



Stephenville - Port Aux Basques
Regional Council of the Rural Secretariat
Executive Council
Annual Activity Report 2010-11



Message from the Chair

As a member of the Stephenville – Port aux Basques Regional Council, and in accordance with the Provincial Government’s commitment to accountability, we submit the Regional Council’s 2010-11 Activity Report. In the absence of a Chair, my signature below is on behalf of the entire council, and is indicative of our accountability for the results reported. The Regional Council is a category III Provincial Government entity under the *Transparency and Accountability Act*.

The Stephenville – Port aux Basques Regional Council is looking forward to having a new Regional Partnership Planner in place soon so we can renew our discussions about the sustainability of rural Newfoundland and Labrador. Ultimately, our overall goal is to help influence and effect positive change in the region and province as a whole.

Sincerely,

A handwritten signature in cursive script, reading "Calvin White", enclosed in a thin black rectangular border.

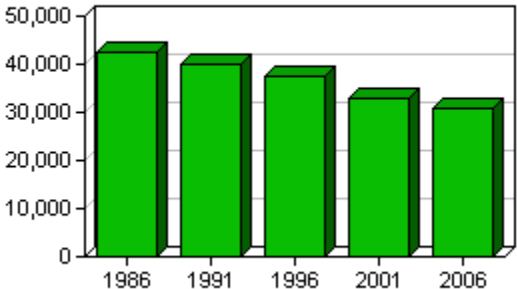
Calvin White, Member of Council
Stephenville – Port aux Basques Regional Council of the Rural Secretariat

Table of Contents

| | |
|--|----|
| 1. Overview of the Region | 3 |
| 2. Regional Council Overview | 5 |
| 3. Mandate..... | 5 |
| 4. Lines of Business | 6 |
| 5. Values..... | 6 |
| 6. Primary Clients | 7 |
| 7. Vision..... | 7 |
| 8. Mission | 7 |
| 9. Report on Performance | 9 |
| 10. Opportunities and Challenges Ahead..... | 16 |
| Appendix A: Strategic Directions | 17 |
| Appendix B: Organizational Structure | 18 |
| Appendix C: Map of Rural Secretariat Regions | 19 |
| Appendix D: Mandate of Rural Secretariat and Provincial Council..... | 20 |

1. Overview of the Region

Population



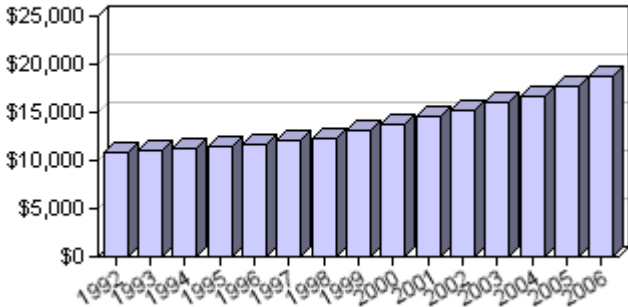
The 2006 Census population for Stephenville - Port aux Basques Rural Secretariat Region was 30,955. This represents a decline of 6.2% since 2001. Over the same period, the entire province experienced a population decline of 1.5% since 2001 (505,470 in 2006, down from 512,930).

The 2006 income for every man, woman, and child (personal income per capita) in Stephenville - Port aux Basques Rural Secretariat Region was \$18,800. For the province, personal income per capita was \$22,900. After tax personal income per capita, adjusted for inflation, was \$12,800 for Stephenville - Port aux Basques Rural Secretariat Region in 2006. For the province it was \$14,900.

Half of the couple families in Stephenville - Port aux Basques Rural Secretariat Region had incomes of more than \$47,200 in 2006. Half of the couple families in the province had incomes of more than \$56,500.

Half of the lone-parent families in Stephenville - Port aux Basques Rural Secretariat Region had incomes of less than \$22,700 in 2006. Half of the lone-parent families in the province had incomes of less than \$25,300.

Personal Income Per Capita



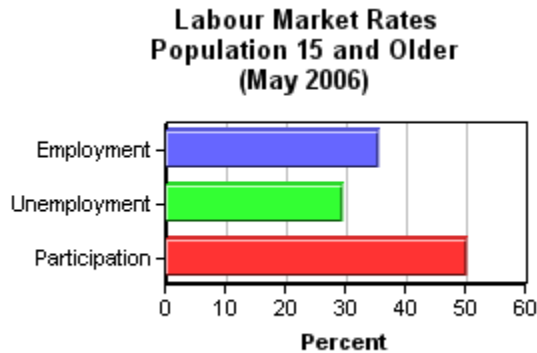
The 2006 self-reliance ratio for Stephenville - Port aux Basques Rural Secretariat Region was 67.6%. This is a measure of the community's dependency on government transfers such as: Canada Pension, Old Age Security, Employment Insurance, Income Support Assistance, etc. The higher the percentage of income that comes from transfers the lower the self-reliance ratio. The provincial self-reliance ratio for 2006 was 78.5%.

According to the 2006 Census, in Stephenville - Port aux Basques Rural Secretariat Region 78.1% of homes were owned versus rented compared to 78.7% for the province and 68.4% for Canada.

The unemployment rate for May 2006 for people aged 15 and older was 29.3%. The provincial unemployment rate was 18.6%.

The employment rate for the entire year 2005 for those aged 15 and older was 54.2%. The provincial

employment rate for the same period was 63.3%.



The number of individuals in Stephenville - Port aux Basques Rural Secretariat Region who received Income Support Assistance at some point in the year 2008 was 5,040. The 1991 figure was 9,950.

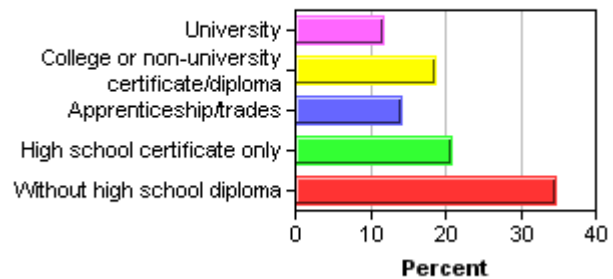
The total number of children ages 0 to 17 in Stephenville - Port aux Basques Rural Secretariat Region who were in families on Income Support Assistance in 2008 was 1,370. The figure for 1991 was 3,950.

Census 2006 reported 34.7% of people 18 to 64 years of age in Stephenville - Port aux Basques Rural Secretariat Region do not have a high school diploma compared to 25.1% of people in the entire province.

In Stephenville - Port aux Basques Rural Secretariat Region about 8.6% of people aged 25 to 54 had a Bachelor's Degree or higher in 2006 compared to 15.1% in the province as a whole.

In 2006, in Stephenville - Port aux Basques Rural Secretariat Region, 75.9% of people 25 to 34 years of age had at least a high school diploma. This compares to 85.4% in the entire province and 89.1% for Canada.

Highest Level of Education, Pop 18 to 64



A major indicator of well-being is how a person rates their own health status. In 2005, 57.2% of individuals in Stephenville - Port aux Basques Rural Secretariat Region rated their health status from very good to excellent. The provincial number in 2005 was 64.5%. In 2005, for Canada, 60.2% of individuals age 12 and over rated their health status as very good to excellent.

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

2. Regional Council Overview

The Stephenville - Port aux Basques Regional Council is comprised of three members; one female and two males. The council currently has representation from larger and smaller communities throughout the region. The council met 5 times in 2010-11. Most of these meetings were with Provincial Office staff in regards to preparing the activity plan and report.

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

The Rural Secretariat also funds a regional planner position in the region, who among other duties, act as an information resource for the council and facilitate the work of the council. The planner for the Stephenville - Port aux Basques region was Sam Organ until February 2010 and the position remained vacant to the end of the fiscal year. Fred Campbell was the interim planner from January - June 2011. The Rural Secretariat office is located within the Department of Innovation, Trade and Rural Development at Stephenville.

| Regional Council members | Community |
|---------------------------------|------------------|
| Audrey Gracie | Kippens |
| Eric Legge | Cartyville |
| Calvin White | Flat Bay |

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

3. Mandate

The Regional Council's mandate is to:

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

4. Lines of Business

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

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

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

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

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

5. Values

The core values explain the character of the organization. These values are paramount to the mandate and activities of the Council and are as follows:

| | |
|---------------|--|
| Collaboration | Each person is committed to working together effectively. |
| Creativity | Each person seeks to transcend traditional ideas, rules and patterns to create new ideas, relationships and methods. |

| | |
|------------------|--|
| Empowerment | Each person is responsible for participating in discussions, making informed decisions and taking personal responsibility for their contributions. |
| Inclusion | Each person acknowledges others' views and perspectives and has the right/opportunity to express their own. |
| Learning Culture | Each individual is recognized and valued for the skills that they bring and is encouraged to continue to learn. |
| Transparency | Each individual gives and shares open and objective advice based on sound information and principles. |
| Trust | Each person is open and supportive when participating in partnerships and follows through on requests and commitments. |

6. Primary Clients

The primary clients of the Regional Council include the Rural Secretariat, the Provincial Council of the Rural Secretariat, and departments and agencies within the Provincial Government, among others.

The council will also engage individuals, groups and organizations within the region as it carries out its work.

7. Vision

The Stephenville – Port aux Basques Regional Council supports the vision of the Rural Secretariat:

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

Over the past three years, the council has contributed to the vision of the Rural Secretariat. The council has worked to identify priority issues that contribute to regional sustainability which considers economic, social, cultural and environmental aspects. Additionally, the council has provided well-informed policy advice on the identified priorities to the Provincial Government.

8. Mission

The mission statement identifies the priority focus area of the Regional Council. It represents the four-year objectives which the council worked towards as they moved forward on the strategic directions of

the Provincial Government. From 2007-11, the council identified and focused on key priorities in an effort to increase the value of two-way communication and enhance a clearer understanding of those priorities.

The mission statement of the council is as follows:

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

Measure: Participated in an ongoing community engagement process

| Indicators | Accomplishments |
|--|--|
| A long-term vision of sustainability for the region will have been submitted to the Provincial Government and shared with citizens | <ul style="list-style-type: none"> In 2007, the council created a long-term vision of sustainability for their region which members articulated in the Stephenville - Port aux Basques Regional Council Vision document. This document was shared with citizens through community engagements and regional partners. It was submitted to the Minister Responsible for Rural Secretariat and is now published on-line for the general public at http://www.exec.gov.nl.ca/rural/publications/Vision-StephenvilleDec11_2007.pdf. |
| Enhanced regional input will have been provided into policy development and decision-making processes of the Provincial Government | <ul style="list-style-type: none"> Prior to 2007 the council had not submitted advice documents or regional input affecting policy development and decision-making processes. Since April 1, 2007 the council members have submitted advice documents to the Departments of Transportation and Works, Natural Resources, and Innovation, Trade and Rural Development. These documents were submitted to the Ministers directly responsible for these departments. |
| Opportunities and mechanisms will have been provided to enhance two-way communication between the Provincial Government and citizens | <ul style="list-style-type: none"> In 2008-09 engagement sessions related to agriculture were held and provided opportunities for two-way communication between citizens and Provincial Government representatives from the Departments of Trade, Innovation and Rural Development (INTRD), Natural Resources. The council met with the Deputy Minister of the Department of Transportation and Works to discuss infrastructure matters in 2008-09. |

| Indicators | Accomplishments |
|---|---|
| | <ul style="list-style-type: none"> The council held three engagement sessions throughout 2009-10 on the issue of transportation with participants from a variety of backgrounds including community members, Canadian Manufacturers and Exporters, regional economic development boards, Port au Port Development Association, various municipalities and representatives from the Departments of Transportation and Works and Innovation, Trade and Rural Development. |
| Community engagement sessions will have been conducted at the regional level | <ul style="list-style-type: none"> Community engagement sessions were held in 2008-09 to inform advice documents. For example, a forum was held during the development of an Advisory Paper on the Agriculture and Agrifoods Industry. Participants included department officials, local experts and interested individuals from the region as well as outside the region. |
| Citizens and stakeholders will have been informed about the economic, social, cultural and environmental aspects of regional sustainability | <ul style="list-style-type: none"> In 2009-10, an advisory paper on the agriculture and agrifoods industry was mailed out to stakeholders including beef/lamb/pork producers, crop producers, dairy producers and nursery operators. Engagement sessions were held in 2008-09 with community and stakeholders related issues of regional sustainability: transportation and agriculture. The 2007 Stephenville – Port aux Basques Regional Council Vision document outlined a long-term vision for regional sustainability. This document was shared with citizens through community engagements and regional partners, and is available to the public online. |

9. Report on Performance

In its 2008-11 Activity Plan the council identified three goals. The activities and performance of the council with respect to each of the goals as outlined below, has been in support of the Provincial Government's strategic directions for the Rural Secretariat (Appendix A). In particular, the council's performance allowed for the development of new partnerships with various stakeholders at the regional level, and provided a new

regional forum to discuss citizens' perspectives on regional and rural sustainability.

9.1 Issue 1: Sustainability

The Stephenville – Port aux Basques Regional Council identified the agriculture and agrifoods industry as a means to achieving regional sustainability and made it one of their priority issues for the 2008-11 planning period. The council recognized that this economic sector is important for their region based on the fact that there is long history of agriculture in the area; it has some of the most fertile soils and it produces more root crop than any other area of the province.

Goal: By March 31, 2011, the Stephenville - Port aux Basques Regional Council will have developed an informed regional perspective outlining the opportunities and barriers to expand agriculture and agrifoods production in the region.

Measure: Regional perspective developed

| Indicators | Accomplishments |
|--|--|
| Document outlining regional opportunities and barriers is developed | <ul style="list-style-type: none"> An advice document was developed and submitted in November 2008 outlining the regional opportunities and barriers relating to agriculture and agrifoods. |
| Discussions between the Regional Council and the Provincial Council and appropriate Provincial Government departments are held | <ul style="list-style-type: none"> Engagement sessions were held in 2008-09 and involved regional council members, local experts, Provincial Government officials, Newfoundland and Labrador Federation of Agriculture. These engagement sessions generated a draft list of regional agriculture issues. The council then partnered with Memorial University's Harris Centre and organized a regional forum in Stephenville to consider the issues identified in the previous engagement sessions. The forum included a variety of presenters from post-secondary institutions, industry, Federal and Provincial Government representatives from Agriculture and Agri-Food Canada, the Department of Innovation, Trade and Rural Development and the Department of Natural Resources. The forum also included participants such as producers, researchers, policy makers and economic development practitioners. |
| Regional Council policy and program advice is presented to the Provincial Government | <ul style="list-style-type: none"> The advice document, <i>Advisory Paper: Agriculture and Agrifoods</i>, was submitted in November 2008, to the Minister of Natural Resources, as well as, the Minister Responsible for the Rural Secretariat. |

| Indicators | Accomplishments |
|------------|--|
| | <ul style="list-style-type: none"> The advice document was shared with/mailed to industry representatives, including Beef/Lamb/Pork producers, nursery operators, crop producers and dairy producers within the region. Following this, council held several one-on-one sessions with industry representatives. |

2010-11 Objective: By March 31, 2011, the Stephenville - Port aux Basques Regional Council will have engaged with government, community stakeholders and industry to advance specific policy, program and business opportunities identified in the agriculture and agrifoods sector.

Measure: Government, community stakeholders and industry engaged

| Indicator | Accomplishments 2010-11 |
|--|--|
| Engagement sessions held with Government, community stakeholders and Industry. | <ul style="list-style-type: none"> Due to the absence of a planner from January 2010 to January 2011 this indicator was not accomplished. |

Discussion of results: The Stephenville – Port aux Basques Regional Council was pleased with its accomplishments in developing an informed regional perspective identifying the opportunities and barriers relating to agriculture and agrifoods production in the region. In addition, the council submitted a well-informed advice document to the Provincial Government. Unfortunately, due to the absence of a regional planner, it was not possible to meet the 2010-11 objective. The regional planner position is key in facilitating the work of the council.

9.2 Issue 2: Transportation

A fundamental requirement for sustainability for any region is having the ability to move people, goods and services. The Stephenville – Port aux Basques Regional Council identified transportation infrastructure, ranging from a roads network to airport and marine infrastructure, as a priority issue. The council recognized the necessity for infrastructure to be well-developed and maintained; including further enhancements that may be required to ensure the region can be responsive to potential development. It is also important to be cognizant that transportation infrastructure cuts across other sectors and impacts accessibility issues.

Goal: By March 31, 2011, the Stephenville-Port aux Basques Regional Council will have developed an informed regional perspective on transportation infrastructure in relation to regional sustainability.

Measure: Position paper developed.

| Indicators | Accomplishments |
|---|--|
| Regional research conducted | <ul style="list-style-type: none"> • Research was conducted through community engagement sessions and a literature review of the following documents: regional economic development boards strategic economic plans, the Vessel Replacement Strategy and the Department of Transportation and Works Strategic Plan 2008-11. |
| Needs and issues assessment completed | <ul style="list-style-type: none"> • The council held regional engagement sessions on transportation issues in 2008-09. As part of this engagement process, input and information was gathered from citizens on priority transportation issues as identified by council. • The council met with the Deputy Minister of Transportation and Works to discuss infrastructure matters and attended a regional transportation forum at Cow Head. (Additional detail is provided in the St. Anthony – Port au Choix 2008-09 Annual Report) • The council reviewed the Vessel Replacement Strategy and Department of Transportation and Works 2008-11 Strategic Plan, as well as, REDB strategic economic plans • The council held three engagement sessions throughout 2009-10 with participants from a variety of backgrounds, including, community members, the Department of Transportation and Works, the Department of Innovation, Trade and Rural Development, Canadian Manufacturers and Exporters, regional economic development boards, Port au Port Development Association and various municipalities to become better informed on the needs and issues relating to transportation in the region. |
| Document which outlines key actions required to maintain and/or improve transportation infrastructure | <ul style="list-style-type: none"> • Two documents were submitted to the Provincial Government. The first offered recommendations for improving transportation infrastructure, including but not limited to the following: <ul style="list-style-type: none"> ❖ Develop a comprehensive Marine Infrastructure Directory for the Stephenville – Port aux Basques region ❖ Develop a long term plan for brush cutting along highways (TCH and other trunk and access roads) |

| Indicators | Accomplishments |
|--|---|
| | <ul style="list-style-type: none"> ❖ Develop a long-term strategy for the section of the TCH between Port aux Basques to Corner Brook which includes 24 hour snow clearing and makes it a twinned highway • The second document was in the form of a letter submitted to the Provincial Government outlining concerns and recommendations with the Marine Atlantic Ferry Service. Below are just a few of the recommendations found in the submission: <ul style="list-style-type: none"> ❖ Encourage the Federal Government to adopt a policy like that of the Provincial Government whereby fares for travel on the intra-ferry system is designed to be closely linked to the cost of driving a vehicle along a highway the same distance the ferry travels. ❖ Marine Atlantic Ferries should not be expected to operate on a cost recovery basis. This is the highway that connects our province to the rest of Canada and should be treated as such. ❖ Cabin rates should be reduced significantly as well as menu rates onboard the ferries. ❖ Recommend the Federal Government conduct an analysis to determine if adopting a pay system such as the Province of PEI uses whereby travelers/visitors only pay when departing the province would be more appealing to travelers. |
| Opportunities to validate research through community engagement with industry and community partners | <ul style="list-style-type: none"> • Due to the absence of a planner from January 2010 to January 2011 this indicator was not accomplished. |
| Advice communicated to the Provincial Government | <ul style="list-style-type: none"> • In 2010, the <i>Transportation Infrastructure Advice Document</i> was submitted to the Minister of Transportation and Works as well as the Minister responsible for the Rural Secretariat. • An advice letter was sent to the Minister Responsible for the Rural Secretariat outlining issues, concerns and a number of recommendations the council identified in regards to the Marine Atlantic Ferry services from Port aux Basques to North Sydney. |

2010-11 Objective: By March 31, 2011, the Stephenville - Port aux Basques Regional Council will have engaged with the Provincial Government to identify specific opportunities for action related to the maintenance or improvement of transportation infrastructure

Measure: Provincial Government engaged with to identify specific opportunities for action related to the maintenance or improvement of transportation infrastructure

| Indicator | Accomplishments 2010-11 |
|-------------------------------------|--|
| Provincial Government Engaged | <ul style="list-style-type: none"> Due to the absence of a planner from January 2010 to January 2011 this indicator was not accomplished. |
| Opportunities identified for action | |

Discussion of results: The Stephenville – Port aux Basques Regional Council has worked hard to provide the Provincial Government with advice documents relating to transportation infrastructure and Marine Atlantic Ferry service. Unfortunately, due to the absence of a regional planner it was not possible to accomplish the 2010-11 objective, as this position is key to facilitating the work of the council.

9.3 Issue 3: Communication/Priority Process

Regional Councils have the mandate to identify policies and programs which either advance, negatively impact or need to be developed to encourage the necessary changes required for regional sustainability. As a result, Regional Council members felt it was of critical importance that both the Provincial Government and citizens understand the process of how the Regional Council identifies, prioritizes and investigates regional issues. In the 2008-11 Activity Plan, the Stephenville – Port aux Basques Regional Council selected the Communication/Priority Process as one of their priority issues.

Goal: By March 31, 2011, the Stephenville – Port aux Basques Region Council will have established a process for identifying, prioritizing and investigating regional issues, including identifying mechanisms for improved communication with the Provincial Government and citizens.

Measure: Process established for identifying, prioritizing and investigating regional issues, including identifying mechanisms for improved communication with the Provincial Government and citizens.

| Indicators | Accomplishments |
|--|---|
| Established process in place for the identifying, prioritizing and investigating regional issues | <ul style="list-style-type: none"> A document entitled “Stephenville – Port aux Basques Priority Process” was developed and submitted to the Minister Responsible for the Rural Secretariat in early 2009. |

| Indicators | Accomplishments |
|---|---|
| | <ul style="list-style-type: none"> The document outlined the process council will utilize to identify and work through priority issues and opportunities within the region. The process is as follows: <ul style="list-style-type: none"> A priority identified Related research conducted Discussions/Meetings are held Engagement with others Final document produced |
| Communication with appropriate level government departmental officials, Rural Secretariat Provincial Council and citizens | <ul style="list-style-type: none"> This indicator was partially met A letter was submitted to government on January 30, 2009 |
| Regional issues being identified based on Vision document | <ul style="list-style-type: none"> Regional issues based on the Vision document were identified as: <ul style="list-style-type: none"> Agriculture and agrifoods Transportation, specifically infrastructure and Marine Atlantic Ferry service Communications/Priority Process |
| Regional Council, with assistance of the regional planner will educate government and citizens of the work it does | <ul style="list-style-type: none"> Due to the absence of a planner from January 2010 to January 2011 this indicator was not accomplished. |
| Increase in the collaborative activity | |
| Revisions made to the Stephenville – Port aux Basques vision document | |

2010-11 Objective: By March 31, 2011, the Stephenville – Port aux Basques Regional Council will have identified additional priority issues and opportunities with the intent of developing a regional perspective for submission to the Provincial Government.

Measure: Additional priorities and opportunities identified with the intent of developing a regional perspective for submission to the Provincial Government.

| Indicator | Accomplishments 2010-11 |
|---|--|
| Process reviewed and evaluated | <ul style="list-style-type: none"> Due to the absence of a planner from January 2010 to January 2011 this indicator was not accomplished. |
| Discussions held within the Council | |
| Additional priorities and opportunities issues identified | |

Discussion of results: As noted above, the regional planner position is essential to the work of council. Not only does the regional planner act as an information resource for the council, it facilitates the work

of the council. It was challenging for the council to accomplish this goal as the regional planner position was vacant for much of 2010-11. Due to this absence, the Issue Three goal was not achieved.

10. Opportunities and Challenges Ahead

As the nature of the work of the council is broad-based and long-term in nature, the challenges and opportunities it faces remain fairly similar from year to year. It feels that these challenges and opportunities can be categorized along three themes.

Provision of policy advice to government

The council's mandate commits it to reaching consensus on the priorities for change in its region and to identifying policies and programs to encourage desired change. The challenge for council, given the range of issues, perspectives, interests and needs within its region, is to reach consensus on priorities for change and on policy advice to provide to government. The opportunity for council is to position itself as an objective, informed and influential advisory body within the region that can both provide informed bottom-up policy advice to government as well as respond to top-down policy level requests from government that may impact on the region.

Regional collaboration

The council's mandate commits it to sharing information, advancing regional cooperation and to encouraging regional partners to more actively participate on matters that can advance regional sustainability. The challenge for council is to position itself as an objective, informed and influential advisory body within the region that can advance collaboration. There are two opportunities for council. First, it can position itself as a broad-based and cross-sectoral advisory body that can lead, participate and/or support regional collaboration across a range of sectors, communities and interests. Second, as a broad-based advisory body, it can identify the various supports necessary to foster collaboration and be a conduit for advice to government to advance efforts.

Regional communications

The council understands that a range of non-governmental organizations in rural areas provide advice to government on a range of policy matters. In large part, these organizations are focused on particular agendas, needs and interests, among others, regional economic development, environmental awareness and protection, social policy advancement and municipal governance. The challenge for it is to clearly and effectively communicate its mandate and role to other regional stakeholders and interests, and to position itself as an objective, informed and influential advisory body that can assist other stakeholders. The opportunity for it, through new and strengthened relationships with regional stakeholders, is to ensure that a broad range of perspectives are considered as it identifies regional priorities, provides advice to government and fosters collaboration.

Appendix A: Strategic Directions

Strategic Directions

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

The directions related to the Rural Secretariat are as follows:

1. Title: Regional Partnership Development

Outcome Statement: Stronger and more dynamic regions.

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

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

2. Title: Assessment of Policy on Regional Sustainability

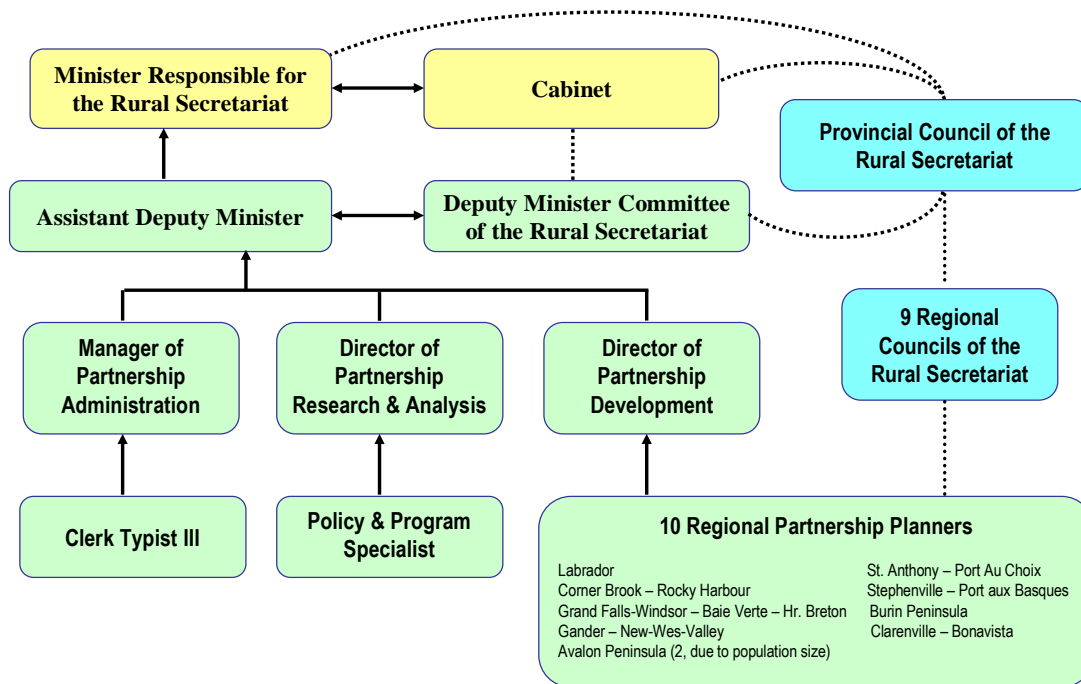
Outcome Statement: Improved Government understanding of and response to significant and long-term regional issues.

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

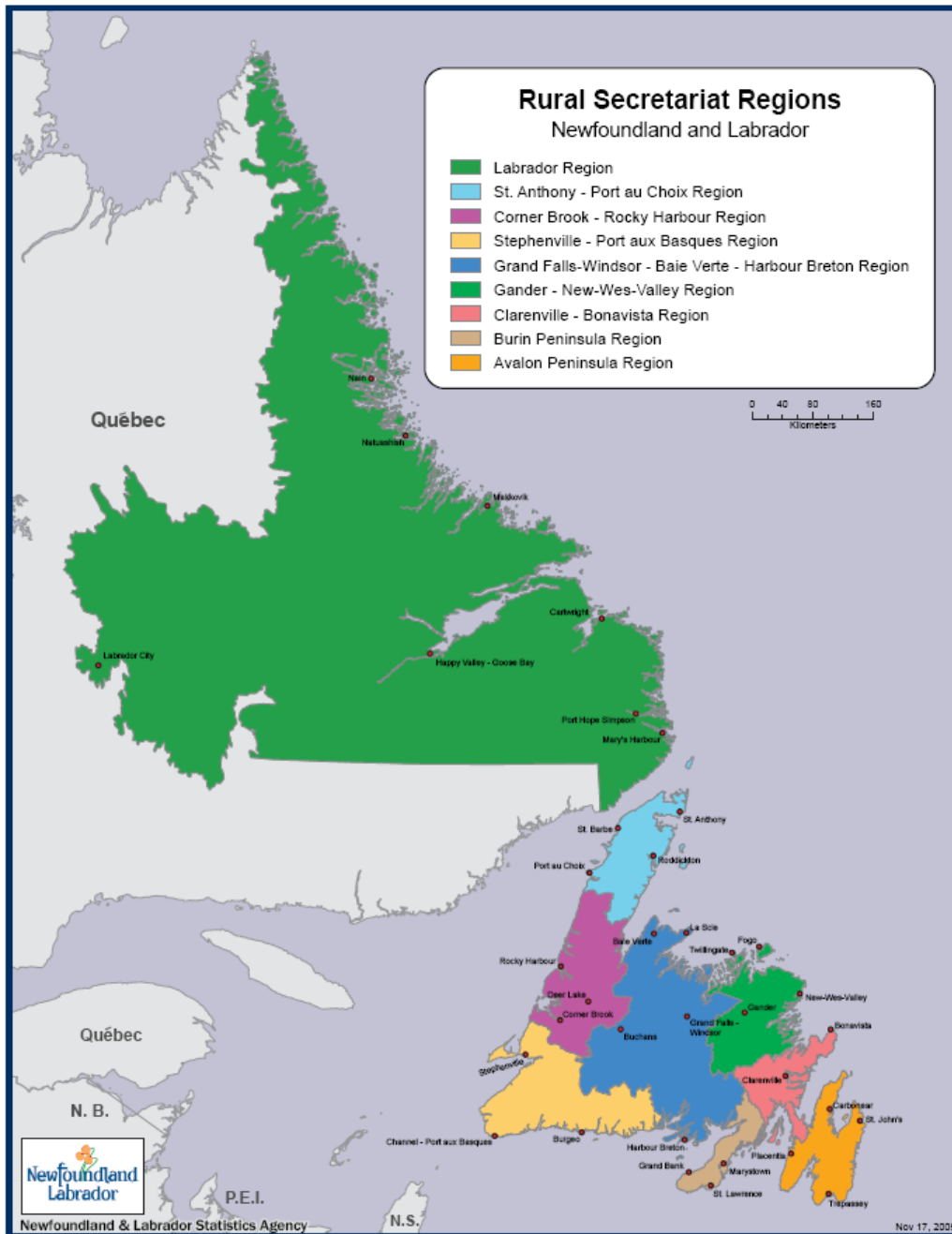
- Regional perspectives which can inform the development and implementation of public policy

Appendix B: Organizational Structure

Rural Secretariat Structure



Appendix C: Map of Rural Secretariat Regions



Appendix D: Mandate of Rural Secretariat and Provincial Council

Mandate of the Rural Secretariat

The Rural Secretariat's mandate is to:

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

Mandate of the Provincial Council of the Rural Secretariat

The Provincial Council mandate is:

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

Photo Credits:



Photo Courtesy of Sam Organ



Photo Courtesy of Sam Organ



Photo Courtesy of Sam Organ



Photo courtesy of Sam Organ



Rural Secretariat

VACANT

Regional Partnership Planner
Stephenville - Port aux Basques
35 Carolina Avenue
Stephenville, NL A2N 3P8
(w): (709) 643-2435
(f): (709) 643-2434