

Labrador  
Regional Council  
of the  
Rural Secretariat  
Executive Council



*Activity Plan  
2007~08*

## *Message from the Chair*

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As Chair of the Labrador Regional Council of the Rural Secretariat and in accordance with Government's commitment to accountability, I hereby submit the Council's 2007-08 Activity Plan.

As an advisory body, the Labrador Regional Council will build a common understanding of our region and will be prepared to share our advice, with citizens of the region and with Government, with the hope that this advice will influence policy development that will maximize opportunities within our region.

Since our initial meeting in October 2005, the Labrador Regional Council has come a long way in its understanding of the region, its challenges and its opportunities. The Council has considered the economic, social, cultural and environmental aspects of the region and its development and is continuing to learn about each of these aspects. Through research and development, with the support of the Rural Secretariat, the Council is setting priorities and working towards its vision for Labrador.

To ensure we are well informed of the issues and challenges that this area faces we are conducting community engagement throughout Labrador and these discussions will enrich our work. The Council has been challenged with thinking regionally and thinking long-term. It has become clear that no one individual, group, or organization can achieve regional sustainability alone.

As the Council works towards the advancement of regional priorities, it realizes that we, citizens and Government, must all share responsibility for understanding the changes that are taking place and for making the decisions to ensure regional sustainability.

My signature below is on behalf of the entire Council and is indicative of our accountability for the achievement of the objectives contained in the plan.

Sincerely,



Lori O'Brien  
*On behalf of the*  
Labrador Regional Council of the Rural Secretariat

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## Regional Council Overview

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The Labrador Regional Council is comprised of 12 members; 7 female and 5 male. Members of the Council have a variety of backgrounds that include; economic development, business leaders and youth. The Labrador Council is very balanced with perspectives from around the region, as well, it benefits from the perspectives from members who participate in their communities through volunteerism, community development and various work responsibilities. They are committed to the process of informing Government of the needs and challenges of Labrador and what we can do together to accomplish improvements in our social, economic, environmental and cultural sustainability.

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

Name	Community
Wayne Jenkins	Nain
Isabella Pain	Nain
Jim Farrell	Wabush
Patsy Ralph	Labrador City
Diane Gear	Labrador City
Jonathan Jesseau	Labrador City
Jenni-Rose Campbell	Happy Valley-Goose Bay
Leander Baikie	North West River
Lori O'Brien	L'anse Au Loup
Randy Earle	L'anse Au Loup
Margaret Burden	Port Hope Simpson
Sonya Belben	Forteau

*\*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 Labrador region is Lisa Densmore. Lisa works out of Happy Valley-Goose Bay.

# Mandate

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The mandate of the Regional Councils 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.

# Values

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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 Labrador Regional Council are as follows:

### Core Values

- Collaboration
- Creativity
- Empowerment
- Inclusion
- Learning Culture
- Transparency
- Trust

- Collaboration**      Each person is committed to working together effectively.
- Creativity**        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.

## *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.

## *Vision*

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The vision of the Rural Secretariat is of sustainable regions with healthy, educated, prosperous people living in safe, inclusive communities.

The work of the Labrador 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.

## *Mission*

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The mission statement of the Labrador Regional Council of the Rural Secretariat 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.

### Indicators:

- A clearly identified, long-term vision of sustainability for the region
- Ongoing two-way conversation between Government and citizens
- Citizens that are more informed about the social and economic conditions required for regional sustainability
- Enhanced regional input into priority and policy setting of Government
- Deliberative, purposeful, inclusive conversations that are informed and meaningful are becoming part of the business process for the Council and Government
- Government and citizens appreciate the kind of discussion that they have been having and see the value of these discussions
- Government and citizens are building trust
- Citizens and Government both feel ownership in the decision-making process and feel a shared sense of responsibility for regional sustainability
- Sustainable solutions are identified at the regional level
- Innovation and creativity is encouraged and supported at the regional level
- Regions have leaders who are influencing others as they adapt to the changing realities of their regions

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

Over the next four years, the Council will take initial steps to advance regional sustainability. First, regional priorities will be developed and communicated within regions and to Government departments. The next step will be to explore ways the Council together with regional partners and Government 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 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.

## *Issue/Context*

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In order to make decisions that will contribute to regional sustainability, the Council must have an understanding of the region, its challenges and its opportunities. The Council, as per its mandate, has been developing “a common, evidenced-based understanding of the economic, social, environmental and cultural realities of the region.” It has considered information on, among other things, demographics, labour market, and education levels. We are faced with many challenges as we move forward in planning for our region. We are a large region with different strengths in different parts of Labrador. Not all communities can or will be connected by road so there are access to service challenges, labour market challenges and regional differences which have to be considered when visioning for this region.

Each Council member was appointed based on their diverse backgrounds, and each contributes a broad knowledge base to the discussion. The Council has had to reflect on the role of Government and the role of individuals, groups and organizations within the region.

The Council has developed an initial vision document. This document is intended to be a living document. It is intended to set the direction for actions for long-term outcomes.

Sustainability is a key concern for our rural communities and understanding what it is to be sustainable is the underlying message of the long term thinking of the regional Council. Sustainability is a function of long-term planning and taking into care and consideration such things as the environment, balanced population, public services and the management of natural resources.

The regional priorities identified by the Council will be informed by a citizen engagement process. Citizen engagement is conducted by the Regional Partnership Planner with the support and participation of Council members where and when they are able to attend.

Public policy significantly impacts upon regional sustainability. The Council has a real opportunity to influence the development of public policy. Identifying priorities is the first step in this process. These priorities must be sustainable, achievable, realistic and affordable if they are to achieve the desired result.

Priorities identified by the Council will be communicated to Government in three primary ways. First, the Council will communicate priorities directly to the Minister responsible for the Rural Secretariat. Second, the Council will discuss relevant priorities with Government departments. Finally, the Council will have a representative on the Provincial Council of the Rural Secretariat, which meets directly with Cabinet and Deputy Ministers.

### ***Goals (or objectives):***

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

Indicator: Completion of a working document that is shared with regions and Government

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

Indicators: More detailed information and discussion related to identified regional priorities

Initiation of the development of a framework to further guide discussion within the community and Government to advance regional priorities

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: Engagement of individuals or small groups within regions

Engagement of community groups, e.g., church groups, student councils, senior's groups, etc.

Engagement of formal groups, e.g., health boards, school boards, economic development organizations, etc.

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

Feedback from the citizen engagement process informs the vision document and key priorities of the region

# 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 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	Activity has been implemented	Activity modified for inclusion in next activity plan
a. Partnership Development within regions, between 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**

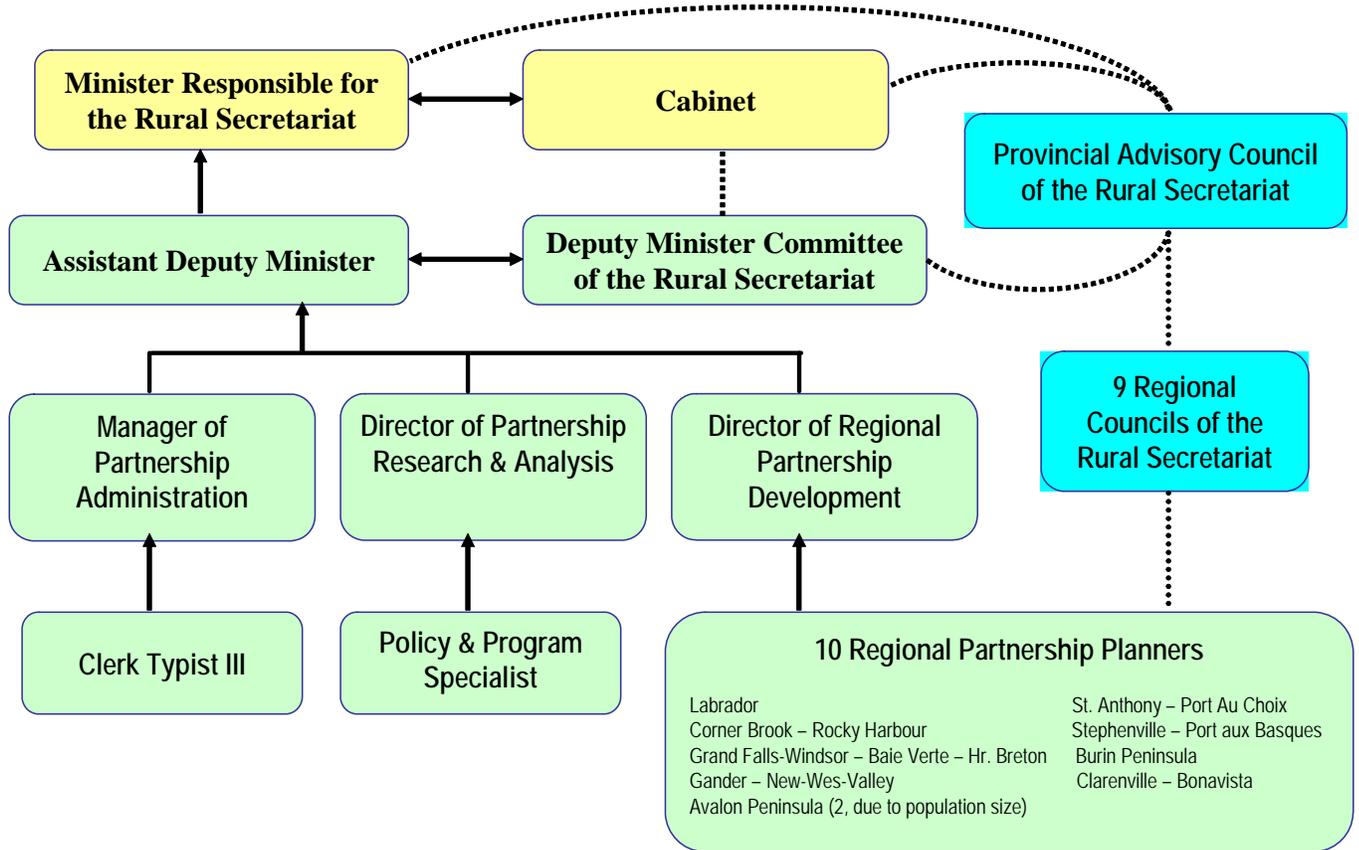
**Outcome Statement:** Improved Government understanding of and response to significant and long-term regional issues.

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

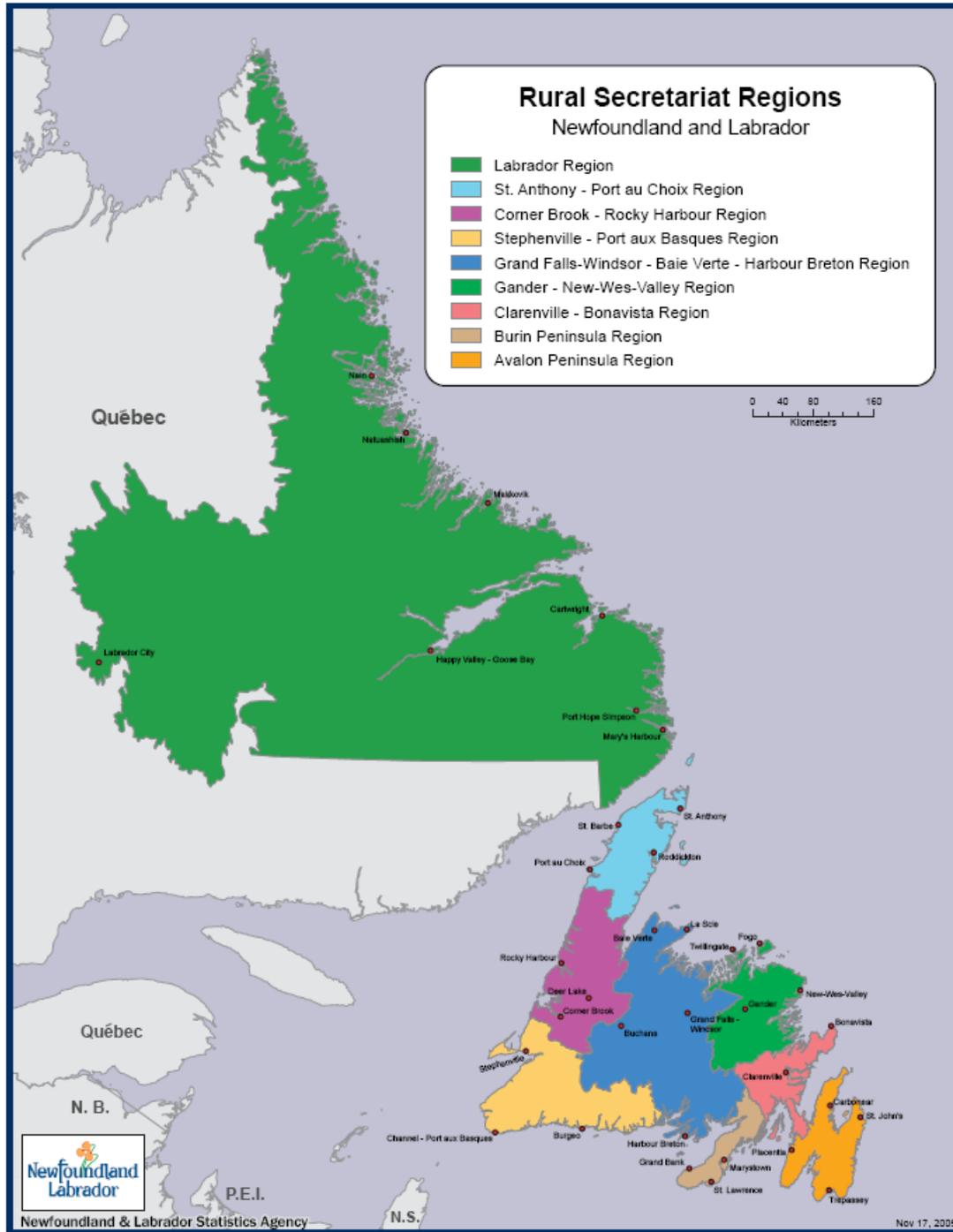
- Regional perspectives which can inform the development and implementation of public policy.

Components of Strategic Direction	Included in activity plan	Activity has been implemented	Activity modified for inclusion in next activity plan
Regional perspectives which can inform the development and implementation of public policy.			

# Rural Secretariat Structure



# Appendix C



### **Rural Secretariat**

#### ***The Rural Secretariat 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.
- To 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.
- To identify and advise Government on policies and programs which either advance, negatively impact or need to be developed to encourage the necessary change.
- To 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.
- To meet twice annually with the provincial Cabinet and deputy ministers to advance regional development priorities.
- To 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.

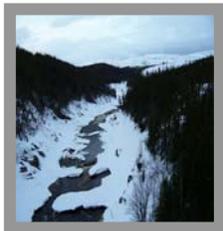
## PHOTO CREDITS:



Dog Sled Team  
Photo Compliments of Tourism, Culture & Recreation



Point Amore Lighthouse  
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Pinware River  
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The Northern Lights  
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Davis Inlet  
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## *Rural Secretariat*

Executive Council

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