

Corner Brook - Rocky  
Harbour Regional Council  
of the  
Rural Secretariat  
Executive Council



*Activity Plan  
2008-11*

## *Message from the Chairs*

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As co-chairs of the Corner Brook – Rocky Harbour Regional Council of the Rural Secretariat and in accordance with Government's commitment to accountability, we hereby submit the 2008-11 Activity Plan of the Council on behalf of its members. Our signatures below are on behalf of the entire Council and are indicative of our accountability for the preparation of this plan and for the achievement of the goals and objectives contained in the plan, pursuant to section 7(4) of the Transparency and Accountability Act.

Since our initial meeting in October 2005, the Corner Brook-Rocky Harbour Regional Council has increased significantly 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. To do this, the Council has been challenged with thinking regionally and also thinking 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. As the Council works towards the advancement of regional priorities, we realize that 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.

As an advisory body, the Corner Brook-Rocky Harbour Regional Council will work toward building 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 influence public policy development that will maximize opportunities within our region. It is important that the Regional Council makes careful plans and that those plans reflect the collective wisdom of members as well as the perceived needs and aspirations of the citizens of the region.

Sincerely,



Don Downer  
Co-Chairs

Colleen Kennedy

Corner Brook – Rocky Harbour Regional Council of the Rural Secretariat

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## 1.0 Regional Council Overview

The Corner Brook – Rocky Harbour Regional Council is comprised of twelve members; seven female and five male. Members of the Council have a variety of backgrounds that include business, social work, education, marine biology, physiotherapy, public and private sector economic development, tourism, skilled trades, nursing and post-secondary student/youth.

Name	Community
Juanita Brake	Corner Brook
Bertha Brophy	Daniel's Harbour
Gina Caines	Corner Brook
Joan Cranston	Norris Point
Don Downer, Co-Chair	Corner Brook
Phillip Hicks	Corner Brook
Darrel House	Cow Head
Colleen Kennedy, Co-Chair	Rocky Harbour
Colleen Kennedy-Costello	Pasadena
Roger Keough	Parson's Pond
Cyril Kirby	Deer Lake
Carla Wells	Corner Brook

\*For an updated listing of council members please visit <http://www.exec.gov.nl.ca/rural/regionalcouncil.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 Corner Brook – Rocky Harbour region is Greg Wood. Greg works out of an office in Corner Brook, which is co-located with a number of government departments.

## *2.0 Mandate*

The Regional Council mandate is as follows:

- To develop a common, evidence-based understanding of the social, economic, environmental and cultural realities of a region.
- To review key regional economic and social measures (e.g. education levels, demographic trends, health status, income levels, EI usage, economic diversity) and to reach agreement on the priorities for change over the next five years.
- To identify policies and programs which either advance, negatively impact or need to be developed to encourage the necessary change over the five-year period.
- To advance regional cooperation through the sharing of information on and discussion about economic and social measures, and to encourage regional partners to take action on and be accountable for those areas within their mandates.
- To nominate an individual to represent the region on the Provincial Council of the Rural Secretariat.

## *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 Corner Brook – Rocky Harbour 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.

## *4.0 Primary Clients*

The primary clients of the Corner Brook – Rocky Harbour Regional Council include the eight other Regional Councils, the Provincial Council of the Rural Secretariat, and the provincial government of Newfoundland and Labrador.

The Corner Brook – Rocky Harbour Regional Council also engages with officials of departments and agencies of the provincial government, as well as, individuals, groups and organizations within the region during the course of its investigation and identification of issues pertinent to its mandate.

## *5.0 Vision*

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

The work of the Corner Brook – Rocky Harbour Regional Council supports the vision of the Rural Secretariat. Through its work, the Council is identifying priorities which will contribute to regional sustainability. The Council is taking an inclusive approach that considers the economic, social, cultural and environmental aspects of sustainability.

## 6.0 Mission Statement

The mission statement identifies the priority focus area of the Regional Councils. It represents the longer-term goals which the Council will work 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 Councils and the public in monitoring and evaluating the degree to which these goals are attained.

The mission statement of the Corner Brook – Rocky Harbour 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 years; however, the work of the Council is looking ahead 15-20 years. Advancing regional sustainability takes time and involves a considerable learning process. Citizens and the provincial government must build a stronger relationship and must be willing to listen to and learn from each other.

Over the next three fiscal years, the Council will take initial steps to advance regional sustainability. First, regional priorities will be developed and communicated within regions and to provincial government departments. The Council is taking an inclusive approach to sustainability that considers economic, social, cultural and environmental aspects. 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 change 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 Goals*

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.

### **7.1 ACCESS TO QUALITY TRANSPORTATION INFRASTRUCTURE AND SERVICES**

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

**Goal:** By 2011, the Corner Brook – Rocky Harbour Regional Council will have informed provincial government policy on issues related to access to air, land and marine transportation

**Measure:** Gathered and communicated information to the provincial government

**Indicators:**

Information gathered related to air, land, and marine transportation.

**Objective 1:** By March 31 2009 the Corner Brook – Rocky Harbour Regional Council will have gathered comprehensive information concerning access to quality air, land and marine transportation infrastructure and services required for regional sustainability.

**Measure:** Information gathered to support a comprehensive approach

### **Indicators:**

- Information analyzed on each of the areas above
- Policy issues identified
- A priority focus established that is in keeping with regional sustainability and the role of the Regional Council in providing advice and/or recommendations to the provincial government
- Follow up initiated with existing and newly identified businesses or community groups with similar interests
- Confirmation established regarding the priority focus from existing and newly identified businesses or community groups

**Objective 2:** By 2010 Corner Brook – Rocky Harbour Regional Council will have engaged community partners and the provincial government concerning access to quality air, land and marine transportation infrastructure and services required for regional sustainability.

**Objective 3:** By 2011 Corner Brook – Rocky Harbour Regional Council will have developed and communicated a position paper to the provincial government concerning access to quality air, land and marine transportation infrastructure and services required for regional sustainability.

## **7.2 REGIONALISM – ENSURING ACCESS TO QUALITY EDUCATION INFRASTRUCTURE AND SERVICES**

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

To advance regional sustainability, the Corner Brook – Rocky Harbour Regional Council will engage a process to advance knowledge concerning regional decision making, and inform provincial, regional and local decision makers of the impacts of their decisions on regional sustainability.

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

**Measure:** Gathered and communicated information to the provincial government

**Indicators:** Information gathered and communicated

**Objective 1:** By 2009 Corner Brook – Rocky Harbour Regional Council will have gathered comprehensive information concerning regional decision making as it relates to access to quality education infrastructure and services.

**Measure:** Information gathered to support a comprehensive approach

**Indicators:**

- Information sessions organized to inform Regional Council
- Issues gathered and analyzed
- Policy issues identified
- A priority focus established that is in keeping with regional sustainability and the role of the Regional Council in providing advice and/or recommendations to the provincial government
- Follow-up initiated with existing and newly identified community groups with similar interests
- Confirmation established regarding the priority focus from existing and newly identified community groups

**Objective 2:** By 2010 Corner Brook – Rocky Harbour Regional Council will have engaged community partners concerning regional decision making as it relates to access to quality education infrastructure and services required for regional sustainability.

**Objective 3:** By 2011 Corner Brook – Rocky Harbour Regional Council will have developed and communicated a position paper to the provincial government concerning regional decision making as it relates to access to quality education infrastructure and services required for regional sustainability.

### **7.3 REGIONALISM – ENSURING ACCESS TO QUALITY HEALTH INFRASTRUCTURE AND SERVICES**

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

To advance regional sustainability, the Corner Brook – Rocky Harbour Regional Council will engage a process to advance knowledge concerning regional decision making, and inform provincial, regional and local decision makers of the impacts of their decisions on regional sustainability.

**Goal:** By 2011, the Corner Brook – Rocky-Harbour Regional Council will have informed provincial government policy on issues related to regional decision making as it relates to accessing health infrastructure and services

**Measure:** Gathered and communicated information to the provincial government

**Indicators:** Information gathered and communicated

**Objective 1:** By 2009 Corner Brook – Rocky Harbour Regional Council will have gathered comprehensive information concerning regional decision making as it relates to access to quality health infrastructure and services required for regional sustainability.

**Measure:** Information gathered to support a comprehensive approach

**Indicators:**

- Information sessions organized to inform Regional Council
- Information regarding regional decision making models and issues gathered and analyzed
- Policy issues identified
- A priority focus established that is in keeping with regional sustainability and the role of the Regional Council in providing advice and/or recommendations to the provincial government
- Follow up initiated with existing and newly identified community groups with similar interests
- Confirmation established regarding the priority focus from existing and newly identified community groups

**Objective 2:** By 2010 Corner Brook – Rocky Harbour Regional Council will have engaged community partners concerning regional decision making as it relates to access to quality health infrastructure and services required for regional sustainability.

**Objective 3:** By 2011 Corner Brook – Rocky Harbour Regional Council will have developed and communicated a position paper to the provincial government concerning regional decision making as it relates to access to quality health infrastructure and services required for regional sustainability.

## Appendix A

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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 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**

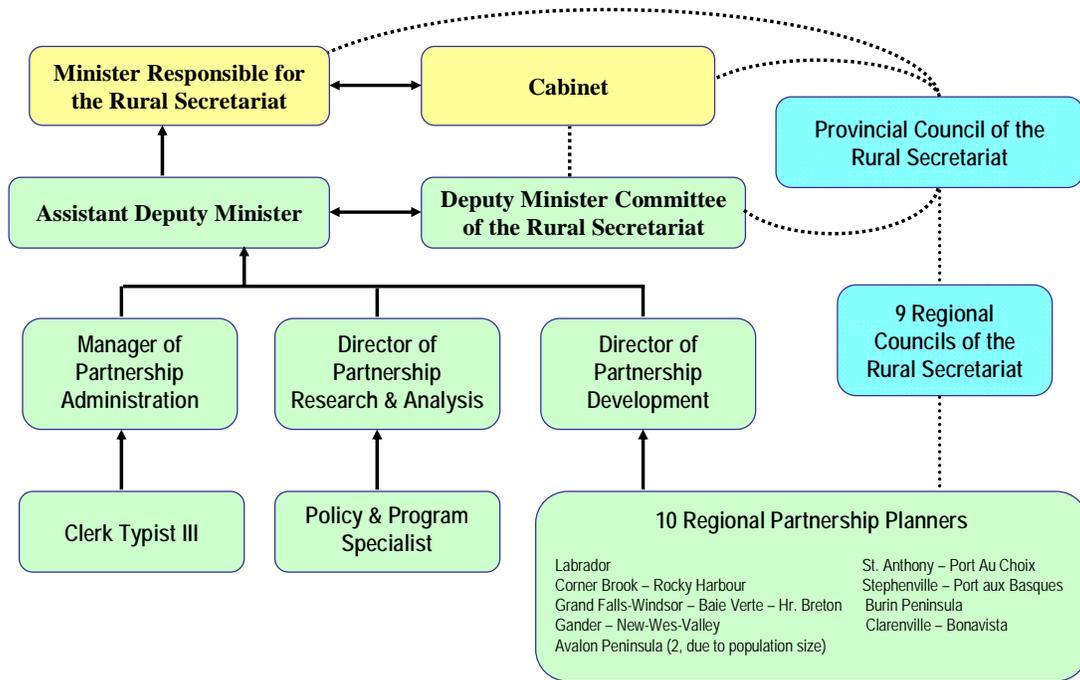
**Outcome Statement:** Improved provincial government understanding of and response to significant and long-term regional issues.

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

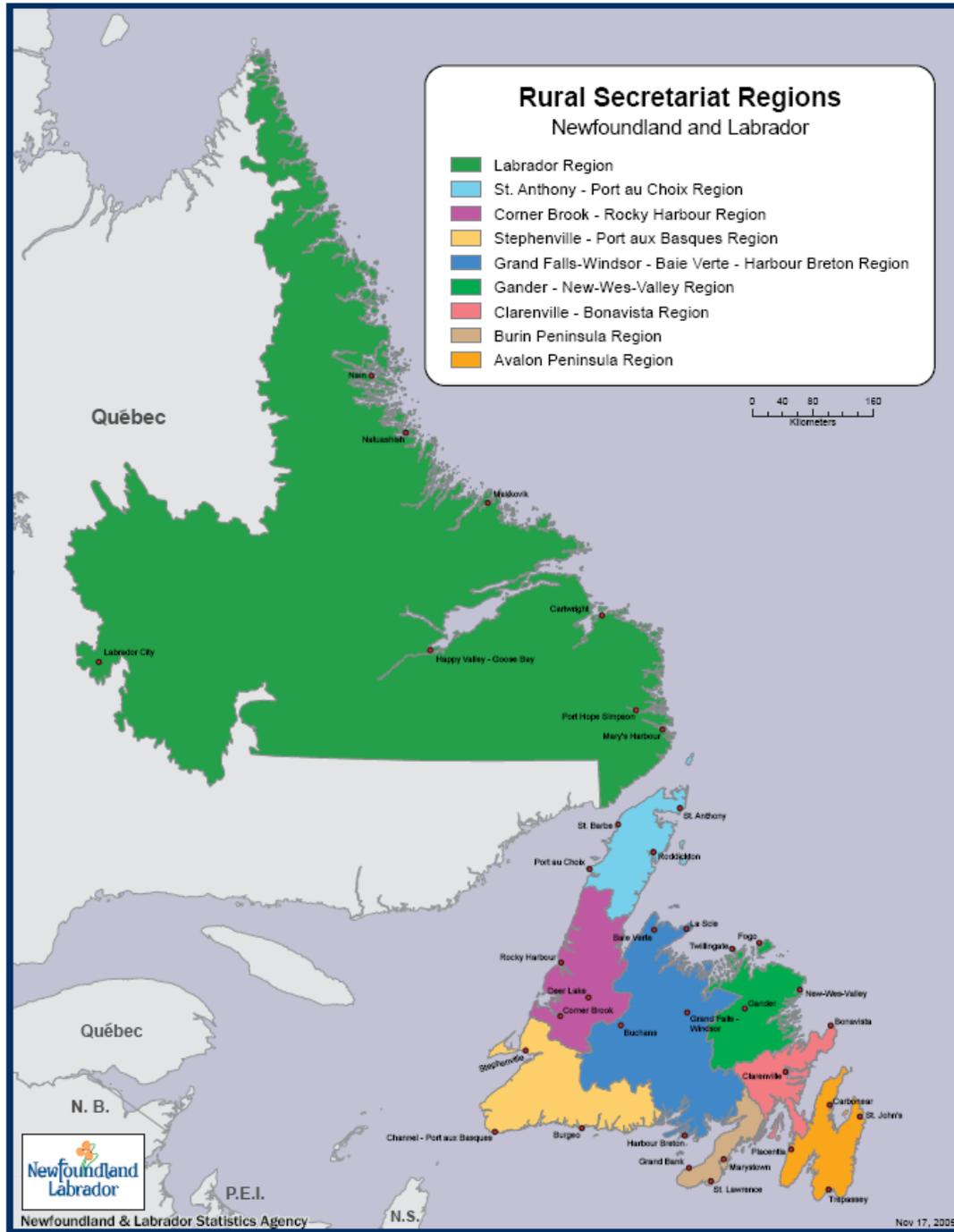
- Regional perspectives which can inform the development and implementation of public policy.

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*

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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.

### **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:



Corner Brook  
Photo Compliments of Daniel Baldwin



Western Brook Pond  
Photo Compliments of Gerald Crane



Cox's Cove  
Photo Compliments of Daniel Baldwin



Marble Mountain  
Photo Compliments of Ali Johnson



Bonne Bay  
Photo Compliments of Dana Pittman



Nicholsville Bridge  
Photo Compliments of Dr. Greg Wood



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