

2013-14

Regional Councils & Provincial
Council of the Rural Secretariat



Annual
Report



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1. INTRODUCTION

Established in October 2012, the Office of Public Engagement (OPE) brought together a number of existing entities and programs of the Government of Newfoundland and Labrador (GNL): the Rural Secretariat, the Voluntary and Non-Profit Secretariat, the Access to Information and Protection of Privacy Office (ATIPPO), the Strategic Partnership, the Office of Youth Engagement and the Getting the Message Out program. While this reorganization has occurred, the mandates of the Regional Councils and the Provincial Council of the Rural Secretariat have not changed. In keeping with the strategic direction of government, the Councils will continue to enhance public engagement through the provision of policy advice to the Government of Newfoundland and Labrador on issues of importance to their respective regions and the province. Councils are comprised of citizens from both large and small communities throughout their region, and are gender balanced. The OPE is working to broaden Council membership with a particular focus on youth, business and labour members, and disadvantaged groups.

This is the final activity report of the 2011-14 planning cycle. It highlights the activities that the nine Regional Councils and Provincial Council have undertaken to achieve their objectives. Previous Council plans, reports and a listing of advice submissions are available online at <http://www.exec.gov.nl.ca/rural/index.html>.

2. MANDATES

The Regional Councils' 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.

The Provincial Council's mandate is:

- To develop a common, evidence-based understanding of the social, economic, environmental and cultural realities facing the province.
- To review key provincial economic and social measures (e.g. education levels, demographic trends, health status, income levels, EI usage, economic diversity) and to reach agreement on the priorities for change over the next five years.
- To identify and advise the Provincial Government on policies and programs which either a) advance, b) negatively impact or c) need to be developed to encourage the necessary change.
- To advance cooperation through the sharing of information on and discussion about economic and social measures, and to encourage the Provincial 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 Provincial Government for the development of strategies, policies, programs and budget issues that will affect provincial and regional sustainability.

3. PRIMARY CLIENTS

The primary clients of the Provincial and Regional Councils include the Office of Public Engagement and departments and agencies within the Provincial Government, among others.

Primary clients also include individuals, groups and organizations the Provincial and Regional Councils engage in their regions as they carry out their work.

4. VISION

Vibrant rural regions and communities where collaborative organizations and engaged and informed citizens work closely with governments to advance rural sustainability.

Through their work, the Councils identify priorities that contribute to regional sustainability which consider economic, social, cultural and environmental aspects.

5. AVALON PENINSULA REGIONAL COUNCIL

Message from the Chair

As Chairperson for the Avalon Peninsula Regional Council, I respectfully submit the annual Activity Report for the 2013-14 fiscal year. The period of time covered by this report extends from April 1, 2013 through to March 31, 2014. 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.

Avalon Council is pleased to have had a very active 2013-14, submitting two advice documents within this fiscal year. The first advice document is in addition to previously submitted immigration advice and focuses primarily on the implementation of an immigration pilot project on the Avalon. The second focuses on active labour market challenges on the Avalon with applicability for entire Province.

Additional engagement activities provided Council with a welcomed opportunity to provide feedback to government related to the Provincial Population Growth Strategy, the Provincial Road Ambulance Review and the Provincial/Fiscal Framework being developed by Municipal and Intergovernmental Affairs. Further details related to these activities can be found in the *Additional Highlights* section of this report.

The Avalon Peninsula Regional Council will continue its commitment to a collaborative approach to developing sound policy advice and welcomes every opportunity to communicate with, and respond to, any questions posed by the Government of Newfoundland and Labrador.

Sincerely,



Des Linehan
Chair, Avalon Peninsula Regional Council of the Rural Secretariat

5.1 Regional Profile

The 2011 Census population for the Avalon Peninsula Rural Secretariat Region was 257,655. This represents a 5.5 per cent increase over the 2006 census population. Comparatively, the population of the province had a 1.8 per cent increase since 2006 (514,535 in 2011, up from 505,470 in 2006).

The National Household Survey (2011) reported that in the Avalon Peninsula Rural Secretariat Region¹ there were 123,210 individuals in the labour force who were employed during the week of May 1-7, 2011 and 13,000 who were unemployed. The 2010 income for every man, woman, and child (personal income per capita) in the Avalon Peninsula Rural Secretariat Region was \$31,800, up from \$25,100 in 2006. For the province, personal income per capita was \$28,900.

The 2010 self-reliance ratio for the Avalon Peninsula Rural Secretariat Region was 84.6 per cent. 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 2010 was 80.1 per cent.

The number of individuals in the Avalon Peninsula Rural Secretariat Region who received Employment Insurance at some point in the year 2012 was 27,990. The 2007 figure was 30,030. There were 22,440 individuals who received income support at some point during the 2012. This number is down from 25,575 in 2007.

The National Household Survey (2011) reported that in the Avalon Peninsula Rural Secretariat Region, 51,785 individuals 15 years and older had attained a high school diploma or equivalent. There were 119,535 individuals with a postsecondary certificate, diploma or degree.

A major indicator of well-being is how a person rates their own health status. In 2009-10, approximately 17.6 per cent of individuals age 12 and over in the Avalon Peninsula Rural Secretariat Region rated their health status as excellent while 45.6 per cent rated this as very good. For the province, about 16.2 per cent rated their health status as excellent and 43.9 per cent as very good.

Additional information, including gender-specific information and information for other levels of geography, can be found at www.communityaccounts.ca.

¹ There was a 30.6% global non-response rate in the Avalon Peninsula Rural Secretariat Region. The global non-response rate is used as an indicator of data quality, the lower the rate the lower the risk of inaccuracy.

5.2 Regional Council Overview

As of March 31, 2014, the Avalon Peninsula Regional Council was comprised of 11 members – seven male and four female. The Council has representation from both large and small communities throughout the region, including members from communities of less than 5,000 people. The Council met four times in 2013-14.

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

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

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 Office of Public Engagement. In 2013-14, the Avalon Peninsula Regional Council spent approximately \$3,155 on meetings and associated expenses.

The Office of Public Engagement employs two Regional Partnership Planner positions in this region, who among other duties, act as an information resource for the Council and facilitates their meetings. Their regional offices are located in Dunville (Career Work Center) and Carbonear (College of the North Atlantic campus).

5.3 Report on Performance

In its 2011-14 Activity Plan, Council identified one objective: to provide ongoing advice to the Provincial Government on issues that affect the region. The activities and performance of the Council with respect to this objective, as outlined below, are in keeping with the Council's mandate as well as in support of the Provincial Government's strategic direction (Appendix A). This is the final activity report of the 2011-14 planning cycle and the Avalon Peninsula Regional Council has reported on the same objective for each year of the plan.

Issue: Provide advice to the Provincial Government

Recognizing the ongoing efforts of Government to engage the public in meaningful dialogue as a means of identifying opportunities to grow the population of this Province, Avalon Peninsula Regional Council committed its efforts in 2013-14 to providing advice concerning immigration and population growth. After much consideration, deliberative discussions of the Council and further analysis of community-based research findings, the advice was prepared in partnership with the Environmental Policy Institute, Grenfell Campus, Memorial University in 2013.

Having met its transparency and accountability requirements for 2013-14, the Avalon Council seized an opportunity to provide additional advice to government directly related to labour market challenges on the Avalon. Because of the direct correlation between immigration issues and active labour market policies, the Council felt this topic worthy of consideration and therefore prepared and submitted advice to the Department of Advanced Education and Skills.

Objective: By March 31, 2014, the Avalon Peninsula Regional Council will have provided advice to the Provincial Government on issues that relate to regional sustainability

Measure: Provided advice

Immigration Opportunities	
Indicators	Accomplishments
Issue Identified	During Council’s initial meeting for this current reporting period, the discussion primarily focused on identifying an issue in preparation for advice development and submission for 2013-14. In consideration of the extensive immigration research completed in the year prior, Council determined that additional analysis and deliberative dialogue was warranted and it would focus its efforts on recommendations for a collaborative pilot project approach to enhance immigration opportunities.
Researched issue	In consideration of existing immigration research, the Council undertook a process to further analyze research findings which involved discussion and engagement using Turning Point technology as a means to narrow priorities and build consensus. The following headings reveal the details of this analysis: Areas of Commonality The common areas of focus from four models

Immigration Opportunities	
Indicators	Accomplishments
	<p>identified in previous research (i.e., Welcome-Integrate-Settle-Retain Model, Welcoming Communities Model, Local Immigration Partnerships, and Model of Community Engagement for Sustainable Settlement) to be considered when developing a sub-regional collaboration pilot were:</p> <ul style="list-style-type: none"> • the importance of employment opportunities; • the importance of social capital within communities and within welcoming communities' networks. For example: <ul style="list-style-type: none"> ○ the need for appropriate, available, and affordable housing for new residents; and ○ the importance of identifying how 'welcoming' a community is. <p>Key Elements Considered</p> <ul style="list-style-type: none"> • the need to recognize that rural immigration, particularly through the Provincial Nominee Program, is a relatively new phenomenon that raises both challenges and opportunities; • the need for sustained leadership and facilitation; • the need to engage multiple stakeholders in planning and delivering an immigration strategy; • the need for funding to facilitate the process of developing an immigration strategy and funding to implement the strategy; • the need to recognize rural immigration strategies require long-term investments; and • the need for evaluation and measurements to understand what is working, what has been successful, and what changes are required to immigration strategies and to share these results within and beyond the region. <p>Avalon Regional Council Proposed Pilot Considerations</p> <ul style="list-style-type: none"> • Multi-stakeholder regional collaborative approach • Coordination between partners is a critical component • Dependent on partnerships between community, government, and industry • Engage all levels of government in a partnership

Immigration Opportunities	
Indicators	Accomplishments
	<p>to achieve more comprehensive planning on immigration and settlement</p> <ul style="list-style-type: none"> • Strong government involvement – provides access to human and financial resources • Influence municipalities and communities to play a larger role in planning for immigration and settlement • Presumes that immigrants and host community will play a direct role in shaping their place within the community • The model can be done in different ways, recognizing the uniqueness of community/region • Most communities, where welcoming community initiatives are successful, are in places that have a regular stream of new immigrants arriving annually, driven by labour shortages • Need to look at all stages of immigration: welcoming, attraction, settlement and integration • Employment opportunities are essential in the attraction and retention of immigrants • Creation of short term and long term goals <p>Key Questions for Immigration Collaborative Pilot</p> <ul style="list-style-type: none"> • How can information on immigration be shared? • Why immigration? Relationship to strategic planning? • What scale should rural immigration initiatives be organized? • ‘Who’ should be engaged in discussion? • Who should fund local immigration initiatives? • Should initiatives be linked to labour market development plans? • Influence of unique regional context on appropriate immigration strategies? • How to enhance awareness of immigration programs and policies? • How to better understand how the source country of immigrants influences rural settlement?
Consensus developed on advice to Government	<p>Community Immigration Collaborative Pilot Project</p> <p>Based on the four models identified in previous research (i.e., Welcome-Integrate-Settle-Retain Model, Welcoming Communities Model, Local Immigration Partnerships, and Model of Community</p>

Immigration Opportunities	
Indicators	Accomplishments
	<p>Engagement for Sustainable Settlement) as having the greatest similarities and characteristics applicable to rural, the Avalon Council drew upon key components of each to foster a multi stakeholder collaborative approach to attract and retain immigrants within rural regions of the Province. This approach should be inclusive of the needs of immigrants while being mindful of the potential impact for innovation and growth within rural areas of the Province.</p> <p>In order to prove this approach is the best option for government, the Avalon Council recommended a Community Immigration Pilot Project with the following recommendations in mind.</p> <p>Recommendations: After much discussion, the Avalon Council makes the following recommendations for a successful Immigration Collaborative Pilot.</p> <ul style="list-style-type: none"> • The proposed model will not only build on existing rural immigration efforts, it will foster the inclusion of existing immigrants. • Because research has determined that immigration strategies are linked to labour market development; employers, public employment service providers and organized labour should play a direct role in the attraction and retention of immigrants to the region. • Because an immigration strategy should be inclusive of the public post-secondary education system, CNA and MUN should be represented. • Because information sharing is critical, all levels of government (federal, provincial and municipal) should be working directly with the community to identify a communication plan for sharing rural immigration information. • Because each of the four models identified in previous research required process funding, provincial and/or federal support should be identified to support the facilitation and initial development of this model. • Because evaluation is key to learning, create a developmental evaluation process with benchmarks to align with implementation of

Immigration Opportunities	
Indicators	Accomplishments
	<p>proposed model.</p> <ul style="list-style-type: none"> • The role and actions of this collaborative structure with facilitator/broker support should: <ul style="list-style-type: none"> ○ Target immigrants from areas with similar rural lifestyles, amenities and culture ○ Develop a mechanism to move toward conversion of temporary foreign workers to permanent residents (if they so choose) ○ Develop a mechanism for protection of temporary foreign workers (such as Workers Recruitment and Protection Act in Manitoba) ○ Continue support for Provincial Nomination Program. <p><u>Immigration Pilot Project Considerations:</u></p> <ul style="list-style-type: none"> • Sustained leadership, facilitation and funding support is critical <u>Recommendation:</u> In order to support/broker an effective partnership, funding support will be necessary to provide sustained leadership and facilitate the partnership development process. This funding support could be allocated to hire an external facilitator/partnership broker. • Multi-stakeholder partnership <u>Recommendation:</u> An inclusive approach to identify and invite partners to participate should be created. Because immigration crosses a number of departments, provincially and federally, efforts will have to be made to involve all parties and avoid efforts being carried out in isolation. Suggested partners include: <ul style="list-style-type: none"> ○ Population Growth Strategy, Workforce Development Strategy and the Immigration Strategy, Government of Newfoundland and Labrador ○ Relevant Canadian Government departments ○ Municipalities Newfoundland and Labrador ○ Association of New Canadians ○ Welcoming Communities (representation

Immigration Opportunities	
Indicators	Accomplishments
	<p>from recognized successful project, e.g., Carbonear)</p> <ul style="list-style-type: none"> ○ Provincial Employers Council ○ Local Board of Trade, local business representation ○ Academia (CNA/MUN) <ul style="list-style-type: none"> ● Rural immigration models a new phenomenon <u>Recommendation:</u> Agree that rural immigration is a new phenomenon and the experiences and best practices of other provinces and jurisdictions for long term implications have hardly had time to be thoroughly evaluated. Agree that this is an opportunity to learn from others while considering the uniqueness of rural regions in this province and creating a more customized immigration approach for rural regions. ● Models are long-term investments <u>Recommendation:</u> Recognize that long-term investment is a priority requirement for long term sustainability. ● Evaluation and measurement <u>Recommendation:</u> Determine the focus of a developmental evaluation process so that the effectiveness of this partnership can be continuously measured.
Communicated advice to Government	The Avalon Regional Council submitted advice in March 2014 to the Department of Advanced Education and Skills for consideration during the development of the Workforce Development Strategy and the Provincial Population Growth Strategy.

Discussion of Results

The Avalon Council has met its objective of providing advice to the Provincial Government. The Council identified its advice to focus on the creation of a multi-stakeholder collaborative approach as the foundation for a pilot project to harness immigration opportunities and encourage rural sustainability on the Avalon. Through careful analysis, discussions and deliberations, Council came to a consensus on the advice that it was to submit to government for consideration. The Council submitted this advice in March 2014 to the Department of Advanced Education and Skills for consideration in the development of the Population Growth Strategy and the Workforce Development Strategy.

Local Labour Market Development	
Indicators	Accomplishments
Issue identified	Avalon Council chose the topic of active labour market development because of its close association with other topics it had been recently researching within the broader spectrum of immigration challenges and opportunities. More specifically the need for local stakeholders to work more collaboratively in addressing challenges within the labour market was seen as an obvious and attainable solution to meet this challenge.
Researched issue	<p>In 2011, a number of partners in the Placentia region concerned about labour market impact in the region worked collectively on a community-based research project as a means to identify the regional labour market issues more specifically and to engage in meaningful solutions as a result. Two documents resulted from this project: the <i>Labour Market Profile of the Avalon Gateway Region</i> (Economic Zone 18) and the <i>Applicability of the Local Labour Market Development Approach in Newfoundland and Labrador: A Case Study of the Avalon Gateway Region</i> were completed.</p> <p>Avalon Council reviewed these two documents in the development of their advice.</p>
Consensus developed on advice to Government	<p>After much discussion and deliberation, the Avalon Council arrived at the following insights and recommendations.</p> <ul style="list-style-type: none"> • The research found that despite a surplus of potential job seekers in the region, there was also evidence of unfilled labour demand. The demand for skilled labour, including demand for the operational phase of the Long Harbour Processing Plant, was difficult to fill largely due to an overall low level of education and a lack of appropriate training among the local job seekers. In contrast, demand for positions appropriate for low-skilled/low-educated

Local Labour Market Development	
Indicators	Accomplishments
	<p>job seekers is often unmet because these jobs typically fall into the category of jobs least attractive to these potential workers. Positions that provide limited or no financial incentives can potentially create in-work poverty and/or offer limited opportunities for moving up the job ladder. There is, therefore, a mismatch between available job opportunities and job seekers in the region.</p> <ul style="list-style-type: none"> • This research also determined a number of barriers to work facing local job seekers. These barriers were imposed not only by their educational/skills level, but also by a number of personal barriers, job search strategies, advertising and recruitment practices of local employers as well as external factors, such as the overall health of the local economy, recruitment practices of other jurisdictions and income support benefit levels. • Enhancing skills and education, upgrading beyond traditional formal education and establishing a community-based learning practice has the potential to improve employability of the local job seekers and address the training needs of local employers. • While a number of other recommendations were made in this research, Council advised that one of the key findings, the development of a local labour market partnership, be the first to be addressed. The development of a multi-stakeholder partnership with representation from industry, labour, municipal and provincial government, academia and community agencies should be the first step toward a collaborative approach to address local labour market challenges. The ad hoc advisory network initially developed to guide this research would be an excellent start. All other recommendations in this research, as well

Local Labour Market Development	
Indicators	Accomplishments
	as all labour market challenges and opportunities within the region, should be reviewed, discussed and considered using this collaborative approach.
Communicated advice to Government	The Avalon Regional Council submitted advice in March 2104 to the Department of Advanced Education and Skills for consideration during the development of the Workforce Development Strategy.

Discussion of Results

After careful analysis, discussions and deliberations, Council came to a consensus on advice relating to Local Labour Market Partnerships. Council submitted this advice in March 2014 to the Department of Advanced Education and Skills for consideration in the development of the Workforce Development Strategy.

6. CLARENVILLE - BONAVISTA REGIONAL COUNCIL

Message from the Chair

As Chairperson for the Clarenville - Bonavista Regional Council, I hereby submit the Activity Report for the 2013-14 fiscal year. The period of time covered by this report extends from April 1, 2013 through to March 31, 2014. On behalf of the Council, and in accordance with the *Transparency and Accountability Act*, my signature is indicative of the Council's accountability for the results reported.

During the past year, the Council focused on its commitments as contained in the third year of the 2011-14 Activity Plan document.

Since April 1, 2013, Council held three regular meetings to discuss issues related to community engagement, local governance and municipal cooperation, food security, population growth, and the delivery of road ambulance services and programs in the Province. Council also led a community-based research project focused on *Assessing the Factors Impacting the Future Sustainability of the Clarenville-Bonavista region*. In addition, Council's public policy advice issue for the year focused on the Provincial Population Growth Strategy.

To support its annual work, the Council engaged many partners, including government departments, academia and community stakeholders. These conversations helped the Council formulate its perspective and continues to build its knowledge base about the key issues listed above which impact the long-term sustainability of the region.

In closing, on behalf of the Clarenville-Bonavista Regional Council, I wish to express a sincere thank you to the Provincial Government for its continued interest in our work. It has proven to be a very busy year with Council deepening its understanding of the critical issues impacting the Clarenville-Bonavista region and the province.

I also want to acknowledge the contributions of Mr. Donald Mifflin who passed away during the year. Mr. Mifflin was an active Council member and keenly interested in the future of this region. His insights and dedication to his community and region will be sadly missed.

Sincerely,



Janet Fay Matthews

Chair

Clarenville - Bonavista Regional Council of the Rural Secretariat

6.1 Regional Profile

The 2011 Census population for the Clarenville – Bonavista Rural Secretariat Region was 28,255. This represents a 1.4 per cent decrease from the 2006 census population. Comparatively, the population of the province had a 1.8 per cent increase since 2006 (514,535 in 2011, up from 505,470 in 2006).

The National Household Survey (2011) reported that in the Clarenville – Bonavista Rural Secretariat Region² there were 10,285 individuals in the labour forces who were employed during the week of May 1-7, 2011 and 2,910 who were unemployed. The 2010 income for every man, woman, and child (personal income per capita) in the Clarenville - Bonavista Rural Secretariat Region was \$25,400, up from \$20,600 in 2006. For the province, personal income per capita was \$28,900, and for Canada it was \$31,600.

The 2010 self-reliance ratio for the Clarenville – Bonavista Rural Secretariat Region was 72.0 per cent. 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 2010 was 80.1 per cent.

The number of individuals in the Clarenville – Bonavista Rural Secretariat Region who received Employment Insurance at some point in the year 2012 was 7,295. The 2007 figure was 7,725. There were 2,130 individuals who received income support at some point during the 2012. This number is down from 2,585 in 2007.

The National Household Survey (2011) reported that in the Clarenville – Bonavista Rural Secretariat Region, 5,455 individuals 15 years and older had attained a high school diploma or equivalent. There were 9,535 individuals with a postsecondary certificate, diploma or degree.

A major indicator of well-being is how a person rates their own health status. In 2009-10, approximately 17.4 per cent of individuals age 12 and over in the Clarenville – Bonavista Rural Secretariat Region rated their health status as excellent while 45.1 per cent rated this as very good. For the province, about 16.2 per cent rated their health status as excellent and 43.9 per cent as very good.

Additional information, including gender-specific information and information for other levels of geography, can be found at www.communityaccounts.ca.

² There was a 41.2% global non-response rate in the Clarenville – Bonavista Rural Secretariat Region. The global non-response rate is used as an indicator of data quality, the lower the rate the lower the risk of inaccuracy.

6.2 Regional Council Overview

As of March 31, 2014, the Clarenville – Bonavista Regional Council was comprised of seven members; four female and three male. All Council members represent communities of less than 5,000 people. In 2013-14, the Council met three times for regular meetings and once for a special public engagement event.

Regional Council members	Community
Janet Fay Matthews (Chairperson)	Arnold's Cove
Marilyn Coles-Hayley	Elliston
Darryl Johnson	Port Union
Violet Parsons	Bloomfield
Barry Pearce	Port Rexton
Edith Samson	Port Union
Mervin Wiseman (Provincial Council Representative)	North Harbour

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

The Council does not have a budget 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 Office of Public Engagement. In 2013-14, the Clarenville – Bonavista Regional Council spent approximately \$1,645 on meetings and associated expenses.

The Office of Public Engagement employs a Regional Partnership Planner in this region, who among other duties, acts as an information resource for the Council and facilitates their meetings. The regional office is located in Bonavista (College of the North Atlantic campus).

6.3 Report on Performance

In its 2011-14 Activity Plan, the Clarenville – Bonavista Regional Council identified one objective: *to provide ongoing advice to the Provincial Government on issues that affect the region*. The activities and performance of the Council with respect to this objective for 2013-14, as outlined below, are in keeping with the Council's mandate, as well as support the Provincial Government's strategic direction (Appendix A). To ensure that the Regional Council is properly informed and adequately prepared in developing its advice to Government it makes use of any one of a number of tools to assist in its work. In keeping with the strategic directions of the Provincial Government, these tools include, but are not limited to, research activities, partnership development and citizen engagement which provide input into Council's policy advice document submissions. This is the final activity report of the 2011-14 planning cycle and the Clarenville – Bonavista Regional Council has reported on the same objective for each year of the plan.

Issue: Provide advice to the Provincial Government

Regional Councils have been asked to examine their respective regions from an environmental, economic, social and cultural perspective with a goal of enhancing the region's future sustainability. Commencing in February 2013, the Council discussed and identified important public policy matters which its members thought should be addressed and further explored under each of the four regional sustainability pillars: social, economic, environmental and culture.

Specifically, the Council discussed a range of issues, including, but not limited to, community engagement, local governance and municipal cooperation, food security, the fishery, road ambulance programs and services, population growth, and rural regional sustainability.

Following a lengthy deliberation process, the Council settled its focus for public policy advice on three key areas which required in-depth analysis and consultation with key stakeholders:

- (1) community engagement;
- (2) population growth; and
- (3) rural, regional sustainability.

The Clarendville-Bonavista Regional Council recognizes that these three issues are of critical importance to the sustainability of the region.

Objective: By March 31, 2014, the Clarendville – Bonavista Regional Council will have provided advice to the Provincial Government on one issue that relates to regional sustainability.

Measure: Provided advice

Community Engagement	
Indicators	Accomplishments
Issue Identified	In February 2013, Council began deliberating on challenges surrounding community engagement. Council continued to review and discuss the recommendations outlined in the report between April and July, 2014.
Researched issue	Council reviewed the policy advice document, " <i>Developing Innovative Approaches to Community Engagement</i> ", which was previously submitted to the Provincial Government by the Grand Falls-Windsor-Harbour Breton Regional Council.

Community Engagement	
Indicators	Accomplishments
Agreed upon advice to Government	<p>The Council discussed and agreed to support and submit four recommendations contained in the Grand Falls-Windsor – Baie Verte – Harbour Breton Regional Council’s policy advice document for improving community engagement. It was felt these four recommendations would have the greatest impact on improving community engagement in the Clarenville – Bonavista Region. The Government of Newfoundland and Labrador should consider:</p> <ul style="list-style-type: none"> • adopting a provincial standard for community engagement that incorporates a series of guiding principles; • using technology, arts and media in new and different ways to decrease costs of engaging larger audiences, while providing innovation and inclusivity; • making greater resources available to support leaders in their work, and to build engagement capacity in communities to engage a greater number of volunteers. Youth engagement is especially essential for succession planning in rural communities and should be supported and encouraged; and • follow-up and feedback as crucial. Community engagement should be looked upon as an iterative process and not a one-time deal. “Reporting back” should be part of all engagement processes.
Communicated advice to Government	<p>In late July 2013, an advice letter, titled, <i>“policy advice on developing innovative approaches to community engagement”</i> was submitted to the Minister Responsible for the Office of Public Engagement. Contained in the advice was a set of four recommendations which focused on issues relating to provincial standards, use of technology, youth engagement, and the need for providing feedback to stakeholders.</p>

Discussion of Results

As a concluding comment, the Clarenville-Bonavista Regional Council believes that the *“Developing Innovative Approaches to Community Engagement”* advice document outlines good advice in that community engagement is about being a good citizen. However, engagement must have a purpose. Specifically, it must have a statement that communicates why we are doing this and what are the expected outcomes from the process.

Provincial Population Growth Strategy	
Indicators	Accomplishments
Issue Identified	The Regional Council is mandated to provide policy advice to the Government of Newfoundland and Labrador on issues impacting the future sustainability of the region. Council's understanding of the issues impacting population growth is critical to this process.
Researched issue	<p>In its preparation for providing public policy advice to the Provincial Government on the Population Growth Strategy, the Regional Council followed three steps: (1) reviewed the document, <i>Changing Course: A Discussion Paper on Population Growth in Newfoundland and Labrador</i>; (2) organized a Regional Population Growth and Sustainability Forum; and (3) administered a Population Growth and Sustainability Survey to residents living in the Clarenville-Bonavista region.</p> <p>As a first step, Council reviewed the background document on July 23, 2013. This review was followed by the organization of the Population and Sustainability Forum which was held on March 11, 2014 in Bonavista. Step 3 of this process required the development and circulation of a formal survey. The survey was sent to 129 residents living in the Clarenville-Bonavista region (79 completed surveys were returned to the Council).</p> <p>Through a partnership with the Newfoundland and Labrador Statistics Agency and assistance from the OPE, an in-depth analysis of the survey data is required.</p>
Agreed upon advice to Government	Council was unable to complete its work on this topic in 2013-2014. Understanding the complexities of population growth and sustainability is complex and requires larger amounts of time to conduct research, engage citizens and conduct a comprehensive analysis of the results. Consequently, Council has not finalized its advice giving process for this issue.
Communicated advice to Government	Council submitted a letter to the Minister Responsible for the Provincial Population Growth Strategy informing on its interest in the Strategy. Council will continue to analyze the data as well as the information obtained from the consultation process as it formulates its advice. This advice is expected to be submitted to the Provincial Government during the 2014-15 fiscal year.

Discussion of Results

Council agrees with the four guiding themes contained in the Provincial Population Growth Strategy. Issues related to Labour Market and Employment, Family Friendly Policies and Programs, Immigration and Community Well-being all impact the Clarenville-Bonavista region. Council is looking forward to analyzing the results of its consultation process as it formulates its policy advice to the Provincial Government in 2014-15.

Rural, Regional Sustainability	
Indicators	Accomplishments
Issue Identified	<p>In July 2013, Council began discussing the key issues impacting the sustainability of this region. Council's aim was to develop a broader understanding of the issues and to assess whether or not the Clarenville-Bonavista region was moving forward towards sustainability. Council would identify key policy and program issues that would require advice and submit these recommendations to the Provincial Government.</p> <p>The summary of this analysis, while not completed at the time of writing this report, will further inform the work of the Council as it continues to develop a Gap Analysis and public engagement process (Phase 2) for this project. The information obtained at the completion of Phase 2 of this project will inform the Council's policy advice in 2014-15.</p>
Researched issue	<p>To further its understanding of the factors impacting the future sustainability of the Clarenville-Bonavista region, Council engaged the support of the OPE and Memorial University (MUN) to complete a literature review and jurisdictional scan of current research and findings.</p> <p>A partnership was established with MUN to lead a research project titled, <i>"Assessing the factors impacting the future sustainability of the Clarenville-Bonavista Rural Secretariat region"</i>. Through support of the OPE, and guided by Dr. Kelly Vodden, Grenfell Campus, MUN, this research project started in January 2014.</p> <p>This project has three components:</p> <ol style="list-style-type: none"> 1. A literature review to identify the list of critical sustainability factors from other jurisdictions; 2. A gap analysis to assess how the lists of sustainability factors apply to the Clarenville-Bonavista Rural Secretariat region; and

Rural, Regional Sustainability	
Indicators	Accomplishments
	3. A citizen engagement process to build awareness and re-affirm the information obtained.
Agreed upon advice to Government	<p>Council was unable to complete its work on this topic in 2013-14. Understanding the complexities of rural, regional sustainability is complex and requires larger amounts of time to conduct research, engage citizens and conduct a comprehensive analysis of the results.</p> <p>While many of the measures and indicators necessary to support a rural, regional sustainability analysis can be identified, the data on the Clarenville-Bonavista is not easily accessible and requires more research time to get the information. Work on this topic is ongoing.</p>
Communicated advice to Government	Council will review the Phase 1 report in July 2014 as it develops its approach for Phase 2. The results from this Phase 2 will inform Council's policy advice to the Provincial Government. This advice is expected to be submitted to the Provincial Government during the 2014-15 fiscal year.

Discussion of Results

Regional Councils are mandated to provide policy advice to the Provincial Government on issues of critical importance to the future sustainability of rural regions. Council is committed to understanding the factors that impact the future of the Clarenville-Bonavista Rural Secretariat region.

Assessing the critical factors that impact rural sustainability is a complicated process. In January, 2014 Phase 1 of the two-phase research project began. It is expected that the report on Phase 1 will be completed in June 2014. Council will seek further support from its partners to commence Phase 2 in August 2014.

The results from Phase One and Two of this research project, including the literature review, gap analysis and citizen engagement processes will provide great insights for Council as it formulated the policy advice in 2014-15.

7. BURIN PENINSULA REGIONAL COUNCIL

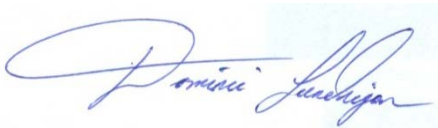
Message from the Chair

As chairperson for the Burin Peninsula Regional Council of the Rural Secretariat, I cordially submit the Council's annual activity report for the 2013-14 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 from April 1, 2013 to March 31, 2014 in respect to the commitments outlined in the 2011-14 Activity Plan.

Once again, this past year has been quite rewarding for the Regional Council as we explored the many issues facing the youth here on the Burin Peninsula. While Council members were aware of many of the issues facing our youth, it was not until we dug deeper into the topic that we began to realize the breadth, depth and complexity of the issues. This has led to the Council having to continue their work on this issue into the new fiscal year to ensure we have adequately studied the topic before submitting our advice to government. The Council would also at this time like to thank the local stakeholders it engaged for their insights and Mark Drover, from the Office of Public Engagement, for the extensive literature review he completed.

Council was also pleased this past year to have had the opportunity to provide advice to the Department of Health and Community Services as part of their review of road ambulance services in the province. Council is now focused on finalizing its current advice document and is looking forward yet another year of continuing to provide sound advice to the Provincial Government on issues related to regional sustainability.

Sincerely,



Dominic Lundrigan
Chairperson
Burin Peninsula Regional Council of the Rural Secretariat

7.1 Regional Profile

The 2011 Census population for the Burin Peninsula Rural Secretariat Region was 20,715. This represents a 4.0 per cent decrease from the 2006 census population. Comparatively, the population of the province had a 1.8 per cent increase since 2006 (514,535 in 2011, up from 505,470 in 2006).

The National Household Survey (2011) reported that in the Burin Peninsula Rural Secretariat Region³ there were 7,550 individuals in the labour force who were employed during the week of May 1-7, 2011 and 1,920 who were unemployed. The 2010 income for every man, woman, and child (personal income per capita) in the Burin Peninsula Rural Secretariat Region was \$26,000 up from \$20,100 in 2006. For the province, personal income per capita was \$28,900.

The 2010 self-reliance ratio for the Burin Peninsula Rural Secretariat Region was 72.3 per cent. 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 2010 was 80.1 per cent.

The number of individuals in the Burin Peninsula Rural Secretariat Region who received Employment Insurance at some point in the year 2012 was 5,710. The 2007 figure was 5,960. There were 1,875 individuals who received income support at some point during the 2012. This number is down from 2,370 in 2007.

The National Household Survey (2011) reported that in the Burin Peninsula Rural Secretariat Region, 3,455 individuals 15 years and older had attained a high school diploma or equivalent. There were 7,485 individuals with a postsecondary certificate, diploma or degree.

A major indicator of well-being is how a person rates their own health status. In 2009-10, approximately 35.7 per cent of individuals in Burin Peninsula Rural Secretariat Region rated their health status from very good to excellent. For the province, about 16.2 per cent of individuals rated their health status as excellent and 43.9 per cent as very good.

Additional information, including gender-specific information and information for other levels of geography, can be found at www.communityaccounts.ca.

³ There was a 29.5% global non-response rate in the Burin Peninsula Rural Secretariat Region. The global non-response rate is used as an indicator of data quality, the lower the rate the lower the risk of inaccuracy.

7.2 Regional Council Overview

As of March 31, 2014, the Burin Peninsula Regional Council was comprised of 10 members; five male and five female. The Council currently has representation from larger and smaller communities throughout the region, including a diverse mix of experience and backgrounds. The Council met four times, plus a number of smaller working group meetings, in 2013-14.

Regional Council members	Community
Dominic Lundrigan (Chair)	Burin
Trina Appleby	Torbay (Burin)
Jack Cumben	Grand Bank
David Babb	Grand Bank
Irene Hurley	Spanish Room
Fred Douglas	Burin
Shirlene Edwards	Lawn
Mary McCarthy	Marystown
Harold Murphy (Provincial Council Representative)	Parker's Cove
Susan Burse	Marystown

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

The Council does not have a budget 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 Office of Public Engagement. In 2013-14, the Burin Peninsula Regional Council spent approximately \$670 on meetings and associated expenses.

The Office of Public Engagement employs a Regional Partnership Planner position in this region, who among other duties, act as an information resource for the Council and facilitates their meetings. The regional office is located in Burin (College of the North Atlantic campus).

7.3 Report on Performance

In its 2011-14 Activity Plan, Council identified one objective: to provide ongoing advice to the Provincial Government on issues that affect the region. In the three years covered by the plan, the Regional Council focused its work and provided advice to the Provincial Government on issues related to regional sustainability. To ensure that the Regional Council is properly informed and adequately prepared in developing its advice to government it uses a number of tools to assist its work. In keeping with the strategic directions of the Provincial Government (Appendix A), these tools include, but are not limited to, research activities and citizen engagement which provide input into Council's policy advice document submissions.

This is the final report of the 2011-14 planning cycle and the Burin Peninsula Regional Council has reported on the same objective for each year of the plan.

Issue: Provide Advice to Government

In considering the long-term sustainability for the Burin Peninsula the Regional Council believes that a strong and healthy population of youth is vital. Similar to all youth across the province, the youth on the Burin Peninsula are growing up in a different world than the generations before it and are therefore also facing different issues and challenges. The Council believes that it is our collective responsibility to provide our children with the appropriate supports and resources to assist them with their growth and development as they become active and contributing members of our communities. It is with that in mind that the Regional Council decided to focus their work for the 2013-14 fiscal year on “Issues Facing Youth on the Burin Peninsula”.

Objective: By March 31, 2014, the Burin Peninsula Regional Council will have provided advice to the Provincial Government on issues that relate to regional sustainability.

Measure: Provided advice

Indicators	Accomplishments
<p>Issue identified</p>	<p>Over the course of two meetings in the spring of 2013, members of the Burin Peninsula Regional Council discussed and identified many important issues affecting the future sustainability of the region/province. The final topic chosen was “Issues Facing Youth on the Burin Peninsula”.</p> <p>Council strongly believes in the importance of our youth with regards to the future sustainability of our region. Not just the number of youth but their health and well-being as well. The focus of the Council’s work was on the issues facing our youth, with a focus on mental health and addictions, and recommendations on how to address these issues moving forward.</p>
<p>Researched issue</p>	<p>To begin its work the Council availed of the services of Mark Drover of the Office of Public Engagement to conduct a literature and jurisdictional review on issues facing youth. Specifically the review focused on the areas of tobacco use, drug/alcohol use, mental health and crime and how they may be influenced by the characteristics of youth social capital.</p>

Indicators	Accomplishments
	<p>Council's work over the past year also included a review of results from several youth engagement sessions hosted in the region over the past couple of years by other organizations. These youth engagement sessions included two sessions hosted by the Office of Public Engagement targeting youth in the Grand Bank and St. Lawrence areas and one session hosted by the Burin Peninsula Youth Protocol Committee held in Marystown targeting youth from around the entire Burin Peninsula. In total approximately 85-90 youth (grades 7-12) attended these sessions.</p> <p>Council also engaged stakeholders in the region that have a vested interest in youth issues for their thoughts and opinions. Its first engagement was with the local Youth Protocol Committee and was conducted by the Regional Planner during one of the committees meetings. Participants in the meeting included individuals from the Department of Advanced Education and Skills, Smallwood Crescent Community Centre, Eastern Health (Addictions Division), St. Lawrence Community Youth Network and the College of the North Atlantic. In subsequent engagement sessions the Council met directly with the Detachment Commander for the RCMP in Marystown and also with Ruby Hoskins, chairperson of the STAND Against Drugs Committee.</p>
<p>Issue deliberated by Council and advice developed</p>	<p>In the initial stages, the Regional Council established a small working committee comprised of three Council members and the Regional Planner to oversee the research and coordinate the development of the advice document.</p> <p>The Regional Council met several times over the year to discuss and deliberate the findings of their work.</p> <p>All information gathered through their research and the engagement with stakeholders was used by the Council for the creation of the advice document to government.</p> <p>While the Council was aware of many of the issues</p>

Indicators	Accomplishments
	facing our youth it was not until it dug deeper into the topic that it began to realize the breadth, depth and complexity of the issues facing our youth. Due to scheduling issues it was late in the fiscal year before the Council was able to complete all of its engagement work with local stakeholders (sessions that Council felt was crucial to their work). This has led to the Council having to continue their work into the new fiscal year to ensure it has adequately studied and deliberated the topic before submitting its final advice to government.
Communicated advice to Government	Due to the issues noted in the previous indicator, advice will not be available until the 2014-15 fiscal year. Council's advice/recommendations are currently in draft form and Council plans to have its advice communicated to government by June 2014.

Discussion of Results

In conducting its work over the past year, the Regional Council learned a great deal about the issues facing youth on the Burin Peninsula. The Regional Council has put an enormous amount of effort into their work this year and believes a thorough overview of the issues has been compiled. Council is well on its way to developing sound advice on how to address these issues moving forward. In its advice to government, the Council identified, among other things, several key findings and recommendations. The Regional Council's advice/recommendations for government are currently in draft form but will be finalized and submitted to government in June 2014.

It is the Burin Peninsula Regional Council's intent, with its findings and advice document submission, to provide government with an informed regional perspective on the issues facing the youth on the Burin Peninsula and ways to address those issues moving forward.

8. GANDER – NEW-WES-VALLEY REGIONAL COUNCIL

Message from the Chair

As chairperson for the Gander - New-Wes-Valley Regional Council, I hereby submit the 2013-14 Annual Activity Report for the timeframe April 1, 2013 to March 31, 2014. 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.

This report is the final activity report for the 2011-14 planning cycle. Council has experienced many changes throughout this three year period. In December of 2011, new members were appointed to our Regional Council. Most recently however, words seem inadequate to express the sadness we feel with the passing of Ms. Edythe Goodridge on June 4th, 2014. Edythe served as the Council's Chairperson from Council's inception in 2005 until February of 2009. Edythe was a passionate and committed leader, community advocate and Councilor, with a vision for the role our Council could play toward the future sustainability of our Region. She loved Newfoundland and Labrador and was a fierce defender and witty promoter of our rural way of life. She was spirited, compassionate, articulate and evolving. It is in this spirit that we will look forward and continue the regional sustainability work we are committed to and engaged in.

Council has also seen the creation of the Office of Public Engagement. In March 2014, we were encouraged by Government's announcement of the Open Government Initiative which aims to increase citizen involvement in the development of public policy. This initiative is complimentary to Council's mandate that involves the sharing of information, advancing regional cooperation and encouraging regional partners to more actively participate on matters that can advance regional sustainability.

The nature of the work of Council and the large geographical region that we cover presents a continuing challenge when trying to communicate our role to regional stakeholders. Council continues to position itself as an objective, informed advisory body that can assist the advancement of regional sustainability by engaging and collaborating with regional stakeholders and citizens to articulate quality advice to government. In an attempt to strengthen regional relationships and to ensure a broad range of perspectives were considered, Council designed and implemented a comprehensive engagement process exploring the enhancement of local governance structures including municipalities and local service districts.

As a methodology, and to enhance the capacity and learning of members, Council often seeks the expertise and input from academics, government departments and others that are knowledgeable in

the areas of concern that Council is exploring. As with regional engagements, these sessions provide valuable insight and help members systematically and objectively explore areas deemed essential to regional sustainability. This adds merit to the overall process of Council's work and most importantly, results in the submission of informed public policy advice to the appropriate government departments and/or agencies.

Council is quite satisfied with our past accomplishments and will continue our community engagement and capacity building role in the years to follow, as we strive towards creating an enhanced culture of collaboration and cooperation within our region. Council will continue to examine and become more informed about regional issues and opportunities and to engage with residents and other stakeholders on these important topics essential to regional sustainability.

Best Regards,

A handwritten signature in black ink that reads "Nadine Decker". The signature is written in a cursive, flowing style.

Nadine Decker, Chairperson
Gander - New-Wes-Valley Regional Council of the Rural Secretariat

8.1 Regional Profile

The 2011 Census population for the Gander – New-Wes-Valley Rural Secretariat Region was 46,275. This represents a 1.2 per cent decrease from the 2006 census population. Comparatively, the population of the province had a 1.8 per cent increase since 2006 (514,535 in 2011, up from 505,470 in 2006).

The National Household Survey (2011) reported that in the Gander – New-Wes-Valley Rural Secretariat Region⁴ there were 16,990 individuals in the labour force who were employed during the week of May 1-7, 2011 and 4,330 who were unemployed. The 2010 income for every man, woman, and child (personal income per capita) in the Gander – New-Wes-Valley Rural Secretariat Region was \$25,000 up from \$20,000 in 2006. For the province, personal income per capita was \$28,900.

The 2010 self-reliance ratio for the Gander – New-Wes-Valley Rural Secretariat Region was 72.6 per cent. 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 2010 was 80.1 per cent.

The number of individuals in the Gander – New-Wes-Valley Rural Secretariat Region who received Employment Insurance at some point in the year 2012 was 11,300 and the 2007 figure was 11,930. There were 3,945 individuals who received income support at some point during the 2012. This number is down from 4,345 in 2007.

The National Household Survey (2011) reported that in the Gander – New-Wes-Valley Rural Secretariat Region, 8,875 individuals 15 years and older had attained a high school diploma or equivalent. There were 15,410 individuals with a postsecondary certificate, diploma or degree.

A major indicator of well-being is how a person rates their own health status. In 2009-10, approximately 14.8 per cent of individuals age 12 and over in the Gander – New-Wes-Valley Rural Secretariat Region rated their health status as excellent while 42.7 per cent rated this as very good. For the province, about 16.2 per cent rated their health status as excellent and 43.9 per cent as very good.

Additional information, including gender-specific information and information for other levels of geography, can be found at www.communityaccounts.ca.

⁴ There was a 41.2% global non-response rate in the Gander – New-Wes-Valley Rural Secretariat Region. The global non-response rate is used as an indicator of data quality, the lower the rate the lower the risk of inaccuracy.

8.2 Regional Council Overview

As of March 31, 2014, the Gander - New-Wes-Valley Regional Council was comprised of eight members; two female and six male. The Council met five times in 2013-14.

Regional Council members	Community
Nadine Decker (Chair & Provincial Council Representative)	Fogo Island
Edythe Goodridge	Salvage
Rick Lackey	Twillingate
David Regular	Summerford
James Snow	Lewisporte
Donald J. Winsor	Eastport
Stanley Sparkes	Glovertown
Arthur Bull	Gander

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

The Council does not have a budget 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 Office of Public Engagement. In 2013-14, the Gander – New-Wes-Valley Regional Council spent approximately \$4,725 on meetings and associated expenses.

The Office of Public Engagement employs a Regional Partnership Planner position in the region, who among other duties, acts as an information resource for the Council and facilitates the work of the Council. The regional office is located in the municipality of New-Wes-Valley.

8.3 Report on Performance

In the 2011-14 Activity Plan, the objective of Council was to provide ongoing advice to the Provincial Government on issues that affect the region. Over the three year period covered by the plan, Council focused on issues and topics that were important to future sustainability of the Region. In an effort to provide quality advice to government on important topics in the region and province, we made use of a number of tools. In keeping with the strategic direction of the Provincial Government (Appendix A), these tools included research activities, collaboration and citizen engagement. This is the final report of the 2011-14 planning cycle and the Gander – New-Wes-Valley Regional Council has reported on the same objective for each year of the plan.

Issue: Provide Advice to Government

The Gander – New-Wes-Valley Region is most heavily populated by little communities dotted along the coastline that are indicative of the strong fishing culture and heritage of the region. These

communities are governed by a mixture of incorporated municipalities (32) or local service districts (30) that provide specific functions or services related to local governance structures, such as snow clearing, waste management, recreational services, etc. Of the 32 incorporated municipalities, six serve populations greater than 2000 residents with only two of these serving populations greater than 3000 residents.

Having strong, competent local governance mechanisms is vital to having a sustainable region. As a result of discussions and engagements with citizens in the region, Council questioned the future of many of the local governance bodies (incorporated municipalities and local service districts (LSDs) throughout the region. Would these LSDs be able to overcome current challenges and meet the increasing expectations of citizens in the future? Why are some communities collaborating on service sharing and others not? What would be required to strengthen these structures or do we need new ones?

In March 2013, Council submitted correspondence to the Minister of Municipal Affairs highlighting some concerns with the local governance structures in the region and articulating a need for change. Expectations and demands for local government services are increasing. In most communities throughout the region, current infrastructure such as roads and water and sewer are aging and in need of repair. This places increased demands on communities' aging and shrinking tax base.

In May 2013, Council met with departmental officials at Municipal Affairs to discuss the correspondence submitted. An engagement process to further explore this topic with residents and leaders was also discussed. The next step was to explore and validate anecdotal suggestions on strengthening local governance with residents of the region.

Representatives from the Grand Falls – Windsor – Baie Verte – Harbour Breton Regional Council also attended the May meeting. Grand Falls – Windsor – Baie Verte – Harbour Breton Regional Council members felt the concerns discussed reflected their concerns and at a Council meeting in June agreed to conduct a similar engagement process in their region. A collaborative approach was agreed upon; both Councils would explore the challenges and opportunities of local governance across their regions through a set of public engagements.

Objective: By March 31, 2014, the Gander – New-Wes-Valley Regional Council will have provided advice to the Provincial Government on an issue(s) that relates to regional sustainability.

Measure: Provided advice

Indicators	Accomplishments
Issue Identified	<p>During the May 2013 Council meeting, members agreed to continue to build upon the <i>Strengthening Local Governance</i> document that was submitted to the Minister of Municipal Affairs, March 2013 by engaging residents of the region. The intent was to learn more about local service districts (LSD) and incorporated municipalities and to hear from residents concerning how these local governance structures can be strengthened.</p>
Researched issue	<p>Council reviewed <i>The Next Steps in Regional Government process</i>, by Municipalities NL. Regional engagements, key informant interviews and an online questionnaire were conducted throughout the region. Information collected during the public engagement process was summarized in a document titled "<i>Strong Local Governance Leads To A Stronger More Sustainable Region; Regional Engagement Results</i>".</p> <p>Council also received a presentation and engaged with Municipalities NL & the Department of Municipal & Intergovernmental Affairs regarding the Provincial-Municipal Fiscal Framework. It is also important to note that considerable research was also completed during the last reporting period (<i>additional details pertaining to this research can be found in the 2012-2013 Gander-New-Wes-Valley Regional Council Activity Report</i>). This research is still relevant to inform and support the deliberations of Council on the topic of local governance. Council reviewed and utilized the research material of the past couple of years to agree on the focus and content for advice submission to government.</p>
Determined advice to submit to Government	<p>Throughout the winter and at the March 2014 Regional Council meeting, Council drafted, revised and completed an advice letter focusing on local governance in the Region. Some recommendations included:</p> <ul style="list-style-type: none"> • If the LSDs are to continue to be an important governance structure within the region they will require a voice or mechanism to be representative along with the other governance structures in the region and province.

Indicators	Accomplishments
	<ul style="list-style-type: none"> • There needs to be a clear definition and understanding of the different language or terminology being used. Regionalism, regional cooperation, amalgamation, governance, and government are some examples of terms that caused confusion and had different meanings to individuals. • Government could consider reviewing and comparing potential governance models and select models which are best suited to the Province's rural communities. Implementing a regional governance model and regional leadership may be a long-term goal but in the short-term (next five years) government should focus on engaging communities to reinforce a sense of trust. Perhaps facilitating a process focused on strengthening collaboration and service sharing would lay the foundation for a more formal regional structure in the future. • Education and engagement is critical to any new process.
Communicated advice to Government	On March 22, 2014 an advice letter and document titled " <i>Strong Local Governance Leads To A Stronger More Sustainable Region; Regional Engagement Results</i> " was submitted to the Minister of Municipal and Intergovernmental Affairs.

Discussion of Results

A discussion document *Strengthening Local Governance* was shared with participants prior to the regional engagements. In the document, a variety of challenges were identified pertaining to cost and delivery of community services. A call for change declared that a new model of governance is needed and asked readers to consider alternate models. Some questions that guided the engagements included:

- Will the status quo serve communities into the future or will the local governance structure need to be changed? Why or why not?
- Will better collaboration amongst communities lead to stronger local governance mechanisms (i.e. local service districts and municipalities)?
- Why do some local governments share one service but do not share others? What barriers exist that prevent local governance groups from coming together? How can these be removed?

- Can some of the local governance services be regionalized similar to the waste management model?
- Could sub-zones (i.e. Kittiwake Economic Development Corporation Sub-zones) serve as the basis for planning service sharing in the Gander – New-Wes-Valley Region?

Five face-to-face engagement sessions took place in the Gander-New-Wes-Valley Region and six occurred in the Grand Falls – Windsor – Baie Verte – Harbour Breton Region. An online questionnaire reflecting the questions asked during the engagement sessions was developed in an attempt to reach those that were not able to attend the face to face sessions. Key informant interviews were conducted with individuals in the amalgamated municipalities of Centreville-Wareham-Trinity and Fogo Island to learn more about the amalgamation process. A report *“Strong Local Governance Leads to a Stronger More Sustainable Region; Regional Engagement Results”* was compiled to provide the methodology and findings resulting from the regional engagement process.

We heard from the engagement process that residents believed that collaboration between communities would strengthen local governance. However, there was less agreement regarding what services to collaborate on and how increased collaboration should be accomplished. There was a need for further exploration and information before individuals were able to make informed decisions regarding collaboration and governance structures. There were very few who believed that a new governance model was not needed, however agreement regarding new approaches was often only given in principle, pending more information. This indicates a need for increased education on the topic of potential new models, one that includes a comparative cost-benefit analysis of any new model reasoned to be suitable to the Province’s rural communities.

9. GRAND FALLS-WINDSOR – BAIE VERTE – HARBOUR BRETON REGIONAL COUNCIL

Message from the Chair

As chairperson for the Grand Falls-Windsor - Baie Verte - Harbour Breton Regional Council, and in accordance with the Provincial Government's commitment to accountability, we submit the Regional Council's 2013-2014 Activity Report. My signature below is on behalf of the entire Council, and is indicative of our accountability of the results reported. The Regional Council is a category III Provincial Government entity under the *Transparency and Accountability Act*.

This year our Council has focused much of its effort on "Strengthening Local Governance". In cooperation with the Gander – New-Wes-Valley region, we developed a discussion guide and held six community engagements. With the assistance of our Planner and the active participation by a number of Council members, enthusiastic input was provided by municipal representatives and interested citizens during the engagements. This information was discussed and debated by the Council and formed the basis of our policy advice letter and supporting documents.

Other highlights of the year included presentations by our Planner and a Council member Ruth Down Robinson at CU Expo in Corner Brook, together with other partners, on our approaches to community-based research. Our Council also supported The Gathering, a social enterprise initiated by Shaun Majumdar and held in Burlington. There we volunteered with community radio and participated in a community engagement exercise.

Over the year we have had some members resign and thank them for their service to the Council and its mission.

Finally I would be remiss if I did not take this opportunity to thank the outgoing Chair, Deborah Armstrong, for her enthusiastic leadership of our Council as well as her willingness to continue to serve as a member of our Council.

Sincerely,



Colin Forward, Chair

Grand Falls-Windsor - Baie Verte - Harbour Breton Regional Council of the Rural Secretariat

9.1 Regional Profile

The 2011 Census population for the Grand Falls-Windsor – Baie Verte – Harbour Breton Rural Secretariat Region was 47,205. This represents a 2.9 per cent decrease from the 2006 census population. Comparatively, the population of the province had a 1.8 per cent increase since 2006 (514,535 in 2011, up from 505,470 in 2006).

The National Household Survey (2011) reported that in the Grand Falls-Windsor – Baie Verte – Harbour Breton Rural Secretariat Region⁵ there were 16,880 individuals in the labour force who were employed during the week of May 1-7, 2011 and 4,100 who were unemployed. The 2010 income for every man, woman, and child (personal income per capita) in the region was \$24,400 up from \$19,700 in 2006. For the province, personal income per capita was \$28,900.

The 2010 self-reliance ratio for the Grand Falls-Windsor – Baie Verte – Harbour Breton Rural Secretariat Region was 72.4 per cent. 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 2010 was 80.1 per cent.

The number of individuals in the region who received Employment Insurance at some point in the year 2012 was 11,075 and the 2007 figure was 11,745. There were 4,775 individuals who received income support at some point during the 2012. This number is down from 5,250 in 2007.

The National Household Survey (2011) reported that in the Grand Falls-Windsor – Baie Verte – Harbour Breton Rural Secretariat Region, 9,490 individuals 15 years and older had attained a high school diploma or equivalent. There were 15,225 individuals with a postsecondary certificate, diploma or degree.

A major indicator of well-being is how a person rates their own health status. In 2009-10, approximately 15.5 per cent of individuals age 12 and over in the Grand Falls-Windsor – Baie Verte – Harbour Breton Rural Secretariat Region rated their health status as excellent while 46.7 per cent rated this as very good. For the province, about 16.2 per cent rated their health status as excellent and 43.9 per cent as very good.

Additional information, including gender-specific information and information for other levels of geography, can be found at www.communityaccounts.ca.

⁵ There was a 32.3% global non-response rate in the Grand Falls-Windsor – Baie Verte – Harbour Breton Rural Secretariat Region. The global non-response rate is used as an indicator of data quality, the lower the rate the lower the risk of inaccuracy.

9.2 Regional Council Overview

As of March 31, 2014, the Grand Falls-Windsor – Baie Verte – Harbour Breton Regional Council was comprised of 10 members; four female and six male. The Council currently has representation from larger and smaller communities throughout the region, including nine members from communities of less than 5,000 people. The Council met four times in 2013-14.

Regional Council members	Community
Colin Forward (Chair & Provincial Council Representative)	Baie Verte
Tracey Comeau	Seal Cove, White Bay
Jerry Dean	Botwood
Ruth Down-Robinson	Grand Falls-Windsor
Deborah Armstrong	Pleasantview
Jamie Kendell	St. Alban's
Hubert Langdon	English Harbour West
Steward May	Belleoram
Don Stewart	Harbour Breton
Joan Strickland	St. Alban's

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

During the past 12 months, two members have resigned. In addition, Deborah Armstrong passed the leadership role of Chairperson to Colin Forward with Ruth Down-Robinson taking the responsibilities of Vice-Chairperson.

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 Office of Public Engagement. In 2013-14, the Grand Falls-Windsor – Baie Verte – Harbour Breton Regional Council spent approximately \$4,510 on meetings and associated expenses.

The Office of Public Engagement employs a Regional Planner position in the region, who among other duties, acts as both an information resource and facilitator for the work of Council. The regional office is located in Springdale.

9.3 Report on Performance

In the 2011-14 Activity Plan, the Council identified one objective: to provide ongoing advice to the Provincial Government on issues that affect the region. This objective was developed in consideration of the Council's mandate and financial resources along with the Provincial Government's strategic direction (Appendix A). In light of these strategic directions the Council provided citizen-based policy advice by utilizing community engagement and research, along with

other collaborative tools, to gather, form and validate information and knowledge contained in their submissions. This is the final report of the 2011-14 planning cycle and the Grand Falls-Windsor – Baie Verte – Harbour Breton Regional Council has reported on the same objective for each year of the plan.

Issue: Provide Advice to Government

Local governances are challenged with aging infrastructure and a diminishing volunteer base. Expectations and demands for many local governance services are increasing and current infrastructure such as roads and water and sewer systems are in need of repair.

This places increasing demands on communities’ shrinking tax base which are neither feasible nor realistic to provide or achieve under the current governance structures. Other forms of revenue need to be available to communities to complement the tax base revenues and Municipal Operating Grants (MOGs) that are currently the primary method of obtaining operating revenues. It is clear that with the host of issues most communities are and will be facing, there can be no expectation that this tax revenue base is going to be sufficient at present and especially in future to address the demand for services.

Many would argue that local governance bodies are not sustainable as they are and a new fiscal and governance model is needed if these communities, and the region as a whole, are to survive. Council wanted to investigate these anecdotal reports, better understand municipalities’ perspective and advise government of their observations and recommendations.

Objective: By March 31, 2014, the Grand Falls-Windsor – Baie Verte – Harbour Breton Regional Council will have provided advice to the Provincial Government on issues that relate to regional sustainability.

Measure: Provided advice

Indicators	Accomplishments
Issue Identified	<p>Due to the desire of Council to have issues identified in both a comprehensive and timely manner, the next three accomplishments were completed ahead of schedule.</p> <p>Council members used the following criteria funnel to determine regional sustainability issues:</p> <ul style="list-style-type: none"> ○ Has potential to positively impact regional sustainability; ○ Will broadly impact residents across the region

Indicators	Accomplishments
	<ul style="list-style-type: none"> ○ Has major consequences if not investigated ○ Is within Provincial Government’s jurisdiction ○ Will strongly impact a particular group within a select geographic area ○ Is a timely issue <p>During the March 11 and 12, 2011 Council meeting, members identified effective community engagement as an issue for investigation in 2011–12, land use planning in 2012-13, and regionalism in 2013-14.</p> <p>On May 9, 2013, three members of Council attended a meeting between Gander – New-Wes-Valley Regional Council and officials from the Department of Municipal Affairs in which they discussed a recently submitted advice document on the challenges of local governance and the need for a new fiscal and governance model.</p> <p>At Council’s June 7-8 meeting, members received a presentation on the Gander – New-Wes-Valley Regional Council’s progress to date on local governance and next steps. The Grand Falls-Windsor-Baie Verte – Harbour Breton Regional Council members felt the concerns discussed reflected their regional issues and both Councils agreed to explore the challenges and opportunities of local governance across their regions through a series of public engagements.</p>
Researched issue	<p>Five questions guided these engagements, including:</p> <ol style="list-style-type: none"> 1. Will the status quo serve communities into the future or will the local governance structure need to be changed? Why or why not? 2. Will better collaboration strengthen local governance mechanisms (i.e. local service districts and municipalities)? 3. Why do some local governments share one service but do not share others? What barriers exist that prevent local governance groups from coming together? How can these be removed? 4. Can some of the local governance services be regionalized similar to the waste management model?

Indicators	Accomplishments
	<p>5. Could sub-zones serve as the basis for planning service sharing?</p> <p>A discussion guide <i>Strengthening Local Governance</i> was used to form the basis for these engagements. In the document, a variety of challenges were identified pertaining to cost and delivery of community services.</p> <p>Six engagements took place in the Grand Falls-Windsor – Baie Verte – Harbour Breton Region from July 2013 to November 2013 with past and present mayors and Councilors, local service district officials and citizens. The region was divided into five sub-regions with an engagement conducted in each and an additional consultation scheduled with the mayor, Councilors and staff of Grand Falls-Windsor. This community, having more than 5000 residents, provides regional economic and social services, thus warranting a separate meeting.</p> <p>An analysis of the data collected from these six engagements was completed.</p>
<p>Consensus developed on advice to Government</p>	<p>After Council studied the analyzed data, members submitted options for policy advice. During the March 1, 2014 meeting, these suggestions were debated, refined and a consensus reached on the advice to submit to Government.</p> <p>Policy options identified as advice for consideration by government covered three areas of concern; education and information, leadership, and support resources.</p> <p>Examples of advice offered for consideration are:</p> <ul style="list-style-type: none"> ○ Department of Municipal and Intergovernmental Affairs, in partnership with Municipalities Newfoundland and Labrador, consider researching a governance “structure/ model” for discussion with municipal and local service district officials with the intent of increasing understanding and evaluating a potential governance model that allows collaboration to occur amongst communities. ○ Upon determining an alternate governance structure, the Department of Municipal and Intergovernmental Affairs, in partnership with

Indicators	Accomplishments
	<p>Municipalities Newfoundland and Labrador, consider hosting educational sessions identifying benefits and addressing issues such as fair distribution of resources, decision making and conflict resolution processes as well as loss of identify and autonomy.</p>
<p>Communicated advice to Government</p>	<p>In March 2014, Council submitted an advisory letter on regionalism supported by the document <i>Strengthening Local Governance in the Grand Falls-Winsor-Baie Verte-Harbour Breton Region</i> to the Minister of Municipal and Intergovernmental Affairs as well as forwarding copies of these documents to the MHAs for Fortune Bay -Cape La Hune; Baie Verte – Springdale; Green Bay South; Exploits; and Grand Falls-Windsor.</p> <p>The advice letter invited the Minister, or a senior staff member, to meet for further discussion of these findings, the potential for influencing policy and Council’s advice.</p>

Discussion of Results

There are many examples of communities sharing services throughout this Region, but there is no consistency in this approach. In some cases, a local service district and nearby municipality may share fire services but may not have even considered sharing in the administration of other essential services. Likewise, others share operational equipment but have not considered joint planning, recreation or other options.

It is clear from the data that citizens believe that collaboration between communities would strengthen local governance. However, there is less agreement regarding what services to collaborate on and how increased collaboration should be accomplished. This is not due to an unwillingness to work together, but may be attributed to the need for further exploration and information before citizens are able to make informed decisions regarding collaboration and governance structures. Very few citizens believe that a new governance model is not needed, however agreement regarding new approaches was often only given in principle, pending more information. As such, it is imperative that more research be conducted on the topic of collaboration and local governance in order to provide citizens with the information they require to assist in the design of new collaborative governance structures.

10. CORNER BROOK – ROCKY HARBOUR REGIONAL COUNCIL

Message from the Chair

As Chairpersons for the Corner Brook – Rocky Harbour Regional Council, we hereby submit the activity report for the period April 1, 2013 to March 31, 2014. On behalf of the Council and in accordance with the *Transparency and Accountability Act*, our signatures are indicative of the Council's accountability for the results reported.

The Regional Council has had another productive year as it builds on its previous work in the area of access to health services. We were pleased to continue our partnership with the Health Research Unit at Memorial University of Newfoundland and to have received comprehensive research findings with regard to barriers and solutions for access to health services in the region and we have been working to disseminate and mobilize this information within the Regional Health Authority, the Department of Health and Community Services and the wider public.

We have also had a strong partnership with the Stephenville-Port aux Basques Regional Council on our health research and continued to collaborate with them and the Health Research Unit to research 'Models for Nurse Practitioners' as a potential solution to some of the healthcare challenges in the region.

In addition, we were invited to engage with several Provincial Government Departments including the Department of Health and Community Services to provide input on the Provincial Ambulance Review and with the Department of Municipal and Intergovernmental Affairs regarding the Provincial- Municipal Fiscal Framework. We welcomed this opportunity to have in-person dialogue with Departmental representatives and to provide our ideas and advice.

Over the coming year, we look forward to continued research, dialogue and the provision of advice on important regional issues and solutions.

Sincerely,



Colleen Kennedy and Carla Wells

Co-Chairs, Corner Brook - Rocky Harbour Regional Council of the Rural Secretariat

10.1 Regional Profile

The 2011 Census population for the Corner Brook – Rocky Harbour Rural Secretariat Region was 47,205. This represents a 0.3 per cent decrease from the 2006 census population. Comparatively, the population of the province had a 1.8 per cent increase since 2006 (514,535 in 2011, up from 505,470 in 2006).

The National Household Survey (2011) reported that in the Corner Brook – Rocky Harbour Rural Secretariat Region⁶ there were 17,395 individuals in the labour force who were employed during the week of May 1-7, 2011 and 3,850 who were unemployed. The 2010 income for every man, woman, and child (personal income per capita) in the Corner Brook – Rocky Harbour Rural Secretariat Region was \$27,000 up from \$21,700 in 2006. For the province, personal income per capita was \$28,900.

The 2010 self-reliance ratio for the Corner Brook – Rocky Harbour Rural Secretariat Region was 77.5 per cent. 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 2010 was 80.1 per cent.

The number of individuals in the Corner Brook – Rocky Harbour Rural Secretariat Region who received Employment Insurance at some point in the year 2012 was 8,565. The 2007 figure was 8,805. There were 3,950 individuals who received income support at some point during the 2012. This number is down from 4,615 in 2007.

The National Household Survey (2011) reported that in the Corner Brook – Rocky Harbour Rural Secretariat Region, 9,040 individuals 15 years and older had attained a high school diploma or equivalent. There were 18,355 individuals with a postsecondary certificate, diploma or degree.

A major indicator of well-being is how a person rates their own health status. In 2009-10, approximately 15.1 per cent of individuals age 12 and over in the Corner Brook – Rocky Harbour Rural Secretariat Region rated their health status as excellent while 40.9 per cent rated this as very good. For the province, about 16.2 per cent rated their health status as excellent and 43.9 per cent as very good.

Additional information, including gender-specific information and information for other levels of geography, can be found at www.communityaccounts.ca.

⁶ There was a 32.9% global non-response rate in the Corner Brook – Rocky Harbour Rural Secretariat Region. The global non-response rate is used as an indicator of data quality, the lower the rate the lower the risk of inaccuracy.

10.2 Regional Council Overview

As of March 31, 2014, the Corner Brook – Rocky Harbour Regional Council was comprised of seven members; four female and three male. The Council currently has representation from larger and smaller communities throughout the region, including five members from communities of less than 5,000 people. The Council met four times in 2013-14.

Regional Council members	Community
Colleen Kennedy (Co-Chair & Provincial Council Representative)	Rocky Harbour
Carla Wells (Co-Chair)	Corner Brook
Joseph Loder	Summerside
Bertha Brophy	Rocky Harbour
Cyril Kirby	Deer Lake
Arch Mitchell	Benoits Cove
Joan Cranston	Norris Point

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

The Council does not have a budget 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 Office of Public Engagement. In 2013-14, the Corner Brook – Rocky Harbour Regional Council spent approximately \$2,450 on meetings and associated expenses.

The Office of Public Engagement employs a Regional Planner position who, among other duties, acts as both an information resource and facilitator for the work of the Council. The regional office is located within the Sir Richard Squires Building in Corner Brook.

10.3 Report on Performance

In the 2011-14 Activity Plan, the Council identified one objective – to provide ongoing advice to the Provincial Government on issues that affect the region. This objective considers the Council's mandate and financial resources as well as the Provincial Government's strategic direction (Appendix A). This is the final report of the 2011-14 planning cycle and the Corner Brook – Rocky Harbour Regional Council has reported on the same objective for each year of the plan.

To ensure that the Regional Council is properly informed and adequately prepared in developing its advice to government, it uses a number of tools to assist in its work. In keeping with the Provincial Government's strategic directions (Appendix A), these tools include, but are not limited to, research activities and collaboration which provide input into Council's policy advice document submissions.

Issue: Provide Advice to Government

The Regional Council chose to continue with the topic of Access to Health Services as their priority issue for the year, due to the scale and complexity of the issues involved. This was originally identified as a result of Council's concerns about the perceived lack of access to healthcare, particularly among residents of rural and remote communities in the region. The Council, in partnership with the Health Research Unit at Memorial University of Newfoundland and the Stephenville – Port Aux Basques Regional Council carried out an extensive piece of research in the 2012-13 activity year and the findings highlighted a number of access barriers as well as potential solutions. The key barriers to accessing health services in the Western Region that were revealed in the research were:

- 1) Length of wait time for appointments;
- 2) The service not being available in the area or at the time needed;
- 3) The distance to travel for health care services ;
- 4) Associated costs for receiving health care services;
- 5) Weather conditions (restricting/limiting travel).

Recommendations for solutions to addressing issues and enhancing access were:

- 1) The recruitment of more rural and remote physicians.
- 2) The adoption of a nurse practitioner model.
- 3) Improved assistance with medical related travel cost and the development of specialist outreach services.
- 4) Increased use of tele-health services; and
- 5) The initiation of additional rural and remote health services research

Additional information on the research findings including the research summary report and full report, are available at <http://www.exec.gov.nl.ca/rural/whatweredoing/research.html>. As a follow up to this project, the Council chose to carry out additional research in the area of Nurse Practitioner models as a means to enhance access to health services. The research indicated that where people have been able to access Nurse Practitioner services within the region that there has been a high level of satisfaction with these services, however that many people in rural and remote communities do not currently have access to these services and feel that they are needed.

Objective: By March 31, 2014, the Corner Brook – Rocky Harbour Regional Council will have provided advice to the Provincial Government on issues that relate to regional sustainability.

Measure: Provided advice

Indicators	Accomplishments
Issue Identified	<p>The Council met on June 12, 2013 with the research team and with the Stephenville – Port aux Basques Regional Council to receive a detailed presentation on the findings from the Access to Health Services project and to discuss the recommendations and potential next steps. The researcher also provided a presentation to Western Regional Health Authority, who were able to provide their input with regards to potential issues/recommendations which could be addressed.</p> <p>Regional Planners provided copies of the report to staff of the Department of Health and Community Services and sought their advice as to which recommendations they would be interested in receiving additional advice and input on.</p> <p>The issue/ recommendation which was identified as being of greatest interest to the Department, the Health Authority and the Regional Councils for follow-up research was that of Nurse Practitioner Models. At a Regional Council teleconference held on August 2, 2013, it was agreed to move forward with research on this issue.</p>
Researched issue	<p>The Regional Council has continued its research relationship with the Health Research Unit at Memorial University and with the Stephenville – Port aux Basques Regional Council and developed a research agreement to examine, in depth, the role of nurse practitioners in the province. Through a jurisdictional scan, literature review and key informant interviews, this research reviewed the different ways nurse practitioner models have been applied in other jurisdictions, their degree of success, and ways they might be applied in a Newfoundland context. Specifically the Regional Councils asked the researchers to address the following:</p> <p>Research questions:</p> <ol style="list-style-type: none"> 1. What is the current nurse practitioner model that is used in the province and in the Western Health Region? For example, numbers employed, roles, scope of practice, challenges they face?

Indicators	Accomplishments
	<ol style="list-style-type: none"> 2. Models from other jurisdictions/ countries <ol style="list-style-type: none"> a. How have nurse practitioner models been used in other jurisdictions to lessen the implications of health barriers and/or to enhance healthcare access? b. What are the factors that led to the implementation of the model? c. What are the key components of the model, which are critical for successful delivery and integration with existing health services? d. Who were the key players involved in adopting this model, and what has their role been. e. Are there certain considerations which are unique to implementing the models in rural or remote locations? 3. Are there cost savings associated with nurse practitioner models? 4. How have/can issues relating to nurse practitioner recruitment and job satisfaction be addressed?
Consensus developed on advice to Government	<p>At the Regional Council meeting on October 18 and 19, 2013, the Council agreed to support the findings and recommendations identified in the Access to Health Services research report and to forward these to the Minister of Health and Community Services as the Regional Council's advice for the 2013-2014 reporting year.</p>
Communicated advice to Government	<p>In December 2013, the Regional Council wrote (jointly with the Stephenville – Port aux Basques Regional Council) to the Department of Health & Community Services and Western Health, to advise them of the Nurse Practitioner project and to invite them to identify a representative to be a liaison for the research project.</p> <p>On March 10, 2014 the Regional Councils also sent a letter to the Minister of Health and Community Services to advise of the findings and recommendations of the Access to Health Services research as supported by the Regional Councils and to provide a detailed research report.</p>

Indicators	Accomplishments
	<p>Key recommendations to address access issues included:</p> <ul style="list-style-type: none"> • The recruitment of more rural and remote physicians; • The adoption of a nurse practitioner model; • Improved assistance with medical related travel cost and the development of specialist outreach services; • Increased use of tele-health services; and, • The initiation of additional rural and remote health services research.

Discussion of Results

The Regional Council feels that this research has given them the opportunity to share in-depth insights into health access issues and potential solutions with both the Department of Health and Community Services and Western Health and to begin building partnerships with these entities to help address issues in the region. Nurse practitioners are an important potential solution and Council looks forward to sharing the findings of this latest research project and engaging in discussions with partners around how to enhance the existing models within Western Newfoundland.

Another priority with Council’s work on this issue has been to disseminate the findings of the research and to provide these to the many participants and partners. An interactive community radio session held at CU Expo has helped to do this, along with publication of findings on the Rural Secretariat website and presentations to key partners. A community summary report has also been created and this will be distributed to the research participants from the region. Council feels that it is important for this knowledge dissemination to take place as addressing access to health issues can only move forward with support and engagement from both citizens and key health partners.

11. STEPHENVILLE – PORT AUX BASQUES REGIONAL COUNCIL

Message from the Chair

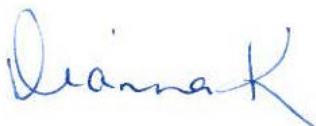
As chair of the Stephenville – Port aux Basques Regional Council, and in accordance with the Provincial Government’s *Transparency and Accountability Act*, I hereby submit the Regional Council’s Activity Report for 2013-2014. As chair, my signature is on behalf of the entire Council, and is indicative of our accountability for the results reported.

Over the past year, the Stephenville – Port aux Basques Regional Council has been finalizing its research on issues, barriers and solutions to accessing health care in the region (conducted in tandem with the Corner Brook-Rocky Harbour Regional Council). Additionally, the Councils have co-initiated a second phase of this research, focusing specifically on the role of Nurse Practitioner models to improve health care access, with assistance from Memorial University’s Health Research Unit.

The Council has also deliberated on other topics including access to radiation treatment in western Newfoundland, as well as the potential impacts of hydraulic fracturing in the province. These are all topics that the Council has identified as important to regional sustainability. In addition to these, the Council has also provided feedback by request of the provincial government on topics including the Department of Health and Community Service’s ambulance review, as well as Municipal and Intergovernmental Affairs’ Fiscal Framework.

As we move forth with our work as Regional Council, we look forward to having further dialogue on rural sustainability, including continued work on the topic of health services. The Council’s overall goal is to help influence and effect positive change with respect to the sustainability of rural Newfoundland and Labrador, and we look forward to continuing our work in this area.

Sincerely,



Dianna Kung

Chair, Stephenville – Port aux Basques Regional Council of the Rural Secretariat

11.1 Regional Profile

The 2011 Census population for the Stephenville – Port aux Basques Rural Secretariat Region was 29,875. This represents a 3.6 per cent decrease from the 2006 census population. Comparatively, the population of the province had a 1.8 per cent increase since 2006 (514,535 in 2011, up from 505,470 in 2006).

The National Household Survey (2011) reported that in the Stephenville – Port aux Basques Rural Secretariat Region⁷ there were 9,265 individuals in the labour force who were employed during the week of May 1-7, 2011 and 2,990 who were unemployed. The 2010 income for every man, woman, and child (personal income per capita) in the Stephenville – Port aux Basques Rural Secretariat Region was \$23,500 up from \$18,800 in 2006. For the province, personal income per capita was \$28,900.

The 2010 self-reliance ratio for the Stephenville – Port aux Basques Rural Secretariat Region was 69.3 per cent. 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 2010 was 80.1 per cent.

The number of individuals in the Stephenville – Port aux Basques Rural Secretariat Region who received Employment Insurance at some point in the year 2012 was 7,065. The 2007 figure was 7,540. There were 4,605 individuals who received income support at some point during 2012. This number is down from 5,390 in 2007.

The National Household Survey (2011) reported that in the Stephenville – Port aux Basques Rural Secretariat Region, 5,380 individuals 15 years and older had attained a high school diploma or equivalent. There were 10,335 individuals with a postsecondary certificate, diploma or degree.

A major indicator of well-being is how a person rates their own health status. In 2009-10, approximately 14.1 per cent of individuals age 12 and over in the Stephenville – Port aux Basques Rural Secretariat Region rated their health status as excellent while 39.6 per cent rated this as very good. For the province, about 16.2 per cent rated their health status as excellent and 43.9 per cent as very good.

Additional information, including gender-specific information and information for other levels of geography, can be found at www.communityaccounts.ca.

⁷ There was a 27.7% global non-response rate in the Stephenville – Port aux Basques Rural Secretariat Region. The global non-response rate is used as an indicator of data quality, the lower the rate the lower the risk of inaccuracy.

11.2 Regional Council Overview

As of March 31, 2014, the Stephenville - Port aux Basques Regional Council was comprised of five members; two female and three male, with representation from both larger and smaller communities across region. The Council met four times in 2013-14: June 12, 2013; September 4, 2013; November 13, 2013; and March 10, 2014.

Regional Council members	Community
Dianna Kung (Chair)	Stephenville
Calvin White (Provincial Council Representative)	Flat Bay
Eric Legge	Cartyville
Marlene Farrell	St. George's
Walter Murphy	St. George's

For an updated list of Council members please visit http://www.exec.gov.nl.ca/rural/regional_Councils/Council.html#spab

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 Office of Public Engagement. In 2013-14, the Stephenville – Port aux Basques Regional Council spent approximately \$1,155 on meetings and associated expenses.

The Office of Public Engagement employs a Regional Planner position, who among other duties, facilitates the work of the Council and acts as an information resource. The regional office is located within the Department of Innovation, Business and Rural Development in Stephenville.

11.3 Report on Performance

The Council had one central objective for their 2011-14 Activity Plan: to provide ongoing advice to the Provincial Government on issues that affect their region. This advice was to be developed in consideration of the Provincial Government's strategic direction (Appendix A). In the three years covered by the plan, the Regional Council focused their efforts on the provision of policy advice to the Provincial Government, specifically on issues related to regional sustainability. The Council utilized a variety of citizen engagement techniques as well as community-based research to help inform their advice submissions.

This is the final year of the 2011-14 planning cycle and the Stephenville – Port Regional Council has reported on the same objective for each year of the plan.

Issue: Provide Advice to Government

The Council has been very active in 2013-14. In conjunction with the Corner Brook-Rocky Harbour Regional Council, the Stephenville – Port aux Basques Regional Council has continued working on a project examining issues, barriers and solutions to accessing health care in western Newfoundland. While a research report was finalized in 2012-2013, work on this project has continued and a knowledge mobilization document has been developed to widely share the research findings throughout both regions. The Council has deliberated on this research, and developed a joint policy advice submission for the Provincial Department of Health and Community Services. Additionally, the Councils have jointly initiated a second phase of this research, building upon its recommendations, with support from Memorial University’s Health Research Unit. This project is examining the potential role of Nurse Practitioner’s in improving access to health services in western Newfoundland.

In addition to working in collaboration with the Corner Brook-Rocky Harbour Regional Council, the Council has also deliberated on access to radiation treatment in western Newfoundland, and submitted an advice letter to the Department of Health and Community Services. The topic of Hydraulic Fracturing was also explored and Council submitted an advice letter to the Department of Natural Resources in March 2014.

Objective: By March 31, 2014, the Stephenville – Port aux Basques Regional Council will have provided advice to the Provincial Government on issues that relate to regional sustainability.

Measure: Provided advice

Access to health care in western Newfoundland	
Indicators	Accomplishments
Issue Identified	<p>Radiation treatment and services The Council identified access to health care as a significant challenge in the region. In their 2012-13 research, access to radiation treatment was identified as one of the least accessible services. The Council identified this as a significant issue in the region, and one they would develop policy advice on.</p> <p>Improving health access: Nurse Practitioner models In their 2012-13 research, increased use of Nurse Practitioners was also mentioned as a potential solution to improving rural health access. The Council identified this as a potential research focus at their Council meeting on June 12, 2013.</p>

Access to health care in western Newfoundland	
Indicators	Accomplishments
<p>Researched issue</p>	<p>Radiation treatment and services</p> <ul style="list-style-type: none"> In 2013-14, the Council reviewed findings from their previous research report, particularly those related to specialized services including Radiation Therapy. <p>Improving health access: Nurse Practitioner models</p> <ul style="list-style-type: none"> The Council discussed findings from the 2012-13 research project, <i>Issues, Barriers and Solutions to Accessing Health Services in Western Newfoundland</i>, with the Corner Brook-Rocky Harbour Regional Council. The Councils jointly initiated a research project examining the potential roles of Nurse Practitioners in improving health care access in rural Newfoundland and commissioned the Health Research Unit at Memorial University to assist with the project.
<p>Consensus developed on advice to Government</p>	<p>Radiation treatment and services</p> <p>At a meeting on March 10, 2014 the Council discussed access to radiation treatment, looked at findings from their research report, and developed a policy advice submission on the topic for the Department of Health and Community Services.</p> <p>Improving health access: Nurse Practitioner models</p> <p>At a joint Council meeting on June 12, members of the Stephenville – Port aux Basques Regional Council and the Corner Brook Rocky Harbour Regional Council received a presentation from Dr. Victor Maddalena (principle investigator) on this health research project and final findings. At the meeting members discussed the research and began to develop a policy advice submission for the Department of Health and Community Services. The Councils corresponded on this topic for several months via email while developing their advice. Discussions on the subject continued at subsequent meetings on September 4, 2013; November 13-14, 2013; and March 10, 2014.</p>

Access to health care in western Newfoundland	
Indicators	Accomplishments
Communicated advice to Government	<p>Radiation treatment and services</p> <ul style="list-style-type: none"> On April 2, 2014 the Council submitted advice to the Department of Health and Community Services on access to radiation treatment. This document specifically shared the findings from the research report <i>“Issues, Barriers and Solutions to accessing health services in western Newfoundland”</i> that relate to radiation services, and recommended that a radiation unit be included in the new hospital planned to be built in Corner Brook. Council was unable to complete the advice submission on this topic for the 2013-14 fiscal year, as there was not adequate time to review the research and complete the advice on this topic. The Council submitted advice on this topic in April 2014. <p>Improving health access: Nurse Practitioner models</p> <ul style="list-style-type: none"> The Council discussed the role of Nurse Practitioners in improving health care access. On March 10, 2014 the Stephenville-Port aux Basques and Corner Brook-Rocky Harbour Regional Councils jointly submitted advice to the Department of Health and Community Services on access to health services in the region. In this letter, it was recommended that the Department of Health and Community Services take into consideration the key recommendations from the research report <i>“Issues, Barriers and Solutions to accessing health services in western Newfoundland”</i>. A copy of the research report was enclosed. While the Council discussed the potential role of Nurse Practitioners in improving health care access, deliberations have not been finished and this work will continue in 2014-15.

Discussion of Results

Access to health care, including radiation treatment, was identified by the Council as a significant challenge to rural sustainability in the region. Over the past two years the Council has been working on a research project designed to identify issues, barriers and solutions to accessing health care in the region. While the primary research was conducted in 2012-2013, the Council has continued to deliberate on this topic. Jointly with the Corner Brook-Rocky Harbour Regional Council, they provided advice to the Department of Health and Community Services, and also initiated a second phase of the research to look specifically at the potential role of a new Nurse Practitioner model to increase access to health services. The Council also examined findings from the research that specifically related to radiation therapy, and used these to submit an advice document examining access to this treatment.

Hydraulic fracturing in western Newfoundland	
Indicators	Accomplishments
Issue Identified	Hydraulic fracturing is a controversial topic in the region. At the November 13, 2013 Council meeting, members identified it as a significant issue and potential socio/environmental threat to western Newfoundland, and a topic they would like to submit advice on.
Researched issue	The Council deliberated on the topic of hydraulic fracturing and reviewed public documents (such as newspaper articles, information released from CNLOPB, as well as local environmental groups) during the November 13-14, 2013 and March 10, 2014 Council meetings.
Consensus developed on advice to Government	At meetings on November 13-14, 2013 and March 10, 2014, the Council discussed hydraulic fracturing developments in the region, and worked on the development of a policy advice letter to the Department of Natural Resources.
Communicated advice to Government	On March 10, 2014 the Council submitted an advice letter to the Department of Natural Resources on Hydraulic Fracturing. This document was intended to acknowledge the temporary moratorium on hydraulic fracturing (fracking) in the province and highlight the potential implications of fracking in the region. The letter recommended that the Department keep the health and safety of residents and the environment at the forefront during the review of fracking, and also that they remain open and transparent throughout the process and engage with the public.

Discussion of Results

Hydraulic fracturing is a topic that has received much attention in the Stephenville-Port aux Basques region. The controversial nature of the topic led the Council to deliberate on its potential impacts and benefits. The Council submitted an advice document commending the decision of the Department of Natural Resources to put a temporary moratorium on hydraulic fracturing in the province, and requested they continue to maintain the health and well-being of residents and the natural environment at the forefront of their decision-making.

The Council has been able to meet its annual objective by providing advice on these issues that relate to regional sustainability. The Council looks forward to continued research and engagement on this priority area.

12. ST. ANTHONY – PORT AU CHOIX REGIONAL COUNCIL

Message from the Chair

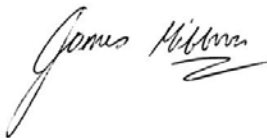
As Chairperson for the St. Anthony-Port au Choix Regional Council, I hereby submit the Activity Report covering the period April 1, 2013 – March 31, 2014. On behalf of the Council and in accordance with the *Transparency and Accountability Act*, my signature is indicative of the Council's accountability for the results reported.

During the 2013-14 fiscal year, the Council selected transportation links due to the importance of transportation to the sustainability of any region in the province and the critical importance of the St. Barbe-Labrador link to this region in particular. The region is facing many challenges, with the increase in traffic from Labrador due to the highway being completed and the increase in megaprojects in the province, this region is becoming a critical part of the transportation link. The Council undertook a literature review and also participated in a forum that provided information which was considered in the deliberations.

During the last year, the Council also fulfilled requests from the Provincial Government and had input into the Provincial Ambulance Review and the Municipal Fiscal Framework Review. The Council found these activities and opportunities very valuable and we look forward to many more opportunities and requests of this nature as we hope to be able to give a regional perspective as needed.

We look forward to the upcoming year, to continuing with this process and being able to provide advice to further contribute to the sustainability of the St. Anthony - Port au Choix region.

Sincerely,



James Gibbons

Chair, St. Anthony-Port au Choix Regional Council of the Rural Secretariat

12.1 Regional Profile

The 2011 Census population for the St. Anthony – Port au Choix Rural Secretariat Region was 12,240. This represents a 7.3 per cent decrease from the 2006 census population. Comparatively, the population of the province had a 1.8 per cent increase since 2006 (514,535 in 2011, up from 505,470 in 2006).

The National Household Survey (2011) reported that in the St. Anthony – Port au Choix Rural Secretariat Region⁸ there were 4,240 individuals in the labour force who were employed during the week of May 1-7, 2011 and 2,025 who were unemployed. The 2010 income for every man, woman, and child (personal income per capita) in the St. Anthony – Port au Choix Rural Secretariat Region was \$25,100 up from \$19,700 in 2006. For the province, personal income per capita was \$28,900.

The 2010 self-reliance ratio for the St. Anthony – Port au Choix Rural Secretariat Region was 69.7 per cent. 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 2010 was 80.1 per cent.

The number of individuals in the St. Anthony – Port au Choix Rural Secretariat Region who received Employment Insurance at some point in the year 2012 was 4,480. The 2007 figure was 4,955. There were 670 individuals who received income support at some point during the 2012. This number is down from 880 in 2007.

The National Household Survey (2011) reported that in the St. Anthony – Port au Choix Rural Secretariat Region, 2,515 individuals 15 years and older had attained a high school diploma or equivalent. There were 3,595 individuals who had received a postsecondary certificate, diploma or degree.

A major indicator of well-being is how a person rates their own health status. In 2009-10, approximately 13.6 per cent of individuals age 12 and over in the St. Anthony – Port au Choix Rural Secretariat Region rated their health status as excellent while 37.4 per cent rated this as very good. For the province, about 16.2 per cent rated their health status as excellent and 43.9 per cent as very good.

Additional information, including gender-specific information and information for other levels of geography, can be found at www.communityaccounts.ca.

⁸ There was a 41.3% global non-response rate in the St. Anthony – Port au Choix Rural Secretariat Region. The global non-response rate is used as an indicator of data quality, the lower the rate the lower the risk of inaccuracy.

12.2 Regional Council Overview

As of March 31, 2014, the St. Anthony-Port au Choix Regional Council was comprised of eight members; two female and six male. The Council currently has representation from both large and small communities throughout the region. All members are from communities of less than 5,000 people. The Council met four times in 2013-14.

Regional Council Members	Community
James Gibbons (Chair)	St. Anthony
Ross Decker	Roddickton
Terry Hedderson	St. Lunaire-Griquet
Ted Lewis (Provincial Council Representative)	Roddickton
Gloria Toope	Plum Point
Loomis Way	Green Island Cove
Judy Way	Savage Cove
John Lavers	Port Saunders

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

The Council does not have a budget 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 Office of Public Engagement. In 2013-14, the St. Anthony – Port au Choix Regional Council spent approximately \$710 on meetings and associated expenses.

The Office of Public Engagement employs a Regional Planner position in the region, who among other duties, acts as both an information resource and facilitator for the work of the Council. The regional office is located in Roddickton.

12.3 Report on Performance

In its 2011-14 Activity Plan, the Council identified one objective: to provide ongoing advice to the Provincial Government on issues that affect the region. The Council chose issues critical to the sustainability of the region for each year of the reporting period. In order to meet this objective and to better inform the advice Council provides to the Provincial Government, the Council uses tools such as citizen engagement and community-based research which supports the strategic direction (Appendix A) of the Provincial Government. This is the final report of the 2011-14 planning cycle and the St. Anthony – Port au Choix Regional Council has reported on the same objective for each year of the plan.

For the 2013-14, the Council focused its efforts on the transportation links in the St. Anthony – Port au Choix region. Transportation links are crucial to the sustainability of this region with the increasing developments that are currently happening in the province and the country.

Issue: Provide Advice to Government

Transportation links are very important to the region’s economic growth and sustainability. It plays an integral part in the ability of business to become more competitive in a global economy. With the completion of the Trans Labrador Highway and the anticipation of the development of Route 138 in Quebec, our region will be positioned to grow both economically and socially. This will only come to realization if the region sees the development of the links.

During the past year, the Council had many discussions on the topic, including undertaking a literature review and participating in a regional forum that looked at transportation opportunities. This informed the advice document that was sent to government.

Objective: By March 31, 2014, the St. Anthony – Port au Choix Regional Council will have provided advice to the Provincial Government on an issue that relates to regional sustainability.

Measure: Provided advice

Indicators	Accomplishments
Issue Identified	The Council identified transportation links as the issue to work on. This issue was identified due to the significance of transportation links in the region to the sustainability of the region particularly with regard to the Port of St. Barbe.
Researched issue	<p>All documents relating to transportation and the region were compiled. The following is a list of those documents:</p> <ul style="list-style-type: none"> ▪ Transportation study – Zone boards ▪ Analysis of cost of Labrador Marine Services ▪ Labrador Marine Transportation Study Phase 2 ▪ Zone 6 and 7 Strategic Economic Plans ▪ Report from Transportation Forum <p>A literature review was completed looking at the opportunities, challenges, key actions and the policy recommendations of these documents.</p>

Indicators	Accomplishments
	A Community Economic Development Forum was held in October 2013 whereby the information in the literature review was discussed. Feedback from the Forum and information from the literature review was then presented to the Council.
Consensus developed on advice to Government	In February 2014, the Council had further discussion on the topic and drafted a list of recommendations. All members were in agreement with the recommendations listed. The following outlines the recommendations that were submitted: <ol style="list-style-type: none"> 1. Ferry service remains in St. Barbe; 2. More crossings per day; 3. Winter service to be moved/further explored in St. Barbe; 4. Reservation service needs to be reviewed; 5. Water transportation deficiencies must be reviewed and addressed; and 6. Road conditions need to be improved.
Communicated advice to Government	In March 2014, an advice document was submitted to the Minister of the Department of Transportation and Works.

Discussion of Results

The St. Anthony-Port au Choix Regional Council met the indicators outlined for 2013-14 thereby accomplishing its objective.

13. LABRADOR REGIONAL COUNCIL

Message from the Chair

As Chairpersons for the Labrador Regional Council, we hereby submit the Annual Activity Report for the 2013-14 fiscal year. On behalf of the Council and in accordance with the *Transparency and Accountability Act*, please accept our signatures as indicative of the Council's accountability for our achievements reported here.

Over the past year, it has proven to be difficult for volunteer members of the Labrador Regional Council to gather and provide information. We met face-to-face twice in 2013-14 and we were without a Regional Planner for a few months. This combined with our communities being spread out over 294,000km² is quite a challenge for the Council.

Through continued dialogue and partnerships we hope to provide advice to government in a relevant and timely manner. We are hoping to recruit new members very soon. The Labrador Regional Council continues to inform itself of the challenges in this region and be progressive in identifying opportunities to overcome these challenges, thereby, supporting the advancement of sustainability in the region.

Respectfully submitted,



Lori O'Brien and Leander Baikie
Co-chairs, Labrador Regional Council of the Rural Secretariat

13.1 Regional Profile

The 2011 Census population for the Labrador Rural Secretariat Region was 26,475. This represents a 1.3 per cent increase from the 2006 census population. Comparatively, the population of the province had a 1.8 per cent increase since 2006 (514,535 in 2011, up from 505,470 in 2006).

The National Household Survey (2011) reported that in the Labrador Rural Secretariat Region⁹ there were 12,810 individuals in the labour force who were employed during the week of May 1-7, 2011 and 2,155 who were unemployed. The 2010 income for every man, woman, and child (personal income per capita) in the Labrador Rural Secretariat Region was \$33,700 up from \$27,400 in 2006. For the province, personal income per capita was \$28,900.

The 2010 self-reliance ratio for the Labrador Rural Secretariat Region was 88.6 per cent. 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 2010 was 80.1 per cent.

The number of individuals in the Labrador Rural Secretariat Region who received Employment Insurance at some point in the year 2012 was 4,130. The 2007 figure was 4,535. There were 1,845 individuals who received income support at some point during the 2012. This number is down from 2,210 in 2007.

The National Household Survey (2011) reported that in the Labrador Rural Secretariat Region, 4,220 individuals 15 years and older had attained a high school diploma or equivalent. There were 10,715 individuals with a postsecondary certificate, diploma or degree.

A major indicator of well-being is how a person rates their own health status. In 2009-10, approximately 14.2 per cent of individuals age 12 and over in the Labrador Rural Secretariat Region rated their health status as excellent while 49.3 per cent this as very good. For the province, about 16.2 per cent rated their health status as excellent and 43.9 as very good.

Additional information, including gender-specific information and information for other levels of geography, can be found at www.communityaccounts.ca.

⁹ There was a 29.0% global non-response rate in the Labrador Rural Secretariat Region. The global non-response rate is used as an indicator of data quality, the lower the rate the lower the risk of inaccuracy.

13.2 Regional Council Overview

As of March 31, 2014, the Labrador Regional Council is comprised of nine members; four female and five male. The Council currently has representation from both large and small communities throughout the region, including four members from communities of less than 5,000 people. The Council met twice in 2013-14.

Regional Council members	Community
Leander Baikie (Co-chair)	North West River
Lori O'Brien (Co-chair & Provincial Council Representative)	L'Anse au Loup
Carol Burden	Port Hope Simpson
Cora Edmunds	Postville
Eric Flynn	Happy Valley-Goose Bay
Hedley Ryland	L'Anse au Loup
Jonathan Jesseau	Wabush
Patsy Ralph	Labrador City
Robin Cooper	Happy Valley-Goose Bay

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

The Council does not have a budget 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 Office of Public Engagement. In 2013-14, the Labrador Regional Council spent approximately \$6,450 on meetings and associated expenses.

The Office of Public Engagement employs a Regional Planner position in the region, who among other duties, acts as an information resource for the Council and facilitates the work of the Council. The regional office is located at the office of the Department of Innovation, Business and Rural Development in Happy Valley-Goose Bay.

13.3 Report on Performance

Members of our Labrador Regional Council have spent many, many years in volunteerism roles within our particular regions and communities and know the issues. We anticipate our regional advice on pan Labrador issues will be considered by the relevant government departments. We look forward to continued support from the Office of Public Engagement and other governmental departments in our future initiatives.

In the 2011-14 Activity Plan, the Council identified one objective: to provide ongoing advice to the Provincial Government on issues that affect the region. This objective considers the Council's

mandate and financial resources as well as the Provincial Government’s strategic direction (Appendix A). This is the final reporting year of the 2011-14 planning cycle and the Labrador Regional Council has reported on the same objective for each of the three years.

Issue: Provide Advice to Government

Recent delays and cessations of the Federal Temporary Foreign Worker Program are affecting Labrador businesses. Current mega-project developments in Labrador have increasingly provided opportunities for young people to apply their skilled trades at home in Labrador but have created a gap in employment for unskilled job positions. As a result, many community-based businesses are having difficulty recruiting enough local workers needed to fill positions. Any strategy to improve Labrador’s population growth must include temporary foreign workers. The Council’s advice to government is to explore opportunities for workers from Newfoundland communities to temporarily relocate to Labrador in an effort to help fill existing employment gaps in skilled and unskilled positions. Specific guidelines would need to be developed by government around this proposal.

Objective: By March 31, 2014, the Labrador Regional Council will have provided advice to the Provincial Government on issues that relate to regional sustainability.

Measure: Provided advice

Indicators	Accomplishments
Issue Identified	The Labrador Regional Council’s last meeting was held on October 12, 2013 in Labrador City. At this meeting, Council members identified recruitment and retention of workers in small business as the issue of focus. This issue was recognized not only as a pan-Labrador issue but as a pan-provincial issue. In conjunction with the ongoing Provincial Population Growth Strategy, it was decided that the Federal Temporary Foreign Worker Program could be complimented with a proposed intraprovincial temporary worker strategy.
Researched issue	Council reviewed media reports, had discussions with pan-Labrador business owners and discussed the topic during Council meetings in 2013-14. Unionized, well-paid, iron ore operations in western Labrador, Voisey’s Bay Vale operations in northern Labrador, and the Muskrat Falls project have been drawing skilled and unskilled workers from small communities and, subsequently, from Labrador’s small business operations. These major projects are

Indicators	Accomplishments
	<p>expected to acquire a greater number of local workers over the next five years. This creates opportunities for lower salaried skilled and unskilled workers to potentially seek short-term, highly paid work.</p> <p>It was broadly identified that skills in the heavy industry trades as well as the mechanical and retail sectors are currently under-staffed in Labrador.</p> <p>It is a well-known fact in this province that temporary foreign workers are significantly helping smaller community-based businesses. Recent interruptions in this federal program have hurt small business to the point where understaffing has led to reduced operational hours as opposed to possible expansions.</p>
Consensus developed on advice to Government	<p>Sparsely populated communities in Labrador need an influx of new workers to support existing businesses, create new business and expand community growth and prosperity. Based on media reports, discussions with pan-Labrador business owners, current government program reviews and face-to-face Council meetings, Council agreed to submit advice related to the potential for new intraprovincial initiatives similar to the Federal Foreign Worker Program. Specifically, Council felt that workers on the Island of Newfoundland, who are living in communities where under-employment is an issue, could potentially travel to Labrador communities which are in desperate need of workers.</p>
Communicated advice to Government	<p>In October 2013, the Labrador Regional Council submitted a letter to the Minister of the Department of Advanced Education and Skills suggesting guidelines be developed, similar to federal worker programs, to enable small businesses to advertise job opportunities which include allowing business owners to interview, hire, provide accommodations and return airfare for skilled and unskilled workers to effectively move within our province to gain temporary employment. This is a short-term solution to manage long-term recruitment problems.</p>

Discussion of Results

The Labrador Regional Council met the indicators outlined for 2013-14 thereby accomplishing its objective.

14. PROVINCIAL COUNCIL

Message from the Chair

As chairperson for the Provincial Council, I hereby submit the Annual Activity Report for the 2013-14 fiscal year. The period of time covered by this report extends from April 1, 2013 through to March 31, 2014. 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.

Provincial Council submitted three advice documents (Fishery Strategy for Food Security; Provincial Agrifoods Strategy Advice Document: Roadmap for Food Security, and Enhancing the Green Economy in NL) during the 2013-2014 fiscal year. In addition, Council was engaged by government to provide input related to the Population Growth Strategy and the Provincial Road Ambulance Review.

The Provincial Council is pleased with the advice it has provided to government and that government is soliciting input/feedback from Council on various issues affecting the province. Provincial Council welcomes the opportunity to be engaged in the future by government. Council will continue its commitment to identify key issues impacting rural sustainability within the province through information sharing, collaboration and citizen engagement.

Sincerely,



Sheila Kelly-Blackmore
Chair
Provincial Council of the Rural Secretariat

14.1 Provincial Profile

The 2011 Census population for Newfoundland and Labrador was 514,535. This represents a 1.8 per cent increase from the 2006 census population.

The National Household Survey (2011) reported that in Newfoundland and Labrador¹⁰ there were 218,630 individuals in the labour force who were employed during the week of May 1-7, 2011 and 37,265 who were unemployed. The 2010 income for every man, woman, and child (personal income per capita) in the province was \$28,900 up from \$22,900 in 2006. For Canada, personal income per capita was \$31,600.

The 2010 self-reliance ratio for Newfoundland and Labrador was 80.1 per cent. 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 number of individuals in the province who received Employment Insurance at some point in the year 2012 was 88,090. The 2007 figure was 93,485. There were 46,240 individuals who received income support at some point during the 2012. This number is down from 53,220 in 2007.

The National Household Survey (2011) reported that in Newfoundland and Labrador, 100,215 individuals 15 years and older had attained a high school diploma or equivalent. There were 210,190 individuals with a postsecondary certificate, diploma or degree.

A major indicator of well-being is how a person rates their own health status. In 2009-10, approximately 16.2 per cent of individuals age 12 and over in Newfoundland and Labrador rated their health status as excellent while 43.9 per cent rated this as very good. For Canada, about 22.4 per cent rated their health status as excellent and 37.7 per cent as very good.

Additional information, including gender-specific information and information for other levels of geography, can be found at www.communityaccounts.ca.

¹⁰ There was a 31.4% global non-response rate in Newfoundland and Labrador. The global non-response rate is used as an indicator of data quality, the lower the rate the lower the risk of inaccuracy.

14.2 Provincial Council Overview

As of March 31, 2014, the Provincial Council was comprised of 14 members; seven female and seven male. The Provincial Council is comprised of one representative from each of the nine Regional Councils and Provincial at large members that bring a provincial perspective. If the regional representative is unable to attend the meetings of the Provincial Council, an alternate will attend to represent the region. The Council currently has representation from larger and smaller communities throughout the province, including ten members from communities of less than 5,000 people. The Council met three times in 2013-14.

Provincial Council members	Community
Chair	
Sheila Kelly-Blackmore	Sandy Cove
At-Large Members	
Donna Butt	Trinity
Penelope Rowe	St. John's
Wilson Belbin	Forteau
Kara Snow	St. Anthony
Regional Representatives	
Kerry Murray (Avalon Peninsula) Alternate: Maureen Sullivan	Conception Bay South Calvert
Mervin Wiseman (Clarenville-Bonavista) Alternate: Marilyn Coles-Hayley	North Harbour Elliston
Harold Murphy (Burin Peninsula) Alternate: Dominic Lundrigan	Parker's Cove Burin
Nadine Decker (Gander-New-Wes-Valley) Alternate: David Regular	Fogo Island Summerford
Colin Forward (Grand Falls-Windsor-Baie Verte-Harbour Breton) Alternate: Ruth Down-Robinson	Baie Verte Grand Falls-Windsor
Colleen Kennedy (Corner Brook-Rocky Harbour) Alternate: Vacant	Rocky Harbour
Calvin White (Stephenville-Port aux Basques) Alternate: Vacant	Flat Bay
Ted Lewis (St. Anthony-Port au Choix) Alternate: Gloria Toope	Roddickton Plum Point
Lori O'Brien (Labrador) Alternate: Leander Baikie	L'Anse au Loup North West River

For an updated listing of Council members please visit http://www.exec.gov.nl.ca/rural/provincial_Council/members.html

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 Office of Public Engagement. In 2013-14, Council spent approximately \$17,930 on meetings and associated expenses.

14.3 Report on Performance

In its 2011-14 Activity Plan, the Provincial Council identified one objective: to provide ongoing advice to the Provincial Government on issues that affect the province. The activities and performance of the Council with respect to this objective, as outlined below, are in support of the Provincial Government's strategic directions (Appendix A). In keeping with the Provincial Government's strategic direction, these tools include but are not limited to research activity and citizen engagement which provide input into the Council's policy advice submissions. This is the final reporting year of the 2011-14 planning cycle and the Provincial Council has reported on the same objective for each of the three years.

Issue: Provide Advice to Government

The fishery has long been the basis for survival in Newfoundland and Labrador. While the focus has always been on commercial designs, subsistence was nevertheless important for those who came and those who remained in NL. Without fish to balance subsistence farming, diets for those who had to endure harsh living conditions would have been a significant challenge.

As new economic dynamics outside the fishery evolved in the province, so too did the role of fish protein, as a necessary function of diet, change for those who traditionally had plenty. With the advent of a modern day fishery, the entire emphasis on commercial fish harvesting is to export as much as possible, without any consideration for the needs of the province from a dietary standpoint.

With the emergence of a food security issues and a generally strong desire to have a ready and consistent access to fish products harvested in NL, a new emphasis has been re-born to find ways of ensuring its availability. Residents and visitors (tourists) alike have raised a simple demand for more fish. The challenge remains of how to create designs within the current harvesting structure to ensure its availability.

Unlike the provincial agrifoods industry, which is intended to satisfy domestic consumption as a primary means of economic viability, the opposite is true in the fishery. Whether the fishery is economically viable or otherwise, local consumption has never been seen as a necessary marketing venue for economic returns on a commercial basis.

Objective: By March 31, 2014, the Provincial Council will have provided advice to the Provincial Government on issues that relate to regional sustainability

Measure: Provided advice

Indicators	Accomplishments
Issue Identified	Over the course of their deliberations, Provincial Council members decided to provide advice to government on a Fishery Strategy for Food Security which built upon the advice, Food Security Policy for NL, previously submitted by Provincial Council to government in March 2013.
Researched issue	<p>The Provincial Council reviewed the advice document on developing a Food Security Policy for NL which included the characteristics of food security; global, national and provincial issues; food security and the dynamics of food production; policy and planning; and food security and policy restraints.</p> <p>Council reviewed research conducted by Memorial University of Newfoundland's Harris Centre through the organization known as Community-University Research for Recovered Alliance (CURRA) to identify opportunities for an experimental fisheries-tourism initiative for the province and participated in a day long engagement event exploring these opportunities.</p> <p>Council received presentations from three Regional Councils (Clarenville-Bonavista, Gander-New-Wes-Valley, St. Anthony-Port au Choix), reviewed research and advice documents related to the fishery from each Regional Council. Through its research and deliberations, Council identified recommendations for government to consider.</p>
Consensus developed on advice to the Provincial Government	<p>The presentations, research and engagement event enhanced discussions at the Provincial Council table. Members deliberated the issue and came to a consensus on the following recommendations:</p> <ul style="list-style-type: none"> • <i>Identify new and innovative approaches to enhance marketing through local consumption.</i> • <i>Government use its facilitating resources to support the CURRA work, with a view to creating a long term venue for provincial food security by utilizing the fishing sector.</i>

Indicators	Accomplishments
	<ul style="list-style-type: none"> • <i>Government continue its support for fish farming in NL and not lose sight of the key priority of its contribution to food security.</i> <p>In addition, the Provincial Council received presentations from three Regional Councils (Clarenville-Bonavista, Gander-New-Wes-Valley and St. Anthony-Port au Choix) pertaining to the advice given with respect to the fishery within their regions. The Council supported the following statements and/or recommendations put forth by the three Regional Councils and agreed to include them in their advice document:</p> <ul style="list-style-type: none"> • Clarenville – Bonavista Regional Council <ul style="list-style-type: none"> ○ The Provincial Government commits to improving its marketing of primary industries in an effort to improve recruitment outcomes. ○ The Provincial Government commits to working with industry stakeholders as it develops a vision for each primary industry sector. ○ The Provincial Government works with all primary industries to improve opportunities for employees to seek employment across sectors. ○ The Provincial Government, through the Skills Task Force, engage Memorial University and key industry stakeholders to complete a comprehensive analysis of the skills required in each industry sector. • Gander – New- Wes – Valley Regional Council <ul style="list-style-type: none"> ○ Fishery resource in this province was and continues to be a primary economic industry crucial to the survival of our rural communities ○ Fishing stocks surrounding this province are a common property or public resource, however one that is harvested by private enterprise. ○ Fishing industry must be driven to achieve maximum economic benefit for all stakeholders, but managed with a social conscience – we must collectively work toward this common goal. • St. Anthony – Port au Choix Regional Council <ul style="list-style-type: none"> ○ It is evident that models such as the Fogo Island Co-op and Labrador Fisherman’s Union

Indicators	Accomplishments
	<p>Shrimp Company have been very successful and have contributed greatly to the sustainability of the fishery in their regions.</p> <ul style="list-style-type: none"> ○ Throughout the discussions with fishers and plant workers as well as at the Regional Council table, it became apparent that a co-op model should be considered for this region as well. Therefore, we recommend that research on a co-op model and viability of such a model be undertaken and/or supported. Until such a time as this research is complete and viability is determined, we also recommend that any processing licenses that are forfeited in the region remain here in trust and not be transferred outside of the region. A license may be required if a co-op model is determined to be feasible.
Communicated advice to Government	Council submitted their advice to the Department of Fisheries and Aquaculture in February 2014.

Discussion of Results

Council has met its objective of providing advice to government. Council identified the issue of a Fishery Strategy for Food Security. Council reviewed research, received presentations and participated in an engagement event that looked at global, national, provincial and regional issues and opportunities. Through discussions and deliberations, the Council came to a consensus on the advice that it was to submit to government for consideration. Council submitted this advice in February 2014 to the Department of Fisheries and Aquaculture.

15. ADDITIONAL HIGHLIGHTS

In addition to the points raised in Regional Councils' Report on Performance sections, a number of additional highlights and accomplishments are worthy of mention. These are consistent with the mandates and will serve to inform the work of the Councils.

Council	Highlights
<p>Avalon Peninsula Regional Council</p>	<ul style="list-style-type: none"> • In May, during a regular Council meeting, members had an opportunity to discuss in more detail the previous year's advice submission with representatives of the Provincial Population Growth Strategy. During this time Council received a presentation on the Population Growth Strategy focusing on the need for strategy, what the strategy will focus on and what the planned public engagement will involve. This information helped inform Council and was instrumental in Council's decision for this year's advice. • In June, several Council members attended the Community-University Expo (CU Expo) held in Corner Brook. During this time they presented to and engaged with an international audience related to their immigration advice research and potential impacts for population growth. Council members were also heavily involved with the CU Expo Community Radio and participated in live discussions related to rural and regional challenges. • In October, Council was engaged by staff of the OPE and the Provincial Population Growth Strategy public engagement process to inform the Strategy. • Council invited the Volunteer and Non Profit Secretariat of the OPE to a meeting to discuss issues and opportunities facing this sector. Opportunities for social enterprise development in rural regions of the Avalon highlighted the discussion. • In December 2013, Council received a presentation from Health and Community Services related to the program review of ambulance services Province wide. Council provided feedback related directly to impacts for the Avalon. • In February, Council received a presentation and was invited to engage in a dialogue session related to the provincial/municipal fiscal framework. Council was intrigued by this discussion and the impacts for rural areas of the region.

<p>Clarenville – Bonavista Regional Council</p>	<ul style="list-style-type: none"> • Council developed a formal presentation and video on the impacts of the Cod Moratorium for the Bonavista Peninsula. This presentation was given at CU Expo 2013 hosted at Memorial University’s Grenfell College at Corner Brook in June 2013. • Council was invited by the Provincial Council to provide recommendations on A Roadmap for Food Security within the framework of the 2012 Provincial Agrifoods Strategy. Council also provided recommendations for the development of a Fisheries Strategy for the Province. In August 2013, Council submitted two advice documents to the Provincial Council: (1) <i>Provincial Agrifoods Strategy for Newfoundland and Labrador/Roadmap for Food Security</i>; and (2) <i>Policy Advice on a Fisheries Strategy for Food Security in Newfoundland and Labrador</i>. • The Department of Health and Community Services invited the Council to participate in a deliberative dialogue session focused on a Review of Road Ambulance Programs and Services for the Province. During a meeting in November 2013, Council provided feedback to the proposed changes. Council will follow-up by sending additional recommendations to the Department of Health and Community Services in the 2014-15 fiscal year.
<p>Burin Peninsula Regional Council</p>	<ul style="list-style-type: none"> • In May 2013, the Regional Council met with representatives from the Provincial Population Growth Strategy (PPGS). Council discussed the results and recommendations from their advice document submission on Demographic Issues on the Burin Peninsula. The meeting also provided the opportunity for the PPGS delegation to engage the Council and capture their thoughts and opinions on the strategy. • In November 2013, the Regional Council participated in an engagement session with the Department of Health and Community Services. Council provided the department with their insights, opinions and advice as part of the Provincial Ambulance Review.
<p>Gander – New-Wes-Valley Regional Council</p>	<ul style="list-style-type: none"> • In April 2013, Council provided feedback to the Provincial Council on two draft documents; <i>Fisheries Strategy for Food Security NL</i> and <i>Provincial Agrifoods Strategy (May 2012) - Roadmap for Food Security</i>. • In June 2013, Council presented at CU Expo: Engaging Shared Worlds. The presentation focused on the importance of the fishery to the region and what can be

	<p>done to ensure a fishery for the future.</p> <ul style="list-style-type: none"> • In October 2013, a representative from the Voluntary and Non-Profit Secretariat, Office of Public Engagement, provided a sector update. Council discussed some regional issues and possible community based research options and priorities for the sector. • In October 2013, representatives from Agrifoods Development Branch, Department of Natural Resources provided a provincial and regional agrifoods overview. • Central NL Citizen’s Engagement is a collaborative process with other regional partners including: Grand Falls-Windsor – Baie Verte – Harbour Breton Regional Council, Office of Public Engagement, College of the North Atlantic, Faculty of Medicine, Memorial University of Newfoundland and Central Health. This initiative designed and delivered engagement sessions throughout central during winter 2013. Over this reporting period a report resulting from the regional sessions have been compiled and circulated. These engagements focused on the values that should guide decision making. This collaborative group is now working on the evaluation portion of the initiative. • In February 2014, Council submitted an advice letter to the Minister of Environment and Conservation regarding the sunken vessel <i>MV Manolis</i> that is leaking fuel just off the North East coast of the province. Council expressed grave concerns regarding contamination of our coastal habitat and asked that attention be given to a long-term solution to solve this social, environmental and economic concern. • In March 2014, the Manager of the Air and Road Ambulance Programs, Health and Community Services presented on the recommendations resulting from the Provincial Ambulance Review and provided highlights of what was heard during the regional engagements conducted. Council discussed regional issues and highlighted concerns that should be taken into account as implementation of the changes to the Provincial Ambulance Program occurs.
<p>Grand Falls-Windsor – Baie Verte – Harbour Breton Regional Council</p>	<ul style="list-style-type: none"> • During the past two years, Council was involved in a collaborative initiative, Central NL Citizen Engagement, to learn how to better engage citizens in providing input on matters that affect residents and influence decision making. Partners included Central Health, OPE, Central West Regional Council, Gander- New-Wes-Valley

	<p>Regional Council, College of the North Atlantic and MUN. Partners hoped to enhance open dialogue about community growth and sustainability through a series of 11 public engagements on citizens' values and an on-line values survey. The feedback received will assist the collaborating partners to design future engagements that will better meet citizens' needs. A "What we Heard" document was circulated.</p> <ul style="list-style-type: none"> • From June 12-15, 2013, Ruth Down-Robinson represented Council and its community based research at the international conference <i>Community –University Expo: Engaging Shared Worlds 2013</i>. She presented in three events: Land Use Planning poster presentation, <i>Understanding Land Use in the Grand Falls-Windsor-Baie Verte- Harbour Breton Region; Developing Innovative Approaches for Community Development</i> presentation with Dr. Kelly Vodden, Raïsa Mirza, and Linda Brett; and <i>Community Based Research in the Classroom and Beyond</i> presentation with Ryan Gibson, Tanya Noble, Kelly Vodden and Linda Brett. • Council submitted an advice document on community engagement over a year ago and the impact of this document continues. <ul style="list-style-type: none"> ○ The towns of Springdale and Botwood requested assistance with their community engagements. In partnership with the towns of Springdale and Botwood, along with Department of Innovation, Business and Rural Development, two engagements were designed, implemented and supported. May 7, 2013, Botwood engaged its citizens on developing an economic strategic plan and on May 23, 2013 Springdale investigated economic development, quality of life and attracting citizen participation in municipal elections. • Council visited <i>The Gathering Grounds</i> on September 15, 2012 with Shaun Majumder and subsequently recommended to assist, where possible, with <i>Majumder Manor</i>, a social enterprise. As a result, Council members strongly supported <i>The Gathering</i>, a festival focused on celebrating the unique culture and cuisine of Newfoundland created to support the development of Majumder Manor, held August 23-25. Members volunteered as interviewers for <i>Gathering Radio</i>, an event-only community radio station overseen by Ryakuga Grassroots Communications Inc. and funded
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	<p>through OPE. In addition, Council members proposed and participated in <i>Conversation at the Greenhouse</i>, a public engagement event administered through OPE.</p> <ul style="list-style-type: none"> • On October 22, 2013, Council had three representatives attending <i>MUN Presents and Harris Centre Regional Workshop</i> in Harbour Breton. Community and regional sustainability, tourism development, and ocean and coastal issues were explored to determine potential research. In addition, the merits of social enterprise in sustaining regions were discussed. • The OPE invited Council to participate in a session focused on NL Ambulance Program Review. November 1, 2013 Council's input was gathered on the ambulance services across the Central West region. This input, along with other public and focus group dialogues, will inform government as advice on future directions and structures for the delivery of ambulance services across the province. • November 2, 2013 Council met with Ratana Chuenpagdee and Sharmane Allen from MUN's Department of Geography to discuss <i>Too Big to Ignore</i>, a six-year (2012-2018) global partnership for small scale fisheries research. The project aims to elevate small-scale fisheries profile, argue against marginalization in policies, and develop research to address global food security and sustainability challenges. Ms. Allen is focusing her work on the Coast of Bays region and requested Council input.
<p>Corner Brook – Rocky Harbour Regional Council</p>	<ul style="list-style-type: none"> • Regional Council members participated in an interactive session (held on June 13, 2013) at CU Expo 2013 (a conference celebrating community-university research and partnerships) where they highlighted their Health research findings and discussed potential solutions for the region. This session was broadcast via local radio and the internet and supported the Council in the dissemination of their research findings. • Regional Council members participated in a teleconference (held on November 30, 2013) with Health and Community Services to provide their thoughts and ideas regarding the Provincial Ambulance Review Recommendations. This was organized by the Department of Health and Community Services as part their public engagement process for the Ambulance Review.

	<ul style="list-style-type: none"> Representatives from the Department of Municipal and Intergovernmental Affairs attended the Regional Council meeting on January 31, 2014 and engaged the Council in discussions about the Provincial- Municipal Fiscal Framework and municipal challenges in their region.
<p>Stephenville – Port aux Basques Regional Council</p>	<ul style="list-style-type: none"> Regional Council members co-hosted a conference session on June 13, 2013 at CU Expo 2013 (a conference celebrating community-university research and partnerships) where they highlighted their Health research findings and discussed potential solutions for the region. Researchers from the Health Research Unit, members from the Corner Brook-Rocky Harbour Regional Council, and Regional Partnership Planners also participated in this session. It was also broadcast live via local radio and internet, assisting the Council with dissemination of their research findings. Regional Council members participated in a dialogue session via teleconference (on November 14) with the Department of Health and Community Services to provide thoughts and input regarding the Provincial Ambulance Review. This was organized by the Department as part their public engagement process for the Ambulance Review. Representatives from the Department of Municipal and Intergovernmental Affairs attended the Regional Council meeting on March 10, 2014 and engaged the Council in discussion about the Provincial- Municipal Fiscal Framework and municipal challenges in their region.
<p>St. Anthony – Port au Choix Regional Council</p>	<ul style="list-style-type: none"> In November, the Council also took part in a discussion on the province’s ambulance review initiative. This initiative looked at changes that are being proposed to the current ambulance system in the province. The Council discussed things such as ambulance basing, routine transports, and tiered EMS system. In February, Municipal Affairs did an engagement session with the Council on the fiscal framework review. The session focused on challenges communities face, municipal services, regional cooperation, and alternative or new revenue sources.

<p>Provincial Council</p>	<ul style="list-style-type: none"> • In November, Council was engaged by staff of the Provincial Population Growth Strategy and the OPE in the Provincial public engagement process to inform the Strategy. • In November, Council received a presentation from Health and Community Services related to the program review of road ambulance services province-wide. Council provided feedback. • Council invited the Workforce Development Strategy to a meeting to discuss the development of the Strategy as well as the issues and opportunities existing in the current environment with respect to labour market. • Council submitted an advice document to Department of Natural Resources titled Provincial Agrifoods Strategy: Roadmap to Food Security in response to the Provincial Agrifoods Strategy. The advice document focused on some essential elements that need to be further considered: <ul style="list-style-type: none"> ○ Agricultural Land Use ○ Business Development Support ○ Business Risk Management ○ Human Resource Capacity ○ Diversification and value Added ○ Marketing ○ Food Distribution Channels and Consumers ○ Succession and New Entrants ○ Science and Innovation ○ Environmental Considerations • Council submitted advice to the Office of Climate Change and Energy Efficiency on Enhancing the Green Economy in NL in February 2014. Council formulated its advice from a combination of research, engagement and presentations. The following are the recommendations submitted: <ul style="list-style-type: none"> ○ The Provincial Council should look to foster and cultivate similar partnership efforts with other government departments and non-government agencies –seeking out areas and activities of mutual benefit that foster local regional and provincial economic /social development. ○ The Provincial Government (along with those
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	<p>departments that have direct/indirect responsibility for helping to shape the green economy in Newfoundland and Labrador) should continue to generate dialogue, promote knowledge mobilization and partnerships in creating educational opportunities related to building the green economy in the province.</p> <ul style="list-style-type: none"> ○ The Provincial Government should, in partnership with business, labour, academia, youth and other representatives of civil society, establish a green economy advisory Council that could meet quarterly (or as necessary) and be a sounding board for government policy and programming targeting the green economy. ○ The Provincial Government should move green economy development and related public policy to the forefront of its public policy agenda, connecting it to other key policy areas such as poverty reduction, youth retention and attraction, rural sustainability and key economic sectors. <p>The following summarizes the advice for consideration by government from the Provincial Council during 2011-14:</p> <ul style="list-style-type: none"> ● <i>Review the Provincial Council Policy Advice Document (Integrated Land Use Planning) submitted to the Department of Natural Resources in 2012.</i> ● <i>Have a Land Use Advisory Council, land registration an incentives for non-agriculture land owner to engage their land in agriculture production.</i> ● <i>Identify best practices and approaches to enhance capitalization for the NL industry, particularly young and new entrants.</i> ● <i>Ensure that business development support, including loans and grants for the industry, have the flexibility to address the uniqueness of agricultural production in NL.</i> ● <i>Establish a Government Livestock Insurance to assist agricultural producers to access operating capital.</i> ● <i>Find new and innovative ways of introducing companion agreement with the federal government to deal with the unique BRM characteristic associated with agriculture NL.</i> ● <i>Identify solutions to increase the viability of the agriculture production sector within NL outside of the supply managed sector.</i> ● <i>Develop a comprehensive recruitment and retention</i>
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	<p><i>strategy.</i></p> <ul style="list-style-type: none"> • <i>Increase research and development opportunities for Life Science Industry (LSE).</i> • <i>Develop a strategic approach to facilitating direct marketing venues within the province through the establishment of infrastructure, regulatory and promotional assistance.</i> • <i>Establish a red meat inspection program or infrastructure to facilitate a food safety gateway for NL livestock producers to access potential markets by investigating ways to seek harmonization of a mandatory provincial inspection regime with the Canadian Food Inspection Agency (CFIA).</i> • <i>Create a provincial farm loans program to enhance new entrant recruitment into the industry.</i> • <i>Engage the Farm Industry Review Board to review and revise existing standards and application around supply managed commodities to assist new and existing farmers of the regulatory barriers prohibiting their entrance into the industry.</i> • <i>Expand the research advisory committee to include farmers to assist in identifying research and development operatives.</i> • <i>Expand agrifoods research and development to include innovative efficiencies around on-farm energy production.</i> • <i>Increase research and development funding for agriculture industry.</i> • <i>Promote alternate land use for environmental sustainability by creating gateways for farmer to access power grids with green energy.</i>
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16. OPPORTUNITIES AND CHALLENGES AHEAD

As the nature of the work of the Provincial and Regional Councils is broad-based and long-term in nature, the challenges and opportunities faced by the Councils remain fairly similar from year to year.

Provision of policy advice to government

The mandate of Councils commits them to reach consensus on the priorities for change in their region and to identify policies and programs to encourage desired change. The challenge for each Council, given the members meet only four times per year, and given the range of issues, perspectives, interests and needs within regions, is to reach consensus on priorities for change and on policy advice to provide to the Provincial Government. The opportunity for Councils is to position themselves as objective, informed and influential advisory bodies within their region that can both provide informed citizen-based policy advice to government as well as respond to policy level requests from government that may impact on the region.

Regional collaboration

The mandate of Councils involves sharing information, advancing regional cooperation and to encouraging regional partners to more actively participate on matters that can advance regional sustainability. There are two opportunities for Councils. Firstly, they can position themselves as broad-based and cross-sectoral advisory bodies that can lead, participate and/or support regional collaboration across a range of sectors, communities and interests. Secondly, as broad-based advisory bodies, they can identify the various supports necessary to foster collaboration and be a conduit for advice to government to advance efforts.

Regional communications

The Councils understand that a range of non-governmental organizations in rural areas provide advice to the Provincial Government on a range of policy matters. In large part, these organizations are focused on particular needs and interests, among others, regional economic development, environmental awareness and protection, social policy advancement and municipal governance. The challenge is to openly and positively communicate its mandate and role to the Provincial Government as well as 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 Council, through new and strengthened relationships with regional stakeholders and the Provincial Government, is to ensure that a broad range of perspectives are considered as it identifies regional priorities, provides advice to government and fosters collaboration.

APPENDIX A: STRATEGIC DIRECTIONS

Strategic Directions

1. **Title:** Rural Newfoundland and Labrador

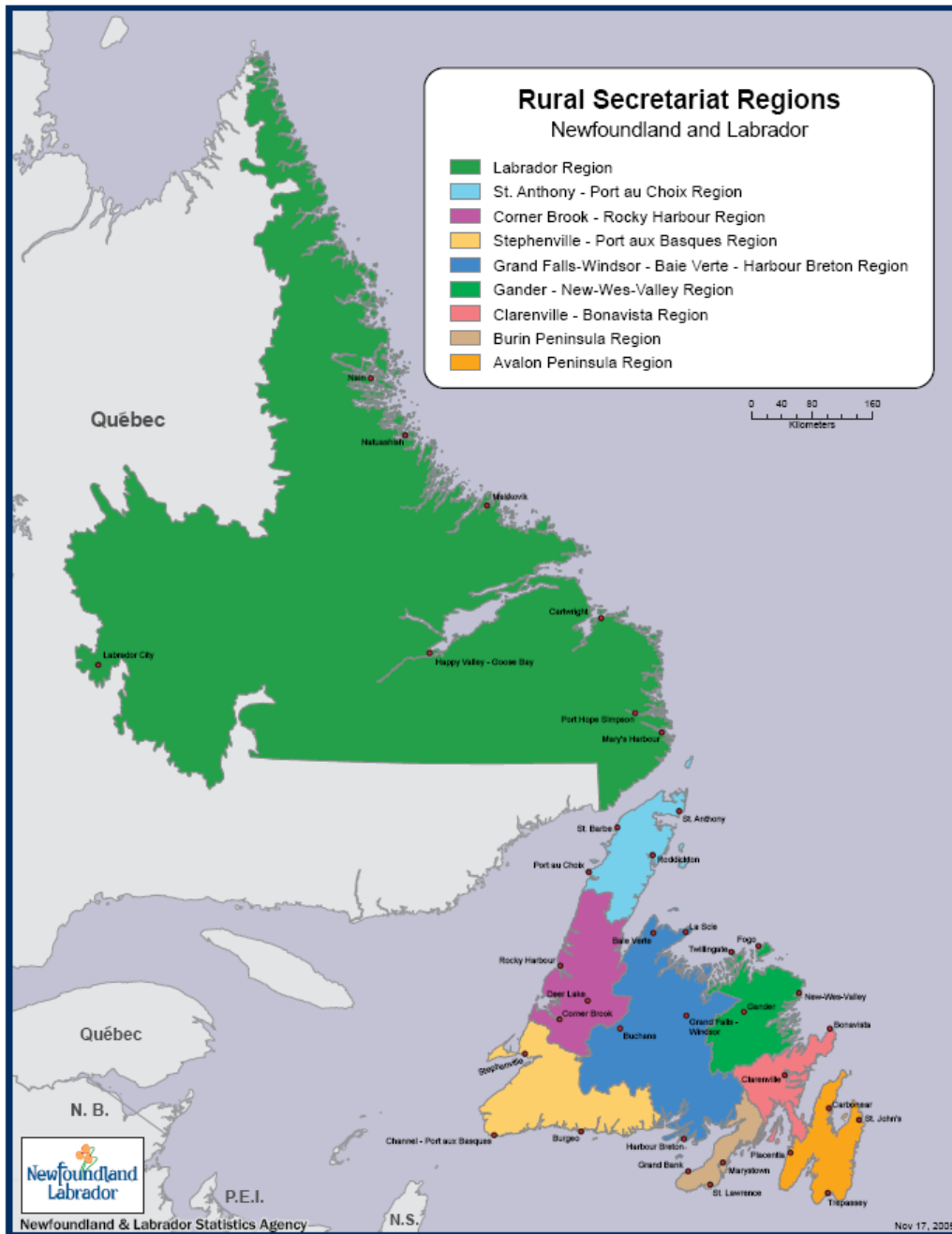
Outcome Statement: A sustainable rural Newfoundland and Labrador.

Clarifying Statement: This outcome requires systemic intervention by the Rural Secretariat in the areas of:

- Citizen-based policy advice
- Public dialogue and engagement
- Collaboration
- Research

Focus Areas	This Direction is address in the Councils' activity plan
1. Citizen-based policy advice	✓
2. Public dialogue and engagement	
3. Collaboration	
4. Research	✓

APPENDIX B: MAP OF RURAL SECRETARIAT REGIONS





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