

Labrador
Regional Council
of the
Rural Secretariat
Executive Council



*Activity Plan
2008-11*

Message from the Chair

As Chair of the Labrador Regional Council of the Rural Secretariat and in accordance with government's commitment to accountability, I hereby submit the 2008-11 Activity Plan of the Council. My signature below is on behalf of the entire Council and is indicative of our accountability for the preparation of this plan and for the achievement of the goals and objectives contained in the plan, pursuant to section 7(4) of the Transparency and Accountability Act.

Over the last year, the Labrador Regional Council completed a working vision document for the region that is being shared widely through the ongoing community engagement process. The Council has identified three priority areas that will impact the region as it moves forward towards a more sustainable future. The Council continues to work toward advising the provincial government on regional issues that will affect the long-term sustainability of the region.

The Council is challenged with working in a large geographic region and building partnerships across these barriers so that all stakeholders share the same vision. The future of this work hinges on these partnerships and working together. No one group can do it alone; it takes many groups and individuals to endeavor on a path toward long-term sustainability. The role the Council sees for itself is to maximize our ability to work together, share our resources and create opportunities for Labrador.

The Labrador Regional Council continues to build a common understanding of our region and will share our vision with citizens and the provincial government. Working together toward a common goal that builds on our strengths will enhance sustainability and policy development.

Sincerely,



Lori O'Brien
Chair (Acting)
Labrador Regional Council of the Rural Secretariat

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1.0 Regional Council Overview

The Labrador Regional Council is comprised of four members; two female and two male. Members of the Council have a variety of backgrounds that include economic development, business leaders and youth. The Council is balanced with perspectives from around the region, and it benefits from the perspectives from members who participate in their communities through volunteerism, community development and various work responsibilities. They are committed to the process of informing the provincial government of the needs and challenges of Labrador and what we can do together to accomplish improvements toward social, economic, environmental and cultural sustainability.

The Council has representation from larger and smaller communities throughout the region:

| Name | Community |
|------------------|----------------|
| Jim Farrell | Wabush |
| Patsy Ralph | Labrador City |
| Jonathan Jesseau | Labrador City |
| Lori O'Brien | L'anse au Loup |

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

The Council does not have a budget allocation. Meetings of the Council and associated costs are funded through the budget of the Rural Secretariat. The Rural Secretariat also funds a staff position within the region, who among other duties, acts as an information resource for the Council and is responsible for the facilitation of the work of the Council. The staff person for the Labrador region is Lisa Densmore. Lisa works out of Happy Valley-Goose Bay.

2.0 Mandate

The Regional Council's mandate is to:

- Develop a common, evidence-based understanding of the social, economic, environmental and cultural realities of a region.
- 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.
- Identify policies and programs which either advance, negatively impact or need to be developed to encourage the necessary change over the five-year period.
- 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.
- Nominate an individual to represent the region on the Provincial Council of the Rural Secretariat.

3.0 Values

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

Core Values
Collaboration
Creativity
Empowerment
Inclusion
Learning Culture
Transparency
Trust

| | |
|-------------------------|--|
| 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. |

4.0 Primary Clients

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

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

5.0 Vision

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

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

6.0 Mission

The mission statement identifies the priority focus area of the Regional Councils. It represents the longer-term goals which the Councils will work towards as they move forward on the strategic directions of the provincial government. The statement also identifies the measure and indicators that will assist both the Councils and the public in monitoring and evaluating the degree to which these goals are attained.

The mission statement of the Labrador Regional Council of the Rural Secretariat is as follows:

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

Measure Participated in an ongoing community engagement process

Indicators

- a long-term vision of sustainability for the region will have been submitted to the provincial government and shared with citizens
- enhanced regional input will have been provided into policy development and decision-making processes of the provincial government
- opportunities and mechanisms will have been provided to enhance two-way communication between the provincial government and citizens
- community engagement sessions will have been conducted at the regional level
- citizens and stakeholders will have been informed about the economic, social, cultural and environmental aspects of regional sustainability

Our mission statement as defined above is intended as a guide for our work for the next three years. However, it is our hope that it will serve as a blueprint for the next 15-20 years so as to attain a vibrant future for the region.

Over the next three fiscal years, the Council will take initial steps to advance regional sustainability. Priorities will be developed and communicated within the region and to provincial government departments. We will explore ways for regional partners and departments to work together to advance these priorities. Over time, these priorities may shift as we accomplish our goals and come to a new understanding of the changes that are taking place within the region.

7.0 Issues/Context

In consideration of the Rural Secretariat's strategic directions, mandate and financial resources, the following issues have been identified as priorities for the next three years. The goals identified for each issue outline expected results at the end of the three year period and the objectives outline the annual focus. The identified measures and indicators will be used to monitor progress. Gender-based differences will be considered where applicable.

7.1 Health

Over the past two years the Labrador Regional Council discussed issues of concern in the region. As we looked at the demographics and listened to community members it became apparent that health is a pressing concern. While other initiatives are in place to improve health status (e.g., the Poverty Reduction Strategy, the Health and Wellness Coalition and Family Violence Prevention), the Council reached consensus to support and partner with stakeholders to further strengthen the health of the people in the region.

Goal One: By March 31, 2011, the Labrador Regional Council will have developed and communicated a position paper identifying leadership, communication and partnering opportunities within the health sector in Labrador.

Measure: Position paper developed and communicated

Indicators: Community engagement sessions held
Opportunities identified to enhance leadership, communication and partnership within the health sector
Position paper communicated to relevant stakeholders and the provincial government

Objectives:

1.1 By March 31, 2009, the Labrador Regional Council will have developed a discussion document

Measure: Discussion document developed

Indicators:

- Discussions and community engagement efforts have occurred concerning health issues in the Labrador region
- Roundtable discussions are summarized into discussion document

- 1.2 By March 31, 2010, the Labrador Regional Council will have further explored opportunities in the health sector within the Labrador Region.
- 1.3 By March 31, 2011, the Labrador Regional Council will have communicated these opportunities to stakeholders and the provincial government.

7.2 Transportation and Energy

Transportation and energy are two key priorities which are key to sustainability and economic diversification. The economic prosperity of the region is clearly linked to the vision for Labrador, and is the cornerstone for improving the quality of life in communities and for improved programs and services. The Council recognizes that transportation and energy initiatives are identified in the Northern Strategic Plan, the Energy Plan and other commitments of the provincial government; however, it feels that an additional regional perspective on these issues would inform strategy implementation.

Goal Two: By March 31, 2011, the Labrador Regional Council will have developed, within the context of existing strategies, a preliminary discussion document related to energy and transportation issues within the Labrador region.

Measure: Discussion document developed

Indicators: Community engagement sessions held
 Opportunities identified
 Position paper communicated to relevant stakeholders and the provincial government

Objectives:

1.1 By March 31, 2009, the Labrador Regional Council will have further discussed, from a regional and community perspective, transportation and energy issues pertaining to the Labrador region.

Measure: Transportation and energy issues are further defined

Indicators:

- Community engagement sessions held
- Discussions are summarized into discussion document

1.2 By March 31, 2010, the Labrador Regional Council will have identified regional opportunities and challenges related to the Energy Plan.

1.3 By March 31, 2011, the Labrador Regional Council will have identified regional opportunities and challenges related to transportation.

8.0 Appendix A

Strategic Directions

Strategic directions are the articulation of desired physical, social or economic outcomes and normally require action by more than one Government entity. These directions are generally communicated by Government through platform documents, Throne and Budget Speeches, policy documents, and other communiqués. The Transparency and Accountability Act requires departments and public bodies to take into account these strategic directions in the preparation of their performance-based plans. This action will facilitate the integration of planning practices across Government and will ensure that all entities are moving forward on key commitments.

The directions related to the Rural Secretariat are as follows:

1. Title: Regional Partnership Development

Outcome Statement: Stronger and more dynamic regions.

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

- Partnership Development
 - Within regions
 - Between the provincial government and regions
- Forum for informed discussion and priority identification that links economic, social, cultural and environmental aspects of regional sustainability.

| Components of Strategic Direction | Included in activity plan |
|---|---|
| a. Partnership Development within regions, between the provincial government and regions |  |
| b. Forum for informed discussion and priority identification that links economic, social, cultural and environmental aspects of regional sustainability |  |

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

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

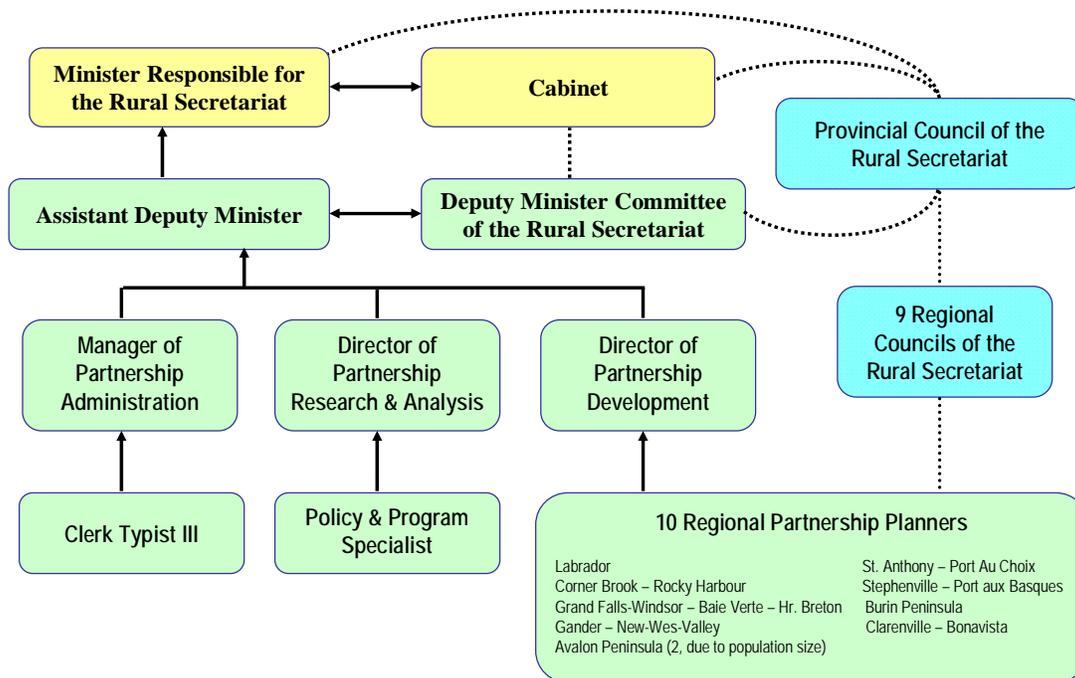
Clarifying Statement: This outcome requires systemic intervention by the Regional Council in the areas of:

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

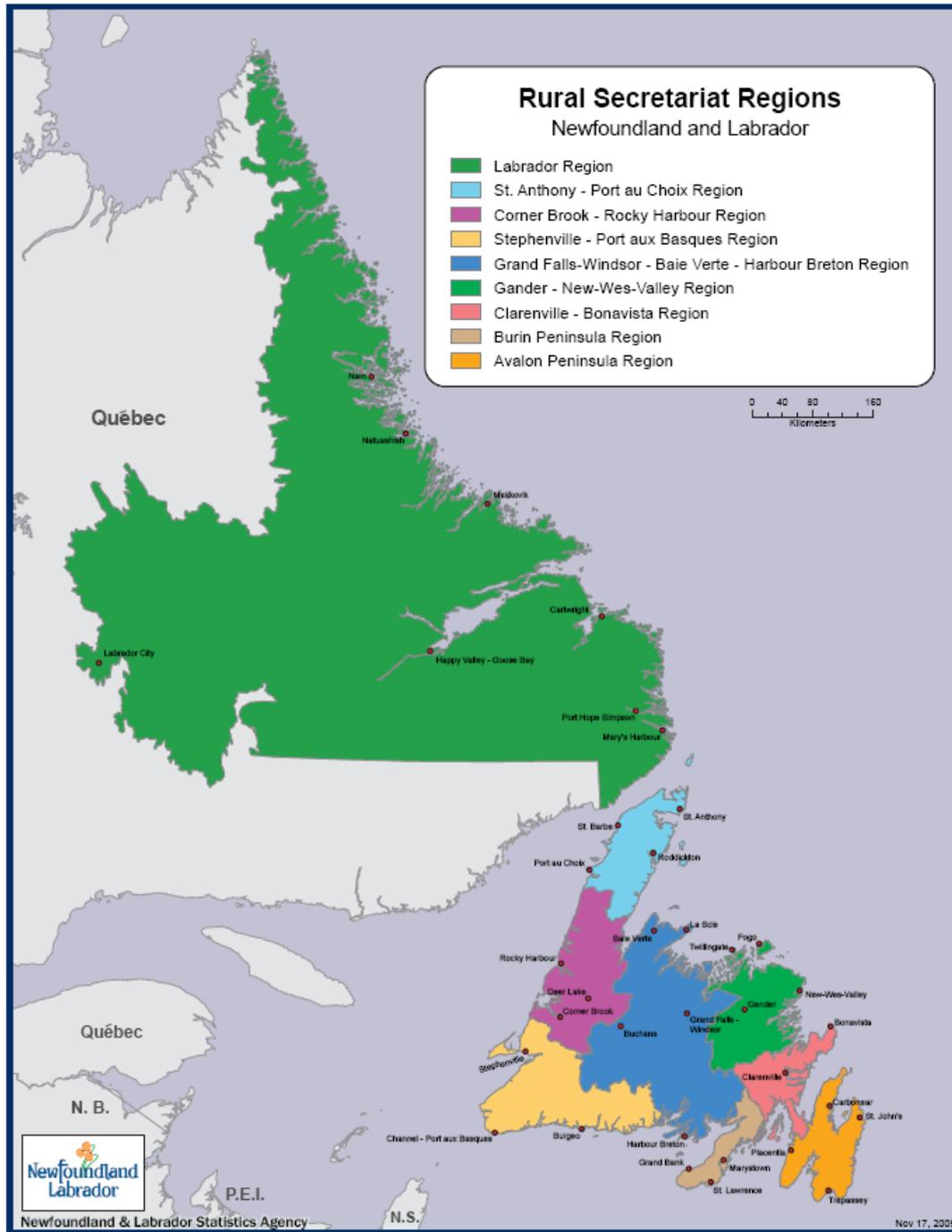
| | |
|---|---|
| Components of Strategic Direction | Included in activity plan |
| Regional perspectives which can inform the development and implementation of public policy. |  |

9.0 Appendix B

Rural Secretariat Structure



10.0 Appendix C



11.0 Appendix D

Mandate of the Rural Secretariat

The Rural Secretariat's mandate is to:

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

Provincial Council of the Rural Secretariat

The Provincial Council Mandate is to:

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

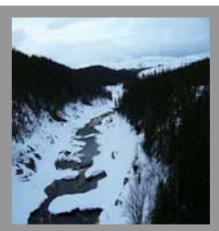
PHOTO CREDITS:



Dog Sled Team
Photo Compliments of Tourism,
Culture & Recreation



Point Amore Lighthouse
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The Northern Lights
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Rural Secretariat
Executive Council
Lisa Densmore
Regional Partnership Planner-Labrador
Rural Secretariat, c/o INTRD
P.O. Box 3014, Stn. B
Happy Valley-Goose Bay, NL A0P 1E0
Tel: 709- 896-7979
Fax: 709- 896-0234
Email: lisadensmore@gov.nl.ca