



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



# Message from the Chair

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As Chairperson for the Burin Peninsula Regional Council of the Rural Secretariat, I submit the council's annual activity report for the 2010-11 fiscal year. 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. The content of this report provides an overview of the council's activities this past year in respect to the commitments outlined in the 2008-11 Activity Plan.

The council is pleased with the work it has accomplished over the course of the past three years. As we continue with our work, we feel we are making a contribution in moving towards a brighter, more sustainable future for our region. The past three years has seen the council submit several advice documents to the Provincial Government on topics such as regional collaboration and youth retention and attraction. We have also participated in community-based research projects in partnership with Memorial University's Department of Geography. Perhaps the most rewarding part of our work has been the many citizen engagement sessions we have hosted throughout the Burin Peninsula region. Not only did these sessions give council members the opportunity to meet many new people it also provided us with essential thoughts and opinions which helped guide us in our work and especially the advice documents submitted to government.

Having completed our commitments as outlined in the 2008-2011 Activity Plan, we are now preparing to move on to a new three-year activity plan. We will continue to provide sound advice to the Provincial Government on regional sustainability.

We look forward to another productive year of furthering the agenda of the Rural Secretariat on the Burin Peninsula.

Sincerely,



Michael Graham  
Chair  
Burin Peninsula Regional Council of the Rural Secretariat

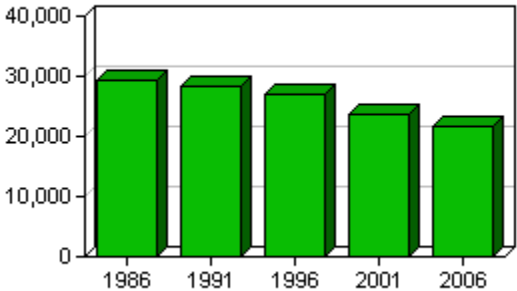
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# 1. Overview of the Region

**Population**



The 2006 Census population for Burin Peninsula Rural Secretariat Region was 21,600. This represents a decline of 8.9% 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).

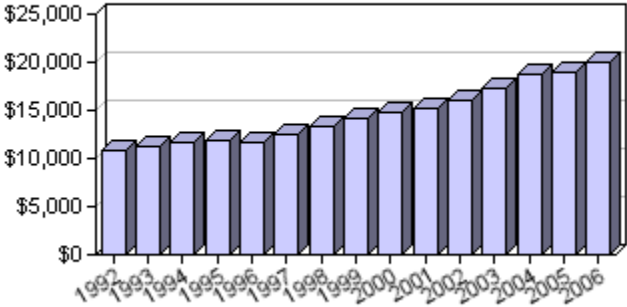
The 2006 income for every man, woman, and child (personal income per capita) in Burin Peninsula Rural Secretariat Region was \$20,100. For the province, personal income per capita was \$22,900. After tax personal income per capita, adjusted for

inflation, was \$13,500 for Burin Peninsula Rural Secretariat Region in 2006. For the province it was \$14,900.

Half of the couple families in Burin Peninsula Rural Secretariat Region had incomes of more than \$50,600 in 2006. Half of the couple families in the province had incomes of more than \$56,500.

Half of the lone-parent families in Burin Peninsula Rural Secretariat Region had incomes of less than \$23,800 in 2006. Half of the lone-parent families in the province had incomes of less than \$25,300.

**Personal Income Per Capita**



The 2006 self-reliance ratio for Burin Peninsula Rural Secretariat Region was 68.5%. 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 Burin Peninsula Rural Secretariat Region 83.9% of homes were owned versus rented compared to 78.7% for the province and 68.4% for Canada.

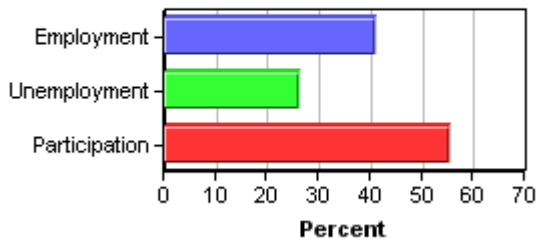
The unemployment rate for May 2006 for people aged 15 and older was 25.9%. The provincial unemployment rate was 18.6%.

The employment rate for the entire year 2005 for those aged 15 and older was 60.5%. The provincial

employment rate for the same period was 63.3%.

The number of individuals in Burin Peninsula Rural Secretariat Region who received Income Support Assistance at some point in the year 2008 was 2,130. The 1991 figure was 4,720.

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



The total number of children ages 0 to 17 in Burin Peninsula Rural Secretariat Region who were in families on Income Support Assistance in 2008 was 575. The figure for 1991 was 1,925.

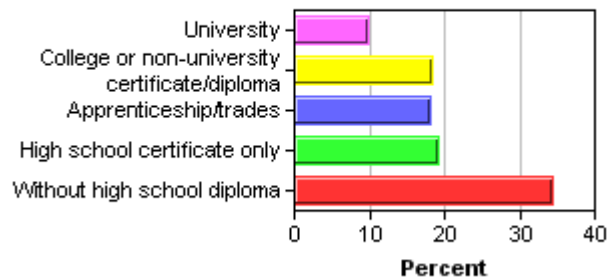
Census 2006 reported 34.4% of people 18 to 64 years of age in Burin Peninsula Rural Secretariat Region do not have a high school diploma compared to 25.1% of people in the entire province.

In Burin Peninsula Rural Secretariat Region about 7.4% 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 Burin Peninsula Rural Secretariat Region, 81.9% 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 Burin 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.

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



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

During the 2008-11 activity cycle the Burin Peninsula Regional Council was comprised of nine members; five female and four male. The council had representation from larger and smaller communities throughout the region, including members from communities of less than 5,000 people. The council met

fifteen times from 2008-2011 and also hosted numerous citizen engagement sessions throughout the region.

Council members include:

<b>Regional Council members</b>	<b>Community</b>
Trina Appleby	Torbay
Jack Cumben	Grand Bank
Kate Edwards	Lawn
Pam Ghent	Harbour Mille
Dr. Michael Graham (Chair)	Burin
Irene Hurley	Spanish Room
Mary McCarthy	Marystown
Harold Murphy	Parker's Cove
Charles Wiscombe	Creston South

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

The Rural Secretariat also funds a regional planner position in the region, who among other duties, acts as an information resource for the council and facilitates its work. The planner for the Burin Peninsula region is Greg Dominaux. His office is located at the Burin campus of the College of the North Atlantic.

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.

## 3. Mandate

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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

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

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

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

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

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

## 5. Values

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

**Collaboration:** We are committed to building a culture of collaboration within Newfoundland and Labrador and beyond

<b>Creativity/innovation:</b>	We strive to transcend traditional ideas, rules, and patterns, and to work together to create new ideas, relationships, and approaches
<b>Inclusion:</b>	We acknowledge difference and cherish the views and perspectives of all. We take steps to ensure all have an opportunity to express their views
<b>Learning culture:</b>	We accept that we have a lot to learn and relish the opportunity to learn more
<b>Participation/engagement:</b>	We believe citizen/stakeholder/community engagement is essential to the development of good public policy
<b>Teamwork:</b>	We provide support to one another, work co-operatively, respect differing views and strive to make our work environments safe and enjoyable
<b>Honesty:</b>	We are open and honest in all our dealings and maintain the highest integrity at all times
<b>Excellence:</b>	We strive for excellence and quality in everything we do

## 6. Primary Clients

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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

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The Burin 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 over the past three years, the council worked on several priorities that contribute to regional sustainability. In completing this work, the council considered economic, social, cultural and environmental aspects of the region and submitted several advice documents to Provincial Government departments for consideration. Priorities worked on included regionalism, economic development and demographic change.



## 8. Mission

The Regional Council's mission statement identifies the main area of focus for its work. It represents the main four-year objective that council worked towards in support of the Provincial Government's strategic directions, as identified in the 2008-11 Activity Plan. Through its work the council has developed partnerships while carrying out the necessary work to inform their advice to government. Council has also contributed to policy development by providing a regional perspective to government on policy issues that relate to the sustainability of the region.

The mission statement of the Burin Peninsula Regional Council is as follows:

**By 2011, the Burin Regional 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
A long-term vision of sustainability for the region will have been submitted to the Provincial Government and shared with citizens	<ul style="list-style-type: none"> <li>• The Burin Peninsula Regional Council developed a Vision document in 2007 which was submitted to the Provincial Government and shared with citizens via mail-outs, stakeholder meetings and posted to the Rural Secretariat website <a href="http://www.exec.gov.nl.ca/rural/">http://www.exec.gov.nl.ca/rural/</a>.</li> </ul>
Enhanced regional input will have been provided into policy development and decision-making processes of the Provincial Government	<ul style="list-style-type: none"> <li>• The Regional Council established policy advice documents as a mechanism to enhance regional input, policy development and decision-making process of the Provincial Government. The council also incorporated citizen engagement into its work to ensure citizens' voices were heard in the advice documents. Various policy advice documents were submitted to government:               <ul style="list-style-type: none"> <li>○ Youth Retention and Attraction Strategy;</li> <li>○ Regionalism;</li> <li>○ Regional Collaboration: The Impacts on Economic Growth and Diversification.</li> </ul> </li> <li>• The council also submitted advice to complement the work of the Provincial Council. Specifically, advice has been forwarded to the Provincial Council on integrated land use planning and regional collaboration.</li> </ul>

Indicators	Accomplishments
<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 provided opportunities for two-way communication through two <i>Dialogue Days</i> with Ministers, MHAs and senior government officials.</li> <li>• Council received response letters from various government departments related to specific policy advice document submissions.</li> <li>• Council engaged government officials to discuss specific policy recommendations related to advice on the region and as part of its community-based research projects on regional collaboration and demographics.</li> </ul>
<p>Community engagement sessions will have been conducted at the regional level</p>	<ul style="list-style-type: none"> <li>• Over the past three years the Regional Council hosted a number of citizen engagement sessions throughout the region for input on their work. The number of participants at each session varied, totaling approximately 70-80 for the three year period. Participants accounted for more than half of the regions communities and 14 different volunteer groups.</li> <li>• Additionally, community and government stakeholders were engaged for input during the community-based research project on regional collaboration.</li> </ul>
<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>• The regional planner, on behalf of the Regional 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.</li> <li>• As part of the citizen engagement process this information was shared and discussed with participants during the sessions.</li> <li>• This information was also contained in the council's annual activity reports, as background information in its advice documents submitted to the Provincial Government and shared with stakeholders throughout the region.</li> </ul>

**Discussion of Results:** The council feels the above accomplishments are supportive of its commitments made in its 2008-11 Activity Plan and is pleased with its performance on the measures and indicators stated above.

## 9. Report on Performance

The Burin Peninsula Regional Council identified three goals in its 2008-11 Activity Plan. The following reports on the activities and performance of the council with respect to each of the goals, which were also in support of the Provincial Government’s strategic directions for the Rural Secretariat (Appendix A). In particular, the council’s performance created an environment for partnerships with various stakeholders at the regional level, and a regional forum for discussion that captures citizens’ perspectives on regional sustainability.

### 9.1 Issue 1: Regionalism

In developing this component of their work plan, council focused on the fact that to achieve long-term sustainability for the region, communities, business and citizens alike will have to both think and act regionally. Changes in the Burin Peninsula’s demographic and economic landscape over the past 20 years, has led to challenges for communities in providing quality services to their residents. This message was further reinforced through citizen engagement events hosted by the council. Also identified during these sessions was the need for communities to be working together more, supporting one another and sharing services where possible.

**Goal:** By March 31, 2011, the Burin Peninsula Regional Council will have developed and communicated an informed regional perspective on regionalism to the Provincial Government and community stakeholders that supports the advancement of this issue.

**Measure:** Informed regional perspective communicated to the provincial government and community.

Indicators	Accomplishments
Specific issues related to regionalism that affect regional sustainability identified	<ul style="list-style-type: none"> <li>● Issues relating to regionalism that affect regional sustainability were identified by the Regional Council through their work and included the following:               <ul style="list-style-type: none"> <li>○ Ability of communities to provide quality public services to their residents.</li> <li>○ Declining population.</li> <li>○ Declining tax revenues for communities.</li> <li>○ Aging infrastructure.</li> <li>○ Volunteer burnout.</li> </ul> </li> </ul>

Indicators	Accomplishments
	<ul style="list-style-type: none"> <li>○ Some community leaders and citizens are resistant to change and also have a fear of losing their community identity. There is a fear that regionalism and regional cooperation is amalgamation.</li> <li>○ Lack of knowledge on regionalism, the benefits of such an approach and how to move a regional approach forward.</li> <li>○ Current government funding programs often lead to communities “competing” for the same limited pot of public funds. Creation of this type of competition also creates barriers between towns which hinders the development of a collaborative environment.</li> <li>○ Attracting new leaders to come forward, get involved and lead the charge.</li> </ul>
<p>Community engagement conducted and completed</p>	<ul style="list-style-type: none"> <li>● In the spring of 2009, the Regional Council hosted a series of five community engagement sessions throughout the region. Approximately 60 people participated in total, representing 20 of the 39 communities on the Burin Peninsula.</li> <li>● These sessions ensured that communities, organizations and citizens had an opportunity to voice their thoughts and opinions on regionalism. It also provided the opportunity for the Regional Council to share their thoughts with citizens and receive feedback. These sessions validated the thinking of the Regional Council.</li> <li>● Participation was broad and included municipal councillors, local service district committee members, volunteer fire departments, church groups, heritage groups, theatre groups, rural development associations, the regional economic develop board, regional waste management committee, school councils, student councils, harbour authorities, trail associations, the Community Youth Network, Brighter Futures and the business community.</li> </ul>

Indicators	Accomplishments
<p>Related research and information gathering completed</p>	<ul style="list-style-type: none"> <li>• Council conducted an extensive review of the region’s demographic and economic situation. It reviewed the Municipal Councillor Survey Newfoundland and Labrador 2007 produced by Municipalities Newfoundland and Labrador, the Schooner Regional Development Corporation’s Strategic Economic Plan and it revisited the information gathered from communities and citizens during the eight community engagement sessions held by the Regional Council in 2007.</li> <li>• To further advance their discussions and their understanding of regionalism, in 2008, the council partnered with the Regional Councils from the Clarenville – Bonavista and the Gander – New-Wes-Valley regions to host a forum on regionalism. The organization of this session was led by Memorial University’s Harris Centre. It brought together regional council members, community stakeholders, Municipalities Newfoundland and Labrador, government departments, regional economic development boards and several researchers from Memorial University.</li> <li>• Community engagement sessions were held throughout the region for citizen input. Reports on the results of each of the sessions were then developed and reviewed by the council. Council then used this information to inform and corroborate the advice given in the position paper submitted to the Provincial Government on regionalism.</li> </ul>
<p>Provincial Government engaged for input</p>	<ul style="list-style-type: none"> <li>• Government departments (including Municipal Affairs and Innovation, Trade and Rural Development) were engaged through participation in a forum on regionalism in Clarenville in partnership with other regional councils and Memorial University’s Harris Centre.</li> <li>• Department of Municipal Affairs was engaged to discuss current activities ongoing in the province related to regionalism and the role</li> </ul>

Indicators	Accomplishments
	<p>that the department is playing in these activities.</p> <ul style="list-style-type: none"> <li>• The position paper on regionalism was submitted to the Minister of Municipal Affairs and the Minister of Innovation, Trade and Rural Development, Minister Responsible for the Rural Secretariat.</li> <li>• Following the submission the regional planner for the Burin Peninsula met with the Assistant Deputy Minister for Municipal Support and Planning at the Department of Municipal Affairs to discuss the document. The discussion was positive and there was great interest shown in the information presented in the document and also in staying informed on the future work of the Regional Council on regionalism and regional collaboration.</li> </ul>
<p>Position paper developed which communicates the Regional Council’s informed regional perspective on regionalism</p>	<ul style="list-style-type: none"> <li>• The Regional Council developed a preliminary “Regionalism” document based on its research and information gathering and also from members’ personal experiences, opinions and discussions on this issue.</li> <li>• Community engagement sessions were held throughout the region for citizen input. Reports on the results of each of the sessions were then developed and reviewed by the council. Council then used this information to further inform and corroborate the advice given in the position paper.</li> <li>• Position paper was completed in March 2009.</li> </ul>
<p>Position paper submitted to government and shared with community stakeholders</p>	<ul style="list-style-type: none"> <li>• A position paper (advice document) on regionalism was developed and submitted by the Regional Council to government in March 2009.</li> <li>• The position paper on regionalism was distributed by mail to all citizens that participated in the community engagement sessions, as well as organizations and communities throughout the Burin Peninsula. Approximately 70 copies of the document were distributed. This regional distribution was</li> </ul>

Indicators	Accomplishments
	in addition to the submission to the Department of Municipal Affairs and the eight other regional councils.

**2010-11 Objective:** By March 31, 2011, the Burin Peninsula Regional Council will have submitted its informed regional perspective on regionalism to the Provincial Government in its final form and forged partnerships and engaged with local stakeholders to support the advancement of regionalism on the Burin Peninsula.

**Measure:** The perspectives of the council are submitted to the Provincial Government and local groundwork in place to support the advancement of regionalism on the Burin Peninsula.

Indicator	Accomplishments 2010-11
Final document on regionalism submitted to government	<ul style="list-style-type: none"> <li>The council reviewed the document on regionalism it submitted to government in March 2009. After this review the council determined that they had no further information or commentary to add to the 2009 document. Therefore no revised document was submitted.</li> </ul>
The Regional Council will partner with other stakeholders on the Burin Peninsula to host a regional forum to discuss regionalism open to all citizens, organizations and communities on the Burin Peninsula	<ul style="list-style-type: none"> <li>Planning for a regional forum on regionalism had entered planning stages but has since been placed on hold due to work currently on-going in the region for the creation of a new Burin Peninsula joint town council. This initiative by the local Regional Economic Development Board (REDB) was not stated at the time this indicator was developed. A steering committee comprised of local municipal leaders is in place to lead the process and is being supported by the Rural Secretariat, the local REDB and Municipalities Newfoundland and Labrador (MNL). Due to the similarities in these processes and not wanting to create any additional pressures on the time of the region's volunteers or citizens, the Regional Council felt it would best to support this process at this time. Supporting this process will also lead to increased collaboration in the region.</li> </ul>

**Discussion of Results:** By taking a key focus on this issue in the first year of its work planning cycle and conducting the bulk of its work in this area, the regional council was able to complete its work well ahead of the timeline identified in the goal. The council was also very efficient in being able to complete the activities outlined in its activity plan. The council feels that the position paper developed and submitted to government was very well-informed and reflective of the current state of the Burin Peninsula. The discussions held with citizens were frank and honest and were consistent with the

thoughts of the Regional Council. Conversations on regionalism throughout the Burin Peninsula have continued to increase since the council implemented its work plan three years ago including the current development of a steering committee comprised of municipal leaders from around the peninsula to create a new regional joint town council. The accomplishments by council in the area of regionalism contributed significantly to the completion of work around a second priority issue, economic growth and diversification.

**9.2 Issue 2: Economic Growth and Diversification**

The second issue identified by the Regional Council was economic growth and diversification. In working towards long-term sustainability for the Burin Peninsula, the council realized that long-term well-paying jobs are crucial. Residents of the region require the ability to work and earn a living that provides them with a decent quality of living. Once again, community engagement sessions hosted by the council further reinforced the importance of this issue.

**Goal:** By March 31, 2011, the Burin Peninsula Regional Council will have developed and communicated an informed regional perspective on economic growth and diversification identifying the opportunities and limitations related to future business development in the region and that supports the advancement of economic growth in the region.

**Measure:** Informed regional perspective communicated to the Provincial Government and community.

Indicators	Accomplishments
Specific issues and opportunities related to economic growth and diversification that affect regional sustainability identified	<ul style="list-style-type: none"> <li>• The Regional Council identified a very strong relationship between the region’s ability to work together and economic growth and diversification. The following issues and opportunities relating to economic growth and diversification were identified:               <ul style="list-style-type: none"> <li>○ A region that is working together can be much more attractive to outside investors.</li> <li>○ A region working together can make better decisions on upgrades to infrastructure to support economic development.</li> <li>○ A greater sense of region by citizens can lead to greater awareness of, and more support for local business in the region.</li> </ul> </li> <li>• Other issues/barriers identified included:               <ul style="list-style-type: none"> <li>○ Financial</li> <li>○ Geographic and transportation</li> <li>○ Knowledge of collaboration and generational barriers</li> </ul> </li> </ul>



Indicators	Accomplishments
	<ul style="list-style-type: none"> <li>○ Relationship barriers</li> <li>○ Human resources</li> <li>● Opportunities were identified in the areas of:               <ul style="list-style-type: none"> <li>○ Natural resources</li> <li>○ Tourism</li> <li>○ Aquaculture and agriculture</li> <li>○ Infrastructure</li> <li>○ Regional collaboration</li> </ul> </li> </ul>
<p>Related research and information gathering completed</p>	<ul style="list-style-type: none"> <li>● The Regional Council partnered with Memorial University’s Department of Geography to embark on a community-based research project to review how regional collaboration impacts economic growth and diversification. This research assisted the council in its deliberations and in developing the messages put forward in the position paper. The research was conducted by Ryan Gibson and Dr. Kelly Vodden in close partnership with the council.</li> <li>● The research project included an extensive review of the region’s demographic and economic situation through existing reports and documentation, focused dialogue sessions with the Regional Council and a series of citizen engagement interviews with individuals, community leaders and government officials throughout the region.</li> </ul>
<p>Community engagement conducted and completed</p>	<ul style="list-style-type: none"> <li>● The community-based research project conducted for this priority included, focused dialogue sessions with the Regional Council and a series of citizen engagement interviews with individuals, community leaders and government officials throughout the region.</li> <li>● These sessions and interviews ensured that communities, community groups and citizens had the opportunity to voice their thoughts and opinions to the council for consideration in the position paper. The information received validated the thinking of the council and are reflected both in the research reports and the position paper.</li> </ul>

Indicators	Accomplishments
Provincial Government engaged for input	<ul style="list-style-type: none"> <li>• The community-based research project included interviews with government officials (i.e. Innovation, Trade and Rural Development) for input.</li> <li>• Once finalized the position paper and the accompanying research reports were submitted to the appropriate Provincial Government departments for review.</li> </ul>
Position paper developed which communicates the Regional Council's informed regional perspective on economic growth and diversification	<ul style="list-style-type: none"> <li>• Development of the position paper was preceded by two reports produced through the research project both of which were included as appendices to the position paper. The first report summarized the citizen engagement interviews conducted. The discussions focused on previous and current regional collaboration examples, barriers to collaboration, opportunities for economic development, and the future of the Burin Peninsula. The second report analyzed four regional development models, their respective key success factors and their potential application to the Burin Peninsula.</li> <li>• The final position paper was completed by the Regional Council in May 2010.</li> </ul>
Position paper submitted to the Provincial Government and shared with community stakeholders	<ul style="list-style-type: none"> <li>• In May 2010, the position paper was submitted by the Regional Council to the Minister of Municipal Affairs, the Minister of Innovation, Trade and Rural Development, Minister responsible for the Rural Secretariat, Minister of Education and MHA for the District of Grand Bank, Minister of Fisheries and Aquaculture and MHA for the District of Placentia West and the MHA for the District of Bellevue.</li> <li>• Position paper was distributed by mail to organizations and communities throughout the Burin Peninsula. Approximately 50 copies of the document were distributed.</li> </ul>

**2010-11 Objective:** By March 31, 2011, the Burin Peninsula Regional Council will have further engaged the Provincial Government and community stakeholders to discuss the results contained in the position paper for additional input to advance the opportunities and advice in the document.

**Measure:** Provincial Government and community engaged for input on the position paper.

Indicator	Accomplishments 2010-11
Position paper released and distributed to stakeholders throughout the region with a request to respond with any commentary they may have to offer.	<ul style="list-style-type: none"> <li>Position paper was distributed by mail to approximately 50 organizations and communities throughout the Burin Peninsula region.</li> <li>All recipients were offered the opportunity to respond to the document and also the opportunity to meet with the Regional Council for further discussion. Several requests were received to obtain additional copies of the document along with two requests for meetings to discuss the documents. All requests were fulfilled by the council but no changes to the document resulted.</li> </ul>
Position paper shared with relevant and interested government departments and officials with an invitation to respond with commentary.	<ul style="list-style-type: none"> <li>Position paper was shared with the Departments of Municipal Affairs and Innovation, Trade and Rural Development as well as the MHAs that represent the Burin Peninsula. Each recipient of the document was also provided the opportunity to meet with the Regional Council to discuss the document and its contents further. Letters of response were received from the respective Provincial Government departments indicating their receipt of the document and that they had forwarded it to the appropriate officials in their departments.</li> </ul>
Provincial Government and community engaged for input.	<ul style="list-style-type: none"> <li>The research project conducted in support of the development of the position paper included several focused dialogue sessions with the Regional Council and a series of citizen engagement interviews with individuals, community leaders, community groups and government officials throughout the region.</li> </ul>

**Discussion of results:** Again the Regional Council is pleased with the outcomes from its work on this priority. A great deal of effort went into the development of this document and the council believes it provides a true sense of the potential for regional collaboration on the Burin Peninsula. It also builds on the work from past years and highlights the continued interest in collaboration from citizens, organizations and communities alike.

### 9.3 Issue 3: Demographic Change

The final issue identified by the Regional Council was demographic change. The aging and declining population have had a significant impact on the Burin Peninsula region. Changes in the region's demographic and economic landscape have meant that communities are increasingly challenged to provide quality services to their residents. Community engagement sessions conducted by the council throughout the region highlighted these issues and the importance of dealing with them to ensure sustainability in the long-term.

**Goal:** By March 31, 2011, the Burin Peninsula Regional Council will have developed and communicated an informed regional perspective on demographic trends identifying the issues and opportunities related to demographic change in the region.

**Measure:** Position paper of the informed regional perspective communicated to the Provincial Government and community stakeholders.

Indicators	Accomplishments
Specific issues and opportunities related to demographic change that affect regional sustainability identified	<ul style="list-style-type: none"> <li>• Thus far the Regional Council has identified several issues in regards to the changing demographics in the region. The population has declined sharply over the past 20 years. It is aging and there are fewer youth and young families living on the Burin Peninsula. Towns, community-based organizations and employers have no choice to but adapt and deal with the changing demographics. These changes are impacting the region's labour supply, volunteer pool and the types of services required to service the population.</li> </ul>
Community engagement conducted and completed	<ul style="list-style-type: none"> <li>• In completing its work on this issue the council has partnered with Dr. Alvin Simms with Memorial University's Geography Department to conduct a community-based research project. As part of the research project meetings and interviews will be held with community stakeholders. However, due to the late start date of the research project this work will now be completed in the next fiscal year.</li> </ul>

Related research and information gathering completed	<ul style="list-style-type: none"> <li>Due to the late start date of the community-based research project the position paper will be completed in the 2011-12 fiscal year.</li> </ul>
Provincial Government engaged for input	
Position paper developed which communicates the Regional Council's informed regional perspective on demographic change	
Position paper submitted to the Provincial Government and shared with community stakeholders	

**2010-11 Objective:** By March 31, 2011, the Burin Regional Council will have developed and communicated an informed regional perspective on demographic change to the Provincial Government and community stakeholders.

**Measure:** Position paper developed and communicated

Indicator	Accomplishments 2010-11
Community engagement conducted	<ul style="list-style-type: none"> <li>In completing its work on this issue the council has partnered with Dr. Alvin Simms with Memorial University's Department of Geography to conduct a community-based research project. As part of the research project, meetings and interviews will be held with community stakeholders.</li> <li>Due to the late start date of the research project this work will now be complete in the next fiscal year.</li> </ul>
Document developed that reflects the results of the Regional Council's discussions	<ul style="list-style-type: none"> <li>Due to the late start date of the community based research project the position paper will be completed in the 2011-12 fiscal year.</li> </ul>
Document communicated to community and Provincial Government	

**Discussion of results:** While the work on demographic change is not yet complete the Regional Council intends to continue working on this issue in the upcoming fiscal year. In conducting its work on this priority, the Regional Council felt it would be beneficial to engage in a community-based research project to properly inform its work. In moving this forward, the council submitted the project to [www.yaffle.ca](http://www.yaffle.ca) (a website that connects university researchers to communities) and subsequently worked with Memorial University's Harris Centre to identify a potential research team to work on the project. Unfortunately, the process of identifying a research team from Memorial University took longer than the council expected, thus delaying the project and the council's work on this priority issue. However, patience with the process has paid off and the Harris Centre was able to bring the Regional Council together with Dr. Alvin Simms. He has assisted the council in refining the research project and great results are expected in the upcoming year.

## 10. Opportunities and Challenges Ahead

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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. It 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 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 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 clearly and effectively 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

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## Strategic Directions

Strategic directions are the articulation of desired physical, social or economic outcomes and normally require action by more than one Government entity. These directions are generally communicated by Government through platform documents, Throne and Budget Speeches, policy documents, and other communiqués. The

Transparency and Accountability Act requires departments and public bodies to take into account these strategic directions in the preparation of their performance-based plans. This action will facilitate the integration of planning practices across Government and will ensure that all entities are moving forward on key commitments.

The directions related to the Rural Secretariat are as follows:

**1. Title: Regional Partnership Development**

**Outcome Statement:** Stronger and more dynamic regions.

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

- Partnership Development
  - Within regions
  - Between 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**

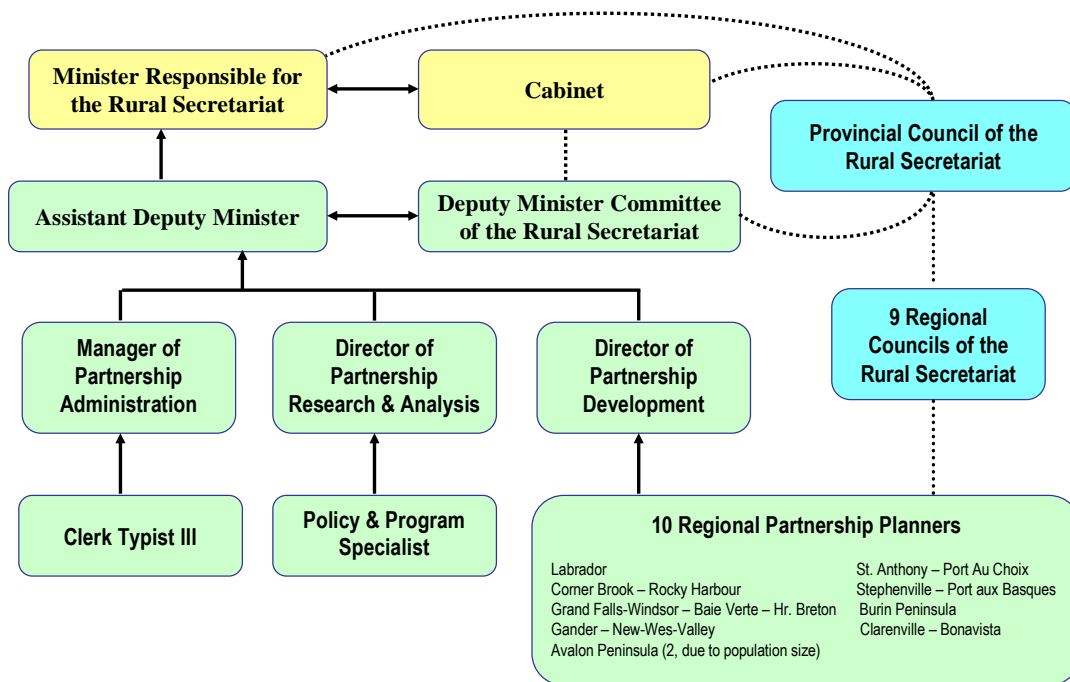
**Outcome Statement:** Improved Government understanding of and response to significant and long-term regional issues.

**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

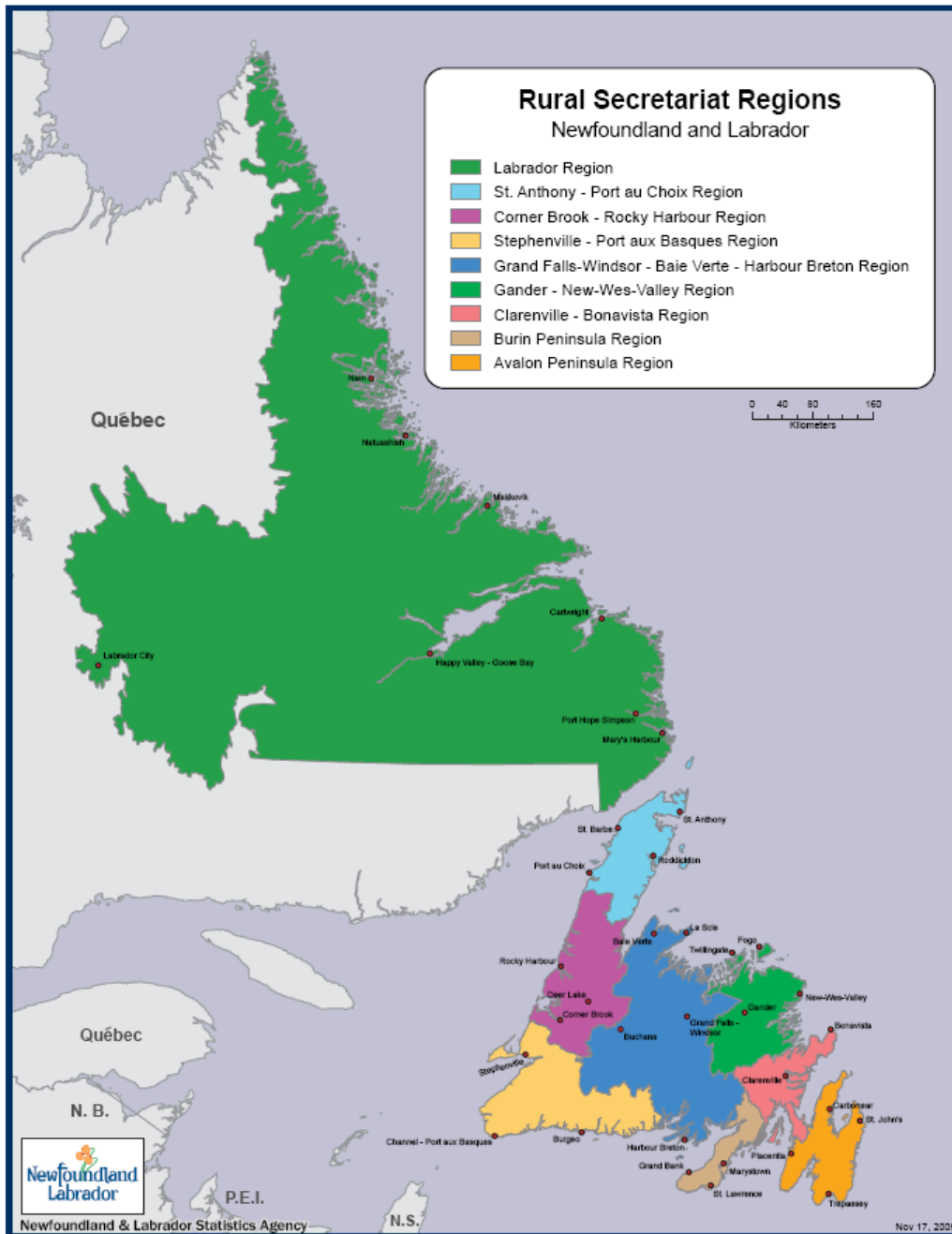
# Appendix B: Organizational Structure

## Rural Secretariat Structure





# Appendix C: Map of Rural Secretariat Regions



# Appendix D: Mandate of Rural Secretariat and Provincial Council

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## **Mandate of the Rural Secretariat**

The Rural Secretariat's mandate is to:

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

## **Mandate of the Provincial Council of the Rural Secretariat**

The Provincial Council mandate is:

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

Photo Credit:

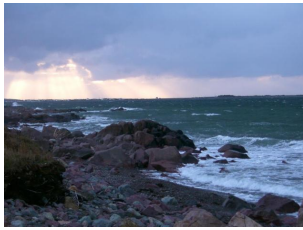


Photo Courtesy of Greater Lamaline Area Development Corporation



Photo Courtesy of Greater Lamaline Area Development Corporation

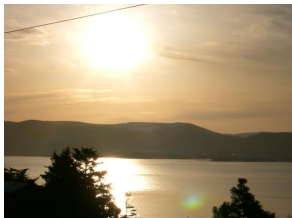


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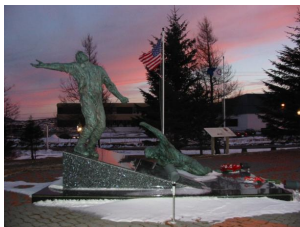


Photo Courtesy of Greater Lamaline Area Development Corporation



## Rural Secretariat

**Greg Dominaux**

Regional Partnership Planner – Burin Peninsula  
c/o College of the North Atlantic - Burin Campus  
105 Main Street, P.O. Box 370  
Burin Bay Arm, NL A0E 1G0  
Phone: (709) 891-2800  
Fax: (709) 891-2802  
Email: [gregdominaux@gov.nl.ca](mailto:gregdominaux@gov.nl.ca)