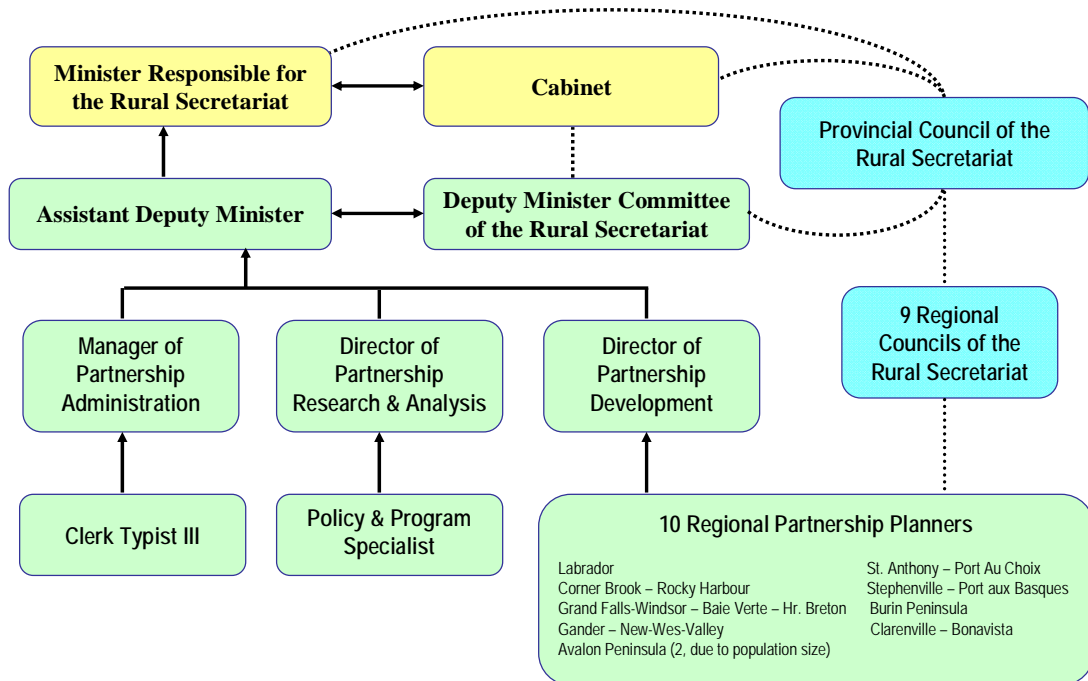
### 2. Title: Assessment of Policy on Regional Sustainability

**Outcome Statement:** Improved Government understanding of and response to significant and long-term regional issues.

**Clarifying Statement:** This outcome requires systemic intervention by the Regional Council in the areas of:

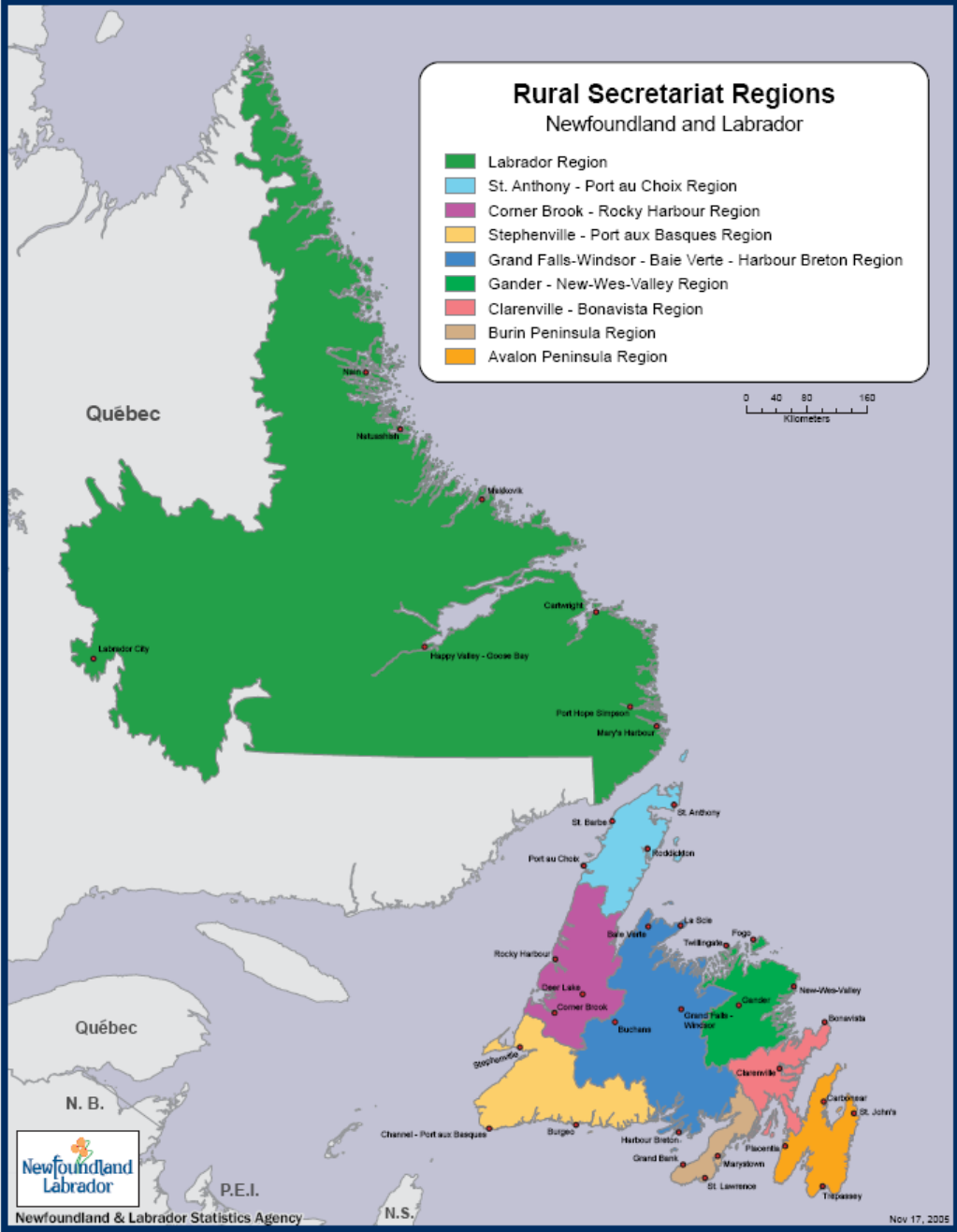
- Regional perspectives which can inform the development and implementation of public policy.

## Rural Secretariat Structure





# Appendix C



## *Appendix D*

---

### **Mandate of the Rural Secretariat**

The Rural Secretariat's mandate is to:

- Promote the well-being of all regions of Newfoundland and Labrador through a comprehensive and coordinated approach to economic, social, cultural and environmental aspects of regional development.
- Act as the focal point for government to work with local and regional partners to build strong and dynamic regions and communities.
- Ensure that regional concerns are considered throughout the provincial government and promoted at the federal level.
- Carry out research and analysis of economic and social issues affecting all regions of Newfoundland and Labrador.
- Help communities and regions identify and take advantage of growth opportunities.

### **Mandate of the Provincial Council of the Rural Secretariat**

The Provincial Council's Mandate is to:

- Develop a common, evidence-based understanding of the social, economic, environmental and cultural realities facing the province.
- Review key provincial economic and social measures (e.g. education levels, demographic trends, health status, income levels, EI usage, economic diversity) and to reach agreement on the priorities for change over the next five years.
- Identify and advise government on policies and programs which either advance, negatively impact or need to be developed to encourage the necessary change over the five year period.
- Advance cooperation through the sharing of information on and discussion about economic and social measures, and to encourage government and community partners to take action on and be accountable for those areas within their mandates.
- Meet twice annually with the provincial Cabinet and deputy ministers to advance regional development priorities.
- Serve as an external sounding board for government for the development of strategies, policies, programs and budget issues that will affect provincial and regional sustainability.

Photo Credits:



Boat at the dock in Goose Bay  
Photo Compliments of Stephanie Dawe



Ski-dooing in Taylor's Gulch, Labrador  
Photo Compliments of Taracetta Butt



Churchill River  
Photo Compliments of Stephanie Dawe



Battle Harbour  
Photo Compliments of Gerald Crane



## Rural Secretariat

Executive Council

Lisa Densmore

Regional Partnership Planner-Labrador

Rural Secretariat, c/o INTRD

P.O. Box 3014, Stn. B

Happy Valley-Goose Bay, NL A0P 1E0

Tel: 709- 896-7979

Fax: 709- 896-0234

Email: [lisadensmore@gov.nl.ca](mailto:lisadensmore@gov.nl.ca)