



*Clarenville-Bonavista
Regional Council of the Rural Secretariat
Executive Council
Annual Activity Report 2009-10*



Message from the Chair

As Chairperson for the Clarenville - Bonavista Regional Council, I hereby submit the annual activity report for the 2009-10 fiscal year. On behalf of the Council and in accordance with the *Guidelines for Annual Activity Reports for Category 3 Government Entities*, my signature is indicative of the council's accountability for the results achieved.

During this past year, the council has focussed on four of its commitments in the 2008-2011 Activity Plan. Consequently, it was proven to be a very busy and rewarding year with council developing new understandings on the issues we hope to address. In this effort, we have engaged government, academia and community stakeholders to assist us in formulating our perspectives and build our knowledge base as we seek to refine our focus in these areas to develop policy advice.

In 2009, Council provided policy advice on agriculture and public services and programs impacting citizens and communities in the region. Additionally, the council provided advice on Integrated Land Use Planning which will inform on consolidated advice from the Provincial Council. Starting in 2010, the council will begin a process of developing policy advice on integrated land use planning for the Clarenville-Bonavista region. The council hopes that this information will assist municipalities and development associations with improved regional planning information.

Finally, in 2010, Council hopes to provide advice on regional municipal collaboration and community-based leadership, as well as advice on human resources, employment and infrastructural issues impacting primary industries. Council will also update its Vision 2020 document and publish a revised edition which reflects the changing social, economic, environmental and cultural changes in the region.

As part of its commitment, in 2010-11, the Council will continue to engage government and community stakeholders as set forth by the 2008-2011 Activity Plan.

In closing, I, on behalf of Council, want to express our sincere thanks to Ms. Violet Parsons who stepped down as Chairperson in 2009. Ms. Parsons was Council Chairperson since its inception in 2005. She has provided strong leadership to the work we have undertaken and we are pleased to know that she is still an active member of our group.

Sincerely,



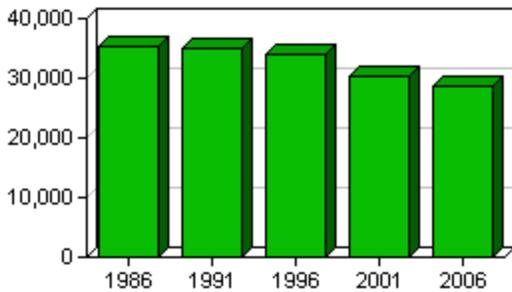
William (Bill) Abbott
Chair
Clarenville - Bonavista Regional Council of the Rural Secretariat

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1. Overview of the Region

Population



The 2006 Census population for Clarendville - Bonavista Rural Secretariat Region was 28,650. This represents a decline of 5.4% 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 Clarendville - Bonavista Rural Secretariat Region was \$20,600. For the province, personal income per capita was \$22,900. After tax personal income per capita, adjusted for

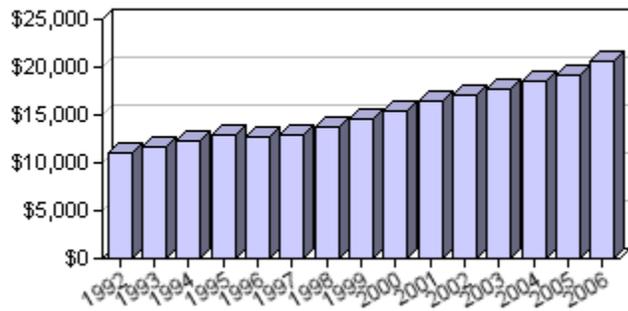
inflation, was \$13,700 for Clarendville - Bonavista Rural Secretariat Region in 2006. For the province it was \$14,900.

Half of the couple families in Clarendville - Bonavista Rural Secretariat Region had incomes of more than \$48,900 in 2006. Half of the couple families in the province had incomes of more than \$56,500.

Half of the lone-parent families in Clarendville - Bonavista Rural Secretariat Region had incomes of less than \$23,900 in 2006. Half of the lone-parent families in the province had incomes of less than \$25,300.

The 2006 self-reliance ratio for Clarendville - Bonavista Rural Secretariat Region was 71.1%. 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

Personal Income Per Capita

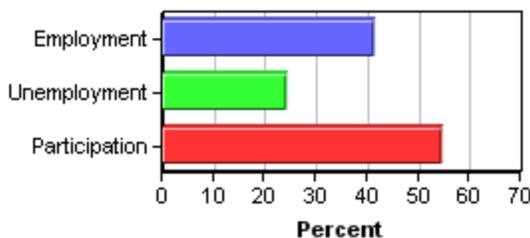


higher the percentage of income that comes from transfers the lower the self-reliance ratio. The provincial self-reliance ratio for 2006 was 78.5%.

According to the 2006 Census, in Clarendville - Bonavista Rural Secretariat Region 86.5% 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 24.0%. The provincial unemployment rate was 18.6%.

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



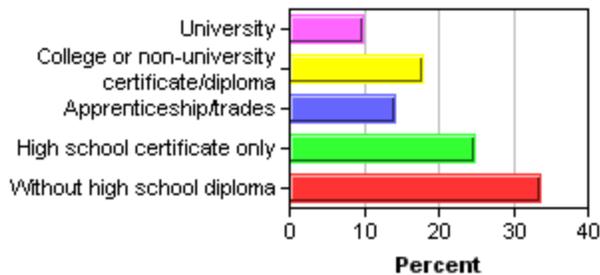
The employment rate for the entire year 2005 for those aged 15 and older was 59.4%. The provincial employment rate for the same period was 63.3%.

The number of individuals in Clarenville - Bonavista Rural Secretariat Region who received Income Support Assistance at some point in the year 2008 was 2,465. The 1991 figure was 5,770.

The total number of children ages 0 to 17 in Clarenville - Bonavista Rural Secretariat Region who were in families on Income Support Assistance in 2008 was 620. The figure for 1991 was 2,200.

Census 2006 reported 33.5% of people 18 to 64 years of age in Clarenville - Bonavista Rural

Highest Level of Education, Pop 18 to 64



Secretariat Region do not have a high school diploma compared to 25.1% of people in the entire province.

In Clarenville - Bonavista Rural Secretariat Region about 8.0% of people aged 25 to 54 had a Bachelor's Degree or higher in 2006 compared to 15.1% in the province as a whole.

In 2006, in Clarenville - Bonavista Rural Secretariat Region, 79.1% of people 25 to 34 years of age had at least a high school diploma. This compares to 85.4% in the entire province and 89.1% for Canada.

A major indicator of well-being is how a person rates their own health status.

In 2005, 62.1% of individuals in Clarenville - Bonavista 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 and www.exec.gov.nl.ca/rural.

2. Regional Council Overview

The Clarenville - Bonavista Regional Council is comprised of 11 members; seven female and five male. The council currently has representation from larger and smaller communities throughout the region, including ten members from communities of less than 5,000 people. The Council met six times in 2009-10, including a special pan-provincial Regional Council meeting. Council members also participated in a citizen engagement process on integrated land use planning as well as the Discovery Regional Development Board's annual Municipal Symposium.

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 a regional planner position in the region, who among other duties, act as an information resource for the council and facilitate the work of the Council and its work plan. The planner for the Clarenville - Bonavista region is Colin Holloway. The nature of this position requires that he travel extensively throughout the region and the province. Mr. Holloway's office is located at the Bonavista campus of the College of the North Atlantic.

Regional Council members	Community
Bill Abbott (Chair)	Bonavista
Shelly Blackmore	Port Union
Lisa Browne	Clarenville
Marilyn Coles-Hayley	Elliston
Darryl Johnson	Port Union
Fay Matthews	Arnold's Cove
Don Mifflin	Bonavista
Violet Parsons	Bloomfield
Barry Pearce	Port Rexton
Edith Samson	Port Union
Mervin Wiseman	North Harbour

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

3. Mandate

The Regional Council mandate is:

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

4. Lines of Business

The council supports the Rural Secretariat's two lines of business.

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

5. Values

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:

Collaboration	Each person is committed to working together effectively.
Creativity	Each person seeks and supports new ideas and approaches.
Empowerment	Each person is responsible for participating in discussions, making informed decisions and taking personal responsibility for their contributions.
Inclusion	Each person acknowledges others' views and perspectives and has the right/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.
Transparency	Each individual gives and shares open and objective advice based on sound information and principles.
Trust	Each person is open and supportive when participating in partnerships and follows 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 Clarenville - Bonavista Regional Council supports the vision of the Rural Secretariat:

Sustainable regions with healthy, educated, prosperous people living in safe, inclusive communities.

Through its work, the council is identifying priorities that contribute to regional sustainability which considers economic, social, cultural and environmental aspects.

8. Mission

The mission statement identifies the priority focus area of the council. It represents the key long-term objective that the council will be striving towards as they move forward with their work. The priority focus areas support the strategic directions of the Provincial Government. The statement also identifies the indicators that will assist both the council and the public in monitoring and evaluating success. The council will report on its mission statement in its 2010-11 Annual Report.

The mission statement of the council is as follows:

By 2011, the council will have participated in an ongoing community engagement process that will demonstrate the value of two-way communication between the Provincial Government and citizens.

9. Report on Performance

In its 2008-11 Activity Plan the council identified four goals. The activities and performance of the

council with respect to each of the goals as outlined below, is in support of the Provincial Government's strategic directions for the Rural Secretariat (Appendix A). In particular, the council's performance allowed for the development of new partnerships with various stakeholders at the regional level, and provided a new regional forum to discuss citizens' perspectives on regional and rural sustainability. As Council hosted meetings throughout the region, various stakeholders including individuals, community leaders and government officials engaged members on issues of rural importance. This dialogue and the information gathered is captured in many of the policy advice documents Council has prepared for the Provincial Government. The council recognizes that the organization's strategic directions are long-term in nature and believes that its activities in 2009-10 and beyond will further support these directions.

9.1 Issue 1: Partnerships and Community Development – Regional Governance

In 2008-09, the Council studied the concept of regional governance and identified four areas in developing a regional governance model: community leadership; regional collaboration; models of regional governance and the importance of understanding demographic trends within regions and communities.

In 2009-10, the council continued to explore regional collaboration and how it can be influenced by community leadership. In November, 2009 new partnerships were developed with Municipalities Newfoundland Labrador, the Leslie Harris Centre at Memorial University and the Discovery Regional Development Board. The year culminated with the council engaging municipal leaders through March's Regional Municipal Symposium focusing on the idea of regional planning, collaboration and shared service delivery modelling. As a result of the various engagements and Council's study of collaborative efforts in the region, it now realizes that policy advice will be broader than regional governance. Council has focused its work on understanding regionalism, regional collaborative and community-based leadership; all which are impacted by regional governance.

Goal:

By March 31, 2011, the Clarenville - Bonavista Regional Council will have developed a position paper on regional governance options that identifies ways to meet the sustainability needs of the Clarenville - Bonavista region.

2009-10 Objective:

By March 31, 2010, the Clarenville – Bonavista Regional Council will have identified and furthered options to advance regional governance model for the Clarenville – Bonavista region.

Measure:

- Options identified to advance regional governance

Indicators:

- Community engagement work completed.
- Current status of community leadership described through examples and best practices documented.
- Evaluation of information gathered on regional governance models completed.
- Working paper on best practice in community leadership is developed.

Indicator	Accomplishments 2009-10
Community engagement work completed	<ul style="list-style-type: none"> • Council defines community engagement as a process of engaging relevant stakeholders in issues that either directly or indirectly impact them. These stakeholders may be individuals, representatives from grass-roots groups or formal organizations, government departments and agencies. • Starting in September 2009, Council, through the Planner, engaged Memorial University, Municipalities Newfoundland Labrador, regional economic development boards, municipal leaders, and Municipal Affairs on regional collaboration and shared service delivery models for the region. • In November 2009, following a facilitated discussion on community-based leadership and regional collaboration with Dr. Bruce Gilbert, Assistant Deputy Minister for the Rural Secretariat and Mr. David Yetman, Leslie Harris Centre, Council posted a research opportunity at www.Yaffle.ca. Council aimed to attract researchers from Memorial University who have conducted regional, provincial and national research on regional governance, collaborative leadership and partnership development. Unfortunately, there were no responses to this posting. • By December 2009, Council was exploring a partnership with Municipalities Newfoundland and Labrador, Memorial University of Newfoundland and the Discovery Regional Development Board to co-sponsor a Municipal Symposium on regionalism, community-based leadership and regional collaboration. • In March 2010, Council partnered with the Discovery Regional Development Board to host a regional Municipal Symposium. During the day and half session, the dialogue focused on regional governance and regional collaboration. 43 municipal leaders discussed opportunities for shared service arrangements including waste management, fire protection, affordable housing and integrated community sustainability planning.
Current status of community leadership described through examples and best practices documented.	<ul style="list-style-type: none"> • Council has identified more than ten examples of collaborative efforts within the region. These examples are documented in a draft policy advice paper entitled; "Community-based Leadership and Collaborative Practices in Rural Newfoundland Labrador". Examples include efforts to promote regional trail development, waste management, increase tourism opportunities, provide enhanced municipal services, and to implement new community leadership models for unincorporated communities. • Council has also compiled a list of core leadership characteristics essential to effect collaborations. Based upon the examples studied above, Council can now evaluate which core leadership skills were essential in achieving success for the communities involved in the collaboration.
Evaluation of information gathered on regional governance models completed.	<ul style="list-style-type: none"> • Council studied and evaluated the Burin Regional Council's policy advice document on regionalism, as well as a similar report from the Provincial Council. Council's evaluation was based upon

Indicator	Accomplishments 2009-10
	<p>its knowledge of existing regional governance models internal and external to the region, as well as models that were presented to them during the Knowledge Mobilization session, held in Clarenville in October, 2008. Based upon its study, Council provided feedback to the Provincial Council which has been included in that entity's policy advice to the Provincial Government.</p> <ul style="list-style-type: none"> • Council studied and evaluated the work of a Memorial University researcher on Managing Functional Regions and another researchers work on amalgamation and regional governance in economic development activities. Based upon its review, Council has broadened its work to include regionalism and regional collaboration. Council agrees that communities which share functionality are more likely to collaborate effectively.
Working paper on best practice in community leadership is developed.	<ul style="list-style-type: none"> • Council appointed a working group to further define community leadership as it related to community collaboration and regional governance. • Council has developed a working paper entitled; "Community-based leadership and collaborative practices in rural Newfoundland and Labrador".

Based on these accomplishments, Council will work toward the following measure and indicators for its 2010-11 Objective.

2010-11 Objective:

By March 31, 2011, the Clarenville – Bonavista Regional Council will have presented a concept paper on regional governance options to relevant partners.

Measure:

- A concept on regional governance options presented to relevant partners.

Indicators:

- Concept paper is developed.
- Presentation of concept paper to relevant partners.

9.2 Issue 2: Multi-service delivery of rural education

In 2008-2009, the Council commenced its community engagement and research on multi-service delivery of rural education. Because of a strong focus on this objective, the Council, in January 2009, submitted a draft document to government departments aiming to further its dialogue and engagement opportunities in 2009-2010.

Achieving endorsement for a new approach to rural service delivery is only one step in a very long process. Departmental representatives are looking at best practices in the development of strategies and processes to implement a Community School Model which promotes the utilization of regional schools as hubs for service delivery in rural communities.

The Regional Council has explored cross Canada jurisdictions. Specifically, the Province of New Brunswick has adopted the Community School Model and aims to designate 75 by 2012. It is well known that the province of Saskatchewan has been working in Community Schools for more than 30 years.

Following the draft report submission, the Provincial Rural Secretariat Office assisted the Regional Council in its request to engage government departments. Representatives from six government departments met and expressed interest in the Community Schools concept. Formal correspondence received from departmental executives provided endorsement for the principles as proposed.

Goal:

By March 31, 2011, the Clarenville - Bonavista Regional Council will have developed a position paper which explores options for multi-service delivery of rural education.

2009-10 Objective:

By March 31, 2010, the Clarenville - Bonavista Regional Council will have initiated the community engagement (i.e. roundtable discussions) process related to multi-service delivery of rural education.

Measure:

- Continue community engagement process

Indicators:

- Community engagement sessions held.
- Facilitated sessions with government held.
- Feedback incorporated into draft position paper.

Indicator	Accomplishments 2009-10
Community engagement sessions held	<ul style="list-style-type: none"> • Council defines community engagement as focused dialogue with individuals and organizations that are directly or indirectly impacted by a topic. In some instances this will be community-based groups; in other cases, it will be formal organizations and government departments or agencies. • In December 2009, Council engaged, through the Planner, 10 senior officials representing the Eastern School Board and the Eastern Health Authority. Both agencies endorsed the Community Schools concept and agreed to participate in a provincial forum to discuss implementation factors for urban and rural communities. • Council also found opportunities to bring awareness to the Community School Model at other regional initiatives. For example, during roundtable discussions as part of the community-based research on public daycare, participants referenced the Community Schools model as a mechanism for addressing space issues and effectively integrating pre-school children into the K-12 system. Similarly, as Council conducted community forums in Bonavista and Bloomfield, it raised awareness of the Community School concept as an example of policy advice it provides to the Provincial Government. During these dialogues, participants endorsed the need to make

Indicator	Accomplishments 2009-10
	<p>schools more accessible in rural communities by better integrating public services. This ideology is core to the Community Schools concept.</p> <ul style="list-style-type: none"> • Similarly, during Feb and March 2010, council conducted community forums in Bonavista and Bloomfield. The purpose of these forums was to discuss councils 2020 vision document, (i.e. Bonavista) and self governance models and community leadership (i.e. Bloomfield), it raised awareness of the community school concept as an example of policy advice it provides to the provincial government.
Facilitated sessions with government held	<ul style="list-style-type: none"> • Through support from the Provincial Rural Secretariat Office and the Planner, Council held facilitated sessions with representatives from six government departments: Education (K-12 and Post-secondary); Human Resources, Labour & Employment; Health & Community Services; Justice; Tourism, Culture & Recreation, and the Rural Secretariat.
Feedback incorporated into draft position paper	<ul style="list-style-type: none"> • Meeting notes were captured at each engagement session and the draft Community Schools position paper has been updated to reflect the suggestions made by the community and government. • The Community Schools Model is documented into an extensive research paper that has been submitted to the Ministries of Education, Health & Community Services and Human Resources, Labour & Employment. A copy of the paper has been shared with the Minister Responsible for the Rural Secretariat.

Based on these accomplishments, the council will work toward the following measure and indicators for its 2010-11 Objective. While Council has already presented its research paper to various Government Ministries, it will continue to seek opportunities to advance the concept in the aim of identifying possible best options for testing the model in the Clarenville-Bonavista region.

2010-11 Objective:

By March 31, 2011, the Clarenville - Bonavista Regional Council will have finalized a position paper on multi-service delivery of rural education for the Clarenville-Bonavista region.

2010-11 Measure:

- Position paper on multi-service delivery of education for the Clarenville-Bonavista region finalized.

2010-11 Indicators:

- Finalization of position paper.

9.3 Issue 3: Employment and Human Resource Development

Throughout 2009-10, the Regional Council continued its work to develop an inventory of current infrastructure and human resource needs for the region with respect to the following primary industries: fishing and aquaculture; agriculture; oil and gas; and forestry. This information gathering process

building upon its initial work on infrastructure documentation began in 2007. An initial policy advice paper on the agricultural industry was submitted to the Provincial Government in 2009. Subsequently, in November, the Department of Natural Resources engaged the Regional Council on the policy recommendations contained in its submission.

The process of providing additional policy advice on primary industries required council to understand the factors impacting the four sectors and included consultations with Regional Economic Development Boards, business stakeholders, and government departments. I

The review builds upon a revised demographic profile for the Clarenville-Bonavista region to better reflect the results of the 2006 census data. This piece of work was completed in partnership with the Newfoundland Labrador Statistical Agency. In 2009-10 the Council worked with Provincial Government departments and local agencies to identify ways in which additional industry and education program information can be gathered/obtained in order to further the research that begun in 2008-09.

Supporting the development of an advisory paper and building on this research, Council engaged local stakeholders in February, 2010. Council has used this information as the premise for its citizen engagement process with industry stakeholders and relevant government departments.

Through this process, Council discovered that data on current infrastructure and human resource needs for these primary industries is developing. The Department of Fisheries and Aquaculture has completed important analysis of the infrastructure and human resource needs for the Aquaculture Industry. This analysis was presented to Council in June, 2009. As well, the Eastern Supplier's Alliance, in partnership with several regional economic development boards, are developing human resource and infrastructure databases to support economic development opportunities in the oil and gas industry for the Burin, Clarenville-Bonavista and Placentia Bay regions.

Council is committed to submitting policy advice on primary industries to the Provincial Government in 2010-11.

Goal:

By March 31, 2011, the Clarenville - Bonavista Regional Council will have developed a position paper to identify anticipated human resource and infrastructure needs in key industry sectors in support of regional sustainability.

2009-10 Objective:

By March 31, 2010, the Clarenville - Bonavista Regional Council will have identified future human resource and infrastructure requirements in each key industry sector.

Measure:

- Future human resource and infrastructure requirements identified.

Indicator	Accomplishments 2009-10
Complete a review of regional economic strategies, planning documents and programs.	<ul style="list-style-type: none"> • In 2008, Council stopped to understand what infrastructure exists in the region. By reviewing regional and social and economic reports, council gained an understanding of the issues impacting primary industries, many of these issues

Indicator	Accomplishments 2009-10
	<p>directly impact labour market and infrastructure aspects of these sectors. Through a partnership with NL stats agency infrastructure maps were developed identifying industry locations and supportive services such as government office schools hospitals and fish plants.</p> <ul style="list-style-type: none"> • In May 2009, Council invited a presentation from the Discovery Regional Development Board on the economic strategies included in its 2009-2010 Strategic Economic Plan. Priorities included in the entities economic plan focus on fisheries and aquaculture, tourism, oil and gas, agriculture and municipalities. • In June 2009, Council invited a presentation on human resources and infrastructure analysis from the Department of Fisheries and Aquaculture. Council learned that thee is marginal opportunities for aquaculture in the Clarenville-Bonavista region. Furthermore, the closure fish plant operations such as the one at Trouty presented a need for the Provincial Government to work in partnership with industry and post-secondary institutions to re-train and/or find alternative employment options for displaced workers. • In September 2009, Council, through the Planner, reviewed employment programs provided through the Labour Market Development Agreement and delivered by Services Canada and/or the Department of Human Resources, Labour & Employment. Council learned that a fundamental change in program delivery occurred in November, 2009 with the devolution of the Labour Market Agreement from federal to provincial responsibility. The Department of Human Resources, Labour & Employment has the responsibility for human resource development impacting primary industries in the province. • In September 2009, Council, through the Planner, participated in information sessions regarding the proposed Hebron Project for the oil and gas industry. Issues covered during the sessions include: anticipated human resource and infrastructure requirements; impacts on local communities; and educational program delivery options for perspective employees. Council has monitored the work of the Eastern Suppliers Alliance to document and analyze business development and employment opportunities in the oil and gas industry for the Burin, Clarenville-Bonavista and Placentia Bay regions. While these two databases were scheduled to be completed by March 31 2010, unanticipated delays have moved the deadline forward towards September, 2010. • In November 2009, Council hosted a regional forum on integrated land use planning. Information from that session informed Council's understanding of anticipated human resource and infrastructure requirements for forestry and agricultural industries. This information builds upon Council's work and 2009 policy advice to the Provincial Government on

Indicator	Accomplishments 2009-10
	<p>the agricultural sector.</p> <ul style="list-style-type: none"> In January 2010, Council, through the Planners, held meetings with officials from the College of the North Atlantic to learn about training programs to support employment opportunities in the oil and gas industry. Council has learned that most of these employment opportunities are for individuals who have skilled trades. Council, again, through the Planner, also held meetings with officials from the Department of Human Resources, Labour & Employment to document program strategies which encourage employment in the four primary industries. Council learned that many of these programs are individualized and focus on moving participants from the Income Support Program into long-term employment opportunities. Due to the magnitude of area being studied Council will be exploring a partnership with MUN to conduct thorough research on each individual industry sector and associated infrastructure.
<p>Engagement sessions held with post secondary institutions and industry to further document anticipated human resource requires, in addition to planned educational program delivery models to support the four primary industries as described above.</p>	<ul style="list-style-type: none"> In February 2010, Council developed a discussion paper entitled, "Human Resources, Employment and Infrastructure for Primary Industries". A copy of the discussion paper was sent to 15 individuals representing fisheries, forestry, and agriculture industries. The document was also sent to officials working with the Atlantic Canada Opportunities Agency, the department of Innovation, Trade and Rural Development and the Discovery Regional Development Board. In March 2010, Council hosted a facilitated session with industry stakeholders, representatives from the College of the North Atlantic, government departments and economic development agencies to explore the discussion paper. Notes captured during the session were incorporated into a revised discussion paper that will be further reviewed by Council in 2010. Upon meeting with stakeholders and the CONA it was learned that information was not available on future education program delivery models; this information is provided on a contract as needed basis.

Based on these accomplishments, the council will work toward the following measure and indicators for it 2010-11 Objective.

2010-11 Objective:

By March 31, 2011, the Clarendville - Bonavista Regional Council will have completed and communicated a position paper identifying the anticipated human resource and infrastructure needs in key industry sectors in support of regional sustainability.

2010-11 Measure:

- A position paper identifying the anticipated human resource and infrastructure needs in the four primary industries in support of regional sustainability.

2010-11 Indicators:

- A position paper is completed.
- Communication of position paper.

9.4 Issue 4: Regional Vision Development

A regional vision document represents a vision for the future that has been created by the Clarenville-Bonavista Regional Council. It is intended to be a dynamic working document that will be adapted as: priorities are achieved, new priorities are identified, community engagement discussions prescribe and the regions of Newfoundland and Labrador continue to grow and change. The vision will identify what citizens want to see in 15-20 years. Today that time frame is 2025-30.

As priorities are accomplished new priorities will be identified. This will provide an opportunity for the Regional Council to be informed about what is moving and changing in the region, where the next opportunity will be and where the next challenge will be. It will also provide a challenge for communities, leaders and the Provincial Government to have faith in the process and realize that it will take time until these priorities are accomplished. It takes time to make significant change and it is important for this Regional Council to remain focused on the future, even in the midst of immediate challenges. This is particularly true as Council reflects upon industry downsizing such as fish plant and paper mill closures that impact hundreds of citizens in the region and the province.

The Regional Council believes that the regional vision document is a living document: it requires continuous input from citizens as new policies and programs are created by governments and new developments occur in communities. Consequently, a Vision is a glimpse in time. It is not a crystal ball: it is a vision for what residents of the Clarenville-Bonavista region see as the future prosperity of our communities.

Based upon the input received from citizens and community-based groups in 2009-10, the Regional Council sees that citizens are engaging in meaningful dialogue about key policy and program issues which impact the future sustainability of the region. When stakeholders first read the Vision in 2007-08, many found the concept difficult to comprehend. Council has discovered that citizens are more able to understand the concept of a Regional Vision and to now offer critical advice on the future of the region and on new policy advice to governments.

Goal:

By March 31, 2011, the Clarenville - Bonavista Regional Council will have a regional vision that is reflective of community dialogue throughout the Clarenville-Bonavista region.

2009-10 Objective:

By March 31, 2010, the Clarenville - Bonavista Regional Council will have expanded the community engagement process concerning the vision document

Measure:

- Expanded community engagement process to include a larger number of sessions with individuals and community-based organizations.

Indicator:

- Expanded number of sessions held.
- Regional Vision document is revised based upon documents community feedback received.

Indicator	Accomplishments 2009-10
Expanded number of sessions held	<ul style="list-style-type: none"> • In 2009-2009, Council engaged regionally-based groups as part of its citizen engagement process. As part of its community engagement process, Council sent its Vision 2020 document to 43 communities and engaged 28 individuals through two multi-disciplinary roundtable discussions. In 2009-10, Council defined “expanded sessions” as the need to broaden its engagement process by including a larger number of community-based groups which are grass-rooted and are more representative of less formal organizations. • Consequently, Council members facilitated four vision review sessions with 36 individuals and communities groups throughout the region. Groups include; Lion’s Clubs; Royal Canadian Legion; Rotary Club; Community-based health groups, and regional trail associations. • Through the Planner, four other citizen engagement sessions took place at Bonavista, Bloomfield and Norman’s Cove-Long Cove as each respective community completed visioning exercises and developed Integrated Community Sustainability Plans (ICSPs). These sessions involved more than 215 individuals. The information gathered during these four facilitated sessions also informed Council’s review of its 2020 Vision document.
Regional Vision document is revised based upon documented Community feedback received.	<ul style="list-style-type: none"> • Upon reflection on the 2010-11 Objective, Council felt it would not update the Vision 2020 document in 2009-10. Council has documented all feedback from community engagement participants through session records with the aim of publishing a revised Vision by March 31, 2011. • The information gathered at each facilitated session has been recorded and will be incorporated into the Council revised Vision 2020 document.

Based on these accomplishments, the council will work toward the following measure and indicators for it 2010-11 Objective.

2010-11 Objective:

By March 31, 2011, the Clarenville - Bonavista Regional Council will have an updated regional vision document that reflects the work of the Council and the community engagement process.

2010-11 Measure:

- Council develops an updated regional vision document that reflects its work and the community engagement process.

2010-11 Indicators:

- Development of an updated Vision document.

10. Additional Highlights

The Clarenville - Bonavista Regional Council is seeking to broaden public dialogue on long-term opportunities and challenges facing the region. It aims to provide input and advice to the provincial government on these opportunities and challenges. This is a long term process that will require ongoing collaboration with citizens, stakeholders and interests in the region.

The Council feels that its performance in 2009-10 has allowed it to make advancements in this process. The Council is providing an open and transparent means for rural perceptions, realities, opportunities, challenges and potential solutions to be discussed, debated and deliberated. It has brought together citizens, stakeholders and interests from differing backgrounds with differing priorities and perspectives, differing bases of information and knowledge, and differing expectations. It has built confidence, leadership and trust, and it has broadened public awareness of issues.

Citizens are asking for information on what Council has accomplished since its inception in October, 2005. In 2009-10, Council has broadened its work outside of the priorities contained in the 2008-2011 Activity Plan. In some respects, the focus has also included Council need to support government departments, promote partnership development and seek other policy advice opportunities. Consequently, Council has become more informative of its work by sharing highlights of its efforts with citizens

In addition to the points raised in Section 9, five additional highlights are worthy of mention: policy advice on the agricultural industry; a review of public services and programs; regional collaboration; integrated land use planning; and affordable and sustainable housing . These are consistent with the Rural Secretariat's strategic directions and mandate, and will serve to inform the work of the council in 2010-11.

The Regional Council developed and submitted an advice document to the Minister of Natural Resources with respect to the Agricultural industry. This advice was in support of and complementary to the advice submitted by the Stephenville-Port Aux Basques Regional Council. In this submission, council focused on the need for a comprehensive review, including an Agricultural Summit and the establishment of a Task Force to follow-up on anticipated recommendations. This review would consider public good issues such as food security including the feasibility of a federally inspected abattoir, as well as issues impacting public and animal welfare and environmental sustainability. In addition, the council suggests strategic research and development investments in the agricultural industry including relationship building between industry stakeholders and the Research and Development Council, Memorial University of Newfoundland, as well as the Applied Research Centre at the College of the North Atlantic and the Cold Climate Facility in St. John's. Finally, the Council sees the need to increased linkages between the industry and the K-12 education system with focus on business modelling, human resource development and succession planning.

In June 2009, Council also submitted to government advice on other issues, including the large geographical boundaries of Health and Education Boards and how this is negatively impacting rural service delivery. Council also commented on the lack of physicians in rural communities, as well as the

economic development priorities of Regional Economic Development Boards and Rural Development Associations. Other matters of concerns included: motor vehicle inspections, community policing, service delivery duplication and regional collaboration.

Finally, in 2008-09, the council recommended that departments collaborate with rural regions, including Regional Councils for the Rural Secretariat, to: identify how infrastructure investments should be made; develop a database of existing infrastructure in the regions; and, how best to provide broadband. Council is pleased to learn that the Departments of Innovation, Trade & Rural Development, Municipal Affairs, Transportation and Works, and Tourism, Culture and Recreation are actively pursuing this approach through the establishment of the Northern Peninsula Pilot. Council will be interested to learn how this project is advancing and how it can inform the collaborative efforts between our Council and respective government departments.

In 2009, Council also responded to a request of the Provincial Council to provide advice on Integrated Land Use Planning. Following a broad citizen engagement activity, Council developed an in-depth policy advice document highlighting various case studies and a range of recommendations including: the development of a cost-benefit analysis of implementing a Land Use Advisory Council; the inclusion of health and wellness groups and advocates in land use decisions affecting children and their families; and the need for a legislative review to determine the impacts limited access to Crown Lands is having on municipalities.

Finally, greater emphasis on the nature and degree of affordable housing and homelessness has emerged as a significant issue in the Clarenville-Bonavista region. In 2009, the Regional Council joined the Clarenville-Bonavista Community Advisory Board (CAB) on Housing and Homelessness to see how it can understand the extent to which sustainable and affordable housing exist in the region. In 2010-11, Council aims to provide leadership to this issue and advice to public policy as the opportunity arises.

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 faced by the council remain fairly similar from year to year. The council feels that these challenges and opportunities can be categorized along three themes.

Provision of Policy Advice to government

The council's mandate commits it to reaching consensus on the priorities for change in its region and to identifying policies and programs to encourage desired change. The challenge for the 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. Council has provided advice to government on many rural issues. Council's intention is to base its policy advice on issues of importance to the Clarenville-Bonavista region, but have equal impact and importance to the entire province.

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 is improving. Council continued to be challenged with creating awareness in communities and with citizens on the role and mandate of the Rural Secretariat and the influence Councils can have in directing the development of future public policy and the creation of budget considerations impacting the region.

Regional collaboration

The Regional 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 the 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. To be effective in this role, Council and Government must work collaboratively to appoint new members that are representative of the entire region. Currently, there exist gaps in youth and some geographical representation on the Council. Second, through the regional Partnership Planner, Council is being informed of broader regional issues and initiatives that impact public policy. Council can utilize this information as it seeks out opportunities to provide advice to government and its agencies and departments. Lastly, as a broad-based advisory body, it can identify the various supports necessary to foster collaboration and provide advice to government to advance efforts to provide such supports. To this end, Council will be drafting a policy advice document on collaborative leadership and regional cooperation for submission in 2010-11.

Regional communications

The council understands that a range of non-governmental organizations in rural areas provide advice to government on a range of policy matters. In large part, these organizations are focused on particular agendas, needs and interests, such as and among others, regional economic development, environmental awareness and protection, social policy advancement and municipal governance. The challenge for council 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 the council, 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

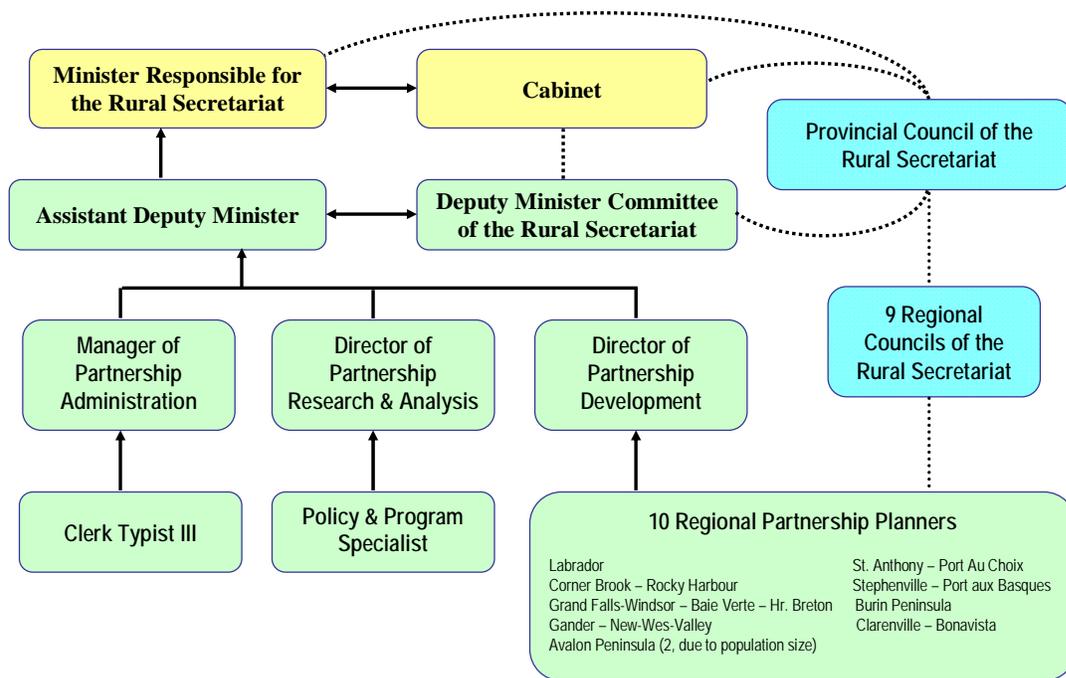
Outcome Statement: Improved Government understanding of and response to significant and long-term regional issues.

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

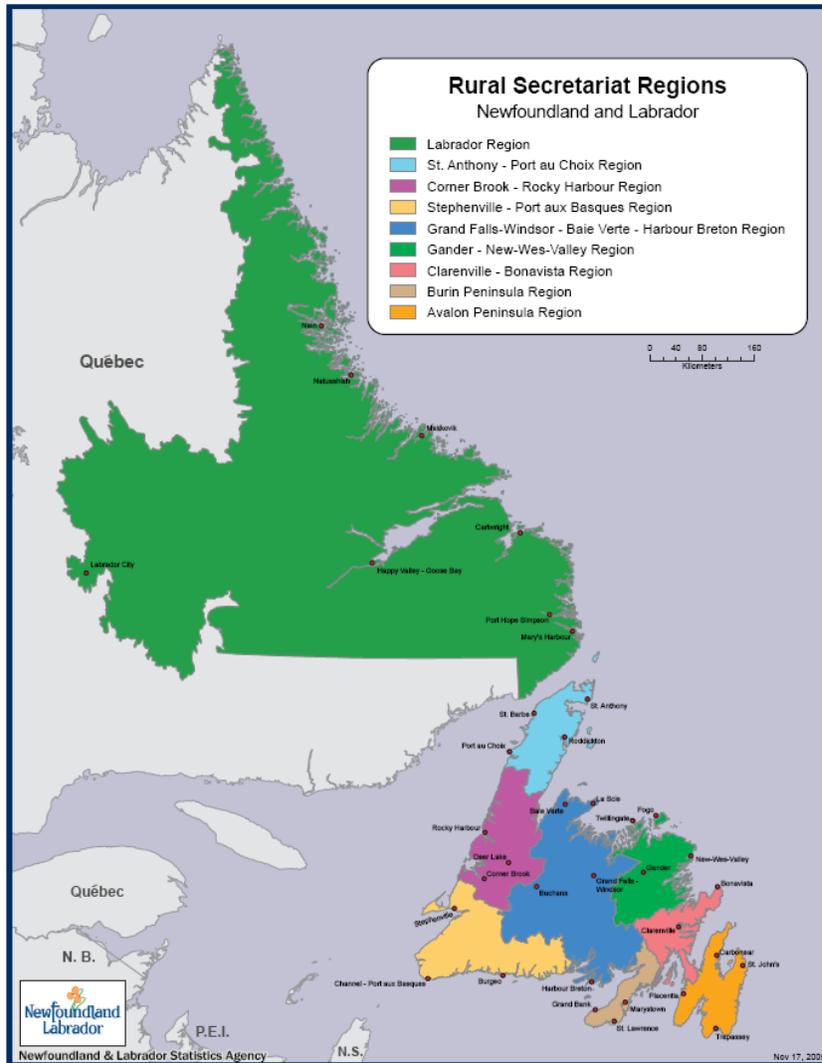
- Regional perspectives which can inform the development and implementation of public policy

Appendix B: Organizational Structure

Rural Secretariat Structure



Appendix C: Map of Rural Secretariat Regions



Appendix D: Mandate of Rural Secretariat and Regional Councils

Mandate of the Rural Secretariat

The Rural Secretariat's mandate is to:

- Promote the well-being of all regions of Newfoundland and Labrador through a comprehensive and coordinated approach to economic, social, cultural and environmental aspects of regional development.
- Act as the focal point for government to work with local and regional partners to build strong and dynamic regions and communities.
- Ensure that regional concerns are considered throughout the provincial government and promoted at the federal level.
- Carry out research and analysis of economic and social issues affecting all regions of Newfoundland and Labrador.
- Help communities and regions identify and take advantage of growth opportunities.

Mandate of the Provincial Council of the Rural Secretariat

The Provincial Council's mandate is to:

- Develop a common, evidence-based understanding of the social, economic, environmental and cultural realities facing the province.
- Review key provincial economic and social measures (e.g. education levels, demographic trends, health status, income levels, EI usage, economic diversity) and to reach agreement on the priorities for change over the next five years.
- To identify and advise the provincial government on policies and programs which either advance, negatively impact or need to be developed to encourage the necessary change.
- Advance cooperation through the sharing of information on and discussion about economic and social measures, and to encourage government and community partners to take action on and be accountable for those areas within their mandates.
- Serve as an external sounding board for government for the development of strategies, policies, programs and budget issues that will affect provincial and regional sustainability.

Cover Pictures



Photo Courtesy of Jerry Mouland



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Photo Courtesy of Jerry Mouland



Rural Secretariat

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