



Rural Secretariat Executive Council Activity Report 2010-11



Message from the Minister

As Minister Responsible for the Rural Secretariat and in accordance with the Provincial Government's commitment to accountability, I hereby submit the 2010-11 Activity Report of the Rural Secretariat. This report details the activities of the Rural Secretariat from April 1, 2010 to March 31, 2011. It also represents the final year of the Rural Secretariat's three-year Activity Plan (2008-11). I am accountable for the actual results reported.

Over the past year, the Rural Secretariat has made substantial progress towards addressing two strategic issues highlighted in its 2008-11 Activity Plan: supporting the work of the Rural Secretariat Regional Councils and Provincial Council; and promoting regional and rural considerations in policy development.

The Provincial and Regional Councils received considerable support from Rural Secretariat staff as well as other regional and provincial partners, to host a variety of activities and initiatives including forums, workshops and meetings whereby policy issues affecting rural regions were identified and discussed. A number of policy advice documents were developed and submitted to the Provincial Government in 2010-11 as a result of this work. Themes explored included: regional collaboration; retention of skilled labour; citizens' perspectives on health care; education and recreation services; community schools; and waste management. The deliberative dialogue approach employed by the Rural Secretariat and used in conjunction with most Council activities served to fully engage Council members, citizens, and oftentimes Provincial Government officials in informed, positive and solution-oriented discussion about what is required for regional and rural sustainability. Over the past year the Rural Secretariat has also supported a number of councils to undertake community or regionally-based research projects which helped to inform the advice that these councils submitted or intend to submit to government.

Regarding the strategic issue relating to regional and rural considerations in policy development, in April 2008 the Provincial Government's Rural Lens became a mandatory decision making support tool for all departments of the Provincial Government. The Rural Lens is a policy assessment tool which helps to identify potential rural impacts of policies and decisions - positive and negative, direct and indirect - in a proactive, objective and uniform manner. The development and implementation of this tool is an important step in ensuring that regional and rural considerations are fully taken into account by officials when developing policy. The Rural Secretariat was instrumental in developing the Rural Lens. In 2010 the Rural Secretariat engaged members of numerous departments in dialogue about how best to refine and improve the Rural Lens tool and overall process. Numerous ideas about how to enhance the impact of the Rural Lens were proposed, and will be thoughtfully considered over the next year. Regardless of any possible Rural Lens enhancements which may occur, the Rural Secretariat will continue to provide support to departments regarding how best to utilize this decision making support instrument.



In closing, over the past year and indeed over the past three years the Rural Secretariat has made important strides towards addressing the two key strategic issues identified in its 2008-11 Activity Plan. Due to the efforts of the Rural Secretariat and its councils to bring citizens, regional stakeholder groups and officials together to contemplate how best to enhance policy- and decision-making as it pertains to the rural regions of Newfoundland and Labrador, the overall policy-development and decision-making processes in this province have been enhanced.

Over the next reporting period, the Rural Secretariat will continue to make contributions to our province. The Rural Secretariat will become better known provincially and nationally as a unique, innovative and leading-edge government entity that strives to advance the sustainability of rural Newfoundland and Labrador communities and regions through effective public engagement, collaboration, and research in support of government policy and decision-making.

Sincerely,



KEITH HUTCHINGS
Minister

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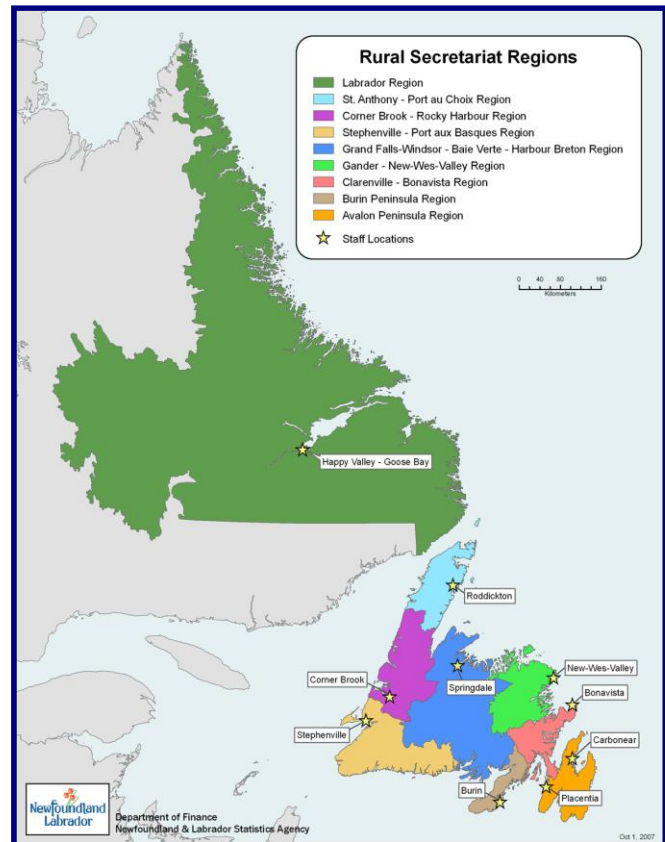
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1. Organizational Overview

The Rural Secretariat works to advance the sustainability of rural Newfoundland and Labrador communities and regions. Working with and through its nine citizen-based Regional Councils and one Provincial Council, the secretariat engages citizens, stakeholders, and communities in dialogue about the future of rural regions.

To achieve this, the Secretariat works to ensure that citizen and stakeholder voices are considered by the Provincial Government in its decision-making and policy development deliberations.

The secretariat works with its councils to convene learning events, and implement community - based research projects, both of which inform the advice which councils develop and submit to government. The councils' activity plans and annual reports can be found at: www.exec.gov.nl.ca/rural/publications.asp



More broadly, the secretariat also strives to advance collaboration within and between rural communities and regions of Newfoundland and Labrador. It supports and initiates collaboration between and among government departments and rural development stakeholders.

Within the Provincial Government, the Rural Secretariat raises awareness of rural issues among departments, participates on inter-departmental policy development committees that are addressing issues of importance to rural areas, supports implementation of a Rural Lens policy assessment tool, participates in a range of research exercises, and works with industry, community and special interest groups on matters that impact regions and rural areas. For more detail on this work, see the Mission and Report on Performance sections below.

The work of the Secretariat is coordinated by a permanent staff complement of sixteen. As of March 31, 2011, there were 11 female and five male staff. Staff included:

- Assistant Deputy Minister;
- Director of Regional Partnership Development;
- Director of Partnership Research and Analysis;
- Manager of Partnership Administration;
- 10 Regional Partnership Planners;
- Policy and Program Specialist; and
- Clerk Typist III.

An organizational chart is included as Appendix B.

Ten positions are located in regional offices aligned with the nine regions of the Rural Secretariat. Regional offices are located in Carbonear, Placentia, Bonavista, Burin, New-Wes-Valley, Springdale, Corner Brook, Stephenville, Roddickton and Happy Valley-Goose Bay. Most offices are co-located with the Department of Innovation, Business and Rural Development or the College of the North Atlantic.

To accomplish its mandate, the Rural Secretariat spent almost \$1.63 million in 2010-11 (see Section 12 for details). In 2010-11, the secretariat's budget funded:

- Salary and operating costs for the Rural Secretariat Provincial Office, Confederation Building;
- Salary and operating costs for Regional Partnership Planners and their offices;
- Operating costs for nine Regional Councils of the Rural Secretariat;
- Operating costs for the Provincial Council of the Rural Secretariat; and
- Funds to support the work of the Rural Secretariat/councils related to public engagement, community-based research and collaboration.

2. Mandate

The Rural Secretariat's mandate is to:

- Promote the well-being of rural Newfoundland and Labrador through a comprehensive and coordinated approach aimed at integrating economic, social, cultural aspects of rural and regional development.
- Act as the focal point for government to work with local and regional partners to build strong and dynamic regions and communities.
- Ensure that rural concerns are considered throughout the Provincial Government and promoted at the federal level.

- Carry out research and analysis of economic and social issues affecting rural Newfoundland and Labrador.
- Help communities and regions identify and take advantage of growth opportunities.
- Promote awareness of provincial and federal programs and services regarding rural communities.

3. Lines of Business

The Rural Secretariat's four lines of business correlate with its strategic directions:

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

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

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

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

4. Values

The core values explain the character of the organization. The core values of the Rural Secretariat are as follows:

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

5. Primary Clients

The Rural Secretariat has two primary client groups: clients external to government (citizens, nine Regional Councils, one Provincial Council, community and regional organizations, and stakeholder groups) and clients within the Provincial Government (departments and agencies).

6. Vision

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

7. Mission

The mission statement represents the four-year priority focus area identified by the Minister and is outlined in the Rural Secretariat 2008-11 Activity Plan. The mission statement was written in support of the Provincial Government's strategic directions for the Rural Secretariat. In keeping with these strategic directions, the Rural Secretariat: developed/brokered regional partnerships; supported and/or hosted citizen engagement sessions; facilitated dialogue sessions around council tables to identify priorities and issues effecting regional sustainability; worked with its Regional Councils and partners to support and conduct research and submit well-informed policy advice to Provincial Government departments; and implemented the Rural Lens. The following table highlights the accomplishments of the Rural Secretariat as it worked towards the four-year mission.

By 2011, the Rural Secretariat will have implemented effective tools and processes required to ensure the consistent and formalized consideration of regional impacts in the development of public policy.

Measure: Regional priorities are communicated and advanced within the Provincial Government

Indicator	Accomplishments
<p>Regional and Provincial Councils are established and supported to identify regional and rural policy and development priorities, and to provide input and advice to the Provincial Government with respect to these priorities.</p>	<ul style="list-style-type: none"> • The Provincial Council and nine Regional Councils were established in 2005 and reappointments occurred in 2008. • Over the past four years, the Rural Secretariat through its regional planners supported Regional Councils and the provincial council, by organizing council meetings and facilitating dialogue around council tables to identify regional priorities and issues. Regional planners are essential to facilitating the work of councils. • Once the regional priority issues were identified, the Rural Secretariat supported the Regional Councils and Provincial Council to provide input and advice to the Provincial

Indicator	Accomplishments
	<p>Government by: supporting and/or brokering research partnerships between councils, community and academic institutions; convening dialogue and information sessions with subject matter experts to increase knowledge; and supporting the preparation of advice documents and/or letters.</p> <ul style="list-style-type: none"> • These activities led to advice being submitted in the form of policy advice documents or letters to the appropriate Ministers. Without regional planner support these advice documents would not have been possible. Some examples include: <ul style="list-style-type: none"> ❖ Waste management strategy implementation: Considerations for the Avalon (2011) ❖ Regional collaboration: The impacts on economic growth and diversification (2010) ❖ Community schools: An integrated service delivery model for rural NL regions (2009) ❖ Community-based leadership and collaborative practices in rural NL (2010) ❖ Coastal Labrador ferry services (2009) ❖ Aquaculture from a regional perspective: Thinking of the future (2009) ❖ Human resources, employment and infrastructure impacting primary industries for NL (2011) ❖ Transportation: Opening access to education for all students (2010) ❖ A rational approach to gaining “citizens” perspectives on services in rural remote and rural adjacent communities: A case study of the Grand Falls-Windsor-Baie Verte-Harbour Breton RS Region (2011) ❖ Priority area: Agriculture and agrifoods industry (2008) ❖ Energy Plan: The Labrador perspective (2010)
<p>Citizen engagement process is implemented to enhance communication between the Provincial Government and citizens</p>	<ul style="list-style-type: none"> • In 2009, Rural Secretariat staff were trained to design and facilitate an <i>AmericaSpeaks</i>-style 21st Century Town Hall Meeting process (www.americaspeaks.org).

Indicator	Accomplishments
	<ul style="list-style-type: none"> • Over the past four years, this engagement process including the use of Turning Point technology (i.e. voter key pads and the corresponding software) has been implemented and used regularly. These engagement sessions provide a forum for people to gather and discuss issues relating to sustainability in their region. Many of these sessions either directly involved representatives from relevant government departments in the discussions or resulted in a summary report being provided to government to inform and contribute to issues of mutual interest. Some examples of citizen engagement processes include: <ul style="list-style-type: none"> ❖ Avalon regional waste management (2010-11) ❖ Regionalism forum (2009-10) ❖ Regional fishery forum (2010) ❖ Bell Island communication strategy (2010-11) ❖ Cape Shore radio to enhance regional communication (2010) ❖ Fisheries focus group sessions (2010) ❖ Land use planning event (2010) • The Rural Secretariat provided critical event and discussion design expertise, the use of polling technology and facilitated and brokered the relationships between citizens and government that culminated in these events. In all instances, the Rural Secretariat staff employed their skills obtained from their training in, and the tools of, the <i>AmericaSpeaks 21st Century Town Hall Meeting</i> process. • Additionally, the Rural Secretariat was heavily involved in a stakeholder engagement pilot project on the Northern Peninsula which helped connect various departments of the Provincial Government with stakeholders around important issues such as regional decision making/collaboration: <ul style="list-style-type: none"> ❖ Regional Collaboration Pilot project (Northern Peninsula) - Through this innovative initiative, regional stakeholders

Indicator	Accomplishments
	<p>have been working together to create a new and innovative way of engaging government in infrastructure and economic development decision-making.</p>
<p>Departments are supported to ensure that regional and rural impacts are considered in decision-making processes</p>	<ul style="list-style-type: none"> • The Rural Secretariat introduced the Rural Lens in 2008-09 to better ensure that regional and rural considerations are accounted for in government decision-making processes. At that time, the Rural Secretariat held training sessions for officials on how to use the Rural Lens. The Rural Secretariat also developed a guide on how to use the Rural Lens. This guide was circulated and made available to all departments. Currently, the Rural Secretariat reviews policy proposals to ensure all rural impacts have been considered. • The Rural Secretariat supported the Poverty Reduction Strategy to carry out their Province-wide public consultations. A team of two Rural Secretariat staff provided event design expertise, the use of polling technology (Turning Point) and facilitation at all PRS public consultations across the province over a period of several weeks. • The Rural Secretariat supported the Office of Climate Change, Energy Efficiency and Emissions Trading to design and implement a consultation process throughout the Province. The thirteen sessions facilitated by the Rural Secretariat were highly participative utilizing the Turning Point technology.

Discussion of results: The Rural Secretariat accomplished its 2008-11 mission by implementing tools and processes (e.g., the Rural Lens; advice document submission process; citizen engagement process) that ensure regional impacts are considered in the development of public policy. The Regional Councils were established in 2005 and since that time the Rural Secretariat has continually supported their work. Over the past four years, the Rural Secretariat’s Regional Councils have worked to identify issues and challenges affecting their regions. They have, with the support of the staff of the Rural Secretariat, implemented a variety of tools and processes such as innovative public engagement approaches and community-based research methods. These initiatives typically involve collaborating with a number of stakeholders to deliberate on issues impacting regional sustainability and contributed to the policy advice documents submitted to Provincial Government departments. The councils exist to give a voice to rural

communities and residents so they can inform and/or advise the Provincial Government to aid in policy-making decisions.

Innovative citizen engagement is a priority of the Rural Secretariat. In the 2008-11 planning cycle, the Rural Secretariat, in collaboration with its many partners, including Regional Councils, Provincial Government departments, community groups and/or organizations, held several successful citizen engagement sessions as highlighted above (note: for more detail on these events and others see the Regional Councils' Activity Reports posted online at www.exec.gov.nl.ca/rural/publications/index.html). These sessions provided a forum for individuals to share their ideas and concerns around regional sustainability with other participants which often included Provincial Government representatives. These sessions helped to bridge a gap between community members and government and thereby enhanced communications. Additionally, the Rural Secretariat aided other departments in the design and implementation of consultation processes and engagement sessions.

Finally, through the Rural Lens, the Rural Secretariat supported other Provincial Government departments in making informed decisions related to regional and rural issues. The Rural Lens has become a valuable tool in helping departments to identify the potential differential impacts/implications of proposed policy or spending decisions on rural communities and people.

8. Shared Commitments

In establishing the Rural Secretariat, the Provincial Government structured a formal mechanism to ensure matters impacting regions and rural areas are considered in decision making processes. In this context, the Secretariat shares a range of commitments within the Provincial Government and plays a coordinating and advisory role within the Provincial Government structure. It does not deliver programs and services.

The Rural Secretariat understands that its regional sustainability goals can best be achieved through collaboration with departments and agencies that have the mandates to implement policies, programs, services and investments that impact rural areas. Thus the Secretariat works with a host of government departments and agencies such as:

Government Departments/Organizations	Issue/Project
Human Resources, Labour and Employment (HRLE)	<ul style="list-style-type: none"> • Individual Regional Planners/Councils completed engagement and community-based research projects on skills development, youth, labour market development, and immigration • The Rural Secretariat provided technological

Government Departments/Organizations	Issue/Project
	assistance through voter key pads in the department of Human Resources, Labour and Employment strategic planning for 2011-14
Innovation, Trade and Rural Development (INTRD)	<ul style="list-style-type: none"> • Involved in the design and creation of a regional collaboration pilot project on the Northern Peninsula which engages the four departments of Innovation, Trade and Rural Development, Municipal Affairs, Tourism, Culture and Recreation and Transportation and Works • Public engagement initiatives (e.g. Regional Collaboration Pilot on the Northern Peninsula) • Community-based research projects (e.g. active labour markets in the Placentia region and Fishery and Tourism Synergies in the Bonne Bay region) • The Rural Secretariat is a member of the Strategic Partnership Initiative's Population Committee
Tourism, Culture and Recreation (TCR)	<ul style="list-style-type: none"> • Tourism, Culture and Recreation participated in the Regional Collaboration Pilot which is being led by the Rural Secretariat
Health and Community Services (HCS)	<ul style="list-style-type: none"> • Aging and Seniors Division Interdepartmental Working Group • Community-based research projects (e.g. Labrador Grenfell Health engaged in community-based research regarding access to health care in Labrador)
Municipal Affairs (MA)	<ul style="list-style-type: none"> • Worked with the Rural Secretariat officials on aspects of the Provincial Council-led Land Use Planning Forum
Transportation and Works (TW)	<ul style="list-style-type: none"> • Transportation and Works participated in the Regional Collaboration Pilot which is being led by the Rural Secretariat
Labrador and Aboriginal Affairs (LAA)	<ul style="list-style-type: none"> • The Rural Secretariat has representation on the Air Foodlift Subsidy Program Committee and liaises regularly with senior officials regarding the Northern Strategic Plan

Government Departments/Organizations	Issue/Project
Women's Policy Office (WPO)	<ul style="list-style-type: none"> The Rural Secretariat participates on the DM Violence Prevention Initiative (VPI)
Voluntary and Non-Profit Secretariat (VNPS)	<ul style="list-style-type: none"> The Rural Secretariat supported a multi-site engagement session with the Minister Responsible for the Voluntary Non-Profit Secretariat as a prelaunch of the Voluntary Non-Profit Secretariat's "We Care" campaign
Memorial University (MUN)	<ul style="list-style-type: none"> The Rural Secretariat partnered with Memorial University on numerous community-based research projects (e.g., Beyond the document: Economic and socio-economic planning processes and access to health care in Labrador)
The Harris Centre	<ul style="list-style-type: none"> The Rural Secretariat partnered with the Harris Centre on numerous community-based research projects (e.g., Social nature of innovation (Wolfe Project) - explored themes of innovation, attracting skilled labour and governance in four sites across Newfoundland and Labrador) The Rural Secretariat partnered with the Harris Centre on engagement sessions (e.g., Harris Centre Regional Workshops)
College of the North Atlantic (CNA)	<ul style="list-style-type: none"> The Rural Secretariat has been involved in several community-based research projects with the College of the North Atlantic (e.g., Active labour markets in the Placentia region) and has collaborated on a Communities of Learning project in the Avalon region
Newfoundland and Labrador Housing Corporation (NLHC)	<ul style="list-style-type: none"> The Rural Secretariat designed an innovative stakeholder engagement session which helped the NLHC generate new ideas to help achieve the goals and objectives contained in the 10 Year Social Housing Plan (Secure Foundations)
Regional Economic Development Boards (REDBs)	<ul style="list-style-type: none"> The Rural Secretariat worked with various Regional Economic Development Boards on public engagement sessions and community-

Government Departments/Organizations	Issue/Project
	based research initiatives (e.g., Active labour markets in the Placentia region)
Poverty Reduction Strategy (PRS)	<ul style="list-style-type: none"> The Rural Secretariat supported province-wide public consultations related to the Poverty Reduction Strategy
Office of Climate Change, Energy Efficiency and Emissions Trading (CCEET)	<ul style="list-style-type: none"> The Rural Secretariat supported the design and implementation of a consultation process throughout the Province, including facilitation of 13 sessions across Newfoundland and Labrador

9. Report on Performance

The activities and performance of the Rural Secretariat with respect to each of the goals outlined below are in support of the Provincial Government’s strategic directions applicable to the Rural Secretariat (Appendix A). Over the past three years, the Rural Secretariat has supported the Regional Councils and the Provincial Council to identify issues of importance related to regional sustainability and to submit well-informed policy advice. Within the various regions of the province, the Secretariat’s performance allowed for the development of new partnerships with other Provincial Government departments, stakeholders and citizens. At the regional level the Rural Secretariat supported the development of initiatives that allowed citizens to share their perspectives on regional and rural sustainability. These initiatives provided a forum for informed discussion and priority identification on a variety of issues related to regional sustainability. Within the Provincial Government, the Rural Secretariat is increasingly viewed as a valuable resource with respect to departments obtaining informed regional and rural perspectives on how proposed policy directions may impact rural areas. The process of preparing and submitting advice documents and the implementation of a Rural Lens have been valuable methods of improving government’s understanding of regional issues. Through the processes associated with the submission of policy advice documents and the implementation of other tools and processes, such as the Rural Lens, the Rural Secretariat has accomplished the goals and objectives as per its 2008-11 Activity Report.

Issue One: Support to Provincial and Regional Councils

The Provincial Government established nine Regional Councils in 2005 and a Provincial Council in 2006 to ensure citizens’ and stakeholders’ priorities, perspectives and expectations are identified and considered in decision making processes that impact regions and rural areas. Each council has identified its main development priorities for discussion with the Provincial Government, and each is engaging with citizens and stakeholders to inform, validate and

challenge its directions. The Rural Secretariat is responsible for supporting the work of the Provincial and Regional Councils. More particularly, it seeks to ensure that mechanisms are developed and implemented to build knowledge and capacity among citizens and stakeholders, to allow for focused and informed interaction among citizens, stakeholders, the councils and the Provincial Government, and to allow for the provision of citizens' and stakeholders' input and advice.

Goal: By 2011, the Rural Secretariat will have developed and implemented effective mechanisms which will have allowed the Provincial and Regional Councils to fulfill their mandates

Measure: Mechanisms are developed and implemented

Indicator	Accomplishments
<p>Formal dialogue between Provincial Government departments and councils on regional policy and development priorities will have been established</p>	<ul style="list-style-type: none"> • The Rural Secretariat developed a process for submitting advice documents: facilitated discussions around council tables to highlight priorities; organized meetings with senior officials where appropriate; brokered and funded research opportunities; and supported engagement activities to solicit citizen participation and feedback on council deliberations. • Some examples of formal dialogue between Provincial Government departments and councils include: <ul style="list-style-type: none"> ❖ Minister of Innovation, Trade and Rural Development spoke to Provincial Council on the role of the Rural Secretariat. ❖ Minister Responsible for the Voluntary Non-Profit Secretariat met with Provincial Council. ❖ Officials from the Office of Climate Change, Energy Efficiency and Emissions Trading met with Avalon Regional Council in June 2010 to seek advice on the update to the Climate Change action plan. The St. Anthony-Port au Choix Regional Council met with the CEO of the Forest Division, Department of Natural Resources and representatives from the Department of Innovation, Trade and Rural Development in March 2011 for discussion on the forestry sector on the Northern Peninsula. • All Regional Councils and the Provincial Council have initiated dialogue with various government departments through the submission of 23 written advice documents on regional priorities. These advice documents were developed based on the councils' identification of issues and priorities related to regional sustainability. In almost all cases, senior officials responded to these submissions either in writing, verbally and/or in person. For example the Clarendville - Bonavista Regional Council corresponded with the Minister of Fisheries and Aquaculture on the MOU process.

Indicator	Accomplishments
<p>Meetings, forums and other opportunities for informed and focused interactions will have been scheduled to allow for focused dialogue among citizens, stakeholders, councils and the Provincial Government with respect to regional and rural development priorities</p>	<ul style="list-style-type: none"> • From 2008-11, the Rural Secretariat, in collaboration with various regional partners, held public engagement sessions, forums and meetings on issues relating to regional and rural development priorities. Some examples include: <ul style="list-style-type: none"> ❖ Sessions associated with the Regional Collaboration Pilot (2010-11) ❖ Climate Change Consultations (2010) ❖ Fisheries Focus Groups Sessions held in seven communities on the Northern Peninsula (2010-11) ❖ Sessions associated with the agriculture and agrifoods advice document submitted in 2008 by the Stephenville – Port aux Basques Regional Council ❖ Sessions held with the Textile Institute Advisory Group (2009-10) ❖ Transportation Forum held in partnership with three Regional Councils in St. Paul’s (2008) <p>These examples are a small sample of engagement sessions and projects the Rural Secretariat has been involved with which allowed for dialogue among stakeholders, citizens, councils and the Provincial Government. The above engagement sessions and projects have included participation from the Departments of Innovation, Trade and Rural Development, Municipal Affairs, Human Resources, Labour and Employment, Fisheries and Aquaculture, Natural Resources, Transportation and Works and Tourism, Culture and Recreation.</p>
<p>Activities will have been completed to transfer knowledge and build the capacity of councils to provide input and advice to the Provincial Government</p>	<ul style="list-style-type: none"> • The Rural Secretariat has undertaken various activities which have transferred knowledge to councils such as: deliberative dialogue events (e.g., Land Use Planning Forum); linking subject matter experts with councils; and hosting training sessions and events for/with councils. • The Rural Secretariat has been involved in several community-based research projects over the past three years. All community-based research projects contain elements of knowledge transfer. Many of these projects include literature reviews conducted by and/or shared with the councils and the sharing of research results and other related documents. • These community-based research initiatives serve to build knowledge around issues of regional sustainability and increase the ability and capacity of councils in their efforts to provide the Provincial Government with well-informed input and policy advice. For a comprehensive listing of community-based research initiatives please visit the Rural Secretariat website at http://www.exec.gov.nl.ca/rural/whatweredoing/research.html

Indicator	Accomplishments
Broad-based citizen and community engagement processes will have been continued	<ul style="list-style-type: none"> • The Rural Secretariat, in collaboration with the councils, has continued to support/design/facilitate broad-based citizen and community engagement sessions/events. For instance: <ul style="list-style-type: none"> ❖ Land Use Planning Forum (2010) - Participants shared ideas and deliberated on a variety of land use planning issues and challenges. Approximately 75 stakeholders from a variety of sectors, organizations, professions and regions of the province attended the event.

2010-11 Objective: By March 31, 2011, the Rural Secretariat will have advanced learning and development opportunities with councils to build their capacity to provide input and advice to the Provincial Government to inform its decision-making processes with respect to regions and rural areas.

Measure: Learning and development opportunities organized with councils to build their capacity to provide input and advice to the provincial government to inform its decision making processes with respect to regions and rural areas.

Indicator	Accomplishments 2010-11
Learning and development opportunities for councils organized	<ul style="list-style-type: none"> • The Rural Secretariat, through its regional staff, organized numerous learning and development opportunities for councils. • The Rural Secretariat staff provided logistical support in the form of meeting space, identifying and confirming speakers, supplying technical support and providing financial assistance to cover travel expenses for speakers as needed. Examples of events supported in this way included: <ul style="list-style-type: none"> ❖ The Minister Responsible for the Voluntary Non-Profit Sector delivered a presentation to the Provincial Council to inform members of their activities and programs. ❖ The Avalon Council received presentations relating to current waste diversion activities from a representative of the Multi Materials Stewardship Board (MMSB), the Eastern Waste Management subcommittee on waste collection, and representatives of the Robin Hood Bay Waste Management Facility. As well, officials from Municipalities NL met with the council to discuss challenges and opportunities encountered by municipalities on the Avalon regarding waste management.

Indicator	Accomplishments 2010-11
	<ul style="list-style-type: none"> ❖ The Executive Director of the Newfoundland and Labrador Regional Economic Development Association (NLREDA) spoke to the Provincial Council regarding the work of NLREDA as well as linkages for future collaboration. ❖ A representative from <i>AmericaSpeaks</i>, based in Montana, traveled to NL to meet with the Burin Peninsula Regional Council in July 2010. ❖ The Community Coordinator from the Community University Research for Recovery Alliance (CURRA) presented to the Corner Brook-Rocky Harbour Council in September 2010 on CURRA projects related to heritage/culture in the Bonne Bay region. • Faculty from Memorial University presented findings from fisheries research to the St. Anthony - Port au Choix Regional Council in October 2010.
<p>Learning and development opportunities organized with councils for other stakeholders in the regions</p>	<ul style="list-style-type: none"> • A Land Use Planning event was organized by the Provincial Council and Rural Secretariat team in November 2010 (St. John's). The event included presentations from expert stakeholders from across the province on issues related to provincial land use. The Rural Secretariat prepared/circulated the pre-event discussion document, designed/implemented the one day workshop, and prepared a summary report for participants. The event brought together 75 people from various levels of government, sector stakeholders (e.g., Federation of Agriculture; municipal leaders) and citizens. • As part of a community-based research project initiated by the Gander- New-Wes-Valley and Grand Falls –Winsor-Baie Verte-Harbour Breton Regional Councils a literature review related to citizen engagement in relation to service delivery was conducted in 2010. • In June 2010, the St. Anthony-Port au Choix Regional Council with the support of Rural Secretariat staff held a learning event on 'network weaving' for external partners and stakeholders. • In October 2010, a learning event was organized by the Rural Secretariat for the St. Anthony - Port au Choix Regional Council and external partners on using social media to improve regional communications. Regional Rural Secretariat staff organized the 'Future of the Fishery' forum in May 2010 with the Gander-New-Wes-Valley Regional Council. The event included presentations and a deliberative dialogue session on current topics in the regional/provincial fishing industry.

Discussion of Results: In the 2008-11 planning period, the Rural Secretariat has developed and implemented effective mechanisms in support of fulfilling the nine Regional Councils’ and the Provincial Council’s mandates. With the support of regional planners, councils have identified regional sustainability priorities for discussion with the Provincial Government. Each council with the support of the Rural Secretariat has engaged citizens and stakeholders to inform and validate its chosen priorities. Through deliberation, learning events, research and engagement, the information gathered led to the submission of several well-informed policy advice documents. The work of the Rural Secretariat regional planners was critical to accomplishing the goals and objectives set out in the 2008-11 Activity Plan.

Issue 2: Regional and Rural Considerations in Policy Development

Rural areas throughout the province are adapting to a complex mix of economic, labour market, demographic, environmental and social-cultural changes. The Rural Secretariat has worked to support Provincial Government departments as they strive to assist regions and communities to adapt and respond to such changes. One important way in which the Rural Secretariat has supported departments in this important task, is by ensuring that the ideas and perspectives of citizens from the regions inform the policy- and decision-making processes of the Provincial Government.

Goal: By 2011, the Rural Secretariat will have supported enhancements to Provincial Government decision making processes pertaining to the consideration of regional issues and trend information.

Measure: Enhancements to existing processes are supported.

Indicator	Accomplishments
Expanded use of analytical tools (e.g. Rural Lens) will have been encouraged	<ul style="list-style-type: none"> • The Rural Lens has been a valuable tool in helping departments identify the differential rural impacts/implications, whether positive or negative, associated with their proposed policy and/or program decisions. • In the past three years, the Rural Secretariat has worked to educate departments on the importance and use of the Rural Lens. Throughout this process, and through consultations with departments, the Rural Secretariat has made the Rural Lens process more efficient and user-friendly. Departments are now encouraged to focus on the direct/indirect and intended/unintended impacts/implications that proposed policy recommendations may/will have on rural communities and citizens. • The Rural Secretariat used, and continues to encourage the use of, analytical technology at

Indicator	Accomplishments
	<p>citizen engagement events such as a Turning Point Technology audience-response/polling system and Google Docs. These technologies are used for data collection and analysis and provide a means of instantly sharing the results with participants at such engagement events.</p>
<p>Partnerships and collaboration with other Provincial Government departments and agencies will have been strengthened</p>	<ul style="list-style-type: none"> • A representative from the United Kingdom- based International Business Leaders Forum (IBLF) attended a Rural Secretariat engagement event for officials and led a discussion on the importance of partnership brokering. • Regional planners and regional office staff received advanced training through the Partnership Brokering Accreditation Scheme of the IBLF and have applied the learnings in their work with a goal of building stronger partnerships within and between regions and government departments (e.g., partnership brokering with the Northern Peninsula Business Network). • The Rural Secretariat through community-based research projects has strengthened collaboration in various regions. These projects are highly collaborative, and are led by advisory committees that include government departments, academic institutions and community volunteers.
<p>Focused regional and rural information and planning sessions will have been delivered to provincial government departments, and to councils, citizens and stakeholders</p>	<ul style="list-style-type: none"> • Rural Secretariat regional staff regularly liaise with officials from other departments in their regions and beyond to share information and advice on rural issues, challenges and opportunities pertinent to their departments. • Rural Lens training was offered to Provincial Government departments. • Staff presented to citizens, stakeholders, councils, and government departments (e.g., regional planner for the Grand Falls-Windsor – Baie Verte – Harbour Breton region presented at the <i>Many Voices One Vision</i> conference on cohesive sustainable planning for the region; regional planner for the Clarendville – Bonavista region presented to the community of Bloomfield on the issue of local governance; regional planner for the St. Anthony – Port au Choix region presented to the FFAW on regional demographic change). • Rural Secretariat provincial office staff have

Indicator	Accomplishments
	<p>delivered presentations on community-based research to councils. For example, the Director of Partnership Research and Analysis presented information on community-based research to various councils. This served to build their capacity for future community-based research efforts.</p> <ul style="list-style-type: none"> • The Land Use Planning event held in November 2010 brought together representatives from government departments, regional stakeholders and Regional Councils to learn about regional and rural land use planning challenges and to discuss best strategies and priorities for enhancing land use planning in the province.

2010-11 Objective: By March 31, 2011, the Rural Secretariat will have implemented further initiatives to proactively support Provincial Government departments and agencies to assess regional and rural impacts in the development of policies, programs and services, strategies and plans, and infrastructure and related investments.

Measure: Further initiatives implemented to proactively support Provincial Government departments and agencies to assess the possible rural impacts, positive and/or negative, direct and/or indirect, of decisions they may make.

Indicator	Accomplishments 2010-11
<p>Land Use Planning Forum held in collaboration with Provincial Council and results shared with departments</p>	<ul style="list-style-type: none"> • The Land Use Planning Forum was held in November 2010 and was a collaborative effort between the Rural Secretariat and the Provincial Council with the support of the Interdepartmental Land Use Committee (ILUC). This forum was a Province-wide engagement session designed to engage stakeholders and encourage discussion on issues surrounding land use planning in the Newfoundland and Labrador. The session was highly participatory and included the use of Turning Point Technology. Participants included representatives of groups such as the NL Lumber Producers Association, Municipalities NL, Federation of Agriculture and Newfoundland and Labrador Environmental Industries Association (NEIA). Results of the forum were shared instantly with participants through the use of Turning Point technology. This technology allowed participants to anonymously rank and sort ideas and options and see the

Indicator	Accomplishments 2010-11
	<p>results as soon as polling was closed. In addition, a preliminary report capturing the important issues of the day was provided to all attendees.</p>
<p>Results and Process and Technology related to Social Networking Analysis and Network Weaving Project shared with department(s)</p>	<ul style="list-style-type: none"> • The results of this research project showed: <ul style="list-style-type: none"> ❖ There was a need for better/stronger connections among local stakeholders and organizations; ❖ There was a need to strengthen external connections and knowledge flows. <p>These results were shared with the Regional Collaboration Pilot stakeholder group including representatives from the departments of Innovation, Trade and Rural Development and Municipal Affairs.</p>
<p>Shared learning events held with department(s) through the Building Capacity Together Project (stage 2)</p>	<ul style="list-style-type: none"> • The Rural Secretariat is the provincial lead on the Building Capacity Together Project, an innovative public engagement capacity-building initiative that aims to build a community-of-practice within participating governments such that officials can more effectively design, implement, and assess useful public engagement processes. It involves mid- to senior-level officials from governments across Canada including: British Columbia; Alberta; Saskatchewan; Ontario; New Brunswick; Newfoundland and Labrador; Nunavut; and the Government of Canada. As the lead, the Rural Secretariat is responsible for organizing events in Newfoundland and Labrador. • Two interactive breakfast learning sessions were held with government officials in 2010. <ul style="list-style-type: none"> ❖ A representative from the United States-based <i>AmericaSpeaks</i> presented on the topic of public engagement. Approximately 50 government officials from a broad range of departments attended this session. ❖ A representative from the United Kingdom-based International Business Leaders Forum presented on the topic of partnership brokering and the Partnership Brokering Accreditation Scheme (PBAS). Approximately 50 government officials attended this session.

Discussion of Results:

The Rural Secretariat’s support to Provincial Government departments to assess regional and rural impacts of policy and decision making has been focused around public engagement, collaboration, community-based research initiatives and learning events. Through these activities: the voices of citizens informed policy and spending decisions of Provincial Government departments; evidence from other jurisdictions including alternative policy

directions were provided to departments; and learning events were undertaken to enhance policy professionals' understanding of collaboration and public engagement. The Rural Secretariat accomplished its goals and objectives as set out in the 2008-11 Activity Plan.

10. Additional Highlights and Accomplishments

In addition to the points raised in Section 8, the following additional highlights and accomplishments are worthy of mention. These are consistent with the Rural Secretariat's strategic directions and mandate, and will serve to inform the work of the secretariat during the 2011-14 period.

Regional Collaboration Pilot Project

In 2008-09, work commenced on a new regional collaboration Pilot project that brought together regional stakeholders to explore how best to develop collaborative processes and practices that advance regional sustainability. The Pilot built upon and complemented the work of existing stakeholder groups working in the Pilot region (St. Anthony – Port au Choix Region). It did not duplicate or replace the existing mandates, roles or work of agencies, groups or stakeholders involved.

The Pilot - announced in the Speech from the Throne on March 25, 2009 - was implemented in the St. Anthony - Port au Choix Rural Secretariat region because many stakeholders working in this region have considerable experience with various forms of collaboration. It was hoped that this experience could be harnessed to advance the work of the Pilot. Through this initiative, it was intended that regional stakeholders would work together to create a new and innovative way of engaging government in infrastructure and economic development decision-making. Specifically, stakeholders were given an opportunity to provide advice to senior decision-makers regarding how best to better invest funds in the region. During the first year of the pilot, they worked together to identify regional development priorities. On the basis of their Pilot experiences, stakeholders also began preparing advice for the Provincial Government regarding how best to develop/support innovative regional collaboration across the province. It was intended that the Pilot would operate for a two-year period (2009-10 and 2010-11) with the possibility of an extension.

In its second year the Pilot committee continued its work with Departments of Tourism, Culture and Recreation, Innovation, Trade and Rural Development, Transportation and Works, and Municipal Affairs. The Pilot group met with senior officials from all four participating departments, as well as the Minister of Transportation and Works. The Pilot concluded its advice for Tourism, Culture and Recreation, and Innovation, Trade and Rural Development in 2011 and is currently undertaking an evaluation in order to properly assess its overall impact.

Regional Partnership Planner Initiatives

As previously noted, the Rural Secretariat has 10 Regional Partnership Planners located in nine regions across the province (see page 5 for locations). Regional Partnership Planners carry out work for both councils and the Provincial Office. They also support departments working in their respective regions. Regional Partnership Planners have been involved in public engagement initiatives including forums, meetings and workshops. Content themes explored in such sessions include: youth; homelessness; tourism; forestry; and fisheries. Public engagement sessions are opportunities for shared learning involving both officials and citizens. They are also opportunities for constructive deliberative dialogue on important sustainability issues affecting rural regions.

Regional Partnership Planners also seek to advance collaboration within and between the Rural Secretariat regions. They work to develop and improve collaborative relationships involving community groups, businesses, researchers, and provincial government departments. Sometimes Regional Partnership Planners help to support pre-existing collaborative efforts, while at other times they attempt to seed collaboration in areas where positive collaborative working relationships between regional and rural stakeholders are absent. For instance, Regional Partnership Planners have worked with and supported the Department of Innovation, Trade and Rural Development and the College of the North Atlantic in the development of business networks relating to agri-foods and manufacturing.

Some specific Regional Partnership Planner led initiatives other than those reported on in the performance section include:

Collaborative Initiatives

Avalon Regional Partnership Planners – Bell Island Communications Collaborative. This was a community radio event that focused on how to improve communications on Bell Island. Activities included: interviews and panel discussions with community group leaders, municipal leaders, and youth; entertainment; and dialogue on a host of topics including the future of the Island. The event was webcast and listened to from various parts of Canada. The event has driven renewed interest in radio as an effective, inclusive and engaging method of communication.

Community-based Research

Avalon Regional Partnership Planners – Active Labour Market Strategies. The Avalon Regional Partnership Planners in conjunction with Memorial University's Department of Geography undertook a review of current labour market trends in the Placentia region. A graduate student from Geography interviewed firms and key stakeholders and gave recommendations on how active labour principles could be implemented in the region. Partners included Avalon Gateway Regional Economic Development Board, the Department of Human Resources, Labour and Employment, Innovation, Trade and Rural Development and the College of the North Atlantic.

Corner Brook Regional Partnership Planner – Exploring Opportunities for New Fishery-Tourism Synergies in the Bonne Bay Area. This project focused on identifying and researching opportunities for new fishery-tourism products, fishery markets and food security. Activities included background research and a literature review, a MITACS funded researcher internship with local tourism and fishery partners, informal discussions, key informant interviews as well as a survey on local seafood consumption. Key partners include the MUN-initiated Community University Research for Recovery Alliance (CURRA) and based at the Bonne Bay Marine Station, the Corner Brook - Rocky Harbour Regional Council and local fishery and tourism operators.

Citizen Engagement Initiatives

Grand Falls-Windsor – Baie Verte - Harbour Breton and Gander New-Wes-Valley Regional Partnership Planners – Central Speaks: A Forum on Long-Term Care. This forum was planned in partnership with Central Health. It was designed to engage and empower citizens, partners and employees in planning for the future. It will combine technology with lively interactive dialogue and will help to improve communication, set goals, deepen commitment and enhance co-operative action. The forum was designed in 2010-11 and will take place in May 2011.

11. Opportunities and Challenges

Challenges

The Rural Secretariat (RS) is a unique and innovative government entity that strives to advance the sustainability of rural Newfoundland and Labrador regions and communities. It does this by: engaging the public in deliberative dialogue about sustainability issues and challenges; supporting collaboration between and among rural stakeholders including governments; facilitating and conducting research that helps inform government policy- and decision-making; and assisting ten volunteer, advisory councils to develop policy-advice for submission to the provincial government.

The Rural Secretariat works in a dynamic rural and regional development environment. Numerous socio-political, cultural, environmental and economic forces - many of which the Rural Secretariat has no ability to control - directly and indirectly affect the regions and communities in which Rural Secretariat staff operate. The rural and regional development field in which the Rural Secretariat operates is also relatively crowded. There are numerous governmental and non-governmental entities operating in rural parts of Newfoundland and Labrador, and many of these also engage in activities that are related to those undertaken by the Rural Secretariat. In this context, a key challenge facing the Rural Secretariat relates to its ability to clearly articulate - both to these entities and the general public - how the work of the Rural Secretariat is unique.

Opportunities

While these challenges continue to impact our work, there are also new opportunities for the Rural Secretariat related to public engagement, community-based research and collaboration-brokering. Over the past several years, the Rural Secretariat has received advanced and specialized training in these three areas from leading experts (e.g., US-based *AmericaSpeaks*; UK-based International Business Leaders Forum; Canada-based Centre for Community Based Research). This has led to an increased level of confidence in our collective ability to effectively collaborate with regional partners and government departments around public engagement, community-based research and collaboration-brokering activities. The following examples outline new opportunities for the Rural Secretariat in this regard:

Public engagement

- The number of requests from departments for the Rural Secretariat to support departmental public engagement activities is steadily increasing (e.g., Office of Climate Change, Energy Efficiency and Emissions Trading; Labrador and Aboriginal Affairs; Human Resources, Labour and Employment; Newfoundland and Labrador Housing Corporation);
- The interest among council members to undertake, initiate or support public engagement activities related to issues such as waste management, fisheries, regional infrastructure, long-term care, land-use planning, and forestry is also growing.

Community-based research

- Numerous requests emerging from councils for the Rural Secretariat to support research activities that bring together academic institutions, community groups, citizens, and government departments to study matters of regional concern (e.g., aging and seniors; fishery; demographics on the Burin Peninsula; social network analysis in Labrador).
- Requests regularly emerging from community or partners for the Rural Secretariat to collaborate on research projects (e.g., International Business Leaders Forum (United Kingdom) is interested in joint-research activities related to understanding the importance of brokers to partnering activities; the Centre for Community Based Research (Kitchener) is interested in a joint project regarding the application of community-based research approaches to rural housing and homelessness issues).

Collaboration-brokering

- Numerous opportunities emerging whereby Rural Secretariat employees are encouraged/asked to act as 'honest collaboration brokers' (i.e., neutral supporters, designers and/or facilitators of partnership processes), largely due to their recent training through the Partnership Brokering Accreditation Scheme (PBAS) of the International Business Leaders Forum (e.g., Network 11 - a three-day event designed to enhance collaboration among communities interested/involved in rural regional or community radio is an example of Rural Secretariat collaboration brokering activity).
- Potential opportunities emerging for the Rural Secretariat to apply lessons-learned from the Regional Collaboration Pilot and to apply them to/in other regions of this province.

12. Financial Summary

Expenditure and revenue figures included in this document are un-audited and based on public information provided in the Report on the Program Expenditures and Revenues of the Consolidated Revenue Fund for the Year End 31 March 2011. Audited financial statements are a requirement at the government level and are made public through the Public Accounts process; however the Rural Secretariat is not required to provide a separate audited financial statement.

RURAL SECRETARIAT	Department Original Budget 2010-11	GL Operating Budget 2010-11	Actual YTD 2010-11
Salaries	\$1,240,100	\$1,234,500	\$1,172,550.69
Employee Benefits	\$ 7,400	\$ 5,300	\$ 1,470.03
Travel & Communication	\$ 294,900	\$ 286,500	\$ 236,608.33
Supplies	\$ 41,300	\$ 40,600	\$ 31,717.70
Professional Services	\$ 80,000	\$ 87,400	\$ 87,320.00
Purchased Services	\$ 91,700	\$ 100,100	\$ 78,797.87
Property, Furnishings & Equipment	\$ 7,500	\$ 18,700	\$ 18,540.28
Total Expenditure	\$1,762,900	\$1,773,100	\$1,627,004.90

Financial Breakdown by Region:

	Avalon Budget 2010-11	Avalon Expenditures
Transportation & Communication	30,000.00	42,789.25
Supplies	5,000.00	3,633.59
Purchased Services	4,000.00	2,777.56
Total Budgeted	39,000.00	49,200.44

	Burin Peninsula Budget 2010-11	Burin Peninsula Expenditures
Transportation & Communication	16,400.00	13,310.35
Supplies	2,500.00	322.31
Purchased Services	4,000.00	149.61
Total Budgeted	22,900.00	13,782.27
	Clareville- Bonavista	Clareville- Bonavista

	Budget 2010-11	Expenditures
Transportation & Communication	16,400.00	11,960.21
Supplies	2,500.00	2533.27
Purchased Services	4,000.00	1172.80
Total Budgeted	22,900.00	15,667.28

	Gander- New-Wes- Valley Budget 2010-11	Gander- New-Wes- Valley Expenditures
Transportation & Communication	20,000.00	18,687.63
Supplies	2,500.00	2,180.81
Purchased Services	7,900.00	5,747.96
Total Budgeted	30,400.00	26,616.40

	Grand Falls- Windsor - Baie Verte - Hr Breton Budget 2010-11	Grand Falls-Windsor - Baie Verte - Hr Breton Expenditures
Transportation & Communication	32,000.00	22,909.84
Supplies	2,500.00	2,861.40
Purchased Services	10,240.00	10,387.74
Total Budgeted	44,740.00	36,158.98

<i>NOTE: Only had planner for part of the year</i>	Stephenville -Port aux Basques Budget 2010-11	Stephenville -Port aux Basques Expenditures
Transportation & Communication	20,400.00	8,170.74
Supplies	2,500.00	267.86
Purchased Services	8,350.00	4,333.56
TOTAL	31,250.00	12,772.16

NOTE: Only had planner for part of the year	Corner Brook - Rocky Harbour Budget 2010-11	Corner Brook -Rocky Harbour Expenditures
Transportation & Communication	22,000.00	12,921.23
Supplies	2,500.00	1,202.27
Purchased Services	4,000.00	1,394.90
TOTAL	28,500.00	14,436.40

	St. Anthony - Port au Choix Budget 2010-11	St. Anthony - Port au Choix Expenditures
Transportation & Communication	19,900.00	13,288.05
Supplies	2,500.00	2,224.64
Purchased Services	10,000.00	6,720.55
TOTAL	32,400.00	22,233.24

	Labrador Budget 2010-11	Labrador Expenditures
Transportation & Communication	47,000.00	16,300.50
Supplies	2,500.00	0.00
Purchased Services	4,000.00	258.00
TOTAL	53,500.00	16,558.50

Appendix A: Strategic Directions

Strategic Directions

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

The directions related to the Rural Secretariat are as follows:

1. Title: **Regional Partnership Development**

Outcome Statement: Stronger and more dynamic regions.

Components of Strategic Directions:

- Partnership Development:
 - Within Regions
 - Between Government and Regions (e.g., Regional Councils)
 - Inter-Departmental (e.g., Deputy Ministers' Council)
 - Inter-Governmental (e.g., ACOA, Federal Rural Secretariat)
- Forum for informed discussion and priority identification that links economic, social, cultural and environmental aspects of regional sustainability
- Research and indicator development (e.g., Community Accounts)

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

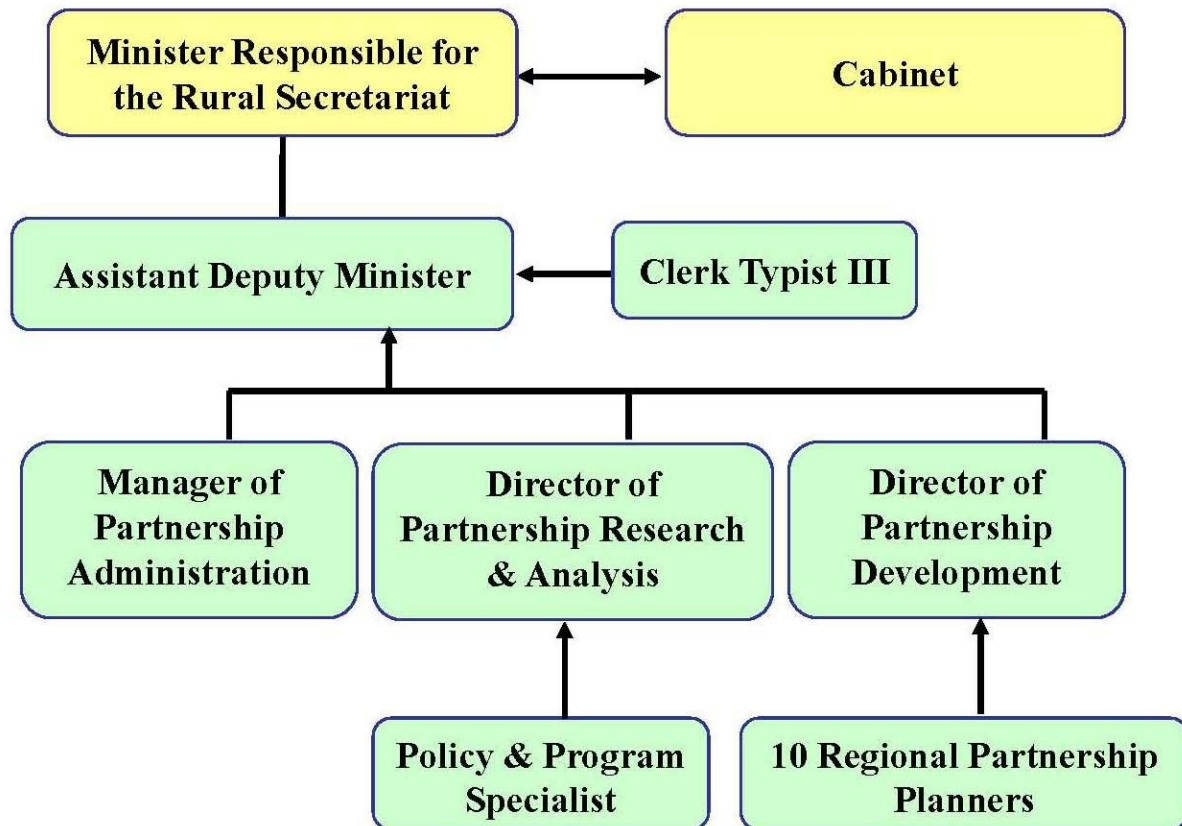
Outcome Statement: Improved government understanding of and response to significant and long-term regional issues.

Components of Strategic Directions:

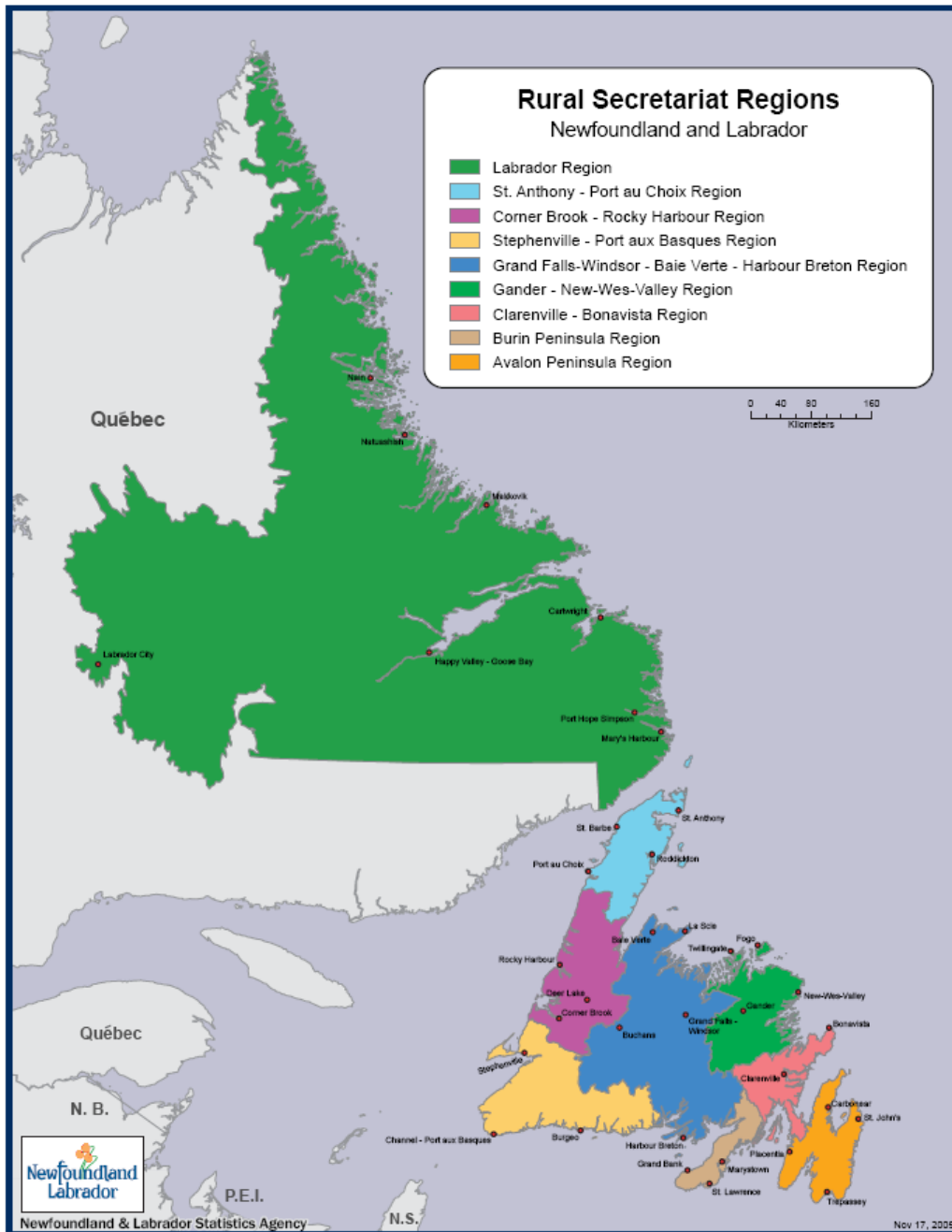
- Public policy responsiveness
- Regional perspectives which can inform the development and implementation of public policy
- Rural Lens implementation

Appendix B: Organizational Structure

Rural Secretariat Organizational Chart



Appendix C: Map of Rural Secretariat Regions



Appendix D: Mandates of the Regional Councils and Provincial Council

Mandate of the Regional Councils

The Regional Council's mandate is to:

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

Mandate of the Provincial Council of the Rural Secretariat

The Provincial Council mandate is:

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

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Photo courtesy of Michelle Yetman



Photo courtesy of Nadine Decker



Photo Courtesy of the Rural Secretariat



Photo Courtesy of Greater Lamaline Area Development Corporation



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