



Avalon Peninsula  
Regional Council of the Rural Secretariat  
Executive Council  
Activity Report 2010-11



# Message from the Chair

---

As Chairperson for the Avalon Peninsula Regional Council, I hereby submit the Activity Report covering the period April 1, 2010-March 31, 2011. On behalf of the council and in accordance with the *Transparency and Accountability Act*, my signature is indicative of the council's accountability for the results reported.

During this past year, Avalon Council continued to focus on its three areas of priority as previously committed to in its Activity Plan 2008-11; youth retention and attraction, environment and infrastructure. In order to meet these commitments, the Avalon Peninsula Regional Council engaged in a number of activities including community-based research and community engagement sessions. With this in mind, council made every effort to ensure the development of policy advice was based on a regional participatory approach involving both key stakeholders and the community.

In the past three years council has worked hard to build a strong knowledge base from which to formulate our perspectives. Throughout our community-based research, engagement process and deliberations, council maintained the belief that the environment, infrastructure and youth retention and attraction are all dominant factors that lead to the enhanced quality of life and the long-term sustainability of the Avalon.

Based on the knowledge and awareness acquired in the past three years and after considerable deliberation, the council respectfully submits this Activity Report. Avalon Peninsula Regional Council will continue its collaborative approach to the development of policy advice and looks forward to meeting its commitments to government in 2011-14 through ongoing and participatory research and deliberative dialogue.

Sincerely,



Des Linehan  
Avalon Peninsula Regional Council of the Rural Secretariat

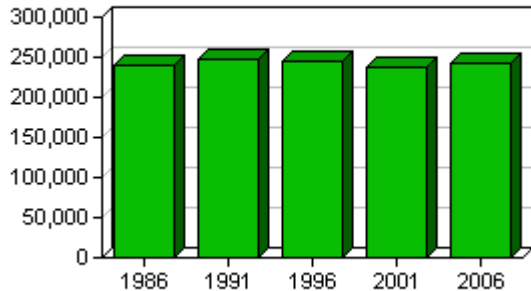
# Table of Contents

---

1. Overview of the Region.....	4
2. Regional Council Overview .....	5
3. Mandate.....	6
4. Lines of Business .....	6
5. Values.....	7
6. Primary Clients.....	8
7. Vision.....	8
8. Mission.....	8
9. Report on Performance .....	11
10. Additional Highlights.....	24
11. Opportunities and Challenges Ahead.....	25
Appendix A: Strategic Directions .....	26
Appendix B: Organizational Structure .....	27
Appendix C: Map of Rural Secretariat Regions.....	28
Appendix D: Mandates of Rural Secretariat and Provincial Council.....	29

# 1. Overview of the Region

**Population**

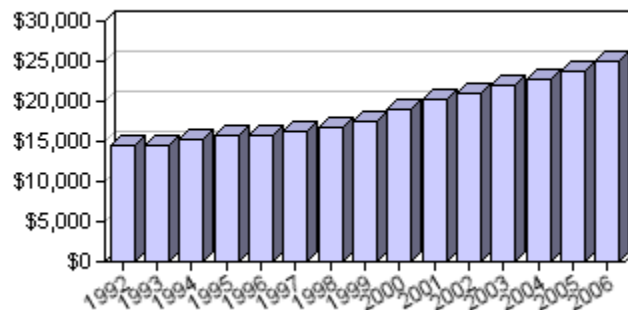


The 2006 Census population for Avalon Peninsula Rural Secretariat Region was 243,540. This represents an increase of 2.5% since 2001. Over the same period, the entire province experienced a population decline of 1.5% since 2001 (505,470 in 2006, down from 512,930).

The 2006 income for every man, woman, and child (personal income per capita) in Avalon Peninsula Rural Secretariat Region was \$25,100. For the province, personal

income per capita was \$22,900. After tax personal income per capita, adjusted for inflation, was \$16,100 for Avalon Peninsula Rural Secretariat Region in 2006. For the province it was \$14,900.

**Personal Income Per Capita**



Half of the couple families in Avalon Peninsula Rural Secretariat Region had incomes of more than \$65,200 in 2006. Half of the couple families in the province had incomes of more than \$56,500.

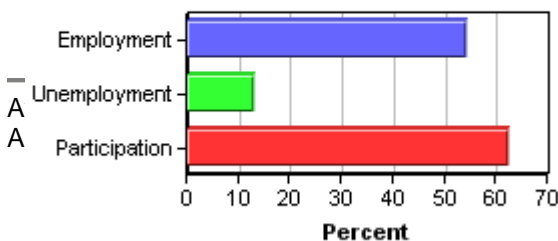
Half of the lone-parent families in Avalon Peninsula Rural Secretariat Region had incomes of less than \$26,900 in 2006. Half of the lone-parent families in the province had incomes of less than \$25,300.

The 2006 self-reliance ratio for Avalon Peninsula Rural Secretariat Region was 83.1%. 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 Avalon Peninsula Rural Secretariat Region 75.6% 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 12.8%. The provincial unemployment rate was 18.6%.

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



The employment rate for the entire year 2005 for those aged 15 and older was 65.5%. The provincial employment rate for the same period was 63.3%.

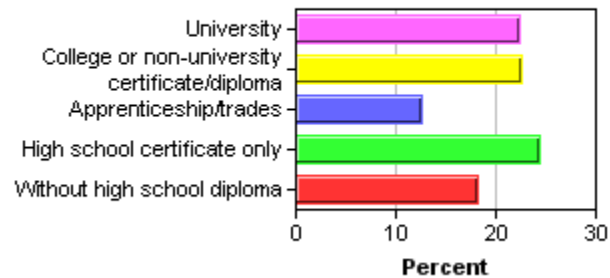
The number of individuals in Avalon Peninsula Rural Secretariat Region who received Income Support Assistance at some point in the year 2008 was 24,510. The 1991 figure was 36,800.

The total number of children ages 0 to 17 in Avalon Peninsula Rural Secretariat Region who were in families on Income Support Assistance in 2008 was 6,660. The figure for 1991 was 13,790.

Census 2006 reported 18.2% of people 18 to 64 years of age in Avalon Peninsula Rural Secretariat Region do not have a high school diploma compared to 25.1% of people in the entire province.

In Avalon Peninsula Rural Secretariat Region about 20.6% 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.

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



In 2006, in Avalon Peninsula Rural Secretariat Region, 89.6% 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, 67.0% of individuals in Avalon 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.

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 Avalon Peninsula Regional Council is comprised of 11 members – seven male and four female. 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 council met seven times in 2010-11.

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.

The Rural Secretariat also funds two regional planner positions in the region, who among other duties, act as an information resource for the council and facilitate the work of the council. The planners for the Avalon Peninsula region are Jamilee Fitzpatrick and Michelle Yetman. Their

regional offices are located in Placentia at the offices of the Department of Innovation, Trade and Rural Development and Carbonear at the College of the North Atlantic campus.

<b>Regional Council members</b>	<b>Community</b>
John Adams	Harbour Grace
Paul Connors	Mount Pearl
Lorelei Dean	Holyrood
Sheila Lee	Riverhead, St. Mary's Bay
Des Linehan	Placentia
Jay McGrath	Mount Pearl
Betty Moore	Clarke's Beach
Kerry Murray	Topsail
Maureen Sullivan	Calvert
Brendan White	Northern Bay
Dave Woodman	Harbour Main

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

### 3. Mandate

---

The Regional Council's mandate is to:

- 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.

### 4. Lines of Business

---

The Avalon Regional 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.

## 5. Values

---

The core values explain the character of the organization. These values are paramount to the mandate and activities of the council and are as follows:

<b>Collaboration</b>	to commit to working together effectively
<b>Creativity</b>	to seek and support new ideas and approaches
<b>Empowerment</b>	to assume responsibility for participating in discussions, making informed decisions and taking personal responsibility for their contributions
<b>Inclusion</b>	to acknowledge others’ views and perspectives and exercise the right and opportunity to express their own
<b>Recognition</b>	to recognize and value the skills that each brings

<b>Transparency</b>	to share open and objective advice based on sound information and principles
<b>Trust</b>	to be open and supportive when partnering and to follow through on requests and commitments

## 6. 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.

## 7. Vision

---

The Avalon 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, council identified priorities that contributed to regional sustainability considering economic, social, cultural and environmental aspects. The council achieved this by researching, updating and developing advice for the Provincial Government's consideration specific to priorities as identified by council; environment, youth retention and attraction and infrastructure.

## 8. Mission

---

The mission statement identifies the priority focus area of the Regional Council. It represents the four-year objectives which the council worked towards as they moved forward on the strategic directions of the Provincial Government, as stated in the 2008-11 Activity Plan. Council worked to successfully develop partnerships within the Avalon region as it engaged with the community and with government. In addition, council identified and focused on key priorities in an effort to increase the value of two-way communication and enhance a clearer understanding of those priorities.



The mission statement of the Avalon Peninsula 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	Accomplishments
<p>A long-term vision of sustainability for the region will have been submitted to the Provincial Government and shared with citizens</p>	<ul style="list-style-type: none"> <li>The Avalon Peninsula Regional Council developed a Vision 2020 document which was submitted to the Provincial Government in the fiscal year 2008-2009 and shared with citizens throughout the region thereafter. The document was distributed to organizations throughout the Avalon at various events such as conferences, community forums, through mailed out information packages and posted to the Rural Secretariat website.</li> </ul>
<p>Enhanced regional input will have been provided into policy development and decision-making processes of the Provincial Government</p>	<ul style="list-style-type: none"> <li>Regional Council gathered regional input for the development of policy advice documents through a variety of engagement mechanisms including kitchen table discussions, community forums, meetings with key stakeholders and group discussions. As a result of the council's efforts to gather feedback and input from the community, the development of its policy advice has been greatly improved. Prior to this time these methods of providing regional input into policy development were not in place.</li> <li>This enhanced method of gathering regional input greatly improved the quality of advice as it became more inclusive of regional perspectives</li> <li>Council developed policy advice documents on youth retention and attraction as well as the environment (waste management). The development of these documents included regional input through participatory research including surveying and interviewing key stakeholders as well as engagement</li> </ul>

Indicators	Accomplishments
	<p>sessions with community partners.</p> <ul style="list-style-type: none"> <li>Regional input was also submitted to Provincial Council to enhance the development of the Provincial Council's work related to land use planning, regional collaboration and food security.</li> </ul>
<p>Opportunities and mechanisms will have been provided to enhance two-way communication between the Provincial Government and citizens</p>	<ul style="list-style-type: none"> <li>Council participated in two dialogue sessions with both elected and non elected representatives of the Provincial Government and other representatives of Regional Councils to share information on the work of the council.</li> <li>Council organized and facilitated a meeting with a number of MHA's from the Avalon region in April 2009. This open dialogue session explored the issue of enhanced communication between the Avalon Regional Council and elected officials.</li> <li>Council organized a meeting with the Minister Responsible for the Rural Secretariat in 2010 for an information sharing session related to Avalon Council activity.</li> <li>Council organized and facilitated a session with the Voluntary and Non-Profit Secretariat to exchange information and gather feedback related to the volunteer/ not for profit sector.</li> </ul>
<p>Community engagement sessions will have been conducted at the regional level</p>	<ul style="list-style-type: none"> <li>Council organized community engagement sessions in Topsail, Ferryland and Carbonear related to waste management. These sessions were used to gather feedback from local service districts and municipal leaders on the challenges with the implementation of the Provincial Waste Management Strategy as it relates to the Avalon. The purpose of the engagement sessions was to identify solutions for the respective Provincial Government departments responsible for the strategy to consider as a means of enhancing and improving the implementation of the strategy.</li> <li>In March 2010, a community engagement</li> </ul>

Indicators	Accomplishments
	<p>session targeting youth from the Avalon region was held at Memorial University. The purpose of this session was to gather feedback from students on the level of awareness around the Youth Retention Strategy and to determine student priorities based on the 41 initiatives as identified by the Provincial Government through the Youth Retention and Attraction Strategy. The feedback from youth during this session was used to provide an advice update subsequently submitted to Human Resources Labour and Employment in 2011.</p>
<p>Citizens and stakeholders will have been informed about the economic, social, cultural and environmental aspects of regional sustainability</p>	<ul style="list-style-type: none"> <li>Regional Planners, on behalf of the council, provided information on the social, cultural, environmental and economic status of the region through formal presentations to community-based organizations, advisory groups and officials working in government departments at the regional level. Similarly, this information was contained in the Regional Council 2020 Vision documents and at the Knowledge Mobilization sessions.</li> </ul>

**DISCUSSION OF RESULTS:** The Avalon Peninsula Regional Council feels it has accomplished its mission. The ongoing community engagement activities held throughout the region have enhanced two-way communication between government and citizens. The accomplishment of the mission has allowed for the development of new partnerships with various stakeholders at the regional level and provided a new forum to discuss citizen’s perspectives on regional and rural sustainability.

## 9. Report on Performance

In its 2008-11 Activity Plan Council identified three goals; retention and recruitment of youth, environment and infrastructure. The activities and performance of council with respect to each of the goals as outlined below are 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.

## 9.1 Issue 1: Retention and Recruitment of Youth

The Avalon Peninsula Regional Council believed that the retention and recruitment of youth to the Avalon region was crucial to long-term sustainability. Council members felt that a comprehensive strategy was necessary to address this issue. The Provincial Government's announcement of the development of a youth strategy presented a significant opportunity which allowed the council to give appropriate and timely input. The following represents the council's accomplishments in developing and providing input into the Youth Retention and Attraction Strategy (YRAS).

**Goal:** By 2011, the Avalon Peninsula Regional Council will present policy advice on key youth issues providing an informed regional perspective to the Provincial Government.

**Measure:** Provide policy advice to the Provincial Government on regional youth issues.

Indicators	Accomplishments
Regional research completed	<ul style="list-style-type: none"> <li>• The council conducted a comprehensive research approach to developing an informed perspective. This research approach involved the compilation and review of information which allowed the council to identify key themes for discussion (see below for detail). The following three bullets provide additional detail on three elements of this comprehensive research:               <ol style="list-style-type: none"> <li>1. The council met with stakeholders (youth, municipalities, community groups, and private sector) within the region to identify key issues and concerns relating to youth retention and attraction.</li> <li>2. The council engaged Memorial University's Harris Centre to identify strategies used in other jurisdictions to address youth retention and attraction. This included a review of the New Brunswick Tuition Rebate program and initiatives in various Scandinavian countries.</li> <li>3. The council reviewed <i>The Effectiveness of Youth Strategies in Rural Newfoundland and Labrador</i>, completed by Dr. Donna Hardy</li> </ol> </li> </ul>

Indicators	Accomplishments
	Cox, School of Social Work, and Memorial University.
Consensus developed on findings and recommendations	<ul style="list-style-type: none"> <li>• Council members discussed and reviewed the information and research compiled related to youth retention and attraction during the Avalon Council’s four meetings in 2008-09. Through these deliberations council reached consensus on the following key themes, priority areas and the resulting recommendations.</li> <li>• Key themes emerging from this research that informed the council’s perspective included the need for: (i) family-friendly policies; (ii) access to services such as health care, education and child care; (iii) monetary and non-monetary incentives to attract and retain youth; (iv) the importance of economic and business development; (v) immigration; (iv) the importance of the image and perception of the province; (vi) environmental protection; and (vii) importance of quality of life considerations.</li> <li>• After much deliberation the council identified priority areas for inclusion in the youth retention and attraction advice document.</li> <li>• Council completed a policy advice document which focused on issues it wished to be addressed in the YRAS as well as other points for consideration.</li> <li>• Council submitted the document to the Minister of Human Resources, Labour and Employment and to the Minister Responsible for the Rural Secretariat.</li> <li>• Key policy themes outlined in the advice document included: (i) enhanced “family friendly” policies such as increased capacity and flexibility of quality child care services in rural areas to meet a variety of parental work arrangements; (ii) tax policy incentives to youth that are linked to staying in the province; (iii) student debt reduction incentives to reward success, to reward students now making regular loan reduction payments, and to better “level”</li> </ul>

Indicators	Accomplishments
	<p>the cost of education for both rural and urban students; (iv) improved transportation and communication infrastructure and services; and (v) incentives to employers to increase labour demand.</p> <ul style="list-style-type: none"> <li>• The advice document also recommended that the Youth Retention and Attraction Strategy: (i) be aligned with existing strategies, policies and programs; (ii) be implemented in partnership with stakeholders; (iii) seek to reduce the rural and urban divide; and (iv) be linked to the development of a broader rural strategy.</li> </ul>
Regional perspectives incorporated into the development of a policy advice document	<ul style="list-style-type: none"> <li>• Council members met with stakeholders (youth, municipalities, community groups, and private sector) within the region to identify key issues and concerns relating to youth retention and attraction. Key themes emerging that informed the council's perspective including the need for: (i) family- friendly policies; (ii) access to services such as health care, education and child care; (iii) monetary and non-monetary incentives to attract and retain youth; (iv) the importance of economic and business development; (v) immigration; (iv) the importance of the image and perception of the Province; (vi) environmental protection; and (vii) importance of quality of life considerations.</li> </ul>
Increased communication with the Provincial Council of the Rural Secretariat, the Provincial Government, community and other stakeholders	<ul style="list-style-type: none"> <li>• Avalon Regional Council increased communication in the following ways: <ul style="list-style-type: none"> <li>➤ Council met with stakeholders (youth, municipalities, community groups, and private sector) within the region to identify key issues and concerns relating to youth retention and attraction to obtain input and feedback</li> <li>➤ Engaged the Harris Centre to identify strategies used in other jurisdictions such as New Brunswick Tuition Rebate,</li> </ul> </li> </ul>

Indicators	Accomplishments
	<p>Scandinavian countries, to address youth retention and attraction.</p> <ul style="list-style-type: none"> <li>➤ Council met with the Department of Human Resources, Labour and Employment to discuss the process and timelines for developing its advice document.</li> <li>➤ Council met members of the Youth Retention and Attraction Working Group to identify areas to collaborate in developing the strategy. The groups were comprised of representatives from the Departments of Human Resources, Labour and Employment, Education, Innovation, Trade and Rural Development, Labrador and Aboriginal Affairs, the Rural Secretariat, and the Women’s Policy Office. The outcome of this meeting led to the Regional Council being identified as a focus group for discussion on youth retention and attraction as well as an important resource for identifying groups/individuals that should be included in youth and community sessions.</li> <li>➤ Through the development of consistent regional representation on Provincial Council, Avalon Council ensured an open and continued line of communication with Provincial Council. The regional representative provided updates related to the retention and recruitment of youth priority issue and solicited feedback, specific to ongoing research related to this priority, from the Provincial Council.</li> </ul>

**2010-11 Objective:** By 2011, the Avalon Peninsula Regional Council will have updated the policy advice document.

**Measure:** Updated policy advice document provided to government

Indicator	Accomplishments 2010-11
Advice document updated based on feedback from the community engagement session	<ul style="list-style-type: none"> <li>Based on feedback from an engagement session with youth from various parts of the Avalon Region held at Memorial University in March 2010, the council began updating the Youth Retention and Attraction Advice document during the 2010-11 reporting timeframe. Avalon Council, with the support of Regional Planners, used Turning Point Technology to analyse the data collected from this session. This data was analysed based on due consideration and review of the Youth Retention and Attraction Advice document previously submitted in 2008.</li> </ul>
Advice document submitted to government	<ul style="list-style-type: none"> <li>The data collected during the feedback session with youth from the Avalon at Memorial University in 2009-10 was subsequently analyzed during 2010-11. The feedback was based on the eight strategic directions within the YRAS and priorities as identified by youth during the session.</li> <li>Feedback was documented.</li> <li>Council developed an advice document update which outlined the highlights of the results and submitted it to the Minister of Human Resources, Labour and Employment in 2011.</li> </ul>

**Discussion of Results:** Council is pleased that it met its goal and objectives pertaining to Youth Retention and Attraction through research and community engagement with stakeholders within the Avalon Region.

## 9.2 Issue 2: Environment

The importance of environmental stewardship was identified by the Regional Council as a priority focus for regional sustainability. The council identified the requirement for investments to be made where necessary to support the region's need to reach a level of affordability on environmentally driven initiatives.

**Goal:** By 2011, the Avalon Peninsula Regional Council will have reviewed environmental issues, set priorities and provided policy advice to the Provincial Government.

**Measure:** Policy advice document submitted.

Indicators	Accomplishments
Regional research completed	<ul style="list-style-type: none"> <li>The council felt that it needed to develop a broad understanding of environmental issues globally, nationally and provincially prior to</li> </ul>



Indicators	Accomplishments
	<p>formulating a position on environmental issues affecting the region.</p> <ul style="list-style-type: none"> <li>• The council engaged Memorial University's Harris Centre to identify research related to environmental issues and met with researchers from the Department of Geography to gain an understanding of their research perspectives. Discussions with researchers focused on adaptation and mitigation with respect to climate change specific to the Avalon Peninsula.</li> <li>• The council reviewed research reports such as <i>Climate Change Impacts on Coastal Communities</i> and <i>The Effects of Global Change /Kyoto Agreement</i>.</li> </ul>
Current strategies assessed	<ul style="list-style-type: none"> <li>• The council reviewed information from the Department of Environment and Conservation on its approach to adapting to climate change.</li> <li>• The council received a presentation from Department of Transportation and Works on provincial infrastructure priorities (see Goal 3). This presentation included a focus on linkages between infrastructure improvements and environmental change.</li> <li>• This work allowed the council to begin identifying regional specific environmental matters. On a preliminary basis, the primary issues focused on climate change, sea water intrusion, fresh water flooding, and water related infrastructure in and outside municipalities.</li> <li>• Engaged the Harris Centre to identify research related to environmental issues, and met with researchers from Memorial University's Department of Geography to discuss current research focused on adaptation and mitigation with respect to Climate Change.</li> <li>• The council reviewed information from the Department of Environment and Conservation on the Provincial Waste Management Strategy and its implementation.</li> <li>• After careful analysis of the issues above, council decided to focus its policy advice document on the implementation of the Provincial Waste Management Strategy within</li> </ul>

Indicators	Accomplishments
	the Avalon Region.
Barriers and opportunities identified	<ul style="list-style-type: none"> <li>• In order to identify barriers and opportunities the council conducted primary research through face-to-face meetings with officials from Robin Hood Bay (RHB), Municipal and Provincial Government, Multi-Materials Stewardship Board (MMSB), and Eastern Waste Management (EWM). In addition, a survey questionnaire was developed and administered to municipalities and local service districts to gather feedback on the challenges and opportunities associated with the implementation of the Provincial Waste Management Strategy within the Avalon region.</li> <li>• Telephone interviews were conducted with 60 of the 67 municipalities and 15 of 29 local service districts located in the Avalon region.</li> <li>• Council conducted secondary research by gathering information on websites relevant to the Provincial Waste Management Strategy (PWMS) and its implementation, as well as, the EWM committee and MMSB. This information was analyzed to gain additional knowledge of the PWMS. Furthermore, information about current waste reduction programs and statistics were derived from news articles to gain a better understanding of what is being done currently and the position NL is in compared to other provinces in Canada.</li> <li>• Throughout the meetings with Robin Hood Bay, Municipalities Newfoundland Labrador, Municipal and Provincial Government, Multi Materials Stewardship Board, and Eastern Waste Management as well as interviews conducted with municipalities and local service districts on the Avalon, several challenges and opportunities were identified in the implementation of the Provincial Waste Management.</li> <li>• The challenges and opportunities identified were grouped into four themes (see below) to develop policy advice which included challenges and recommendations for each theme and subsequently submitted for</li> </ul>

Indicators	Accomplishments
	<p>government consideration in March 2011. The policy advice document submitted focused on the following four themes:</p> <ol style="list-style-type: none"> <li>1. Communication - Between entities having any level of responsibility for the implementation of the waste management strategy on the Avalon;</li> <li>2. Public Awareness and Education - Refers to information which is currently available to and accessible by the general population;</li> <li>3. Cost – Directly related to managing waste on the Avalon and the implications for rural areas; and</li> <li>4. Recycling and Composting – Related to activity required for municipalities and local service districts to implement recycling and composting programs in rural regions.</li> </ol>
<p>Consensus developed on findings and recommendations</p>	<ul style="list-style-type: none"> <li>• After thorough review of research findings and consideration of feedback gathered at engagement sessions, council developed consensus around the findings and recommendations used to formulate advice to government related to the implementation of the Provincial Waste Management Strategy as related to the Avalon Region.</li> </ul>
<p>Regional perspectives incorporated</p>	<ul style="list-style-type: none"> <li>• Feedback gathered and documented as a result of regional engagement sessions with municipal and local service district leaders in Ferryland, Carbonear and Topsail have been incorporated into the Avalon Waste Management Advice Document.</li> </ul>
<p>Increased communication with the Provincial Council of the Rural Secretariat, Provincial Government departments, community and other stakeholders</p>	<ul style="list-style-type: none"> <li>• Communication has been increased with Provincial Council through the consistency of regional representation from Regional Council to Provincial Council. This has increased communication through a structured sharing of information between Regional Council and Provincial Council.</li> <li>• Communication increased with government</li> </ul>

Indicators	Accomplishments
	<p>departments through requests for presentations related to environmental issues such as that provided by the Department of Environment and Conservation in 2009. In turn, the council has worked hard to ensure the Provincial Government is aware of its research related to waste management challenges and opportunities.</p> <ul style="list-style-type: none"> <li>• Council increased communication with the community and other stakeholders by soliciting feedback related to waste management challenges and opportunities. Council developed advice based on input provided by the community and other stakeholders and ensured the communication was two-way by presenting research findings to the community to validate research findings. This was possible through community engagements sessions held in Topsail, Ferryland and Carbonear during the fall of 2010.</li> </ul>

**2010-11 Objective:**

By 2011, the Avalon Peninsula Regional Council will have provided policy advice including recommendations related to environmental issues and strategies.

**Measure:**

Develop policy advice document around waste management

Indicator	Accomplishments 2010-11
<p>Community-based research project conducted and completed with respect to waste management</p>	<ul style="list-style-type: none"> <li>• Avalon Regional Council with the support of two co-op students from Memorial University's Bachelor of Commerce Co-op program conducted research throughout the Avalon region using the methods as outlined in the bullets below: <ul style="list-style-type: none"> <li>• Surveys administered to municipalities and local service districts to assess the challenges and opportunities related to the implementation of the waste management strategy</li> <li>• Interviews conducted with entities involved in the implementation process</li> <li>• Engagement sessions held with municipal and local service district leaders based on the findings of research findings</li> </ul> </li> <li>• Research was then documented</li> </ul>

Indicator	Accomplishments 2010-11
Recommendations developed from council	<ul style="list-style-type: none"> <li>There was much discussion and deliberation by Avalon Peninsula Regional Council members after reviewing all the research findings. These discussions led to consensus on the recommendations to be included in the policy advice.</li> </ul>
Policy advice document finalised and submitted to Provincial Government	<ul style="list-style-type: none"> <li>The Avalon Peninsula Regional Council submitted a waste management policy advice document to the Department of Environment and Conservation as well as the Department of Municipal Affairs.</li> </ul>

**Discussion of Results:** The council is pleased that it has accomplished its goal and objectives relating to their Environmental Priority by conducting research and participatory dialogue with key stakeholders within the Avalon Region.

### 9.3 Issue 3: Infrastructure

The Avalon Peninsula Regional Council identified infrastructure as a key component to meeting the economic and social needs of the region and to enhance regional sustainability. The Regional Council believed that infrastructure investment has to be strategic and based on regional strengths. As well, they believed that infrastructure investments need to be linked to private sector development, skills development and public services.

**Goal:** By 2011, the Avalon Peninsula Regional Council will have reviewed infrastructure issue and set priorities.

**Measure:** Priorities identified.

Indicators	Accomplishments
Regional research completed	<ul style="list-style-type: none"> <li>The council felt that it needed to develop a broad understanding of infrastructure issues prior to formulating a position on infrastructure issues affecting the region. Through the steps outlined below, the council gained a better understanding of the range of public infrastructure and the process by which decisions are made with respect to infrastructure investment.</li> <li>The council received a presentation from Department of Transportation and Works on the provincial infrastructure strategy and priority areas for infrastructure investment on the Avalon Peninsula.</li> <li>Council also held discussions with Department of Transportation and</li> </ul>

Indicators	Accomplishments
	<p>Works on areas of concern with respect to infrastructure.</p> <ul style="list-style-type: none"> <li>The council was informed of the various components that encompass infrastructure including: health, education, transportation (roads, airports, and ferries), justice, municipal Infrastructure, public buildings, social housing, telecommunications, and energy.</li> </ul>
Current strategies assessed	<ul style="list-style-type: none"> <li>In order for Council to become educated on the importance and relevance of Broadband, as related to the Avalon region, they received a presentation from the Department of Innovation, Trade and Rural Development on the Provincial Government's broadband initiatives. The information provided supported the council's deliberations with regard to this issue by providing relevant and current information related directly to broadband infrastructure on the Avalon.</li> <li>Transportation strategies were reviewed by the council. The council received a presentation from the Department of Transportation and Works on how decisions are made with respect to infrastructure and the priorities of the Department for the next three years within the Avalon region.</li> </ul>
Barriers and opportunities identified	<ul style="list-style-type: none"> <li>Council consulted with the four Economic Development Boards within the Avalon Region through a telephone survey in an effort to identify the barriers and opportunities associated with transportation (roads) and broadband. After much discussion and deliberation on the information council gathered, the council determined there were two significant barriers to both transportation and broadband: <ul style="list-style-type: none"> <li>Cost to reach rural regions</li> <li>Geographical challenges</li> </ul> </li> <li>The opportunities identified were related</li> </ul>

Indicators	Accomplishments
	to tourism. Tourism would be improved if businesses in rural regions could access high speed Internet to increase marketing and interactive communication with tourists. Additionally, improved road conditions would encourage travel to rural regions on the Southern Shore and Cape Shore, such as the Ecological Reserve.
Consensus developed on findings and recommendations	<ul style="list-style-type: none"> <li>• After thorough review of findings from interviews, presentations and deliberations the council developed consensus on barriers and opportunities related to transportation and broadband.</li> </ul>
Regional perspectives incorporated into the development of infrastructure priorities.	<ul style="list-style-type: none"> <li>• The council used the information gathered through interviews conducted with the four Economic Development Boards in the region as representative of regional perspectives on the Avalon.</li> </ul>
Increased communication with the Provincial Council of the Rural Secretariat, Provincial Government departments, community and other stakeholders	<ul style="list-style-type: none"> <li>• Communication was increased with Provincial Council through the development of consistent Regional Council representation to the Provincial Council. This has enhanced communication through a structured sharing of information sharing between Regional Council and Provincial Council. The Regional Council representative updated the Provincial Council on the work of Avalon Council on the issue of Infrastructure at Provincial Council Meetings.</li> <li>• Council increased communication with government departments through consultation with the Department of Innovation, Trade and Rural Development regarding future plans for broadband development. In addition, the council consulted with the Department of Transportation and Works with regard to new road construction and future developments.</li> <li>• Council engaged with the four Economic Development Boards within the Avalon</li> </ul>

Indicators	Accomplishments
	Region in an effort to gather input representative of the community and stakeholders within the Avalon region.

**2010-11 Objective:** By 2011, the Avalon Peninsula Regional Council will have conducted community engagement and validated key priorities.

**Measure:** Conduct community engagement to validate key priorities

Indicator	Accomplishments 2010-11
Community engagement conducted	<ul style="list-style-type: none"> <li>Avalon Council gathered feedback from each of the four Regional Economic Development Boards on the Avalon related to the infrastructure priorities as identified by council. Questions specific to broadband and roads were asked and validated as key priorities.</li> </ul>
Feedback documented	<ul style="list-style-type: none"> <li>Feedback specific to broadband and roads was gathered through an interview process and documented by Avalon Council.</li> </ul>

**Discussion of Results:** Council is pleased that it met its goal and objectives pertaining to Infrastructure through community engagement with stakeholders within the Avalon Region.

## 10. Additional Highlights

In addition to the points raised in Section 9, one additional highlight and accomplishment is worthy of mention. This is consistent with the Rural Secretariat's strategic directions and mandate, and will serve to inform the work of the council.

- In November 2010, three members of the Avalon Peninsula Regional Council attended a Provincial Land Use Planning session held by the Provincial Council of the Rural Secretariat. The objectives for the session were: to examine the current status of land use planning as it exists in the province; to discuss the issues relating to land use planning in the province; and to provide the Provincial Council with information that will inform their work in the development of a policy advice document on land use planning for submission to the Provincial Government. The session brought together a diverse cross-section of people with an interest or stake in land use planning in this province (e.g., stakeholders involved with forestry, mining, agriculture, municipalities, etc). Participants were asked to thoughtfully consider how best to advance land use planning processes in Newfoundland and Labrador. They shared their individual ideas, and reflected upon and discussed a variety of different approaches to land use planning. All ideas and insights generated during the session were



considered by the Provincial Council as they refined an advice document about land use planning to be presented to the Provincial Government.

## 11. Opportunities and Challenges Ahead

---

As the nature of the work of the council is broad-based and long-term in nature, the challenges and opportunities it faces remain fairly similar from year to year. 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 the Provincial 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

---

## 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**

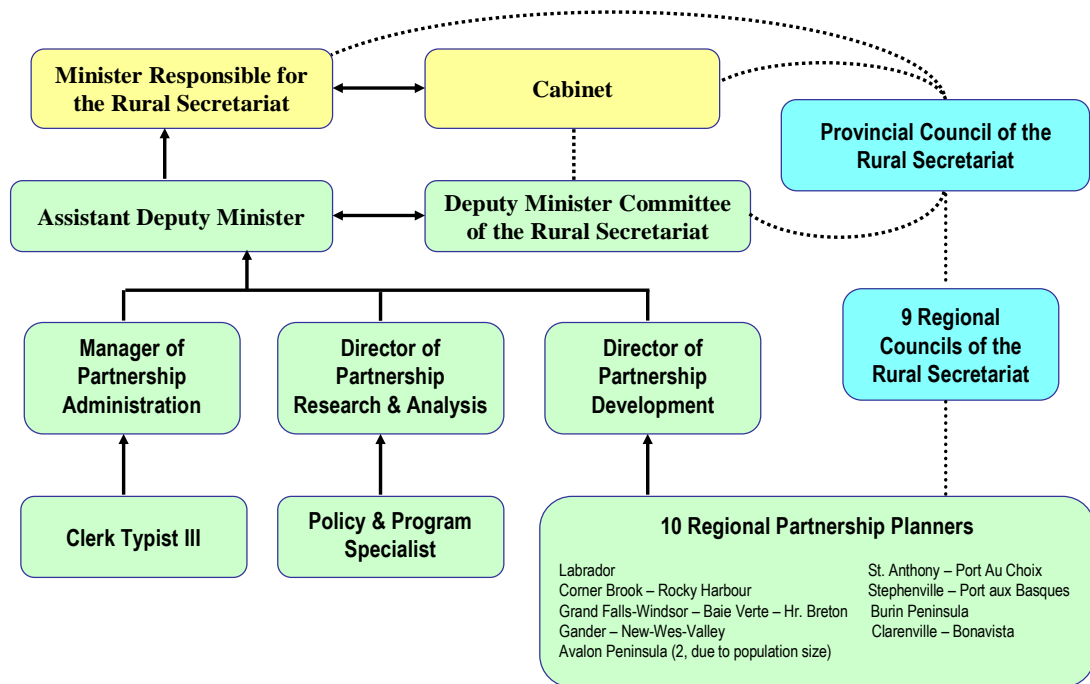
**Outcome Statement:** Improved Government understanding of and response to significant and long-term regional issues.

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

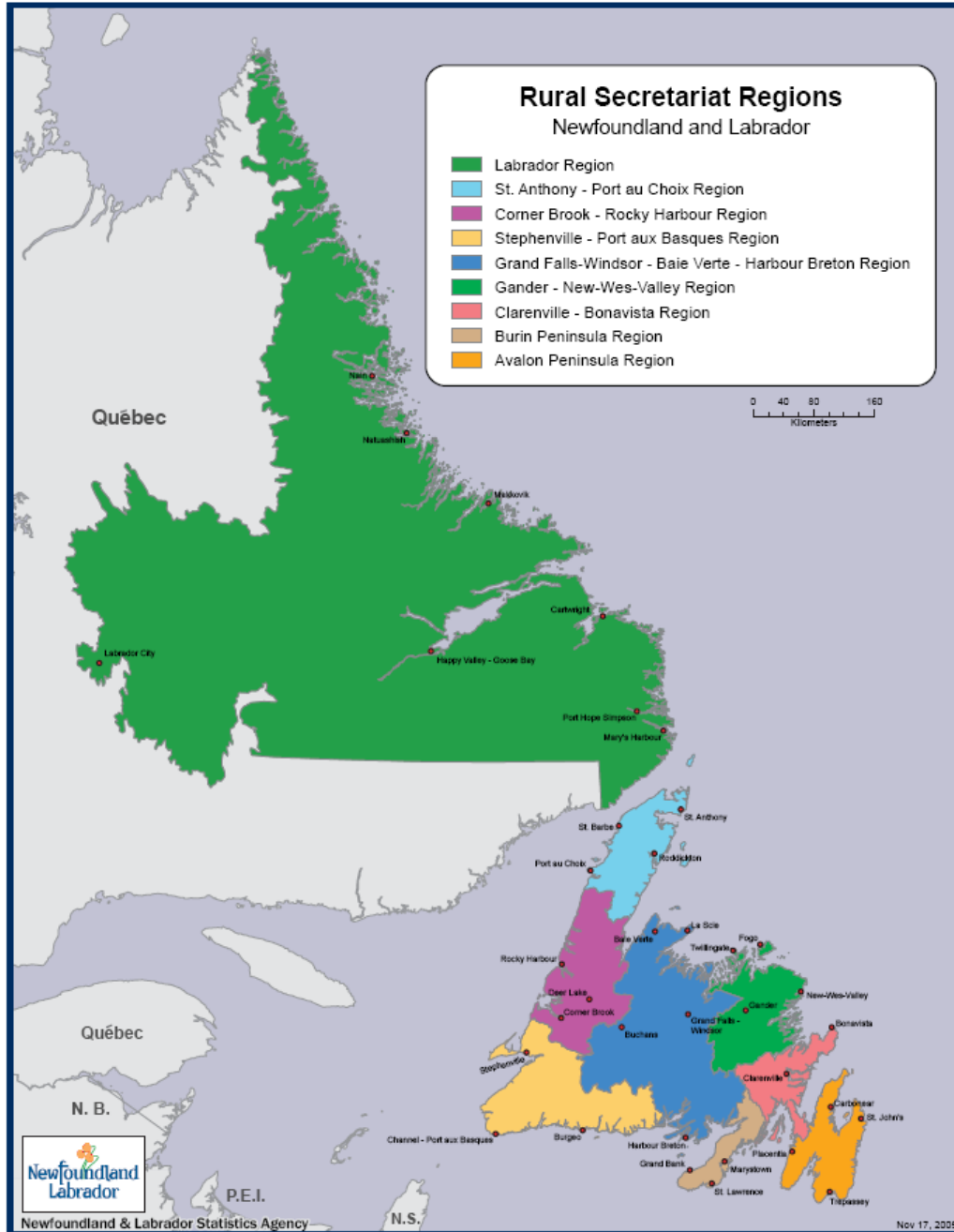
- Regional perspectives which can inform the development and implementation of public policy

# Appendix B: Organizational Structure

## Rural Secretariat Structure



# Appendix C: Map of Rural Secretariat Regions



# Appendix D: Mandates of Rural Secretariat and Provincial Council

---

## **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's 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 affect Provincial and Regional sustainability.

Photo Credits:



Photo Courtesy of Michelle Yetman



Photo Courtesy of Michelle Yetman



Photo Courtesy of Michelle Yetman



## Rural Secretariat

Jamilee Fitzpatrick  
Regional Partnership Planner - Avalon Peninsula  
1116-1120 Main Street, P.O. Box 61  
Dunville, NL A0B 1S0  
(w) 227-1322  
(c) 227-4426  
(f) 227-1602  
Email: [jamileefitzpatrick@gov.nl.ca](mailto:jamileefitzpatrick@gov.nl.ca)

Michelle Yetman  
Regional Partnership Planner - Avalon Peninsula  
c/o College of the North Atlantic  
Room 120, 4 Pike's Lane  
Carbonear, NL A1Y 1A7  
(w) 596-8923  
(c) 680-3388  
(f) 596-5187  
E-mail: [michelleyetman@gov.nl.ca](mailto:michelleyetman@gov.nl.ca)