

Clarenville-Bonavista
Regional Council
of the
Rural Secretariat
Executive Council



*Activity Plan
2008-2011*

Message from the Chair

As Chair of the Clarendville-Bonavista Regional Council of the Rural Secretariat and in accordance with the provincial government's commitment to accountability, I hereby submit the Council's 2008-2011 Activity Plan. My signature below is on behalf of the entire Council and is indicative of our accountability for the preparation of the plan and the achievement of the objectives contained in the plan, pursuant to section 7(4) of the *Transparency and Accountability Act*. Careful consideration was also given to the strategic directions of government in the preparation of the Activity Plan for 2008-2011.

Throughout 2007-08, the Regional Council has engaged the community about its work. The community engagement process has been centered on developing its *Vision 2020* document and gaining input into the issues affecting the sustainability of the region. In doing this, the Council has challenged itself to think regionally and think long term.

It has become clear that in order to address the challenges and maximize the opportunities, regional strengths and priorities must be identified and understood. It has also become clear that no one individual, group, or organization can achieve regional sustainability alone. Partnership development is paramount to our collective success. As the Council works towards the advancement of regional priorities, it realizes that we, citizens and the provincial government must all share responsibility for understanding the changes that are taking place and for making the decisions to ensure regional sustainability. The education of citizens and the increased understanding for how we can make positive gains through common action are key steps to our success and the future success of this region. This is the primary work of the Regional Council.

As an advisory body, the Clarendville-Bonavista Regional Council will continue to build a common understanding of our region and will be prepared to share our advice, with citizens of the region and with the provincial government, with the hope that this advice will inform policy development that will maximize opportunities within the Clarendville-Bonavista region.

Sincerely,



Violet Parsons
Chair
Clarendville-Bonavista Regional Council of the Rural Secretariat

Table of Contents

Regional Council Overview..... 1

Mandate..... 2

Values..... 2

Primary Clients..... 3

Vision 3

Mission Statement 4

Issues/ Context..... 5

Issue One: Partnership and Community Development..... 7

Issue Two: Multi-service Delivery Model in Rural Education 8

Issue Three: Employment and Human Resource Development 9

Issue Four: Regional Vision Development..... 11

Appendix A: Strategic Directions..... 12

Appendix B: Rural Secretariat Structure 14

Appendix C: Rural Secretariat Regional Boundaries Map..... 15

Appendix D: Mandates of the Rural Secretariat and Provincial Council..... 16

1.0 Regional Council Overview

The Clarenville-Bonavista Regional Council is comprised of 14 members; seven female and seven male. Members of the Council have a variety of backgrounds that include health, education, municipal governance, agriculture, community development, culture, business, skills development for women, energy development and financial management.

The Council has representation from larger and smaller communities throughout the region:

Name	Community
Violet Parson- Chairperson	Bloomfield
Leo Bonnell	Clarenville
William (Bill) Abbott	Bonavista
Donald Mifflin	Bonavista
Shelly Blackmore	Port Union
Edith Samson	Port Union
Marilyn Coles-Hayley	Elliston
Darryl Johnson	Port Union
Barry Pearce	Port Rexton
Lisa Browne	Clarenville
Paul Tilley	Clarenville
Maria Moran	St. Jones Within
Mervin Wiseman	North Harbour
Fay Matthews	Arnold's Cove

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

The Council does not have a budget allocation. Meetings of the Council and associated costs are funded through the budget of the Rural Secretariat. The Rural Secretariat also funds a staff position within the region, who among other duties, acts as an information resource for the Council and is responsible for the facilitation of the work of the Council.

The staff person for the Clarenville-Bonavista region is Colin Holloway. Colin works out of Bonavista.

2.0 Mandate

The mandate of the Regional Council 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.

3.0 Values

The core values explain the character of the organization we promote and the action statements guide behaviour. The core values of the Rural Secretariat which also guide the behaviour of the Clarenville-Bonavista Regional Council are as follows:

Core Values

Cooperation/Collaboration

Creativity

Empowerment

Inclusion

Learning Culture

Transparency

Trust

Cooperation / Collaboration	Each person is committed to partnership and 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.

4.0 Primary Clients

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

The Council also engages individuals, groups and organizations within the region as it carries out its work. The primary purpose is to educate and inform communities on the work of the Council and to seek input into the discussions and deliberations of the Council as these relate to the pillars of regional sustainability: provision of public services and programs; skills development; private sector investment; and infrastructure. Citizen engagement is also aimed to seek input on the priorities of the Regional Council: employment and resource development; partnership development and community leadership; and health, education and social programs.

5.0 Vision

The work of the Clarendville-Bonavista Regional Council supports the vision of the Rural Secretariat. Through its work, the Council is identifying priorities that contribute to regional sustainability. The Council is taking an inclusive approach to sustainability that considers

economic, social, cultural and environmental aspects.

The vision of the Clarenville-Bonavista Regional Council of the Rural Secretariat is of *a sustainable region with healthy, educated, prosperous people living in safe, inclusive communities.*

6.0 Mission Statement

The mission statement identifies the priority focus area of the Council. It represents the key longer-term result that the Council will be working towards as they move forward on the strategic directions of the provincial government. The statement also identifies the measure and indicators that will assist both the Council and the public in monitoring and evaluating success.

The mission statement of the Clarenville-Bonavista Regional Council of the Rural Secretariat 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

Measure Participated in an ongoing community engagement process

Indicators

- a long-term vision of sustainability for the region will have been submitted to the provincial government and shared with citizens
- enhanced regional input will have been provided into policy development and decision-making processes of the provincial government
- opportunities and mechanisms will have been provided to enhance two-way communication between the provincial government and citizens
- community engagement sessions will have been conducted at the regional level
- citizens and stakeholders will have been informed about the economic, social, cultural and environmental aspects of regional sustainability

This mission statement is written for the next three fiscal years; however, the work of the Council is looking ahead 15 years. Advancing regional sustainability takes time and involves a considerable learning process. Citizens, community and the provincial government must build a trusting relationship and must be willing to listen to and learn from each other.

Over the next three years, the Council will take its next steps to advance regional sustainability. First, regional priorities will be further developed and communicated within regions and to provincial government departments. The next step will be to explore ways the Council together with regional partners and departments can work together to advance these priorities. Over time, these priorities will evolve as we make accomplishments and come to new understandings of the changes that are taking place within the region.

One of the ways the Council will work with the provincial government is through representation on the Provincial Council of the Rural Secretariat which meets directly with Cabinet and Deputy Ministers. This representative will contribute to the discussion of provincial priorities in the context of regional distinctions.

7.0 Issues/Context

In consideration of the Rural Secretariat's strategic directions, mandate and financial resources, the following issues have been identified as priorities for the next three years. The goals identified for each issue outline expected results at the end of the three year period and the objectives outline the annual focus. The identified measures and indicators will be used to monitor progress. Gender-based differences will be considered where applicable.

In order to make decisions that will contribute to regional sustainability, the Council has taken considerable time to understand the region, its challenges and its opportunities. The Council, as per its mandate, is developing "a common, evidenced-based understanding of the economic, social, environmental and cultural realities of the region." Additionally, the citizen engagement process has added to the information and knowledge that the Regional Council has acquired about the region.

Each Council member was appointed based on their diverse backgrounds, and each contributes a broad knowledge base to the discussion. The Council has also recognized that there are gaps in the knowledge base and it has taken steps to invite other participants from the region to share their perspectives on specific issues. The Council has had to balance the roles of the provincial government, individuals, groups, organizations and communities within the region.

Based on the work they have completed to date, Council members developed an initial vision document, which set the direction which the Council wishes to take as it continues to plan for the next three years. This is intended to be a living document that identifies the direction for actions for long-term outcomes, for five, 10 and 15 years time. Feedback from the citizen engagement process and roundtable discussions informs the vision document process and key priorities of the

region. The Council understands that rising from this vision are policies and programs, which will require further dialogue so that both the Council, in consultation with the broader community and the provincial government are able to achieve desirable results. The first three priorities for the 2008-2011 Activity Plan is derived from the vision. The fourth priority involves regularly updating the vision document as the Regional Council continues to seek input from citizens and stakeholders.

In the 2007-2008 Activity Plan, the Regional Council indicated that public policy significantly impacts upon regional sustainability and, as an advisory body to the provincial government, was keenly aware that they continue to have a real opportunity to inform the development of such policy. Identifying priorities is the next step in this process. These priorities must be sustainable, achievable, realistic and affordable if they are to achieve the desired result.

In moving forward with their work for the upcoming three years (i.e. 2008-11), the Council has identified four priorities that it plans to address:

1. *Partnership, community development - regional governance;*
2. *Multi-service delivery of rural education;*
3. *Employment and human resource development; and*
4. *Regional vision development*

Priorities identified by the Council will be communicated to the provincial government in three primary ways. First, the Council has communicated priorities directly to the Minister Responsible for the Rural Secretariat. Second, once the Council has explored its preliminary understanding of the issues and the factors involved, it will engage with departments and regional and community stakeholders. Finally, the Council will have a representative on the Provincial Council of the Rural Secretariat, which meets directly with Cabinet and Deputy Ministers.

The Council sees community engagement as part of their role in how they are fulfilling their mandate which is:

“to advance regional cooperation through the sharing of information on and discussion about economic, social, environmental and cultural measures and to encourage regional partners to take action on and be accountable for those areas within their mandates.”

The engagement process is also seen as a measure, or validation, of how Council has discussed and determined the range of regional issues which will require additional dialogue and exploration of sustainable solutions. Council members are intimately involved in this process by identifying possible participants, as well as, assisting in the logistical planning of these sessions.

7.1 - Partnerships and Community Development – Regional Governance

In 2007, the Clarenville-Bonavista Regional Council engaged the broader community. Several focused sessions with citizen groups, municipalities and youth highlighted the need to explore a new approach to regional cooperation between citizens and their respective communities. Many people recognize that there is an aging population, a shrinking tax base and greater demands for services, including municipal services – all of which impacts upon community leadership. As well, there is recognition of the need to explore new models for sharing resources, enabling joint planning and reducing duplication.

The Regional Council recognizes that increased partnership development, focused on enhanced community development, can be achieved through increased dialogue on regional resource sharing and governance modelling.

Goal One: By March 31, 2011, the Clarenville-Bonavista Regional Council will have developed a position paper on regional governance options that identifies ways to meet the sustainability needs of the Clarenville-Bonavista region.

Measure: Concept paper developed

Indicators:

- Regional governance defined
- Research conducted to describe existing regional governance structures
- Status of community leadership profiled
- Opportunities identified to improve regional governance
- Possible regional governance options and models are identified
- Options presented to communities, the provincial government and other partners

Objectives:

1.1 By March 31, 2009, the Clarenville-Bonavista Regional Council will have defined the areas of focus required to develop a regional governance model.

Measure: Areas of focus defined

Indicators:

- Current status of community leadership described through examples and best practices and documented
- Jurisdictional reviews, evaluation and research conducted

1.2 By March 31, 2010, the Clarenville-Bonavista Regional Council will have identified and furthered options to advance a regional governance model for the Clarenville-Bonavista region.

- 1.3 By March 31, 2011, the Clarenville-Bonavista Regional Council will have presented a concept paper on regional governance options to relevant partners.

7.2 - Multi-service delivery of rural education

Demographically, the Clarenville-Bonavista Rural Secretariat region is similar to all nine regions. It is faced with a low birth rate, youth out-migration, and an aging population. These factors directly impact upon the delivery of education and the sustainability of rural communities.

Government has invested in much infrastructure through the province, in particular, rural regions. Specifically, many schools, which were once over-crowded, are now lessened by the demands for space. Nevertheless, citizens in rural communities have increased expectations for enhanced service delivery.

The Regional Council believes that seamless delivery of services to citizens can be delivered in a more effective manner. Similarly, a sustainable community school can have positive impacts upon the communities within close proximity. The exploration of a multi-services delivery approach to rural education aims to identify good models for consideration by the provincial government and by community.

For the purpose of the Council's work, multi-service delivery of rural education is characterized by the involvement of people of all ages (i.e., a life long learning approach) in education and recognition of the value of the community and its resources in the delivery of education. It also includes joint service delivery from groups at the community/regional level such as day care services, shared library resources, access to adult education programs, school social workers, and other community-based social and educational activities.

Goal Two: By March 31, 2011, the Clarenville-Bonavista Regional Council will have developed a position paper which explores options for multi-service delivery of rural education.

Measure: Position paper developed

Indicators:

- Primary and secondary research completed.
- Roundtable discussions between Council and community completed.
- Position paper developed

- Increased communication between Council, community partners and the provincial government on opportunities for multi-service delivery in rural education

Objectives:

2.1 By March 31, 2009, the Clarenville-Bonavista Regional Council will have identified and documented “best practices” for a multi-service delivery approach of rural education in the region.

Measure: Identified priority areas for multi-service delivery in rural education for the Clarenville-Bonavista region

Indicators:

- Research completed
- Regional priority areas identified

2.2 By March 31, 2010, the Clarenville-Bonavista Regional Council will have initiated the community engagement (i.e. roundtable discussions) process related to multi-service delivery of rural education.

2.3 By March 31, 2011, the Clarenville-Bonavista Regional Council will have finalized a position paper on multi-service delivery of rural education for the Clarenville-Bonavista region.

7.3 - Employment and Human Resource Development

The Regional Council recognizes that regional sustainability is closely linked to a number of factors: aging population; out-migration; labour force retirements, skill development; low education levels; infrastructure investments and private sector growth.

Rural lifestyle is important to citizens and the Council feels it should be maintained. Several factors impacting on rural lifestyles include: the need to advance community development; protection for community identity; influx of seasonal residents on small, remote areas; and the protection of citizens against crime and vandalism. In the same context, employment and human resource development is impacted by the flux of workers through the development of a mobile workforce, which is participating in a labour force that expands throughout the province and the country.

Consequently, the Council feels that strategies to advance industry sustainability, as well as efforts to enhance cooperation and continuity between industry requirements, educational institution outputs and the process for educational attainment are critical to the sustainability of the region. It is the Council's view that specific activities could potentially include industry profiling, human resource planning, profiling recruitment and retention practices and improving linkages between industry and public education institutions. Similarly, the Council sees the need for mechanisms to evaluate and monitor our successes and the transparency of the process.

Goal Three: By March 31, 2011, the Clarendville-Bonavista Regional Council will have developed a position paper to identify anticipated human resource and infrastructure needs in key industry sectors in support of regional sustainability.

Measure: Position paper developed

Indicators:

- Consultations completed with community, training institutions, industry sectors and the provincial government
- Industry employment and skill analysis completed
- Position paper developed
- Findings communicated to relevant stakeholders

Objectives:

3.1 By March 31, 2009, the Clarendville-Bonavista Regional Council will have initiated a review of the current human resource and infrastructure capacities in key industry sectors.

Measure: Review initiated

Indicators:

- Current status of human resource capacity within key industry sectors documented
- Inventory of infrastructure initiated
- Current demographic profile completed
- Current educational programs described

3.2 By March 31, 2010, the Clarendville-Bonavista Regional Council will have identified future human resource and infrastructure requirements in each key industry sector.

3.3 By March 31, 2011, the Clarendville-Bonavista Regional Council will have completed and communicated a position paper identifying the anticipated human resource and infrastructure needs in key industry sectors in support of regional sustainability.

7.4 – Regional Vision Development

The Clarenville-Bonavista Regional Council developed its first Vision 2020 document in 2007. This was achieved from consultations with regional stakeholders, provincial government departments and agencies, youth and citizen groups. The Council recognizes that it is difficult to envision a future: most times it is a “best guess at what things are on the horizon.” The Regional Council aims to continue to engage citizens throughout the region as it continues to move forward on the remainder of the 2008-2011 Activity Plan. By doing so, Council will review, update and change the details of its Vision 2020 document annually, thus gaining a better understanding of the future needs of the region.

Goal Four: By March 31, 2011, the Clarenville-Bonavista Regional Council will have a regional vision that is reflective of community dialogue throughout the Clarenville-Bonavista region.

Measure: Vision reviewed by communities throughout the Clarenville-Bonavista region

Indicators:

- Vision document revised to be inclusive of feedback from community engagement process

Objectives:

4.1 By March 31, 2009, the Clarenville-Bonavista Regional Council will have initiated the community engagement process to validate and seek additional input into the vision document.

Measure: Initiated the community engagement process

Indicators:

- Number of community sessions/meetings held
- Community feedback received and documented

4.2 By March 31, 2010, the Clarenville-Bonavista Regional Council will have expanded the community engagement process concerning the vision document.

4.3 By March 31, 2011, the Clarenville-Bonavista Regional Council will have an updated regional vision document that reflects the work of the Council and the community engagement process.

Appendix A

Strategic Directions

Strategic directions are the articulation of desired physical, social or economic outcomes and normally require action by more than one Government entity. These directions are generally communicated by Government through platform documents, Throne and Budget Speeches, policy documents, and other communiqués. The Transparency and Accountability Act requires departments and public bodies to take into account these strategic directions in the preparation of their performance-based plans. This action will facilitate the integration of planning practices across Government and will ensure that all entities are moving forward on key commitments.

The directions related to the Rural Secretariat are as follows:

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 the provincial government and regions
- Forum for informed discussion and priority identification that links economic, social, cultural and environmental aspects of regional sustainability.


Components of Strategic Direction	Included in activity plan
a. Partnership Development within regions, between the provincial government and regions	
b. 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**

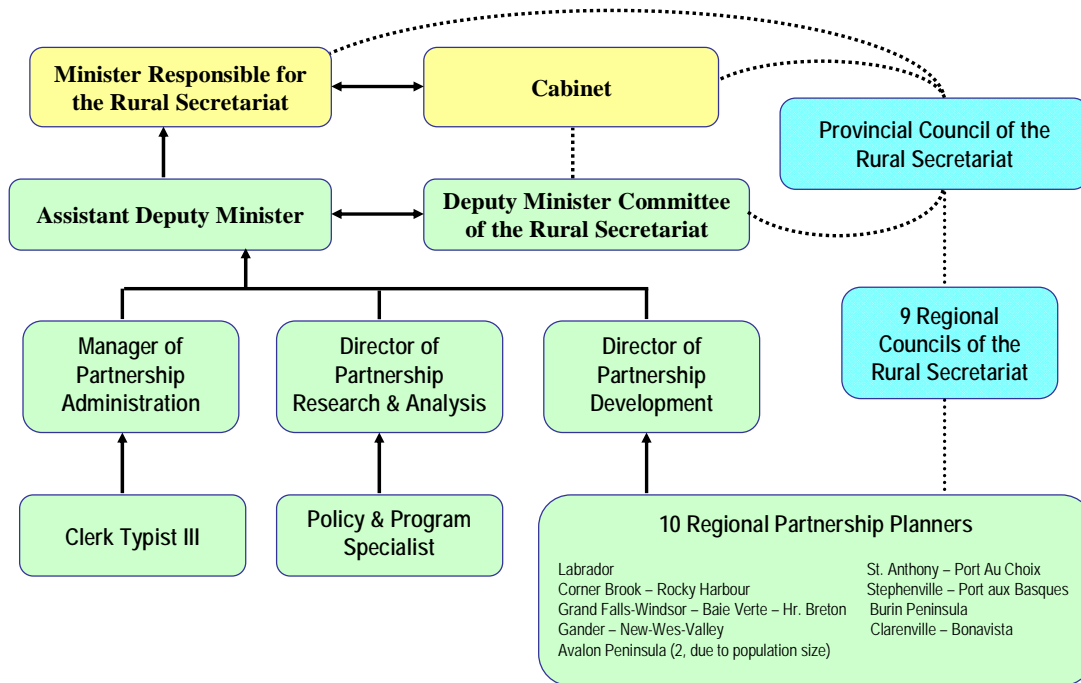
Outcome Statement: Improved provincial government understanding of and response to significant and long-term regional issues.

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

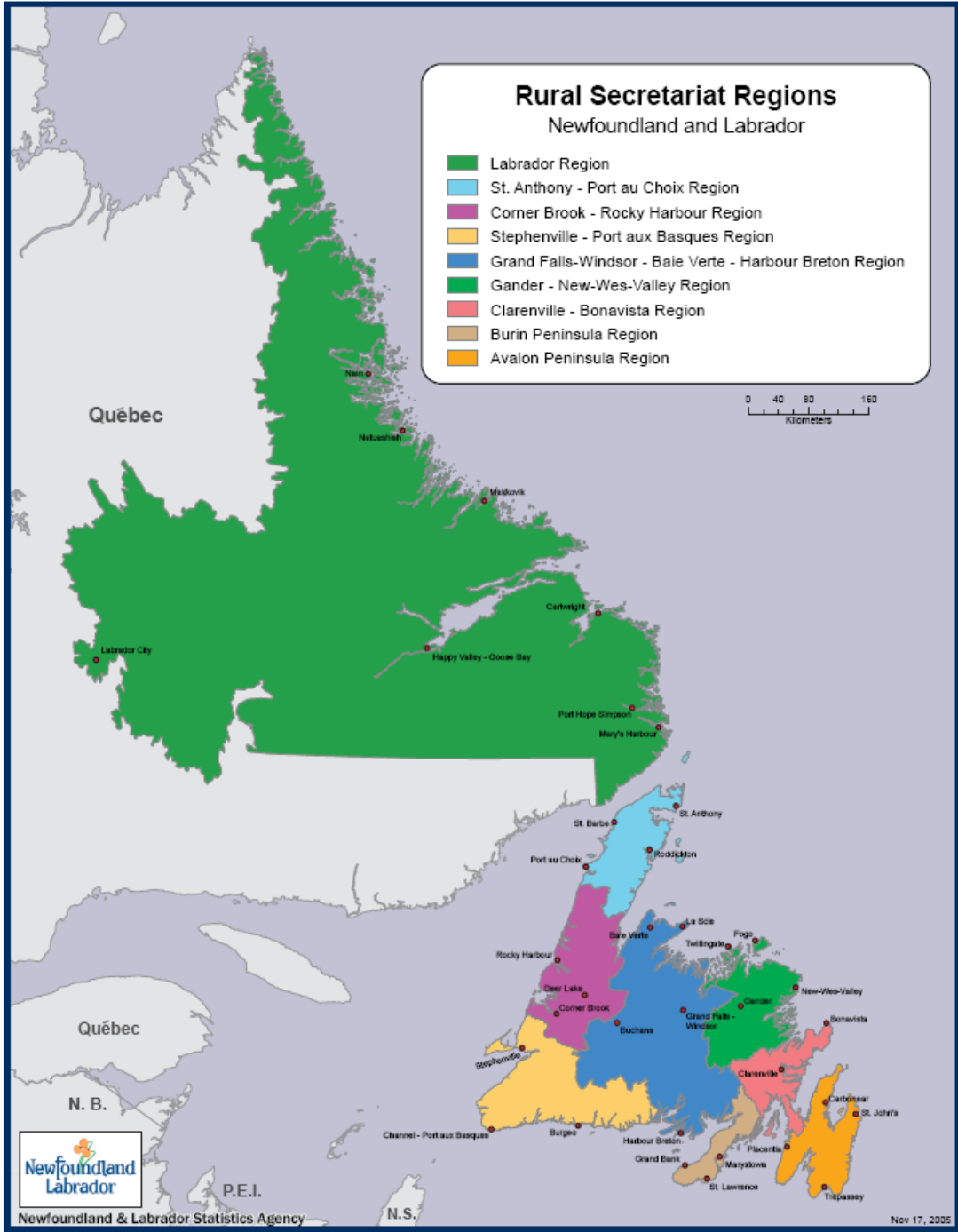
- Regional perspectives which can inform the development and implementation of public policy.

Components of Strategic Direction	Included in activity plan
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.

Provincial Council of the Rural Secretariat

The Provincial Council 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.
- 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:



North Harbour, Placentia Bay
Photo Compliments of Colin Holloway



Open Hall, Bonavista Bay
Photo Compliments of Ed Vincent



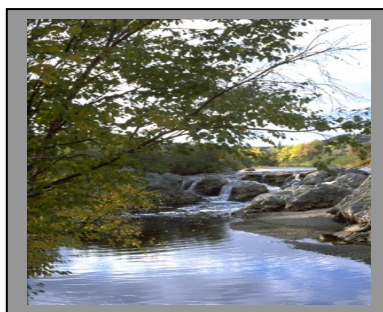
Foster's Point, Trinity Bay
Photo Compliments of Ed Vincent



Iceberg, near King's Cove
Photo Compliments of Colin Holloway



Princeton, Bonavista Bay
Photo Compliments of Colin Holloway



Clareville River
Photo Compliments of Ed Vincent



Rural Secretariat

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