



Grand Falls-Windsor – Baie Verte – Harbour
Breton Regional Council of the Rural Secretariat
Executive Council
Activity Report 2010-11



Message from the Chair

As Chairperson for the Grand Falls-Windsor - Baie Verte - Harbour Breton Regional Council, I hereby submit the annual activity report for the time frame of April 1, 2010 to March 31, 2011. On behalf of the council and in accordance with the *Transparency and Accountability Act*, my signature is indicative of the council's accountability for the results and any variances explained herein.



During the past three year planning cycle the council has built on its understanding of the region, its people and sustainable development. Through the consideration of the social, economic, cultural, and environmental aspects the council has continued to investigate and deliberate on three priorities; accessing education, developing aquaculture, and accessing quality health care for the region.

Regional Council members focused on meeting our commitments as a *Category 3 Government Entity*. In addition to developing a protocol to guide communications, they initiated educational focus groups, toured aquaculture sites, debated issues with industry leaders, and oversaw community based research in education, health and community.

These efforts were made to better understand their region and articulate strategies in preparing advice documents for government. As many of these issues cannot be solved by one government department or community organization, submitted advice documents were sent to all identified Ministers who affect change and regional stakeholders.

The council looks forward to advancing dialogue, encouraging collaborations and compiling input on issues pertaining to regional sustainability.

Sincerely,

A handwritten signature in cursive script, appearing to read 'Debbie Armstrong'. The signature is written in black ink on a white background.

Debbie Armstrong, Chair
Grand Falls-Windsor - Baie Verte - Harbour Breton Regional Council of the Rural Secretariat

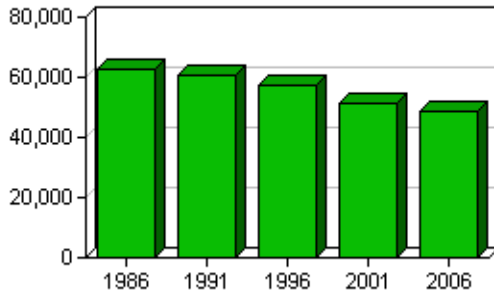
Table of Contents

1. Overview of the Region	3
2. Regional Council Overview	5
3. Mandate.....	6
4. Lines of Business	6
5. Values.....	7
6. Primary Clients	8
7. Vision.....	8
8. Mission.....	8
9. Report on Performance	11
10. Additional Highlights.....	28
11. Opportunities and Challenges Ahead.....	29
Appendix A: Strategic Directions	31
Appendix B: Organizational Structure	32
Appendix C: Map of Rural Secretariat Regions	33
Appendix D: Mandates of Rural Secretariat and Regional Councils	34

1. Overview of the Region

The 2006 Census population for Grand Falls-Windsor - Baie Verte - Harbour Breton Rural Secretariat Region was 48,605. This represents a decline of 5.2% 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).

Population

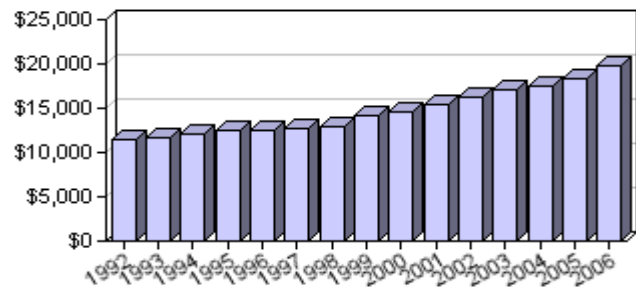


The median age in Grand Falls-Windsor - Baie Verte - Harbour Breton Rural Secretariat Region was 44 in 2006. The 2006 median age in Newfoundland and Labrador was 42.

The 2006 gross income for every man, woman, and child (gross personal income per capita) in Grand Falls-Windsor - Baie Verte - Harbour Breton Rural Secretariat Region was \$19,700. For the province, gross personal income per capita was

\$22,900. After tax personal income per capita, adjusted for inflation, was \$13,300 for Grand Falls-Windsor - Baie Verte - Harbour Breton Rural Secretariat Region in 2006. For the province it was \$14,900.

Personal Income Per Capita



Half of the couple families in Grand Falls-Windsor - Baie Verte - Harbour Breton Rural Secretariat Region had incomes of more than \$46,600 in 2006. Half of the couple families in the province had incomes of more than \$56,500.

Half of the lone-parent families in Grand Falls-Windsor - Baie Verte - Harbour Breton Rural Secretariat Region had incomes of less than \$22,800 in 2006. Half of the lone-parent families in the province had incomes of less than \$25,300.

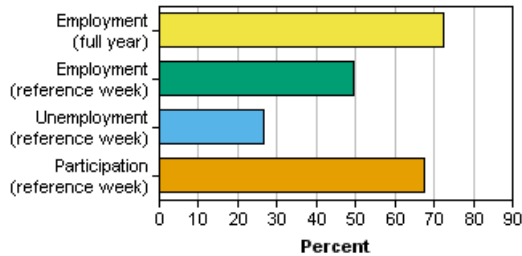
The 2006 self-reliance ratio for Grand Falls-Windsor - Baie Verte - Harbour Breton Rural Secretariat Region was 71.2%. This is a measure of the community's dependency on government transfers such as: Canada Pension, Old Age Security, Employment Insurance, Income Support Assistance, etc. The higher the 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 Grand Falls-Windsor - Baie Verte - Harbour Breton Rural Secretariat Region there were 18,975 dwellings. Dwellings do not include private farm or reserve dwellings. In Grand Falls-Windsor - Baie Verte - Harbour Breton Rural Secretariat Region 82.8% of homes were owned versus rented compared to 78.7% for the province and

68.4% for Canada.

In Grand Falls-Windsor - Baie Verte - Harbour Breton Rural Secretariat Region, the

**Labour Market Rates Population 18 to 64
Census 2006**



unemployment rate during the reference week of the 2006 Census for people between 18 and 64 years of age was 26.7%. The provincial unemployment rate during the reference week of the 2006 Census was 18.5%.

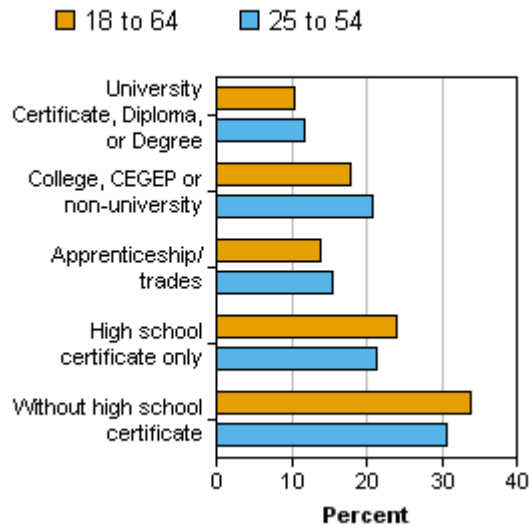
In Grand Falls-Windsor - Baie Verte - Harbour Breton Rural Secretariat Region, the employment rate for the entire year 2005 for those between 18 and 64 years of

age was 72.6%. The provincial employment rate for the same period was 76.7%.

The number of individuals in Grand Falls-Windsor - Baie Verte - Harbour Breton Rural Secretariat Region who received Income Support Assistance at some point in the year 2008 was 4,940. The 1991 figure was 10,150.

The total number of children ages 0 to 17 in Grand Falls-Windsor - Baie Verte - Harbour Breton Rural Secretariat Region who were in families on Income Support Assistance in 2008 was 1,350. The figure for 1991 was 3,980.

Highest Level of Education, Census 2006



Census 2006 reported 33.8% of people 18 to 64 years of age in Grand Falls-Windsor - Baie Verte - Harbour Breton Rural Secretariat Region do not have a high school diploma compared to 25.1% of people in the entire province. Census 2006 reported 30.6% of people 25 to 54 years of age in Grand Falls-Windsor - Baie Verte - Harbour Breton Rural Secretariat Region do not have a high school diploma compared to 22.0% of people in the entire province.

In Grand Falls-Windsor - Baie Verte - Harbour Breton Rural Secretariat Region about 66.2% of people aged 18 to 64 had at least a High School diploma in 2006 compared to 74.9% in the province as a whole. In Grand Falls-Windsor - Baie Verte - Harbour Breton Rural Secretariat Region about 69.4% of people aged 25 to 54 had at least a High School diploma in 2006 compared to 78.0% in the province as a whole.

In Grand Falls-Windsor - Baie Verte - Harbour Breton Rural Secretariat Region about 8.0% of those people aged 18 to 64 had a Bachelor's Degree or higher in 2006 compared to 13.3% in

the province as a whole. In Grand Falls-Windsor - Baie Verte - Harbour Breton Rural Secretariat Region about 9.3% 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.

A major indicator of well-being is how a person rates their own health status. In 2007-2008, 14.8% (+/- 3.1%) of individuals age 12 and over in Grand Falls-Windsor - Baie Verte - Harbour Breton Rural Secretariat Region rated their health status as excellent. 46.0% (+/- 4.4%) of individuals age 12 and over in Grand Falls-Windsor - Baie Verte - Harbour Breton Rural Secretariat Region rated their health status as very good.

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 Grand Falls-Windsor - Baie Verte - Harbour Breton Regional Council is comprised of nine members; four female and five male. The council currently has representation from larger and smaller communities throughout the region, including eight members from communities of less than 5,000 people. The council met five times in 2010-11.

The council does not have a budget and, as such, an audited financial statement is not required in this report. Meetings of the council and associated costs are funded through the budget of the Rural Secretariat.

The Rural Secretariat also funds a regional planner position in the region, who among other duties, acts as an information resource for the council and facilitates the work of council. The planner for the Grand Falls-Windsor - Baie Verte - Harbour Breton region is Linda Brett. Her office is located in Springdale.

Regional Council members	Community
Deborah Armstrong (Chair)	Grand Falls-Windsor
Jerry Dean	Botwood
Phoebe Foster	Miawpukek Mi'kamawey Mami'omi (Conne River)
Jamie Kendell	St. Alban's
Hubert Langdon	English Harbour West
Steward May	Belleoram
Don Stewart	Harbour Breton
Joan Strickland	St. Alban's
Bernice Walker	Norris Arm

**For an updated listing of council members please visit:*

<http://www.exec.gov.nl.ca/rural/regionalmem.asp>

3. Mandate

The Regional Council's mandate is:

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

4. Lines of Business

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

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

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

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

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

5. Values

The core values explain the character of the organization we promote and the action statements guide behaviour. The core values of the Grand Falls-Windsor - Baie Verte - Harbour Breton Regional Council are as follows:

Core Values
Collaboration
Creativity
Inclusion
Learning Culture
Engagement
Honesty
Excellence

Collaboration:	Each person is committed to working together effectively.
Creativity:	Each person seeks to transcend traditional ideas, rules and patterns to create new ideas, relationships, and methods.
Inclusion:	Each person acknowledges others' view and perspectives and has the right and 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.
Engagement:	Each person believes community engagement is essential to the development of good public policy
Honesty:	Each person is open and honest in all dealings and maintains the highest integrity at all times
Excellence:	We strive for excellence and quality in everything we do

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 Grand Falls-Windsor – Baie Verte – Harbour Breton Regional Council supported the vision of the Rural Secretariat:

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

Council has contributed to the vision of the Rural Secretariat over the past three years through the identification and investigation of three priorities that contribute to regional sustainability. This work led to engaging community members and organizations in public debate which expanded and validated the council's deliberations. Subsequently, council members compiled their research and findings into advice documents which were submitted to the Provincial Government and distributed to community stakeholders for consideration in policy development.

8. Mission

The mission statement identified the priority focus areas of council. It represented the key long-term result that council worked towards from 2007-11. These priority focus areas supported the strategic directions of the Provincial Government. Creating and distributing a regional Vision document provided opportunities for informed discussion and priority identification for regional sustainability.

Regional input was researched for three advice documents. Council developed a communication protocol which provided a systematic process of identifying and investigating priorities, engaging community and government officials, compiling information and distributing advice documents. This systemic approach aided government and community to understand and respond to long-term issues affecting regional sustainability.

Citizen engagement ranged from personal interviews to focus group conversations to large group debates to community-based research. These dialogues gave community stakeholders, academia, and government a forum for informed discussion. These deliberations centered on the economic, social and cultural aspects of delivering education in rural and remote communities, developing an aquaculture industry or accessing health care services. The subsequent advice documents provided

regional perspectives on the development and implementation of policy. Council believed their input would strengthen regions.

The mission statement of the Grand Falls-Windsor – Baie Verte – Harbour Breton Regional 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.

Measure: Participated in an ongoing community engagement process

Indicators	Accomplishments
<p>A long-term vision of sustainability for the region will have been submitted to the Provincial Government and shared with citizens</p>	<ul style="list-style-type: none"> In 2007, the council created a long-term vision of sustainability for their region which members articulated in the Grand Falls-Windsor - Baie Verte Regional Council Vision Development document. In subsequent years, 2008-11, the council shared the Vision with citizens through community engagements and regional partners. For example, it was distributed at an education and health forum held in Lewisporte, submitted to the Minister Responsible for Rural Secretariat, and is now published on-line for the general public at: http://www.exec.gov.nl.ca/rural/regional_councils/gragra ndfa_windsor_baieverte_hrbreton.html
<p>Enhanced regional input will have been provided into policy development and decision-making processes of the Provincial Government</p>	<ul style="list-style-type: none"> Prior to 2007, the council had not submitted advice documents or regional input affecting policy development and decision-making processes. Since April 1, 2007 the council members have submitted advice documents to Departments of Education, Child, Youth and Family Services, Finance, Fisheries and Aquaculture, Human Resources, Labour and Employment, and Innovation, Trade and Rural Development as well as providing regional input for the Poverty Reduction Strategy and Youth Attraction and Retention Strategy. These documents have been submitted to Ministers directly responsible for these departments or chairpersons accountable for specific strategies. Over the four year period, the advice documents have become more informed as the council has utilized new methods of gathering and confirming evidence when developing advice documents. For example, community-based research was conducted in partnership with Memorial University’s Department of Geography.

Indicators	Accomplishments
Opportunities and mechanisms will have been provided to enhance two-way communication between the Provincial Government and citizens	<ul style="list-style-type: none"> • The council, a regional collection of citizens, developed a mechanism called a communication protocol. • The council distributed their communications protocol document to community stakeholders such as Regional Economic Development Boards (REDBs), Community Business Development Corporation, Primary Health Care, and the Status of Women. • The council submitted their communication protocol to the Minister Responsible for the Rural Secretariat. • Through engagement activities, such as the joint Education Forum, a collaborative forum, Many Voices, One Vision, and Regional Council meetings, the council used their communications protocol to advance communication and share information. • Advice documents were submitted and discussed with government and citizens. This process can be seen as a mechanism for enhancing two-way communication.
Community engagement sessions will have been conducted at the regional level	<ul style="list-style-type: none"> • Community engagement sessions have been on-going throughout the past three years. These varied in location, style and size. Two examples are eight education sessions which engaged principals, students, parents, teachers, and community representatives and six health, education and recreation sessions that connected representatives from municipalities, youth, older adults, health, educator, law enforcement, family resource centres, etc.
Citizens and stakeholders will have been informed about the economic, social, cultural and environmental aspects of regional sustainability	<ul style="list-style-type: none"> • Through partnerships with Memorial University, Central Health, Regional Economic Development Boards, Emerald Zone Corporation, Exploits Valley Economic Development Corporation, and Coast of Bays Corporation, municipalities, Nova Central School District and others, various forums, collaborations, and public meetings have provided opportunities to discuss and inform citizens and stakeholders on economic, social, cultural and environmental aspects. For example, the regional partnership planner, on behalf of the council, co-hosted three community forums held in the region of Cottrell's Cove – Fortune Harbour from September to December, 2010.

Grand Falls-Windsor – Baie Verte – Harbour Breton Regional Council worked through a communication protocol model which provided insight into the need and value of community engagement. Council has been true to this model and is pleased with the results. Community engagements allowed two-way communication between citizens and council members as well as

the council and government officials. There were opportunities to explore new ideas and affirm considered suggestions and recommendations.

Furthermore, the council worked well together in designing and implementing the protocol. The council members learnt about the region along with their priority challenges as they worked through the model. As a result of these engagements the council submitted advice documents to government on health, education and aquaculture in addition to government asking for the council's input.

Given the resources the council had available and meeting only five times a year, members were pleased with their ability to deliberate with community members, representatives of regional organizations and government officials. Through these conversations members felt their understanding of the issue deepened and believed they were able to relay their regional perspective to others.

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.

9.1 Issue 1: Communication

Council continued to communicate their identification and investigative priority process by following their Communication Protocol. Council developed this logical process to assist them: (i) reach agreement on the priorities for change and (ii) investigate these priorities. This protocol articulates the process for government and community stakeholders. It uses a four step approach:

1. Priority selection is based on establishing an asset inventory and conducting a strengths and weakness analysis of the inventory.
2. Priority development is a systematic planning cycle of primary and secondary research with council members.
3. Issues identification recognizes a rationale for intervention and then proceeds to identify macro to micro policy initiatives. These initiatives determine potential initiatives and other advice from the council to government.
4. Recommendation selection includes a criteria assessment which determines the critical elements to be presented to government.

Through this protocol, the process was used to identify future priorities, issues and made recommendations transparent and accountable. Government and community stakeholders had access to their methodology through the communication protocol.

Goal: By 2011, the Grand Falls-Windsor - Baie Verte - Harbour Breton Regional Council will have strengthened communication with the Provincial Government and citizens on matters of regional and provincial interest.

Measure: Improved communication with citizens and the Provincial Government

Indicators	Accomplishments
Regional issues and related enablers, barriers, and gaps identified	<ul style="list-style-type: none"> • Council identified issues, through public engagements and research in education, aquaculture and health. In the subsequent advice documents submitted to Provincial Government departments, the council wrote about enablers, barriers and gaps identified in these three priority areas. • For example, when discussing the cost of attending full-time post secondary education institutions, the council identified the growing rural urban disparity in living expenses for rural students and/or parents as a barrier. Furthermore, they identified the need of defining the relationship, roles and responsibilities of the public/private educational institutions in meeting this province’s need for a skilled work force as a gap. It should be noted this was before the Skills Task Force had released their strategies. • An example of an aquaculture enabler was the council’s acknowledgment in their aquaculture advice document of the financial support provided for needed research. <i>On August 31, 2009 the Research and Development Corporation announced a \$1.9 million investment, with a leveraging power of \$5 million, for 14 research projects at Memorial University of Newfoundland.</i> This financial support enabled the aquaculture industry to access funds for aquaculture research which assisted in answering questions that helped to sustain the industry. Furthermore, the financial support enabled the aquaculture industry to leverage additional funds to conduct more research and again add to the body of knowledge needed for industry sustainability.
Established protocol in place for investigating identified regional issues	<ul style="list-style-type: none"> • Council prepared a communication protocol document. • Council agreed that the communication protocol document would be modified as needed. • Communication protocol was modified in 2009. • In February 2010, council agreed, by consensus, that the revised protocol document reflects their process

Indicators	Accomplishments
	of establishing and investigating regional priorities for advising government.
Communicated with the Provincial Government and Provincial Council on regional issues	<ul style="list-style-type: none"> • Council members have submitted advice documents to Departments of Education, Child Youth and Family Services, Finance, Fisheries and Aquaculture, Human Resources, Labour and Employment, and Innovation, Trade and Rural Development. Additionally, they have provided regional input for the Poverty Reduction Strategy and Youth Attraction and Retention Strategy. Copies of the advice documents were distributed to all regional councils and the Provincial Council of the Rural Secretariat. • Besides sharing three advice documents, council wrote to the Provincial Government and the Provincial Council on matters of regional representation and fishery resources. Examples of Provincial Government personnel contacted include Ministers of Finance, Human Resources, Labour and Employment, Innovation, Trade and Rural Development, Education, Health and Community Services, Fisheries and Aquaculture, and Child, Youth, and Family Services. In addition to sharing documents, conversations, telephone calls, and emails on these topics have occurred. • Furthermore, regional issues have been communicated to Provincial Council through the regional council's representative when attending regularly scheduled Provincial Council meetings. Issues discussed were often determined by the Provincial Council agenda. • Council representatives and members of the Gander – New-Wes-Valley Regional Council met with Department of Education officials, the Assistant Deputy Minister for Primary, Elementary and Secondary Education and her staff for an extensive analysis of the council's education advice document. Other examples of this include the Assistant Deputy Minister and her director attending a council meeting in Grand Falls - Windsor to further explain their Department's response; Assistant Deputy Minister of the Department of Fisheries and Aquaculture responding to the council's Aquaculture document at a later meeting; and council representatives meeting with the Minister of Human Resources, Labour and Employment.

Indicators	Accomplishments
<p>Focused regional work on identified areas of interest</p>	<ul style="list-style-type: none"> • Using the criteria identified in the communication protocol for investigating and selecting priority issues, the council selected education, aquaculture and health. Within each of these areas of interest the council targeted selected issues; for example, multi-age/multi-grade schooling and removing barriers to training and employment for life-long learners.
<p>Increased collaboration with community to identify regional partners and advance citizen engagement</p>	<ul style="list-style-type: none"> • Prior to 2008, the council had not collaborated with community. • Through the forum, Many Voices, One Vision, council members, who hold leadership positions in their respective communities and thereby able to represent these communities, and education, health, and community staff, who likewise hold leadership community roles, identified the following regional partners to advance citizen engagement: Gander – New-Wes-Valley Regional Council, Central Health, Nova Central School District and College of the North Atlantic. • Subsequently, the Health, Education and Community Collaboration Committee was established with new identified partners, for example, Memorial University and Exploits Valley Community Coalition. This collaboration brought organizations together to use members’ experience and expertise to identify partners willing to engage citizens. As members of these organizations are also community citizens, this was the first step in citizen engagement. However, this committee’s work in citizen engagement continues. • Currently, these partners are researching ways citizen engagement can be utilized in regional decision making. • Phase II of this research will engage citizens to study proposed engagement methodology.

2010-11 Objective: By March 31, 2011 Grand Falls-Windsor - Baie Verte - Harbour Breton Regional Council will have improved communication with the Provincial Government and citizen stakeholders on matters of regional and provincial interest.

Measure: Improved communication with the Provincial Government and citizen stakeholders on matters of regional and provincial interest

Indicators	Accomplishments
<p>The council will highlight communication activities pre and post implementation of the communication protocol.</p>	<ul style="list-style-type: none"> • Prior to developing the communication protocol the council had developed and distributed their Grand Falls-Windsor-Baie Verte-Harbour Breton Regional Council Vision Development document and held community information sessions on regional demographics, which was a dissemination of information. One would consider it primarily one-way communication as it generated little response. • Since the implementation of the communication protocol, council members have submitted advice documents to Departments of Education, Child Youth and Family Services, Finance, Fisheries and Aquaculture, Human Resources, Labour and Employment, and Innovation, Trade and Rural Development, as well as, providing regional input for the Poverty Reduction Strategy and Youth Attraction and Retention Strategy. • The creation of these documents resulted from local and provincial presentations, citizen engagements, and individual conversations with government officials, industry participants and regional citizens. Subsequent to the wide spread distribution of these documents to municipalities, citizens, government officials, principals, school councils and regional forums much discussion was generated. • On different occasions, council members met with Ministers, Assistant Deputy Ministers and other government officials. Council had initiated events before 2010-11 which started the realization of this indicator. Examples of this early work are described in the following four bullets: <ul style="list-style-type: none"> 1. August 19, 2009, council representatives met with Department of Education officials, Dr. Marian Fushell, ADM for the Primary, Elementary and Secondary Branch, Jim Tuff, Director for CDLI and other directors of her staff for an extensive analysis of the council's education advice document. 2. September 11, 2009, Dr. Marian Fushell, ADM, and Jim Tuff, Director for CDLI met with the entire council to explain how they had responded to the council's education advice document. 3. November 2009, Minister of Human Resources, Labour and Employment and her staff met with the council's chairperson, Debbie Armstrong and council member Karen Beresford, to discuss the implications of the council's Education advice

Indicators	Accomplishments
	<p>document for the Department of Human Resources, Labour and Employment.</p> <p>4. February 26, 2010, the Assistant Deputy Minister of the Department of Fisheries and Aquaculture responsible for aquaculture, Brian Meaney attended council's regional meeting to systematically discuss each recommendation in the council's Aquaculture advice document.</p> <ul style="list-style-type: none"> • MHAs and citizens were invited and attended council functions; Many Voices, One Vision Conference; an education forum in collaboration with the Harris Centre on e-learning and an alternative service delivery model for rural schools; and a collaboration meeting on health, education and community held in April 2010. • Written correspondence and responses occurred between the council, Minister of Finance, Minister of Child, Youth and Family Services, town councils, Provincial Council members, principals, school councils, regional associations, university professors, graduate students and citizens. This may be in the form of advice documents, surveys, emails or letters. • Council members engaged with their community and region contacts through telephone conversations or individual exchanges on a wide variety of regional sustainability issues. The regional partnership planner, on behalf of the council, spoke with dozens of regional citizens, by telephone and email, for the community-based research project conducted on attaining citizens' perspectives on the importance of assessing health, education and recreational services in their communities. • Council members attended a provincial education forum hosted by Corner Brook – Rocky Harbour Regional Council where members debated many of the issues they identified through their research.

The council recognized the responsibility of prioritizing regional issues affecting sustainability and wanted to develop a rational approach to researching and corroborating ideas in their efforts to influence policy development and decision making. The logical and methodical approach, the communication protocol model, enabled them to create reasonable and collaborative suggestions when submitting advice to government. The council believes this approach opened opportunities for members to meet, share and converse on these issues of importance with government officials and community citizens alike.

9.2 Issue 2: Education

Education continued to be an issue for council. After submitting an education advisory paper to government in 2008-09, council members strived to communicate their informed regional perspective on educational delivery with key individuals in the Departments of Education, Child Youth, and Family Services, Human Resources, Labour and Employment and Finance as well as interested citizens. Subsequently, council initiated a partnership with Central Health, Nova Central School District, College of the North Atlantic and the Gander – New-Wes-Valley Regional Council to form the Health, Education and Community Coalition Committee. Furthermore, council members informed government and regional stakeholders and citizens through public forums, focus groups, and presentations.

The council continues to believe and wishes to communicate that all Newfoundlanders and Labradorians, of all ages, should have equal access to quality education regardless of geography. This does not mean that education must be delivered in the same way, but that all citizens should have equal opportunity to access quality education.

Goal: By 2011, the Grand Falls-Windsor - Baie Verte - Harbour Breton Regional Council will have communicated an informed regional perspective on specific areas affecting education delivery.

Measure: Communication of an informed regional perspective on educational services will be provided to the Provincial Government.

Indicators	Accomplishments
<p>Process established to allow regional perspectives to inform the development and implementation of public policy on the issue of education</p>	<ul style="list-style-type: none"> • Council established a process, as outlined in council’s communication protocol, to collect regional perspectives to inform the development and implementation of public policy. This process was followed when compiling an advice document on educational issues. A copy of council’s communication protocol is available upon request. One component of this process was conducting six focus groups throughout the region. • Council reviewed provincial government literature on education and skills enhancement, including <i>All the Skills to Succeed: Report of the Newfoundland and Labrador Skills Task Force</i>, <i>Department of Education Strategic Plan 2008-2011</i>, <i>Foundation for Success: White Paper on Public Post-Secondary Education</i>, and <i>Education and Our Future: A Road Map to Innovation and Excellence</i>. • Council developed an initial set of education priorities to engage community

Indicators	Accomplishments
	<p>on.</p> <ul style="list-style-type: none"> • Council completed eight focus groups which engaged teachers, principals, students, parents, and a community representative. Topics of investigation included multi-grade and multi-age schooling, Center for Distance Learning and Innovation, community use of schools, and the value of education. • Council consulted nine researchers from Memorial University's Faculty of Education and Department of Sociology who were conducting research on topics being reviewed by council. • Council hosted an education forum in collaboration with the Harris Centre on e-learning and an alternative service delivery model for rural schools. Two other regional councils, members from two school boards, and academic researchers attended. The forum's report was published on Memorial University's Harris Centre website. • Council also discussed the history and implications of distance education on students in Coast of Bays.
<p>Consensus by council members on advice forwarded to the Provincial Government</p>	<ul style="list-style-type: none"> • Upon reaching consensus on policy options, the council compiled an education advisory paper and submitted it to government. • Council identified a series of policy options: <ul style="list-style-type: none"> • K-12 school system: connecting students to full educational opportunities, Centre for Distance Learning and Innovation, and multi-age/ multi-grade schooling • Post secondary education: tuition and living costs associated with attaining education and training as well as the coordination of public/private training institutions. • Life-long learning: removing barriers to training and employment

Indicators	Accomplishments
Increased communications with the Provincial Government on educational issues	<ul style="list-style-type: none"> • Prior to 2008, the council had not communicated with the Provincial Government on educational issues. • Since 2008, the council submitted an advice document on education to Departments of Education, Human Resources, Labour and Employment, Child, Youth and Family Services and Finance. • Subsequently, the council met with the Assistant Deputy Minister, directors and Ministers to discuss the council's advice document. Furthermore, written correspondence and responses occurred between the council and Minister of Finance and Minister of Child, Youth and Family Services.
Increased communications amongst regional stakeholders regarding identified issues of education	<ul style="list-style-type: none"> • While investigating regional educational issues, the council conducted eight focus groups with regional stakeholders and citizens. In addition, individual conversations took place and written correspondence occurred. • Council's education advice document was mailed to all municipal governments, all schools and all school councils within the Central West region.

2010-11 Objective: By March 31, 2011, Grand Falls-Windsor - Baie Verte - Harbour Breton Regional Council will have engaged the Provincial Government on specific issues related to education.

Measure: The council engaged the Provincial Government on issues related to education.

Indicators	Accomplishments
The council discussed educational issues with Provincial Government.	<ul style="list-style-type: none"> • Council wrote the Minister Responsible for the Poverty Reduction Strategy, November 2010 recommending government to re-consider late school busing allowing all students access to all educational activities. • In addition, the council wrote the Ministers responsible for Education, Health and Community Services, Innovation, Trade and Rural Development and Municipal Affairs

Indicators	Accomplishments
	regarding citizens' perspective on the importance of educational services in or near their communities.

The council wishes to emphasize that given the number of times they meet each year and the resources available to them; they are very pleased with the results they have achieved in each of their three priority areas. Accessible education to all citizens, regardless of where they lived, was viewed as critical for long-term regional sustainability. Members were pleased to engage community and government on meaningful discussions while identifying, validating and submitting suggestions on equal access through after school busing, multi-age schooling, and distance learning.

After writing and influencing several letters to Department of Human Resources, Labour and Employment, Poverty Reduction Strategy unit, it was rewarding to see the issue after school busing being acknowledged in their "What We Heard" document.

9.3 Issue 3: Aquaculture

According to Food and Agriculture Organization of the United Nations, the wild fisheries are approaching their sustainable limit and predict by 2030 there will be a 50 to 80 million tonne shortage of seafood. It is projected that 50 percent of the global demand for seafood will have to come from aquaculture. Given the above demand, the history of aquaculture development in the region and the potential for aquaculture growth, the council determined that the expansion and management of this industry could be a strong economic pillar for regional sustainability.

Council continued to attend aquaculture conferences, showcases, and meetings in an effort to support and influence the sustainability of this industry. In addition, they further distributed their aquaculture advice document to many regional and provincial organizations. Whatever the venue their message was consistent with the recommendations articulated in their advice document.

Goal: By 2011, the Grand Falls-Windsor - Baie Verte - Harbour Breton Regional Council will have communicated an informed perspective on regional sustainability in developing the aquaculture industry.

Measure: Informed communication with the Provincial Government on aquaculture development.

Indicators	Accomplishments
Regional research completed	<ul style="list-style-type: none"> Council reviewed Provincial Government documents such as Government of Newfoundland Labrador Economic Review 2007, Strategic Plan – Newfoundland Labrador Aquaculture 2000, Seafood Industry Year in Review 2007, 2006 and 2005, and the Department of Fisheries and Aquaculture Strategic Plans for 2006-08 and 2008-11. This research can be considered

Indicators	Accomplishments
	<p>regional as the majority of aquaculture conducted in Newfoundland and Labrador occurs in the Grand Falls-Windsor-Baie Verte-Hr. Breton region.</p> <ul style="list-style-type: none"> • Council examined web sites such as the Canadian Aquaculture Industry Alliance, Food and Agriculture Organization of the United Nations, and the Newfoundland Aquaculture Industry Association (NAIA). Again much information on these sites is relevant and applicable to the Grand Falls-Windsor-Baie Verte-Harbour Breton region. • NAIA presented to the council an overview of the industry, its history, challenges and potential for the Atlantic salmon, Stealhead trout, and blue mussels. This builds on information previously delivered presented by Department of Fisheries and Aquaculture, Cooke Aquaculture and Nature Sea Farms personnel. In addition, the council attended NAIA's Annual General Meeting where many regional, provincial, national and international speakers presented data on topics such as marketing campaigns, benefits of eating salmon for the human brain, and bio-security research. Most of this information was specifically related to the Grand Falls-Windsor-Baie Verte-Harbour Breton region.
Consensus developed on findings	<ul style="list-style-type: none"> • As a result of investigating sustainability issues for aquaculture, as cited above, the council agreed, by consensus, on this evidence and the direction they determined to target.
Identified and prioritized aquaculture issues as they pertain to regional sustainability	<ul style="list-style-type: none"> • Council identified the following aquaculture issues as they pertain to regional sustainability: infrastructure, bio-security, public awareness and communication, skilled labour force, waste management and site availability. • Council determined that minimizing or eliminating bio-security risks are the most critical factors with the other issues prioritized into immediate short term

Indicators	Accomplishments
	objectives, mid-range five to ten year objectives, and long term 10 to 20 year objectives.
Increased collaboration to identify regional partners and advance citizen engagement	<ul style="list-style-type: none"> • Prior to 2008, the council had not collaborated with regional partners or advanced citizen engagement with regard to aquaculture. • Council engaged in collaborative discussions with industry stakeholders, government officials from the Departments of Fisheries and Aquaculture and Innovation, Trade and Rural Development, and community citizens in exploring the challenges and opportunities for developing a sustainable aquaculture industry. • Through collaborative discussions industry stakeholders, Departments of Fisheries and Aquaculture and Innovation, Trade and Rural Development officials used their knowledge and understanding of regional organizations and the aquaculture industry to identify regional partners • These active engagements occurred during council meetings and through the following events: <ol style="list-style-type: none"> 1. Two aquaculture Showcases hosted by industry association, NAIA, for community, government (DFA, DFO, INTRD, ACOA), and industry stakeholders to share knowledge and understanding of the industry. 2. Aquaculture industry association's promotional events through attending affairs, on-going dialogue and visiting salmon harvest sites in Belleoram and Harbour Breton. During these tours there is a mixture of community, government (DFA and INTRD) and industry. This adds to the council's previous experiences visiting a salmon farm in Pool's Cove and mussel sites in Flat Rock Tickle and Sunday Island Cove.

Indicators	Accomplishments
	<p>3. Council members attended NAIA's Annual General Meeting: <i>Cold Harvest Conference</i> where environmental sustainable issues were discussed with provincial and national experts including government officials from DFA, and INTRD.</p> <p>4. Community Meeting held in Conne River on the impact of aquaculture development for the Coast of Bays sub-region. Participants included DFA and INTRD personnel as well as industry and community representatives.</p> <ul style="list-style-type: none"> • As a result of these collaborative discussions, the council has made preparations for a future debate on May 22, with Atlantic Salmon Federation and Cooke Aquaculture Public Relations Officer to identify resolutions regarding sustainability issues. • To assist in knowledge exploration, the Director of Aquaculture, Department of Fisheries and Aquaculture, has offered his assistance. • Council's collaborative efforts have centered on reaching government, industry and community stakeholders to build relationships and understanding that will best influence sustainable development.
Options identified in relation to current government services, strategies, policies on work to date or future directions	<ul style="list-style-type: none"> • In the council's <i>Aquaculture from a Regional Perspective: Thinking of the Future</i> advice document, many options were identified that related to current and future government services, strategies and policies; for example, the council recommended "<i>Government...must act immediately to remove known (bio-secure risks) hazards, to research new practices and continue to learn from other jurisdiction</i>" or "<i>Currently Government policy for minimum processing requirements for exporting finfish is head-on dressed, gut out. Council</i>

Indicators	Accomplishments
	<p><i>recognizes that a ready market exists for this product but wonders if a more stringent policy is warranted. ...if Government stipulated a higher percentage of processing in province for salmon, Newfoundland and Labrador would increase revenues resulting in greater benefits for its residents."</i></p>
<p>Increased communications with the Provincial Government and Provincial Council</p>	<ul style="list-style-type: none"> • Prior to 2008, the council had not communicated with the Provincial Government or Provincial Council on matters regarding aquaculture. • Council distributed an advice document to Minister of Fisheries and Aquaculture and to Provincial Council. • Subsequently, the Assistant Deputy Minister of the Department of Fisheries and Aquaculture, Brian Meaney, attended a council meeting where each strategy was jointly analyzed with Mr. Meaney outlining current status and how it would be impacted with the council's recommendation. • The Department of Fisheries and Aquaculture Assistant Deputy Minister, Brian Meaney, invited council to reconvene within 18 months to discuss how the council's advice was utilized in influencing the development of aquaculture policy.

2010-11 Objective: By March 31, 2011 Grand Falls -Windsor - Baie Verte - Harbour Breton Regional Council will have communicated an informed regional perspective on aquaculture development as it relates to regional sustainability.

Measure: The council has communicated their aquaculture perspective to regional stakeholders.

Indicators	Accomplishments
<p>The council distributed aquaculture advisory document to regional stakeholders.</p>	<ul style="list-style-type: none"> • Council distributed their aquaculture advisory document, <i>Aquaculture from a Regional Perspective: Thinking of the Future</i>, to regional stakeholders which included over 50 municipalities, three regional economic development boards, regional Community Business Development Corporation, Newfoundland

Indicators	Accomplishments
	Aquaculture Industry Association, Canadian Aquaculture Industry Association, Atlantic Salmon Federation – Newfoundland and Labrador chapter and industry representative, Jennifer Woodland.
The council distributed aquaculture advisory document to Provincial Council.	<ul style="list-style-type: none"> Based on the accomplishments made in 2008-09, the council was able, in 2009-10, to communicate, to Provincial Council and other Rural Secretariat Regional Councils, an informed regional perspective on aquaculture development as it relates to regional sustainability. The council members recognize that its 2008-11 Activity Plan require them to communicate this perspective in 2010-11 but they completed this task ahead of schedule, in 2009-10.

Aquaculture development was seen as being a significant benefit to affecting regional sustainability. The industry has had continuous growth for the past 10 years with an optimistic forecast for the future. The council members, again, given its resources, were pleased with their increased understanding and study of the industry as well as their ability to express their regional informed perspective with industry, community and government officials.

Government, industry and community are working together to assist in managing this developing success. The council is impressed with the cohesiveness of this process and feels that this collaboration amongst the different levels of government, private industry and community citizens could be a model for other regions to mirror.

9.4 Issue 4: Health Care

Council chose to investigate accessing health services through community-based research. A partnership between Memorial University of Newfoundland, Mathematics of Information Technology and Complex Systems Inc. (MITACS) and Rural Secretariat enabled council to oversee the objective study of gaining citizens' perspectives on the importance of having varied health services in rural, remote and rural adjacent communities in Central Newfoundland. Reviews of services included primary care, long-term care and residential services, diagnostics imaging and laboratory services, rehabilitative services, health promotion, prevention and health protection, mental health and additions and community supports.

Goal: By 2011 Grand Falls-Windsor - Baie Verte - Harbour Breton Regional Council will have developed an informed regional perspective on regional health care in relation to sustainability.

Measure: Development of an informed regional perspective on health services.

Indicators	Accomplishments
Regional research completed	<ul style="list-style-type: none"> • Council received presentations from Central Regional Integrated Health Authority officials on population health and Primary Health Care. • Council researched documentation from <i>Central Health</i> such as <i>Central Health Annual Performance Reports, and Central Health Strategic Plans</i> and had one-on-one conversations with community members in their region. • The regional planner, on behalf of the council, joined the Central Health's Community Advisory Committee to gather information on local issues and assisted in setting strategies to address these issues. • In May 2009, the council in partnership with the Gander - New Wes Valley Regional Council, hosted a conference "<i>Many Voices, One Vision</i>" which brought educators, health authorities, citizens, and government officials together to discuss regional sustainability. The council collected data on healthcare as panelists outlined their present challenges to the sustainable provision of healthcare and educational services within the region. Subsequently, participants, in break-out groups debated future resolutions. A comprehensive report was distributed to all participants. • The Rural Secretariat, on behalf of the council, partnered with Memorial University's Department of Geography, and MITACS to research a rational approach to gaining citizens' perspectives on accessing health care services in rural, remote and rural adjacent communities in their region. It was a case study of the Grand Falls-Windsor - Baie Verte - Harbour Breton Rural Secretariat Region. • Subsequently, a second research project was initiated between Memorial University and the Rural Secretariat, on behalf of the council. A database was compiled of the current health services available in the communities studied above. This enabled a

Indicators	Accomplishments
	comparison to be made from the inventory to both the citizens' preferred health services and objective economic benchmarks.
Issues identified	<ul style="list-style-type: none"> Identified issues of interest such as recruitment and retention, alternate delivery models, preventive care models, quality assurance and accountability.
Priorities identified in relation to Provincial Government strategies and regional practices	<ul style="list-style-type: none"> Presentations on population trends and health care costs focus the council's thinking on alternate delivery models to enhance health. Demographic trends, community unrest, government strategies in relocating services, geographic diversity, and regional transportation practices, brought the question of citizens valuing the access to health care services in or near one's community to the forefront.
Consensus developed and communicated to the Provincial Government, citizens and stakeholders	<ul style="list-style-type: none"> Upon reaching consensus, through debate and dialogue, the council compiled a health advisory document and submitted it to Departments of Health and Community Services and Innovation, Trade and Rural Development, municipalities identified in the study, regional health and education authorities, and all citizens that participated in the seven focus groups mentioned above.

2010-11 Objective: By March 31, 2011 Grand Falls-Windsor - Baie Verte - Harbour Breton Regional Council will have initiated citizen engagement activities to refine regional position regarding regional health services.

Measure: The council initiated citizen engagement activities to refine regional position regarding regional health services.

Indicator	Accomplishments
The council held discussions on health services with citizens and stakeholders.	<ul style="list-style-type: none"> Focus groups, with approximately 80 participants in total, were conducted in six different communities in the Grand Falls-Windsor – Baie Verte – Harbour Breton Region; Harbour Breton, St. Alban's, Baie Verte,

Indicator	Accomplishments
	<p>Springdale, Point Leamington and Buchans. Participants were asked to discuss health services as a means of acquiring qualitative information. Citizens and stakeholders were both invited to these focus groups. Examples of stakeholder groups are municipalities, older adults, youth, transient workers, health care providers, educators, and regional economic development boards.</p> <ul style="list-style-type: none"> • In addition, the council met with citizens in July 2010 in an urban setting, Grand Falls - Windsor, to obtain a regional perspective.
<p>Feedback from discussions held will be compiled and refined into a report for submission to government as well as citizens and stakeholders.</p>	<ul style="list-style-type: none"> • Feedback from the focus groups' discussions and polling mentioned above and academic analysis of these responses, along with the council debate, formed the basis for compiling and defining an advice document on health care. • Council submitted the health advisory document to Departments of Health and Community Services and Innovation, Trade and Rural Development, municipalities located in this Rural Secretariat region, regional Members of the House Assembly, Regional and Provincial Rural Secretariat Councils, local health and education authorities, and all citizens that participated in the six focus groups mentioned above.

Accessing health services within reasonable distances from one's home was identified as a crucial factor in region sustainability. In 2009, the council in partnership with the Rural Secretariat, Memorial University and MITACS investigated citizens' perspectives on the value of accessing health care services. This initiated discussion and communications between citizens, the council and government. As a result of this study a subsequent investigation collected an inventory of services for the communities studied. Again this broadened understanding of service availability and citizens' views on the importance of location and proximity. The council recognized the need for regional and provincial decision-makers to hear and comprehend how citizens value these services within their regions.

10. Additional Highlights

The Grand Falls-Windsor - Baie Verte - Harbour Breton Regional Council aims to provide input and advice to the Provincial Government on long-term opportunities and challenges facing the region. Council strives to be a regional voice for citizens identifying key economic, social, cultural and environmental issues crucial to sustainability. 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 2010-11 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. The council encourages more integrated thinking and decision-making for the future. The council is committed to examining complex issues from a holistic long-term perspective. 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.

In addition to the points raised in Section Nine, three additional highlights are worthy of mention. These are consistent with the Rural Secretariat's strategic directions and mandate, and will serve to inform the future work of the council.

The council is working more closely with other councils. In response to Provincial Council requests, council members have deliberated and responded to background papers and presentations on food security. Furthermore, one council member participated as a facilitator in an experimental province-wide 21st Century Town Hall Meeting model using *Turning Point Technology* and polling response pads. Although the process may have been experimental the results aided Provincial Council in supporting their strategies for the development of an integrated land use planning advice document. Furthermore, the council members deliberated and contributed to public consultations on the Poverty Reduction Strategy and Developing a Provincial Early Childhood Learning Strategy. The council, in partnership with Gander – New-Wes-Valley Regional Council, Nova Central School Board, Central Health, College of the North Atlantic, Private Training Institutions NL, Exploits Valley Community Coalition, and Memorial University have formed a Health, Education, and Community Collaboration. Members agreed to design and initiate a process that aims to define the issues of future service delivery throughout the regions and engage individuals in a common understanding of these issues.

Commercial waste management of the aquaculture industry was identified in the councils' aquaculture advice document. During that investigation council members' interest was piqued on waste management of local, regional, domestic and commercial waste for all Central Newfoundland. Regional waste managers met with the council to present and debate current and future plans for the coordination of municipal waste throughout the region.

11. Opportunities and Challenges Ahead

As the nature of the work of the council is broad-based and long-term in nature, the challenges and opportunities it faces remain fairly similar from year to year. These challenges and opportunities can be categorized along four 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 provide advice to government to advance efforts to provide such supports.

Long-term thinking

Long-term thinking continues to be an opportunity and a challenge. Council believes that long-term thinking is essential to achieve regional sustainability, it provides an opportunity to set a shared priority goal and to, collectively, define the steps required to achieve the goal.

Community-based research

Rural Secretariat staff work with regional partners and regional councils to develop community-based research initiatives. These initiatives gather data at the regional level giving stakeholders involved the information and background knowledge they need to effectively advise the Provincial Government on regional and rural policy issues. Council can use this opportunity to delve more deeply and attain evidence based information on their identified priorities.

Appendix A: Strategic Directions

Strategic Directions

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

1. Title: Regional Partnership Development

Outcome Statement: Stronger and more dynamic regions.

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

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

2. Title: Assessment of Policy on Regional Sustainability

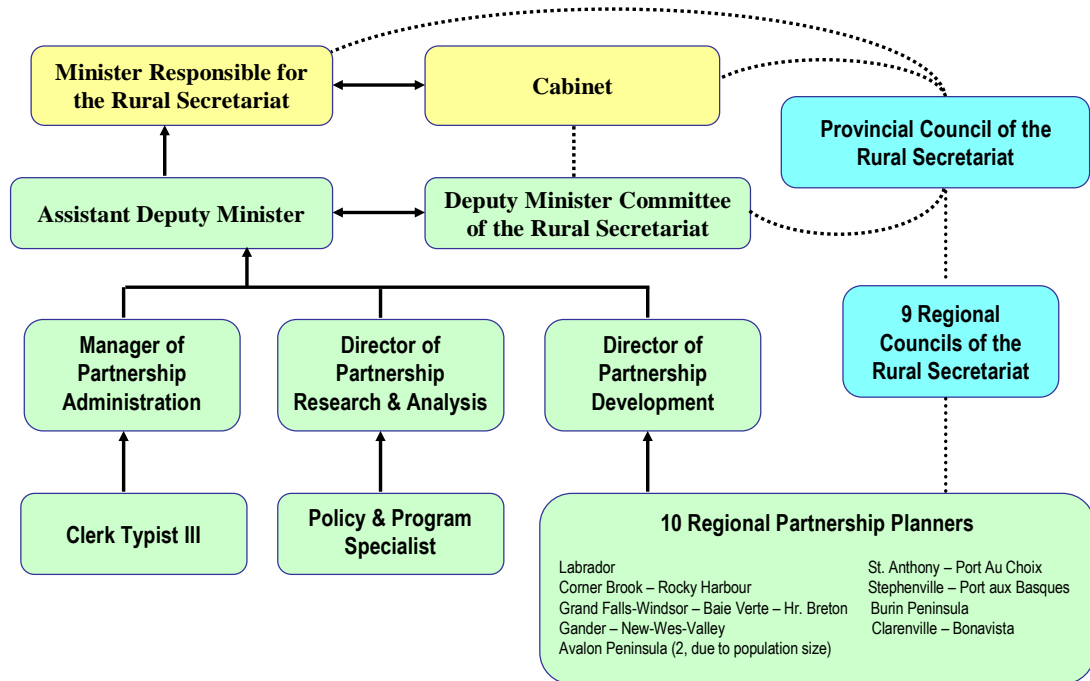
Outcome Statement: Improved Government understanding of and response to significant and long-term regional issues.

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

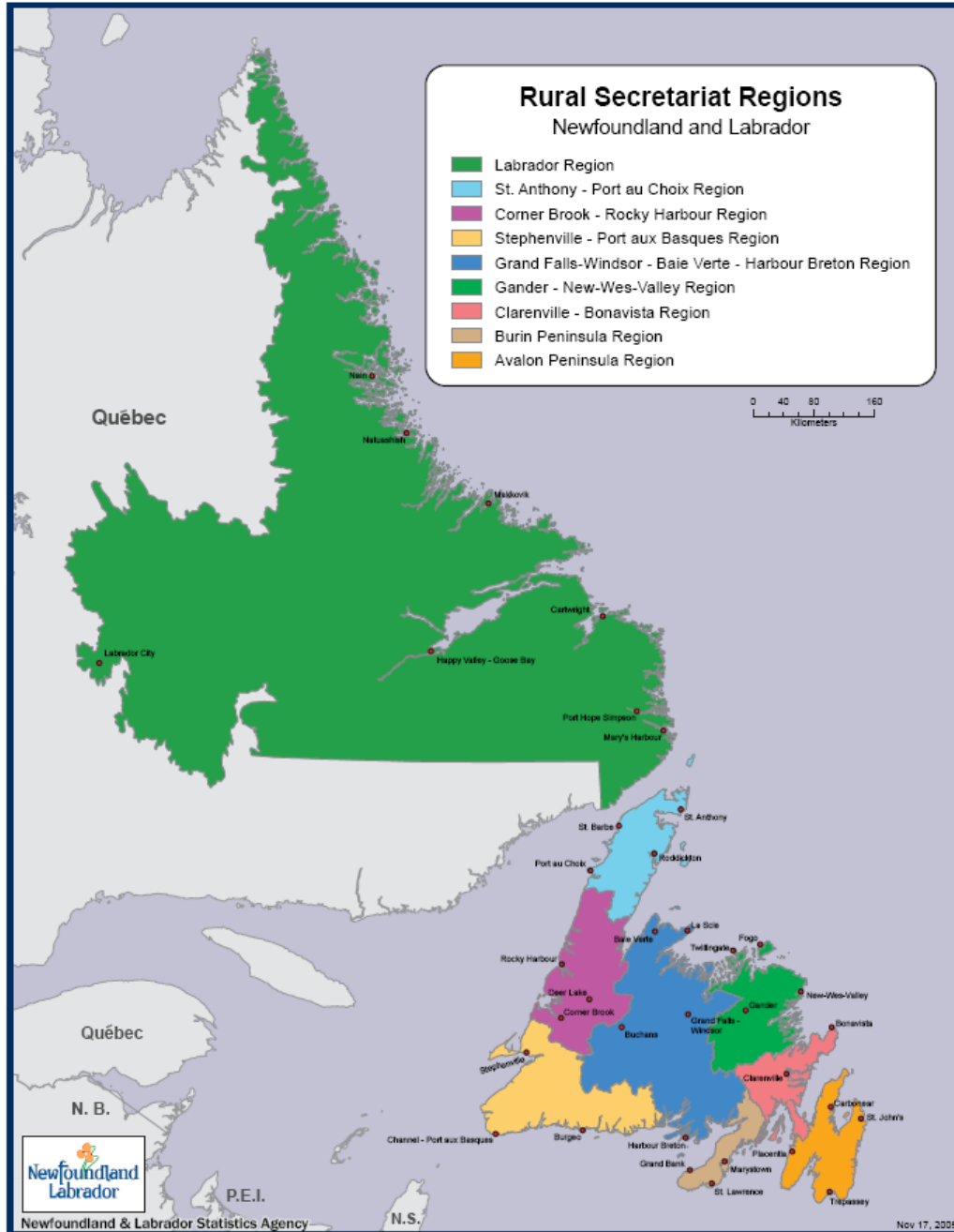
- Regional perspectives which can inform the development and implementation of public policy

Appendix B: Organizational Structure

Rural Secretariat Structure



Appendix C: Map of Rural Secretariat Regions



Appendix D: Mandates of Rural Secretariat and Provincial Council

Mandate of the Rural Secretariat

The Rural Secretariat's mandate is to:

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

Mandate of the Provincial Council of the Rural Secretariat

The Provincial Council's mandate is:

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

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Photo Courtesy of Linda Brett



Photo Courtesy of Emerald Zone Corporation



Rural Secretariat

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