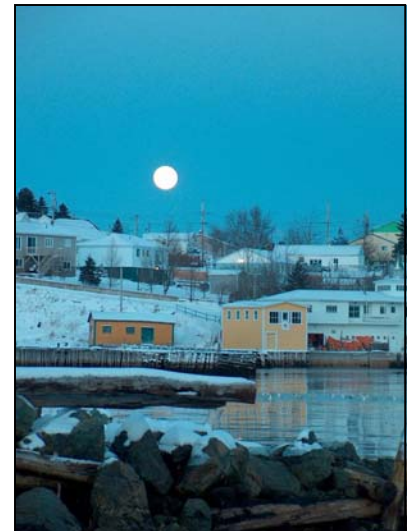




Grand Falls-Windsor - Baie Verte - Harbour Breton Regional Council Activity Plan 2011-14




Newfoundland
Labrador

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Message from the Chairperson

As Chairperson for the Grand Falls-Windsor – Baie Verte – Harbour Breton Regional Council, and in accordance with the Provincial Government's commitment to accountability, I submit the 2011-14 Activity Plan. My signature below is on behalf of the entire council, and is indicative of our accountability for the preparation of this plan and for 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 the Provincial Government in the preparation of the Activity Plan for 2011-2014. The Regional Council is a category III government entity under the *Transparency and Accountability Act*.



Since October 2005 the council has considered the economic, social, cultural and environmental aspects of the region and continues to learn about them. Members strive to advance regional sustainability through the investigation of economic and skills development; infrastructure, public services and regional governance; the pillars of sustainable development.

The council continues to challenge community stakeholders and the Provincial Government to discuss the complex issues that an integrated sustainable approach presents. Members look forward to sharing their thoughts and asking questions with the intent of stimulating innovative and diverse options to strengthen our region.

Through public engagements, collaboration of partners, and research the council gathers information and prepares advice documents for the provincial government. It is hoped that these regional perspectives will inform and influence the development and implementation of public policy.

Sincerely,

A handwritten signature in cursive script, appearing to read "D Armstrong". The ink is dark and the signature is fluid and connected.

Deborah Armstrong, Chairperson
Grand Falls-Windsor-Baie Verte-Harbour Breton Regional Council

1. Regional Council Overview

The Grand Falls-Windsor - Baie Verte - Harbour Breton Regional Council is comprised of nine members; four female and five male. The council currently has representation from larger and smaller communities throughout the region, including eight members from communities of less than 5,000 people.

The Rural Secretariat also funds a regional planner position in the region, who among other duties, acts as an information resource for the council and facilitates the work of council. The planner for the Grand Falls-Windsor - Baie Verte - Harbour Breton region is Linda Brett. Her office is located in Springdale.

Regional Council members	Community
Deborah Armstrong (Chair)	Grand Falls-Windsor
Phoebe Foster	Miawpukek Mi'kamawey Mami'omi (Conne River)
Jerry Dean	Botwood
Jamie Kendell	St. Alban's
Hubert Langdon	English Harbour West
Steward May	Belleoram
Don Stewart	Harbour Breton
Joan Strickland	St. Alban's
Bernice Walker	Norris Arm

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

2. Mandate

The Regional Council's mandate is:

- To develop a common, evidence-based understanding of the social, economic, environmental and cultural realities facing a region.
- To review key economic and social measures (e.g. education levels, demographic trends, health status, income levels, EI usage, economic diversity, etc) and to reach agreement on the priorities for change over the next five years.
- To identify policies and programs which either a) advance b) negatively impact or c) 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 the economic and social measures, and to encourage regional partners to take action on and be accountable for those areas within their mandates.
- To serve as a sounding board in their region for new or proposed initiatives.
- To select an individual to represent the region on the Provincial Council of the Rural Secretariat.

3. Lines of Business

The council supports the Rural Secretariat's four lines of business:

Citizen-based policy advice: The Rural Secretariat supports nine citizen-based Regional Councils, and one stakeholder-based Provincial Council, to develop policy and decision-making advice for submission to government. Typically, councils, with the support of Rural Secretariat staff, hold public engagement sessions involving citizens and/or stakeholder group representatives, and conduct community-based research activities, to inform the development of advice documents.

Collaboration: The Rural Secretariat understands that sustainability in rural Newfoundland and Labrador can be significantly advanced through more and better collaboration between and among rural stakeholders including governments. Sometimes the Rural Secretariat works to support existing rural collaborative processes such as partnerships. Other times they work to help convene new regional collaborative processes such as networks or alliances. The broad goal is to help build a strengthened 'culture of collaboration' in rural Newfoundland and Labrador.

Research: The Rural Secretariat collaborates with provincial partners on a number of formal research endeavors that help to improve understanding of the challenges facing, and opportunities available to, rural regions of this province. The Rural Secretariat also works directly with regional partners and councils on a host of community-based research initiatives – small regional-level data-gathering efforts that give those involved the information and knowledge they need to effectively advise the Provincial Government on regional and rural policy issues.

Public dialogue and engagement: In addition to supporting councils to conduct public engagement efforts, the Rural Secretariat is also available to assist other Provincial Government departments to design and deliver their own public engagement initiatives. The Rural Secretariat also periodically convenes special deliberative dialogue initiatives on themes deemed to be of particular importance to the rural sustainability of this province, often in partnership with rural stakeholder groups and other government departments.

4. Values

The core values explain the character of the organization. The core values of the Grand Falls-Windsor-Baie Verte-Harbour Breton Regional Council are as follows:

Core Values
Collaboration
Creativity
Inclusion
Learning Culture
Engagement
Honesty
Excellence

Collaboration:	Each person is committed to working together effectively.
Creativity:	Each person seeks to transcend traditional ideas, rules and patterns to create new ideas, relationships, and methods.
Inclusion:	Each person acknowledges others' view and perspectives and has the right and 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.
Engagement:	Each person believes community engagement is essential to the development of good public policy
Honesty:	Each person is open and honest in all dealings and maintains the highest integrity at all times
Excellence:	We strive for excellence and quality in everything we do

5. Primary Clients

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

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

6. Vision

The vision of the Grand Falls-Windsor – Baie Verte – Harbour Breton Regional Council is of 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.

7. Mission

The mission statement identifies the focus of the Regional Council. It represents the longer-term goals which the council will work towards as it moves forward on the strategic directions of the Provincial Government. The Grand Falls-Windsor - Baie Verte - Harbour Breton Regional Council supports the mission of the Rural Secretariat.

By March 31, 2017, the Rural Secretariat will have worked with regional and departmental partners to improve the sustainability prospects of rural communities and regions.

The council will support the mission of the Rural Secretariat by collaborating on common issues that impact sustainability. Through presentations, dialogue, research and regional expertise, council members and stakeholders will learn from each other and develop policy and/ or decision making advice.

The council will use the analytical tools of innovative public engagement, collaboration, and/ or varied research methodologies to engage and support regional partners and stakeholders in issues impacting regional sustainability. As a result, regional input will inform public policy so that the region can enhance its long-term sustainability.

For additional detail please refer to the Rural Secretariat Activity Plan 2011-14.

8. Issues

Issue: Provide Advice to Government

Grand Falls-Windsor – Baie Verte – Harbour Breton Regional Council will strive to compile and submit citizen-based policy advice to the Government of Newfoundland and Labrador. In an effort to provide advice to the Provincial Government, council will identify, research, and communicate advice on issues that advance, negatively impact or need to be developed to encourage long-term region sustainability.

To effectively address identified issues, the council will facilitate research to fully inform its members, regional partners and stakeholders. Research may encompass expert testimony, literature reviews, community based research, regional presentations and dialogue, and/ or case studies.

The council will ensure its advice is citizen based by employing various types of citizen engagements; such as coordinating focus groups, individual interviews, innovative public consultations, or presentations and dialogues. These engagements allow residents to discuss issues and challenges this is necessary in formulating advice documents or influencing decision making. Collaborations with regional partners may assist the council in attaining and disseminating citizens' advice to inform public policy development.

This is an opportunity for the council to position itself as an objective and informed advisory body that can both provide citizen, bottom-up policy advice to the Provincial Government as well as respond to top-down policy advice requests from the Provincial Government that may impact the region.

The council will be reporting on the same objective for the three years of this plan.

Objective:

By March 31, 2012 council will have provided advice to the Provincial Government on issues that relate to regional sustainability.

Measure:

Provided advice

Indicators:

- Issue identified
- Researched issue
- Consensus developed on advice to Government
- Communicated advice to Government

Appendix A: Strategic Direction

1. Title: Rural Newfoundland and Labrador

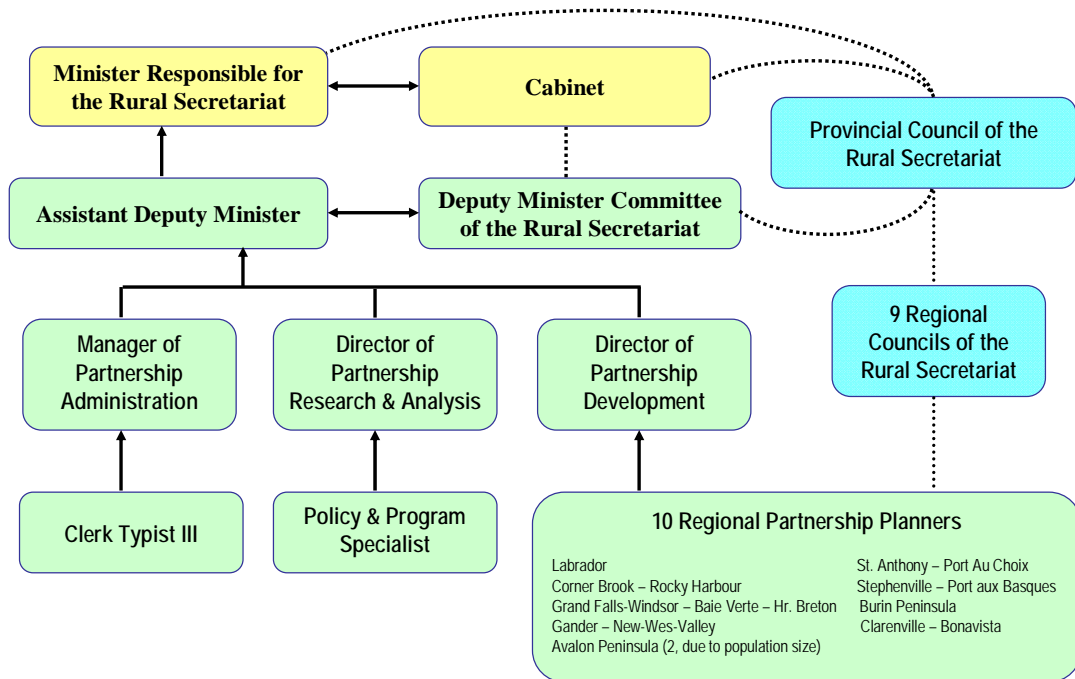
Outcome Statement: A sustainable rural Newfoundland and Labrador.

Clarifying Statement: This outcome requires systemic intervention by the Rural Secretariat in the areas of:

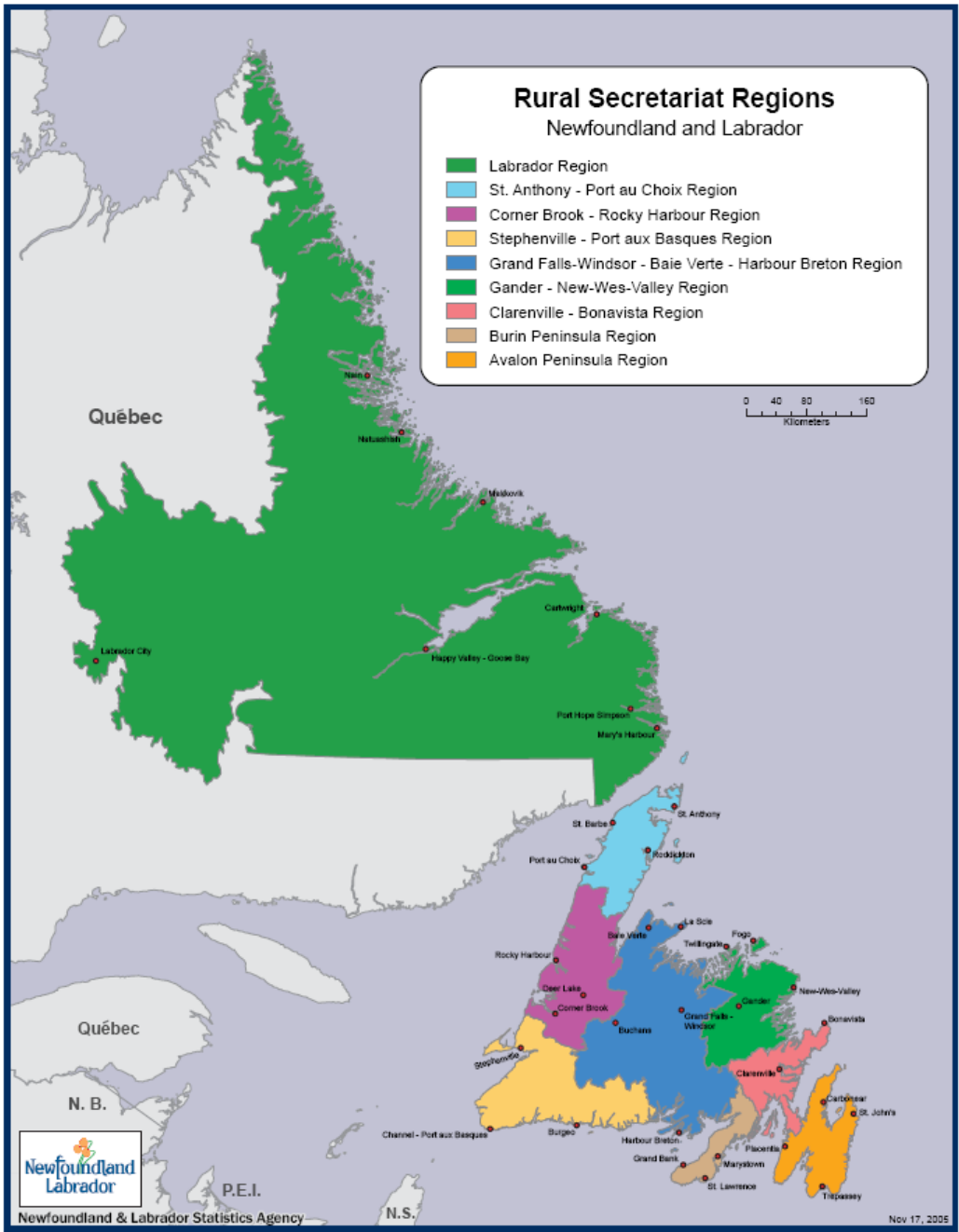
- Citizen-based policy advice
- Public dialogue and engagement
- Collaboration
- Research

Focus Areas/Components of the Strategic Direction	This Direction is:
	addressed in the council’s activity plan
1. Citizen-based policy advice	X
2. Public dialogue and engagement	
3. Collaboration	
4. Research	X

Rural Secretariat Structure



Appendix C: Map of Rural Secretariat Regions



Mandate of the Rural Secretariat

The Rural Secretariat's mandate is to:

- Promote the well-being of rural Newfoundland and Labrador through a comprehensive and coordinated approach aimed at integrating economic, social, cultural aspects of rural and 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 rural concerns are considered throughout the Provincial Government and promoted at the federal level.
- Carry out research and analysis of economic and social issues affecting rural Newfoundland and Labrador.
- Help communities and regions identify and take advantage of growth opportunities.
- Promote awareness of provincial and federal programs and services regarding rural communities.

Mandate of the 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 Province.
- To review key economic and social measures (e.g. education levels, demographic trends, health status, income levels, Employment Income 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 a) advance, b) negatively impact or c) need to be developed to encourage the necessary change over the five year period.
- To advance cooperation through the sharing of information on and discussion about the 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 serve as an external sounding board for government for the development of strategies, policies, programs and budget issues that will effect Provincial and Regional sustainability.

Photo Credits



Photo Courtesy of Emerald Zone Corporation



Photo Courtesy of Linda Brett



Photo Courtesy of Linda Brett



Photo Courtesy of Danny Huxter



Rural Secretariat

Linda Brett
Regional Partnership Planner -
Grand Falls-Windsor - Baie Verte - Harbour Breton
P.O. Box 669
Springdale, NL A0J 1T0
Phone: (709) 673-2618
Fax: (709) 673-2619
Email: lindabrett@gov.nl.ca