

**Corner Brook –  
Rocky Harbour  
Regional Council  
of the  
Rural Secretariat  
Executive Council**



**Activity Report  
2008-09**

# Message from the Co-Chairs

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As Chairpersons for the Corner Brook - Rocky Harbour Regional Council, we hereby submit the annual activity report for the 2008-09 fiscal year. On behalf of the council and in accordance with the *Guidelines for Annual Activity Reports for Category 3 Government Entities*, our signatures are indicative of the council's accountability for the results achieved.

We consider that this Regional Council has had a relatively successful year in establishing and working with the goals for the region. If we consider Health and Education, for example, we have made substantial progress in solidifying our interests among the stakeholders in the region. We have held a succession of successful meetings and forums to establish details as to what people consider important in these two service areas. This Regional Council has made our intentions quite clear in the region as to our priorities in this regard; we now intend to make the appropriate recommendations to government with respect to helping shape policy in these two major areas.

Sincerely,



Don Downer

and Colleen Kennedy

Co-Chairs

Corner Brook-Rocky Harbour Regional Council of the Rural Secretariat

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# 1. Overview of the Region



The population of the Corner Brook-Rocky Harbour region is estimated to be 46,205 in 2009, or about 9.1 percent of the total provincial population. This share is expected to decrease to 8.9 percent over the next 15 years.

Employment in the Corner Brook-Rocky Harbour region is estimated at 23,715 according to Census 2006, or 8.9 percent of total provincial employment. Employment in the region increased by almost 6.3 percent over the past five years, and by 1.7 percent over the past ten years.

Goods-producing industries, including primary activity, mining and oil extraction, construction, utilities and manufacturing accounted for 24.9 percent of employment in the region in 2006. This sector accounted for 26.8 percent of provincial employment. Industry level detail is provided in Chart 1.

Private sector services, excluding private education and health services, accounted for 48.3 percent of employment compared to 46.3 percent for the province as a whole.

Last, employment in public administration and services that are largely funded or delivered by the public sector, such as education, health care and social assistance, totalled 6345 in 2005, or 26.8 percent of employment. This compares to 27.1 percent for the province as a whole.

Within the broad public administration and related services group, health care and social assistance services employment totalled 3,310 and educational services totalled 1,665. Federal, provincial, municipal and aboriginal public administration, including defence services, totalled 1,370. Industry level detail is provided in Chart 2.

Chart 1  
Employment by Industry, 2005

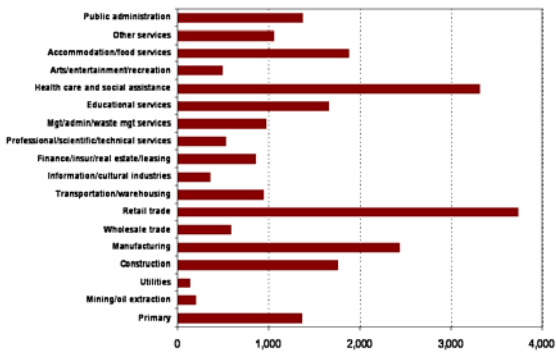
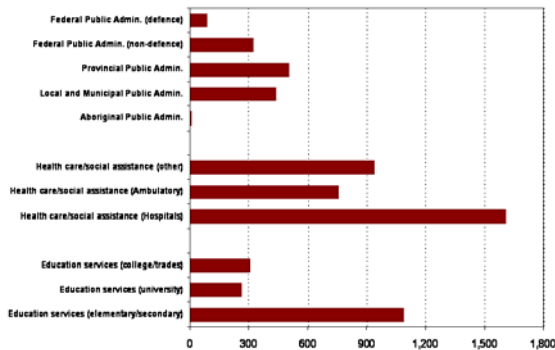


Chart 2  
Public and Related Services Employment, 2005



considered full-year.

The potential labour supply is declining at a faster rate than employment. The labour force population (ages 15-64) was estimated at 36,000 in 1995 and 32,400 in 2005, representing a decline of about 10 percent over the ten year period.

Employment growth relative to the decline in labour supply resulted in a lower unemployment rate and higher incomes, and indirectly resulted in lower reliance on income support.

The regional unemployment rate declined from about 26 percent in 1995 to 17.6 percent in 2005, and personal income per capita, after adjusting for inflation and personal taxes, grew by 22.2 percent.

Total incidence of income support, or the percentage of people that received income support at some point during the year, declined from 20.7 percent in 1995 to 11.3 percent in 2005.

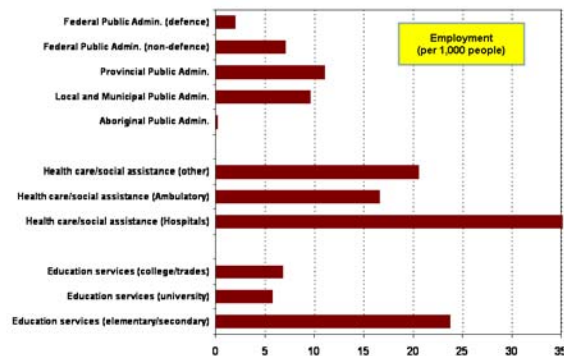
One of the key long term labour market challenges facing the region relates to how to meet employment demand as the labour supply ages and declines over the next decade. Today, about 35 percent of those ages 15-64 are ages 50-64. This is expected to increase to about 39 percent by 2020. Over the same period, the labour force age population is expected to decline by over 11 percent from about 28,000 to just over 31,000 persons.

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.exec.gov.nl.ca/rural](http://www.exec.gov.nl.ca/rural)

There were 138.7 persons employed in public administration and related services in 2005 per 1,000 people resident in the region in 2005. This compares to 142.7 persons per every 1,000 residents for the province as a whole. Industry level detail is provided in Chart 3.

The profile of employment in the region is also changing. In 2005, 79.7 percent of employment was considered full-time (30 or more hours per week) and 46.7 percent of employment was considered full-year (50 or more weeks worked per year). By comparison, 77.6 percent of employment was considered full-time in 1995, and 42.8 percent was

Chart 3  
Per capita Public and Related Services Employment, 2005



## 2. Regional Council Overview

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The Corner Brook-Rocky Harbour Regional Council is comprised of seven members; four female and three male. The Council currently has representation from larger and smaller communities throughout the region, including four members from communities of less than 5,000 people. The Council met six times in 2008-09.

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. Below is a summary of the expenditures for the region including both planner and council costs:

	<b>Corner Brook - Rocky Harbour Budget 2008-09</b>	<b>Corner Brook - Rocky Harbour Expenditures</b>
Transportation & Communication	22,000.00	15,905.53
Supplies	2,500.00	690.44
Purchased Services	2,500.00	2,497.33
<b>TOTAL</b>	<b>27,000.00</b>	<b>19,093.30</b>

The Rural Secretariat also funds a regional planner position in the region, who among other duties, act as an information resource for the Council and facilitate the work of the Council. The planner for the Corner Brook-Rocky Harbour region is Greg Wood. His office is located with Innovation, Trade and Rural Development in Corner Brook.

<b>Regional Council members</b>	<b>Community</b>
Bertha Brophy	Daniel's Harbour
Joan Cranston	Norris Point
Don Downer (Co-Chair)	Corner Brook
Philip Hicks	Corner Brook
Colleen Kennedy (Co-Chair)	Rocky Harbour
Cyril Kirby	Deer Lake
Carla Wells	Corner Brook

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



## 3. Mandate

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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 over the five year period.
- 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

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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

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The core values explain the character of the organization. These values are paramount to the mandate and activities of the Council and are as follows:

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

## 6. Primary Clients

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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

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The Corner Brook – Rocky Harbour 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

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The mission statement identifies the priority focus area of the council. It represents the key long-term objective 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 Council is as follows:

**By 2011, the Council will have participated in an ongoing community engagement process that will demonstrate the value of two-way communication between the provincial government and citizens.**

## 9. Report on Performance

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In its 2008-11 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 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.

### 9.1 Issue 1: Access to quality transportation infrastructure and services

In order to develop, maintain and increase rural competitiveness in a local and global economy, the Corner Brook – Rocky Harbour Regional Council recognized the necessity of having access to safe, efficient and modern transportation infrastructure and services, inclusive of air, land and marine services. This has increased relevance for tourism, manufacturing and overall social and economic development in the region.

#### **Goal:**

By 2011, the Corner Brook – Rocky Harbour Regional Council will have informed Provincial Government policy on issues related to access to air, land and marine transportation.

#### **2008-09 Objective:**

By March 31 2009 the Corner Brook – Rocky Harbour Regional Council will have gathered comprehensive information concerning access to quality air, land and marine transportation infrastructure and services required for regional sustainability.

#### **Measure:**

Information gathered to support a comprehensive approach

Indicator	Accomplishments 2008-09
Information analyzed on each of the areas above	<ul style="list-style-type: none"> <li>• Council members participated in a Transportation Forum hosted by the Harris Centre. Presenters from the Department of Works and Transportation, Memorial University, and the Deer Lake Airport Authority helped outline issues and policies for air, land and marine transportation in the region and the province at large. Discussion at this session saw participating Councils and attendees analyzing the policy options and issues for transportation.</li> <li>• A report was prepared by the Harris Centre out of this event, which the council reviewed and approved.</li> </ul>
Policy issues identified	<ul style="list-style-type: none"> <li>• Through the forum and related work, it identified the following key policy issues:               <ul style="list-style-type: none"> <li>○ the need for improved efficiencies and cost effectiveness for the transport of goods and people,</li> <li>○ improved access to Labrador via the Straits Ferry and the Trans-Labrador Highway, and,</li> </ul> </li> </ul>

Indicator	Accomplishments 2008-09
	<ul style="list-style-type: none"> <li>○ need for a full fixed-link feasibility study</li> <li>○ as a part of the National Highway system and the opening of the Trans-Labrador Highway, Route 430 (Viking Trail) may be targeted for extensive upgrading in the next 2-5 years</li> <li>○ maintaining and upgrading of the Deer Lake Airport needs to be a priority for regional sustainability</li> </ul>
<p>A priority focus established that is in keeping with regional sustainability and the role of the Regional Council in providing advice and/or recommendations to the provincial government</p>	<ul style="list-style-type: none"> <li>● As a result of the previously mentioned forum and discussion/work identifying policy issues, the Regional Council has established that maintaining access to quality transportation infrastructure and services is a priority focus of its work. Regional Council members have continuously monitored and discussed with other community members the increasing cost of living due in large part to the increased cost of transportation of goods. The continued success of the Deer Lake Regional Airport Authority has been noticed by the regional council and is strongly supported as a mechanism toward regional sustainability.</li> </ul>
<p>Follow up initiated with existing and newly identified businesses or community groups with similar interests</p>	<ul style="list-style-type: none"> <li>● Through follow-up discussions and correspondence by the regional planner, Regional Council is continually informed of community issues regarding transportation. Follow-up actions initiated include:: <ul style="list-style-type: none"> <li>○ correspondence with community organizations, Memorial University of Newfoundland/Sir Wilfred Grenfell College, Regional Economic Development Boards, municipalities, and business organizations (Chambers of Commerce); and</li> <li>○ brief to co-chairperson by Regional Economic Development Board staff concerning multi-REDB transportation study</li> <li>○ council member participation in transportation study meetings</li> <li>○ Regional planner's attendance at information session on Tourism Orientated Directional Signage (TODS)</li> </ul> </li> </ul>
<p>Confirmation established regarding the priority focus from existing and newly identified businesses or community groups</p>	<ul style="list-style-type: none"> <li>● Regional Council members held discussions with members of their respective communities, confirming the need for maintaining access to quality transportation infrastructure and services, particularly related to the cost effectiveness for citizens and businesses</li> </ul>

Based on these accomplishments, the council will work toward the following measure and indicators for it 2009-10 Objective.

**2009-10 Objective:**

By 2010 Corner Brook – Rocky Harbour Regional Council will have engaged community partners and the provincial government concerning access to quality air, land and marine transportation infrastructure and services required for regional sustainability.

**2009-10 Measure:**

- Community partners and the provincial government engagements conducted concerning access to quality air, land and marine transportation infrastructure and services required for regional sustainability.

**2009-10 Indicators:**

- Community engagement sessions held in the region with broad stakeholder representation
- Community stakeholder data collected regarding air, land and marine transportation infrastructure and services requirements
- Engagement with Department of Transportation and Works to determine opportunities and challenges for maintaining and improving access to quality air, land and marine transportation infrastructure and services

**9.2 Issue 2: Regionalism – Ensuring access to quality education infrastructure and services**

The ability of a rural region to be economically competitive in a local and global market place requires a population that is of sufficient size, sufficiently educated, and which offers a diversity of skills to meet the supply and demand of the labour market. The Corner Brook – Rocky Harbour Regional Council recognized that in order to retain and attract people, quality of life issues are a significant part of the decision to settle in an area. This includes access to quality education infrastructure and services.

**Goal:**

By 2011 the Corner Brook – Rocky-Harbour Regional Council will have informed provincial government policy on issues related to regional decision making of education infrastructure and services

**2008-09 Objective:**

By 2009 Corner Brook – Rocky Harbour Regional Council will have gathered comprehensive information concerning regional decision making as it relates to access to quality education infrastructure and services.

**Measure:**

Information gathered to support a comprehensive approach

Indicator	Accomplishments 2008-09
Information sessions organized to inform Regional Council	<ul style="list-style-type: none"> <li>• The council held meetings with senior education leaders of Western School District, Sir Wilfred Grenfell College (SWGC), College of the North Atlantic and Academy Canada</li> <li>• The council organized and participated in an Education Forum which was attended by Memorial University Faculty of Education, SWGC, College of the North Atlantic, Department of Education, NL Teachers Association, Community Education Network, Western School District, Central Nova School District, as well as Grand Falls-Windsor, Stephenville-Port aux Basques and Labrador Regional Councils</li> <li>• 2008-2011 Strategic Plans of the major educational institutions were collected and circulated to Council members for reference, reflection and discussion</li> </ul>
Issues gathered and analyzed	<ul style="list-style-type: none"> <li>• Notes from meetings with educational leaders were recorded, analyzed and discussed at regular Council meetings</li> <li>• Notes, breakout group recommendations and individual feedback forms for the Education Forum were collected and analyzed</li> </ul>
Policy issues identified	<ul style="list-style-type: none"> <li>• Preliminary issues identified were: <ul style="list-style-type: none"> <li>• declining enrolment throughout the educational system continues to drive the need for school consolidation, reduced teacher allocation, and increasing demands on rural schools to provide equitable programming,</li> <li>• need for enhanced technologies to provide equity of access to broad school curricula,</li> <li>• changing educational practices resulting in increased multi-grading, and</li> <li>• equity of access to after-school, extra-curricular and co-curricular activities for children, esp. related to bussing</li> </ul> </li> </ul>
A priority focus established that is in keeping with regional sustainability and the role of the Regional Council in providing advice and/or recommendations to the provincial Government	<ul style="list-style-type: none"> <li>• As a result of engagements with senior educational leaders, the Council's Education Forum, and Strategic Plan review, Regional Council has established that maintaining and improving access to quality educational infrastructure and services is a priority focus of its work. Since initiating this work, Regional Council members have continued to discuss educational issues with other</li> </ul>

Indicator	Accomplishments 2008-09
	community members and to come to a broader understanding of the issues related to maintaining and improving access to quality educational infrastructure and services.
Follow-up initiated with existing and newly identified community groups with similar interests	<ul style="list-style-type: none"> <li>Through follow-up discussions and correspondence by the regional planner, Regional Council is routinely informed of community issues regarding education. Correspondence with and attendance in workshops and information sessions with existing community groups (Sir Wilfred Grenfell College, College of the North Atlantic, Western School District, Community Education Network and Regional Economic Development Boards) as well as newly identified community groups (Academy Canada, Central Nova School District, Newfoundland and Labrador Teachers Association, and Western Health) on educational issues has been initiated or maintained</li> </ul>
Confirmation established regarding the priority focus from existing and newly identified community groups	<ul style="list-style-type: none"> <li>Regional Council members held discussions in their communities confirming the need for improving access to quality education infrastructure and services, particularly related to access to educational programs through technology enhancements</li> </ul>

Based on these accomplishments, it will work toward the following measure and indicators for it 2009-10 objective.

**2009-10 Objective:**

By 2010 Corner Brook – Rocky Harbour Regional Council will have engaged community partners concerning regional decision making as it relates to access to quality education infrastructure and services required for regional sustainability.

**2009-10 Measure:**

- Community partner engagement conducted on regional decision making as it relates to access to quality education infrastructure and services required for regional sustainability

**2009-10 Indicators:**

- Community engagement sessions held in the region with broad stakeholder representation
- Community stakeholder data collected regarding education infrastructure and services requirements

### 9.3 Issue 3: Regionalism – Ensuring access to quality health infrastructure and services

Access to health infrastructure and services affects the quality of life of every citizen in the region. In some cases, citizens are often forced to make choices between their personal or family health and providing for basic needs. Travel to health service centres puts real and immediate demands on the social and economic resources of families, especially in rural areas. The Corner Brook – Rocky Harbour Regional Council recognized that quality of life issues are a significant part of the decision to settle or remain in an area, including access to quality health infrastructure and services.

#### **Goal:**

By 2011 the Corner Brook – Rocky Harbour Regional Council will have informed Provincial Government policy on issues related to regional decision making as it relates to accessing health infrastructure and services.

#### **2008-09 Objective:**

By 2009 Corner Brook – Rocky Harbour Regional Council will have gathered comprehensive information concerning regional decision making as it relates to access to quality health infrastructure and services required for regional sustainability.

#### **Measure:**

Information gathered to support a comprehensive approach

Indicator	Accomplishments 2008-09
Information sessions organized to inform Regional Council	<ul style="list-style-type: none"> <li>• An initial meeting was held with Western Health senior management, attended by one regional council co-chairperson, one regional council member, and three regional planners from western Newfoundland</li> <li>• Results of the meeting with the health care corporation was discussed at the regional council meeting with plans for follow-up</li> </ul>
Information regarding regional decision making models and issues gathered and analyzed	<ul style="list-style-type: none"> <li>• Western Health's 2008-2011 Strategic Plan was collected and circulated to Council members for reference, reflection and discussion. Due to time limitations, Regional Council was unable to finalize discussions regarding the decision making process utilized by Western Health. This will be pursued in the 2009-10 activity plan.</li> </ul>
Policy issues identified	<ul style="list-style-type: none"> <li>• Preliminary issues identified were:               <ul style="list-style-type: none"> <li>○ Convenient and cost-effective access to specialized health services from rural areas (dialysis, rehab services, mental health support services)</li> <li>○ Support for family-provided home care</li> </ul> </li> </ul>



Indicator	Accomplishments 2008-09
A priority focus established that is in keeping with regional sustainability and the role of the Regional Council in providing advice and/or recommendations to the provincial Government	<ul style="list-style-type: none"> <li>As a result of meeting with a Western Health senior management and Strategic Plan review, Regional Council has established that maintaining and improving access to quality health infrastructure and services is a priority focus of its work. Since initiating this work, Regional Council members have continued to discuss health issues with other community members and to come to a broader understanding of the issues related to maintaining and improving access to quality health infrastructure and services.</li> </ul>
Follow up initiated with existing and newly identified community groups with similar interests	<ul style="list-style-type: none"> <li>Through follow-up discussions and correspondence by the regional planner, Regional Council is routinely informed of community issues regarding health infrastructure and services. Correspondence has been maintained with the Western Health Corporation management team on health care issues through the work of the regional planner.</li> </ul>
Confirmation established regarding the priority focus from existing and newly identified community groups	<ul style="list-style-type: none"> <li>Regional Council members held discussions in their communities, confirming the need for maintaining or improving access to quality education infrastructure and services, particularly related to access to convenient and cost-effective specialized health services from the rural areas of the region.</li> </ul>

Based on these accomplishments, it will work toward the following measure and indicators for it 2009-10 Objective.

**2009-10 Objective:**

By 2010 Corner Brook – Rocky Harbour Regional Council will have engaged community partners concerning regional decision making as it relates to access to quality health infrastructure and services required for regional sustainability.

**2009-10 Measure:**

- Community partner engagement conducted on regional decision making as it relates to access to quality health infrastructure and services required for regional sustainability.

**2009-10 Indicators:**

- Community engagement sessions held in the region with broad stakeholder representation
- Community stakeholder data collected regarding health care infrastructure and services requirements
- Information regarding regional decision making models and issues gathered and analyzed

## 10. Additional Highlights

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The Corner Brook-Rocky Harbour 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 2008-09 has allowed it to make advancements in this process. The 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.

In addition to the points raised in Section 9, four additional highlights are worthy of mention. These are consistent with the Rural Secretariat's strategic directions and mandate, and will serve to inform the work of the council in 2009-10 and 2010-11.

- The Regional Council developed and submitted an advice document to the Minister of Human Resources, Labour and Employment with respect to the Youth Retention and Attraction Strategy. In its submission, the council focused on the three primary issues identified in the local region. It recommended that in order to meet the needs of youth in the region, the Youth Retention and Attraction Strategy should focus its efforts on providing, a) equitable wages and benefits with other areas of Canada, including non-cash benefits; b) equitable working conditions with other areas of Canada; and c) access to technology services in all communities in the province.
- Three Regional Council members attended a learning event hosted by the Rural Secretariat on October 15, 2008. Building on the annual Dialogue Day events from 2004 to 2007, this event was facilitated by Dr. Rupert Downey of the University of Victoria and focused on community-based research. This learning event was followed by the *Knowledge in Motion '08* conference hosted by the Leslie Harris Centre of Regional Development of Memorial University. This conference focused on the importance of linking university research to community development needs and priorities and how to translate knowledge to inform public policy and decision making.
- Some Regional Council members have expressed interest in the agricultural sector, especially as it relates to food security and sustainability. Two members participated in a Food Security Workshop in Norris Point, which was an excellent opportunity to connect with local people interested in food production and safety.
- Dr. Dale Foster, Faculty of Business, Memorial University, made a presentation to the Regional Council about the provincial broadband initiative. She noted that broadband infrastructure is

one of the highest priorities for communities wishing to improve their economic development, and that access to broadband will ultimately determine the health and viability of rural communities. This initiative was highly appreciated and supported by the Regional Council, and the council strongly felt that the initiative should extend to all communities in the region.

## 11. Opportunities and Challenges Ahead

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As the nature of the work of the council is broad-based and long-term in nature, the challenges and opportunities faced by the council remain fairly similar from year to year. The council feels that these challenges and opportunities can be categorized along three themes.

### **Provision of Policy Advice to government**

The council's mandate commits it to reaching consensus on the priorities for change in its region and to identifying policies and programs to encourage desired change. The challenge for Council, given the range of issues, perspectives, interests and needs within its region, is to reach consensus on priorities for change and on policy advice to provide to government. The opportunity for Council is to position itself as an objective, informed and influential advisory body within the region that can both provide informed bottom-up policy advice to government as well as respond to top-down policy level requests from government that may impact on the region.

### **Regional collaboration**

The council's mandate commits it to sharing information, advancing regional cooperation and to encouraging regional partners to more actively participate on matters that can advance regional sustainability. The challenge for Council is to position itself as an objective, informed and influential advisory body within the region that can advance collaboration. There are two opportunities for Council. First, it can position itself as a broad-based and cross-sectoral advisory body that can lead, participate and/or support regional collaboration across a range of sectors, communities and interests. Second, as a broad-based advisory body, it can identify the various supports necessary to foster collaboration and provide advice to government to advance efforts to provide such supports.

### **Regional communications**

The council understands that a range of non-governmental organizations in rural areas provide advice to government on a range of policy matters. In large part, these organizations are focused on particular agendas, needs and interests, such as and among others, regional economic development, environmental awareness and protection, social policy advancement and municipal governance. The challenge for Council is to openly and positively communicate its mandate and role to other regional stakeholders and interests, and to position itself as an objective, informed and influential advisory body that can assist other stakeholders. The opportunity for Council, through new and strengthened relationships with regional stakeholders, is to ensure that a broad range of

perspectives are considered as it identifies regional priorities, provides advice to government and fosters collaboration.

# Appendix A: Strategic Directions

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## 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

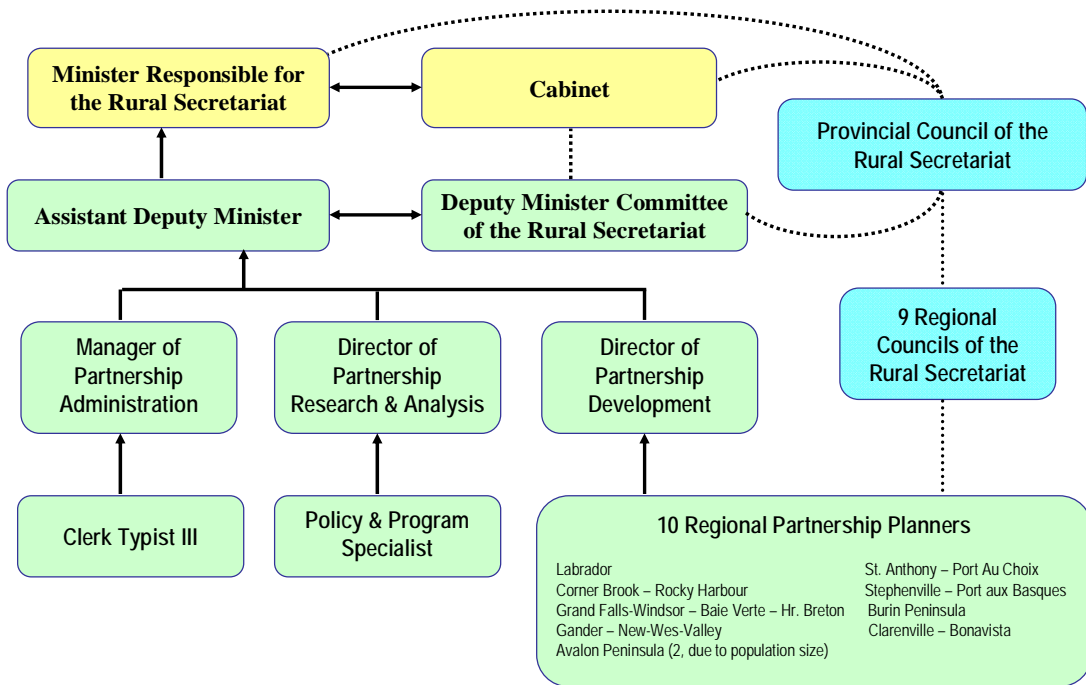
**Outcome Statement:** Improved Government understanding of and response to significant and long-term regional issues.

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

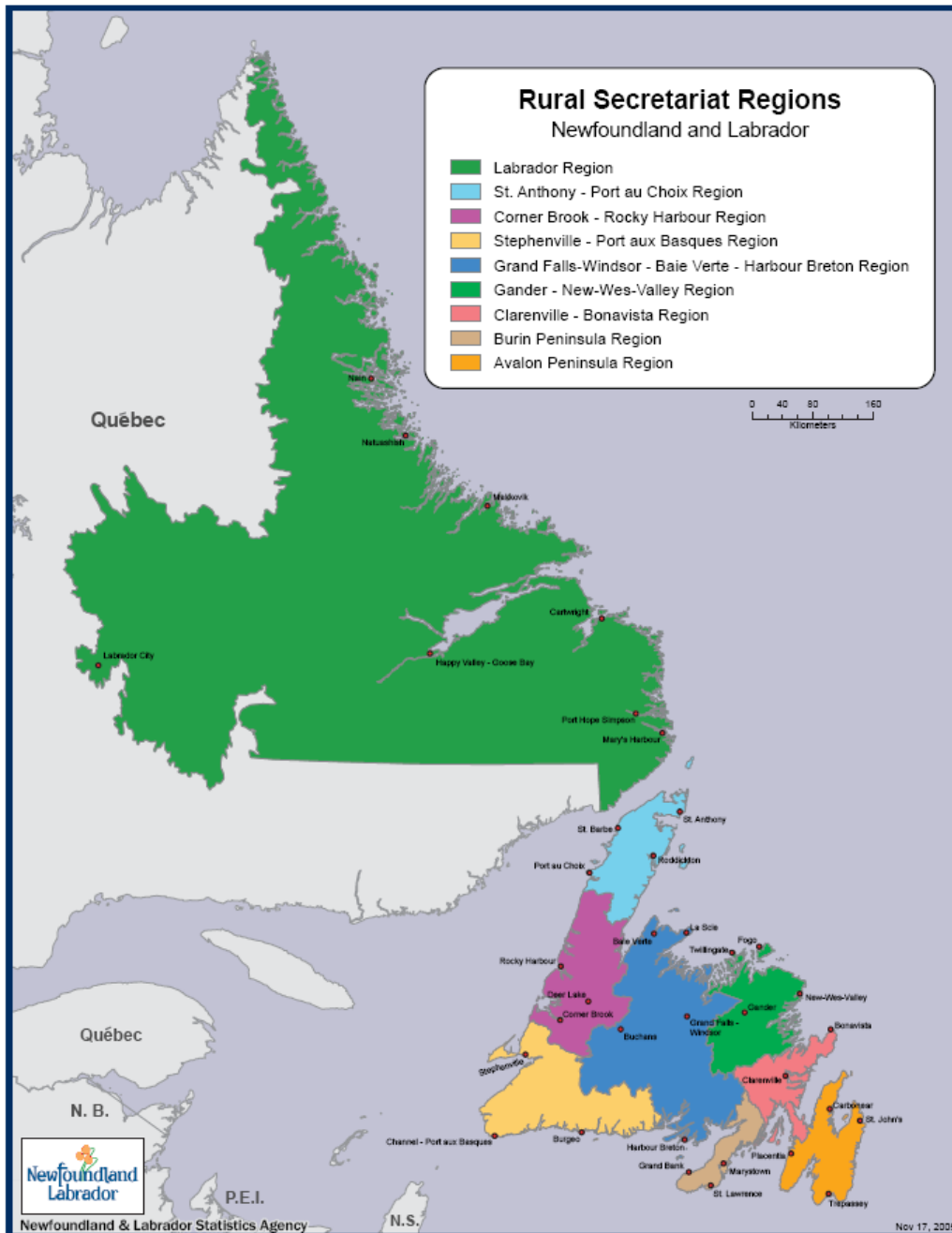
- Regional perspectives which can inform the development and implementation of public policy

# Appendix B: Organizational Structure

## Rural Secretariat Structure



# Appendix C: Map of Rural Secretariat Regions





# Appendix D: Mandate of Rural Secretariat and Regional Councils

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## **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.

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Caribou on the Flat Hills, Indian Lookout Trail, Parson's Pond  
Photo courtesy of Paul Wylezol, International Appalachian Trail  
Newfoundland and Labrador



Marble Mountain Ski Resort, Steady Brook,  
Photo Courtesy of Greg Wood



Portland Creek's South west Feeder, Indian Lookout Trail,  
Parson's Pond  
Photo courtesy of Paul Wylezol, International Appalachian Trail  
Newfoundland and Labrador



## Rural Secretariat

### **Greg Wood**

Regional Partnership Planner - Corner Brook – Rocky Harbour  
2 Herald Avenue, Millbrook Mall  
P.O. Box 2006  
Corner Brook, NL A2H 6J8  
Phone: (709) 637-2937  
Fax: (709) 637-2921  
Email: [gregwood@gov.nl.ca](mailto:gregwood@gov.nl.ca)