



*Burin Peninsula  
Regional Council of the Rural Secretariat  
Executive Council  
Annual Activity Report 2009-10*



# Message from the Chair

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As Chairperson for the Burin Peninsula Regional Council of the Rural Secretariat, I am pleased to submit the following annual activity report for the 2009-10 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.

The contents of this report provides an overview of the council's activities this past year in respect of its commitments in it's 2008-11 Activity Plan.

The Council is pleased with the work it has accomplished during year two of its Activity Plan. Building on the activities completed in year one, we feel we have even further strides in moving towards a brighter, more sustainable future for our region. Council was particularly pleased with the community based research project it led in partnership with Memorial University's Department of Geography. Involving citizens and groups throughout the region the information gathered from the research provided us with essential thoughts and opinions which helped guide us in our advice document submitted to the Provincial Government on regionalism and economic development.

Having completed our commitments as outlined in year two of our Activity Plan, we are now preparing to move on to year three of the plan and provide further advice to the Provincial Government on regional sustainability.

We look forward to another productive year of furthering the agenda of the Rural Secretariat on the Burin Peninsula.

Sincerely,



Michael Graham  
Chair  
Burin Peninsula Regional Council of the Rural Secretariat

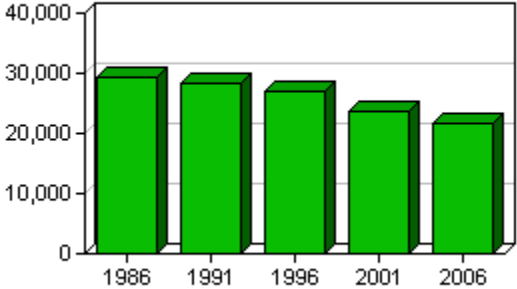
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# 1. Overview of the Region

**Population**



The 2006 Census population for Burin Peninsula Rural Secretariat Region was 21,600. This represents a decline of 8.9% since 2001. Over the same period, the entire province experienced a population decline of 1.5% since 2001 (505,470 in 2006, down from 512,930).

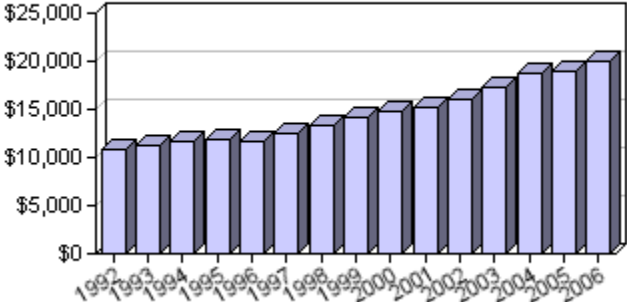
The 2006 income for every man, woman, and child (personal income per capita) in Burin Peninsula Rural Secretariat Region was \$20,100. For the province, personal income per capita was \$22,900. After tax personal income

per capita, adjusted for inflation, was \$13,500 for Burin Peninsula Rural Secretariat Region in 2006. For the province it was \$14,900.

Half of the couple families in Burin Peninsula Rural Secretariat Region had incomes of more than \$50,600 in 2006. Half of the couple families in the province had incomes of more than \$56,500.

Half of the lone-parent families in Burin Peninsula Rural Secretariat Region had incomes of less than \$23,800 in 2006. Half of the lone-parent families in the province had incomes of less than \$25,300.

**Personal Income Per Capita**



The 2006 self-reliance ratio for Burin Peninsula Rural Secretariat Region was 68.5%. This is a measure of the community's dependency on government transfers such as: Canada Pension, Old Age Security, Employment Insurance, Income Support Assistance, etc. The higher the percentage of income that comes from transfers the lower the self-reliance ratio. The provincial self-reliance ratio for 2006 was 78.5%.

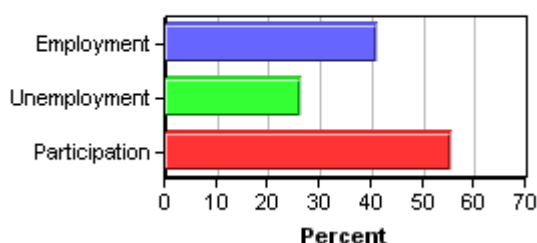
According to the 2006 Census, in Burin Peninsula Rural Secretariat Region 83.9% of homes were owned versus rented compared to 78.7% for the province and 68.4% for Canada.

The unemployment rate for May 2006 for people aged 15 and older was 25.9%. The provincial unemployment rate was 18.6%.

The employment rate for the entire year 2005 for those aged 15 and older was 60.5%. The provincial employment rate for the same period was 63.3%.

The number of individuals in Burin Peninsula Rural Secretariat Region who received Income Support Assistance at some point in the year 2008 was 2,130. The 1991 figure was 4,720.

**Labour Market Rates  
Population 15 and Older  
(May 2006)**



The total number of children ages 0 to 17 in Burin Peninsula Rural Secretariat Region who were in families on Income Support Assistance in 2008 was 575. The figure for 1991 was 1,925.

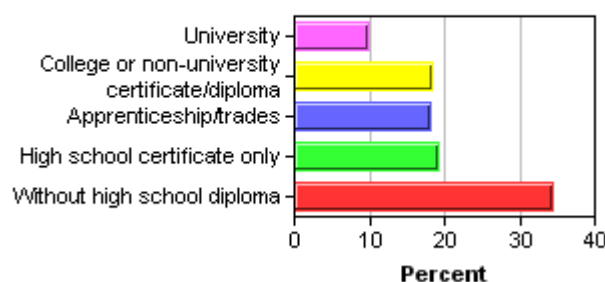
Census 2006 reported 34.4% of people 18 to 64 years of age in Burin Peninsula Rural Secretariat Region do not have a high school diploma compared to 25.1% of people in the entire province.

In Burin Peninsula Rural Secretariat Region about 7.4% of people aged 25 to 54 had a Bachelor's Degree or higher in 2006 compared to 15.1% in the province as a whole.

In 2006, in Burin Peninsula Rural Secretariat Region, 81.9% of people 25 to 34 years of age had at least a high school diploma. This compares to 85.4% in the entire province and 89.1% for Canada.

A major indicator of well-being is how a person rates their own health status. In 2005, 62.1% of individuals in Burin Peninsula Rural Secretariat Region rated their health status from very good to excellent. The provincial number in 2005 was 64.5%. In 2005, for Canada, 60.2% of individuals age 12 and over rated their health status as very good to excellent.

**Highest Level of Education, Pop 18 to 64**



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).

## 2. Regional Council Overview

The Burin Peninsula Regional Council is comprised of nine members; five female and four male. The council currently has representation from larger and smaller communities throughout the region, including ten members from communities of less than 5,000 people. The council met five times in 2009-10.

<b>Regional Council members</b>	<b>Community</b>
Trina Appleby	Torbay
Jack Cumben	Grand Bank
Kate Edwards	Lawn
Pam Ghent	Harbour Mille
Dr. Michael Graham (Chair)	Burin
Irene Hurley	Spanish Room
Mary McCarthy	Marystown
Harold Murphy	Parker's Cove
Charles Wiscombe	Creston South

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

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 its work. The planner for the Burin Peninsula region is Greg Dominaux. His office is located at the Burin campus of the College of the North Atlantic.

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.

## 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.
- 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 coordinates the development of partnerships that focus on sustainable regional development and provides direct consideration of citizens' and stakeholders' priorities, perspectives and expectations in the development of public policy, infrastructure and other financial decisions, and other provincial government action that impacts regions and rural areas.
- **Formulation and provision of policy advice and analysis with respect to regions and rural areas:** The Rural Secretariat coordinates research and analysis on regional and rural socio-economic issues, provides advice and analysis on legislative, financial, policy, program and service delivery matters that impact regions and rural areas. It also influences and informs cross-departmental analysis and evidence-based decision making with respect to regional and rural challenges and opportunities.

## 5. Values

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The core values explain the character of the organization and the action statements help guide behaviour. The core values of the Rural Secretariat which also guide the behaviour of the Burin Peninsula Regional Council are as follows:

**Core Values**  
 Collaboration  
 Creativity  
 Empowerment  
 Inclusion  
 Learning Culture  
 Transparency  
 Trust

<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 Burin Peninsula 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 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 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. 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 2009-10 and beyond will further support these directions.

### 9.1 Issue 1: Regionalism

The Burin Peninsula Regional Council realized that to achieve long-term sustainability for the region, communities, business and citizens alike will have to both think and act regionally. Due to changes in the regions demographic and economic landscape, communities are becoming increasingly challenged to provide quality services to their residents. Community engagement sessions conducted by the Council has further reinforced these issues and the need for communities to be working together more, supporting one another and sharing services where possible.

#### **Goal:**

By March 31, 2011, the Burin Peninsula Regional Council will have developed and communicated an informed regional perspective on regionalism to the Provincial Government and community stakeholders that supports the advancement of this issue.

**2009-10 Objective:** By March 31, 2010, the Burin Peninsula Regional Council will have further engaged the provincial government and community to discuss the results contained in the position paper on regionalism for additional input.

**Measure:** Provincial government and community engaged to discuss the position paper on regionalism.

Indicator	Accomplishments 2009-10
Position paper shared with community	<ul style="list-style-type: none"> <li>✓ Position paper on Regionalism was distributed by mail to citizens that participated in community engagement sessions, as well as organizations and communities throughout the Burin Peninsula. Approximately 70 copies of the document were distributed. This regional distribution was in addition to the submission to the Department of Municipal Affairs and the other eight Regional Councils throughout the province.</li> </ul>
Community engaged for their commentary on the position paper on regionalism	<ul style="list-style-type: none"> <li>✓ All individuals and organizations receiving the Regionalism position were asked to share and distribute the document within their organization and were welcome to respond to the Regional Council with any commentary they may have had on the document. The mailing address for the Regional Council was made available in a letter that accompanied the position paper.</li> </ul>
Provincial government engaged for their commentary on the position paper on regionalism	<ul style="list-style-type: none"> <li>✓ The position paper on regionalism was submitted to Honourable Diane Whelan, Minister of Municipal Affairs and the Honourable Shawn Skinner, Minister of Innovation, Trade and Rural Development and Minister responsible for the Rural Secretariat.</li> <li>✓ Following the submission the Regional Partnership Planner for the Burin Peninsula met with the ADM for Municipal Support and Planning at Municipal Affairs to discuss the document. The discussion was positive with great interest shown in the information presented in the document and also in staying informed in the future work of the Regional Council on regionalism and regional collaboration.</li> </ul>

Over the course of the past year the Regional Council is quite please with the further discussions that have taken place on the topic of regionalism and regional collaboration. The evidence collected through the Council's work this past year provides further strength that Council is moving forward with their work in the right direction. Based on these accomplishments, the council will work toward the following measure and indicators for it 2010-11 objective.

**2010-11 Objective:** By March 31, 2011, the Burin Peninsula Regional Council will have submitted its informed regional perspective on regionalism to the provincial government in its final form and forged partnerships and engaged with local stakeholders to support the advancement of regionalism on the Burin

Peninsula.

**2010-11 Measure:**

- The perspectives of Council are submitted to the provincial government and local groundwork in place to support the advancement of regionalism on the Burin Peninsula.

**2010-11 Indicators:**

- Final document on regionalism submitted to government
- The Regional Council will partner with other stakeholders on the Burin Peninsula to host a regional forum to discuss regionalism open to all citizens, organizations and communities on the Burin Peninsula

**9.2 Issue 2: Economic Growth and Diversification**

The Burin Peninsula Regional Council realized that to achieve long-term sustainability for the region, long-term well paying jobs are crucial. The region's residents should have the opportunity to work and earn a living that provides them with a decent quality of living. This is the cornerstone upon which the region's long-term sustainability will be built. Community engagement sessions conducted by the council has further reinforced the importance of this issue.

**Goal:**

By March 31, 2011, the Burin Peninsula Regional Council will have developed and communicated an informed regional perspective on economic growth and diversification identifying the opportunities and limitations related to future business development in the region and that supports the advancement of economic growth in the region.

**2009-10 Objective:** By March 31, 2010, the Burin Peninsula Regional Council will have developed and communicated an informed regional perspective on economic growth and diversification to the provincial government and community stakeholders.

**Measure:** Position paper developed and communicated

Indicator	Accomplishments 2009-10
Community engagement conducted	<ul style="list-style-type: none"> <li>✓ The community based research project included, focused dialog sessions with the Regional Council and a series of citizen engagement interviews with individuals, community leaders and government officials throughout the region.</li> <li>✓ These sessions and interviews ensured that communities, community groups and citizens had the opportunity to voice their thought and opinions to the Council for consideration in the position paper. The information received validated the thinking of the Council and are reflected both in the research reports and the position paper.</li> <li>✓ Once finalized the position paper and the accompanying research reports will be released and sent to community groups throughout the region for the community to review.</li> </ul>
Government engaged	<ul style="list-style-type: none"> <li>✓ The community based research project included interviews with government officials.</li> <li>✓ Once finalized the position paper and the accompanying research reports will be submitted to the appropriate provincial government departments for review.</li> </ul>
Document developed that reflects the results of Council discussions and community engagement	<ul style="list-style-type: none"> <li>✓ This document has been completed in draft. However, due to time constraints in completion of the final report from the community based research project that supports the documents findings it will not be released to government and community until Q1 of the 2010-11 fiscal year. Council will include this final report as an appendix to the document.</li> <li>✓ The Regional Council met five times over the past year with economic growth and diversification being the key topic of discussion at each meeting.</li> <li>✓ In developing this document and building upon their work on regionalism in 2008-09, the Council partnered with Memorial University's Department of Geography to embark on a community based research project to review how regional collaboration impacts economic growth and diversification. This research assisted the Council in its deliberations and supports the messages being put forward in their document. The research was conducted by Ryan Gibson and Dr. Kelly</li> </ul>

Indicator	Accomplishments 2009-10
	<p>Vodden in close partnership with the Council.</p> <ul style="list-style-type: none"> <li>✓ The research project included an extensive review of the region's demographic and economic situation through existing reports and documentation, focused dialog sessions with the Regional Council and a series of citizen engagement interviews with individuals, community leaders and government officials throughout the region.</li> </ul>
<p>Document developed that reflects the results of Council discussions and community engagement (continued)</p>	<ul style="list-style-type: none"> <li>✓ Through the research project two documents were developed, both of which will be included as appendices to the position paper. The first report summarizes the citizen engagement interviews conducted with 11 individuals. The discussions focused on previous and current regional collaboration examples, barriers to collaboration, opportunities for economic development, and the future of the Burin Peninsula. The report served to identify opportunities and challenges within the region and facilitate discussion to assist the Burin Peninsula region in cooperation, collaboration, and creating a prosperous future. The second report analyzes four regional development models, their respective key success factors and their potential application to the Burin Peninsula.</li> </ul>

The Regional Council was very pleased with the outcomes and the information generated by the community based research project conducted in partnership with Memorial University's Department of Geography. The project played a large role in the position paper being developed by the Council. The work completed by the Council under this priority continues to illustrate the benefits that regionalism and regional collaboration can have on the sustainability of a region. Due to a small delay in the completion of the final report for the research project the submission and delivery of the position paper to community and government will also be slightly delayed until early in the 2010-2011 fiscal year. Based on these accomplishments, the council will work toward the following measure and indicators for it 2010-11 Objective.

**2010-11 Objective:** By March 31, 2011, the Burin Peninsula Regional Council will have further engaged the provincial government and community stakeholders to discuss the results contained in the position paper for additional input to advance the opportunities and advice in the document.

**2010-11 Measure:**

- Provincial government and community engaged for input on the position paper.

**2010-11 Indicators:**

- Position paper released and distributed to stakeholders throughout the region with a request to respond with any commentary they may have to offer.
- Position paper shared with relevant and interested government departments and officials with an invitation to respond with commentary.
- Provincial government and community engaged for input.

**9.3 Issue 3: Demographic Change**

The Burin Peninsula Regional Council realizes that an aging population and overall declining population figures are impacting the region. Due to changes in our demographic and economic landscape, our communities are becoming increasingly challenged to provide quality services to their residents. Community engagement sessions conducted by the council has further reinforced these issues and the importance of dealing with them to ensure our sustainability in the long-term.

**Goal:**

By March 31, 2011, the Burin Peninsula Regional Council will have developed and communicated an informed regional perspective on demographic trends identifying the issues and opportunities related to demographic change in the region.

**2009-10 Objective:** By March 31, 2010, the Burin Regional Council will have examined issues and opportunities related to demographic change to determine the focus of their work for 2011.

**Measure:** The Regional Council has determined the focus of its work for 2011.

Indicator	Accomplishments 2009-10
Discussions have occurred regarding the issues and opportunities related to the linkages between regionalism and demographics	✓ The Regional Council held several discussions this past year in relation to demographic change. Council realizes the challenges that exist in the region. The Burin Peninsula’s population is declining, aging population, and we have fewer children. Council also recognizes the impacts of this on our labour supply, our volunteer based organizations and our economy.

Through its deliberations, the benefits of adopting a regional approach became apparent to council. Council were able to see the linkages between regionalism, a strengthened economy and an overall improved region to live in, and subsequent positive impacts on Burin Peninsula’s demographics. A strengthened economy with increased employment opportunities will allow the Burin Peninsula to be much better positioned to attract and retain residents – especially our youth. Based on these accomplishments, Council will work toward the following measure and indicators for it 2010-11 Objective.

**2010-11 Objective:**

By March 31, 2011, the Burin Regional Council will have developed and communicated an informed regional perspective on demographic change to the provincial government and community stakeholders.

**2010-11 Measure:**

- Position paper developed and communicated

**2010-11 Indicators:**

- Community engagement conducted
- Document developed that reflects the results of the Regional Council's discussions
- Document communicated to community and provincial government

## 10. Additional Highlights

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Through its work, the Burin Peninsula Regional Council attempts to broaden public dialogue on the long-term sustainability of the region. It also provides input and advice to the provincial government on regional issues that impact upon sustainability. This is a long term process that will require ongoing collaboration with citizens, community groups and towns throughout the region.

Building on 2008-09, Council's work in 2009-10 has allowed it to make continued advancements in this process. The Rural Secretariat, through the Regional Council, has provided an open and transparent environment for local perceptions, realities, opportunities, challenges and potential solutions to be discussed, debated and deliberated. It has brought together citizens, community groups and communities with differing priorities and perspectives, differing bases of information and knowledge, and differing expectations. It has also broadened public awareness of issues.

In addition to the activities reported in Section 9, there are two additional highlights worthy of mention. These are consistent with the Rural Secretariat's strategic directions and mandate, and compliment the work of the Council.

1. The Regional Council embarked on its first community based research project. Council partnered with Memorial University's Department of Geography to embark on a community based research project to review how regional collaboration impacts economic growth and diversification. The research was conducted by Ryan Gibson and Dr. Kelly Vodden in partnership with the Council. The research project included an extensive review of the region's demographic and economic situation through existing reports and documentation, focused dialog sessions with the Regional Council and a series of citizen engagement interviews with individuals, community leaders and government officials throughout the region.



2. The Regional Council continued its community engagement process. This year the engagement was included as a part of the community based research project. The sessions and interviews ensured that communities, community groups and citizens had the opportunity to voice their thought and opinions to the Council economic development and regional collaboration

## 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. It 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 be a conduit for advice to government to advance efforts.

### **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, among others, regional economic development, environmental awareness and protection, social policy advancement and municipal governance. The challenge for it 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 it, 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

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.

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

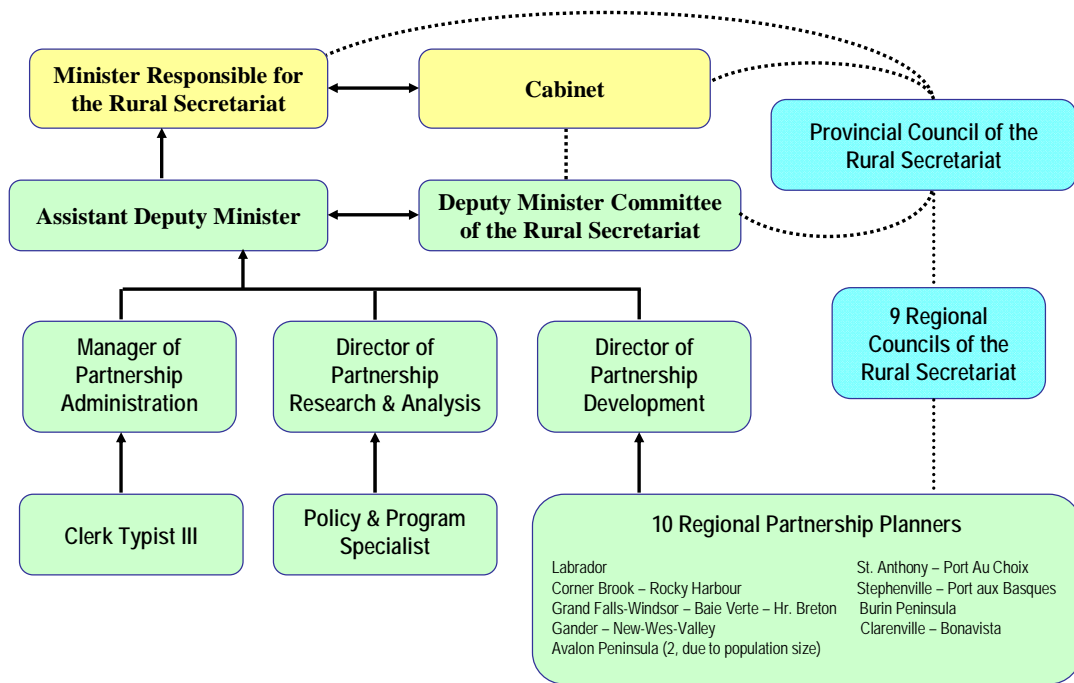
**Outcome Statement:** Improved Government understanding of and response to significant and long-term regional issues.

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

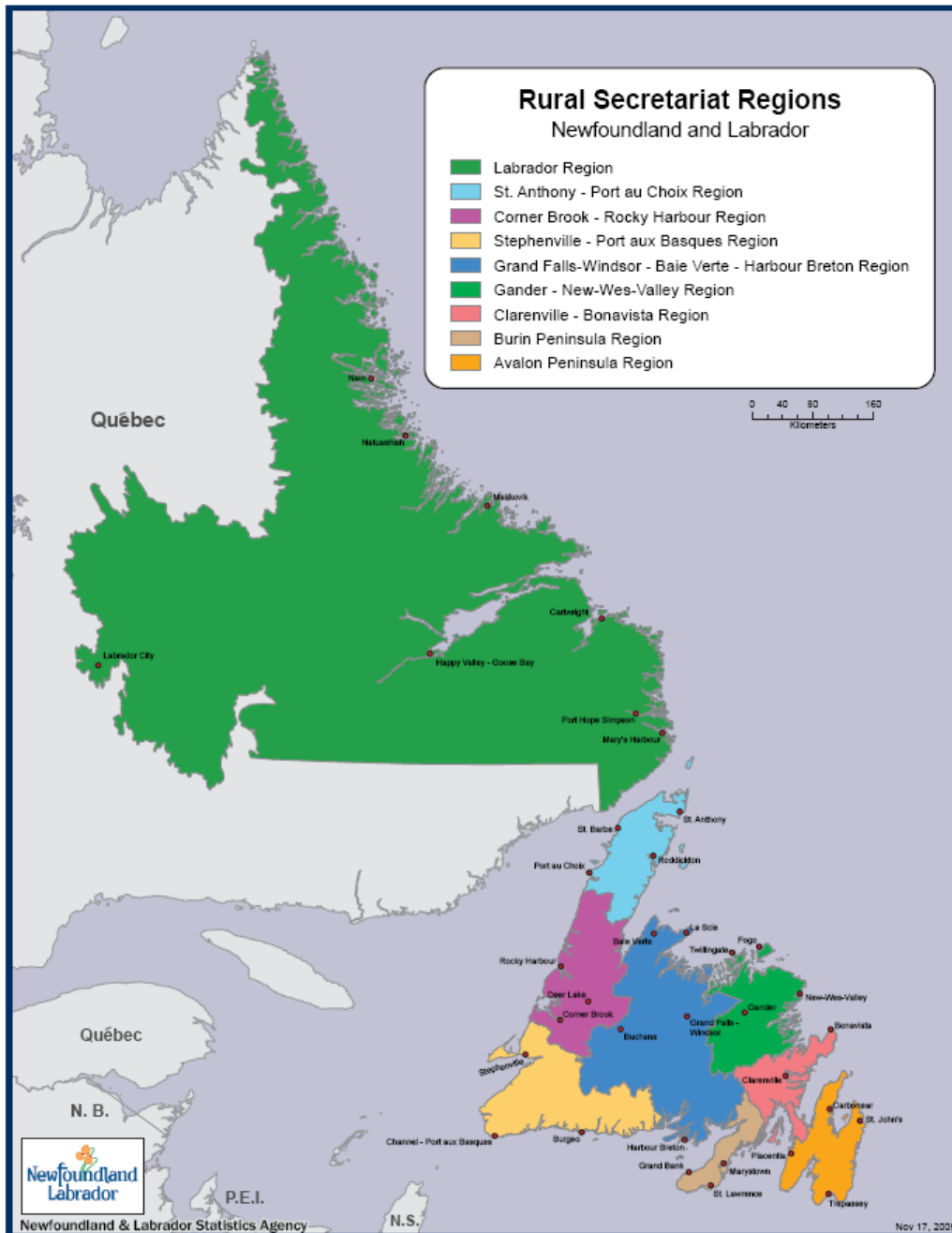
- Regional perspectives which can inform the development and implementation of public policy

# 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.
- To identify and advise the provincial 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.
- 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 Credit:



Photo Courtesy of Greg Dominaux



Photo Courtesy of Greg Dominaux



Photo Courtesy of Greg Dominaux



Photo Courtesy of Greg Dominaux



## Rural Secretariat

### **Greg Dominaux**

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