

Burin Peninsula  
Regional Council  
of the  
Rural Secretariat  
Executive Council



*Activity Plan  
2008-2011*

## *Message from the Chair*

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As Chair of the Burin Peninsula Regional Council of the Rural Secretariat and in accordance with the provincial government's commitment to accountability, I hereby submit the Council's 2008-11 Activity Plan. My signature below is on behalf of the entire Council and is indicative of our accountability for the preparation of this plan and for the achievement of the goals and objectives contained in the plan, pursuant to section 7(4) of the Transparency and Accountability Act.

Since our initial meeting in October 2005, the Burin Peninsula Regional Council has come a long way in its understanding of the region, its challenges and its opportunities. The Council has considered the economic, social, cultural and environmental aspects of the region and its development and is continuing to learn about each of these areas. In developing its vision for the region, the Council has also engaged the community providing the opportunity for citizen input and reaffirming the Council's choice of priorities identified in this plan. This has not been an easy road and the Council continues to be challenged with thinking regionally and thinking long term in the midst of immediate issues in the region. It is more clear than ever that no one individual, group, or organization can achieve regional sustainability alone.

As the Council works towards the advancement of regional priorities, it realizes that we, citizens and the provincial government, must all share responsibility for understanding the changes that are taking place and for making the decisions to ensure regional sustainability.

As an advisory body to the provincial government, the Burin Peninsula Regional Council will continue to work to achieve a common understanding of our region and we look forward to sharing our thoughts and engaging in discussion, with citizens of the region and with the provincial government with the hope that this advice will inform policy development that will maximize opportunities within our region.

The Burin Peninsula Regional Council looks forward to the years ahead.

Sincerely,



Dr. Michael Graham, Chair  
Burin Peninsula Regional Council of the Rural Secretariat

# Table of Contents

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1.0	Regional Council Overview.	.	.	.	.	.	.	.	.	3
2.0	Mandate	.	.	.	.	.	.	.	.	4
3.0	Values	.	.	.	.	.	.	.	.	4
4.0	Primary Clients	.	.	.	.	.	.	.	.	5
5.0	Vision	.	.	.	.	.	.	.	.	5
6.0	Mission	.	.	.	.	.	.	.	.	6
7.0	Issue/Context	.	.	.	.	.	.	.	.	7
	7.1 Regionalism	.	.	.	.	.	.	.	.	8
	7.2 Economic Growth & Diversification	.	.	.	.	.	.	.	.	10
	7.3 Demographic Change	.	.	.	.	.	.	.	.	11
8.0	Appendix A	.	.	.	.	.	.	.	.	13
9.0	Appendix B	.	.	.	.	.	.	.	.	15
10.0	Appendix C	.	.	.	.	.	.	.	.	16
11.0	Appendix D	.	.	.	.	.	.	.	.	17

## 1.0 Regional Council Overview

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The Burin Peninsula Regional Council is comprised of nine members; four female and five male. Members of the Council have a variety of backgrounds that include municipal government, small business, education (secondary and post-secondary), economic development, tourism, culture, youth issues, labour market issues, and our social environment.

The Council has representation from larger and smaller communities throughout the region:

Name	Community
Dr. Michael Graham, Chairperson	Burin
Trina Appleby	Burin
Charles Wiscombe	Marystown
Mary McCarthy	Marystown
Irene Hurley	Spanish Room
Brian Rose	Fortune
Trevor Bungay	Grand Bank
Harold Murphy	Parker's Cove
Pamela Pardy-Ghent	Harbour Mille

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

The Council does not have a budget allocation. Meetings of the Council and associated costs are funded through the budget of the Rural Secretariat. The Rural Secretariat also funds a staff position within the region, who among other duties, acts as an information resource for the Council and is responsible for the facilitation of the work of the Council. The staff person for the Burin Peninsula region is Greg Dominaux. Greg works out of an office in the College of the North Atlantic – Burin Campus.

## 2.0 Mandate

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The mandate of the Regional Council is:

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

## 3.0 Values

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

### **Core Values**

Collaboration

Creativity

Empowerment

Inclusion

Learning Culture

Transparency

Trust

**Collaboration**            Each person is committed to working together effectively.

**Creativity**                Each person seeks and supports new ideas and approaches.

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

## *4.0 Primary Clients*

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

In addition, the Council will also engage individuals, communities and organizations within the region as it carries out its work. Inclusion of the stakeholders throughout the region will be important in moving the Burin Peninsula towards long-term sustainability.

## *5.0 Vision*

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The Burin Peninsula Regional Council supports the vision of the Rural Secretariat:

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

Through its work, the Council is identifying priorities that contribute to regional sustainability and is taking an inclusive approach to sustainability that considers economic, social, cultural and environmental aspects.

## 6.0 Mission

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The mission statement identifies the priority focus area of the Regional Councils. It represents the longer-term goals which the Councils will work towards as they move forward on the strategic directions of Government. The statement also identifies the measure and indicators that will assist both the councils and the public in monitoring and evaluating the degree to which these goals are attained.

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

**By 2011 the Burin Regional Council will participate in an ongoing community engagement process that will show the value of two-way communication between the provincial government and citizens.**

**Measure** Participated in an ongoing community engagement process

### **Indicators**

- a long-term vision of sustainability for the region will have been submitted to the provincial government and shared with citizens
- enhanced regional input will have been provided into policy development and decision-making processes of the provincial government
- opportunities and mechanisms will have been provided to enhance two-way communication between the provincial government and citizens
- community engagement sessions will have been conducted at the regional level
- citizens and stakeholders will have been informed about the economic, social, cultural and environmental aspects of regional sustainability

This mission statement will guide our work over the next three years; however, the work of the Council is looking ahead 15-20 years. Advancing regional sustainability takes time and involves a considerable learning process. Citizens and the provincial government must build a stronger relationship and be willing to listen to and learn from each other.

Over the next three fiscal years, the Council will take initial steps to advance regional sustainability. First, regional priorities will be developed and communicated within the region and to provincial government departments. The next step will be to explore ways the Council together with regional partners and provincial government departments can work together to advance these priorities. Over time, these priorities will change as we

make accomplishments and come to new understandings of the changes that are taking place within the region.

One of the ways the Council will work with the provincial government is through representation on the Provincial Council of the Rural Secretariat which meets directly with Cabinet and Deputy Ministers. This representative will contribute to the discussion of provincial priorities in the context of regional distinctions.

## *7.0 Issues/Context*

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In consideration of the Rural Secretariat's strategic directions, mandate and financial resources, the following issues have been identified as priorities for the next three years. The goals identified for each issue outline expected results at the end of the three year period and the objectives outline the annual focus. The identified measures and indicators will be used to monitor progress. Gender-based differences will be considered where applicable.

In order to make decisions that will contribute to regional sustainability, the Council must have an understanding of the region, its challenges and its opportunities. The Council, as per its mandate, has been developing "a common, evidenced-based understanding of the economic, social, environmental and cultural realities of the region." It has considered information on, among other things, demographics, labour market, and education levels. Additionally, the citizen engagement process has added to the information and knowledge that the Regional Council has acquired about the region and contributed to the Council's decision to move forward on the priorities outlined below.

Each Council member was appointed based on their diverse backgrounds, and each contributes a broad knowledge base to the discussion. The Council has had to balance the roles of the provincial government, individuals, groups and organizations within the region.

In the 2007-08 Activity Plan the Regional Council indicated that public policy significantly impacts upon regional sustainability and the Council is keenly aware that they have a real opportunity to influence the development of policies and priorities. These priorities must be sustainable, achievable, realistic and affordable if they are to achieve the desired result.

In moving forward with their work for 2008-2011, the Council has identified the following priorities that it plans to address:

1. **Regionalism** – the region's communities, businesses and citizens need to think



and act regionally.

2. ***Economic Growth and Diversification*** – job creation is key to the region’s survival and growth.
3. ***Demographic Change*** – we have to deal with the needs of our aging population and the supply of skilled labour for the region.

Based on their work completed to date, the Council finalized development of its vision document in 2007-08 which is heavily influenced by these priority areas. The vision document is intended to be a living document that identifies the direction for actions for long-term outcomes. A key piece of the Council’s work in 2008-2011 will be a continuation of its community engagement process. Continued discussion with community stakeholders throughout the region will enable the Council to ensure that the information and advice put forward to the provincial government is reflective of the region. It will also provide an opportunity for the Council to further refine the details and issues surrounding these priorities and update and improve upon its vision document.

The vision for the region and the identified priorities will be communicated to the provincial government in three primary ways. First, the Council has communicated priorities directly to the Minister responsible for the Rural Secretariat. Second, the Council will discuss relevant priorities with provincial government departments. Finally, the Council will have a representative on the Provincial Council of the Rural Secretariat, which meets directly with Cabinet and Deputy Ministers.

## **7.1 Issue One: Regionalism**

The Burin Peninsula Regional Council realizes that to achieve long-term sustainability for the region, communities, business and citizens alike will have to both think and act regionally. Due to changes in our demographic and economic landscape, our communities are becoming increasingly challenged to provide quality services to their residents. Community engagement sessions conducted by the Council has further reinforced these issues and the need for communities to be working together more, supporting one another and sharing services where possible.

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

**Measure:** Informed regional perspective communicated to the provincial government

and community.

**Indicators:**

- Specific issues related to regionalism that affect regional sustainability identified
- Community engagement conducted and completed
- Related research and information gathering completed
- Provincial government engaged for input
- Position paper developed which communicates the Regional Council's informed regional perspective on regionalism
- Position paper submitted to government and shared with community stakeholders

**Objectives:**

- 1) By March 31, 2009, the Burin Peninsula Regional Council will have developed and communicated an informed regional perspective on regionalism to the provincial government and community stakeholders.

**Measure:** Position paper document developed and communicated.

**Indicators:**

- Document developed that reflects results of Council discussions and the community engagement process
  - Community engagement conducted
  - Government engaged
- 2) By March 31, 2010, the Burin Peninsula Regional Council will have further engaged the provincial government and community to discuss the results contained in the position paper on regionalism for additional input.
  - 3) By March 31, 2011, the Burin Peninsula Regional Council will have submitted its informed regional perspective on regionalism to the provincial government in its final form and forged partnerships and engaged with local stakeholders to support the advancement of regionalism on the Burin Peninsula.

## 7.2 Issue Two: Economic Growth and Diversification

The Burin Peninsula Regional Council realizes that to achieve long-term sustainability for the region, long-term well paying jobs are crucial. The region's residents should have the opportunity to work and earn a living that provides them with a decent quality of living. This is the corner stone upon which the region's long-term sustainability will be built. Community engagement sessions conducted by the Council has further reinforced the importance of this issue.

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

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

### Indicators:

- Specific issues and opportunities related to economic growth and diversification that affect regional sustainability identified
- Community engagement conducted and completed
- Related research and information gathering completed
- Provincial government engaged for input
- Position paper developed which communicates the Regional Council's informed regional perspective on economic growth and diversification
- Position paper submitted to the provincial government and shared with community stakeholders

### Objectives:

- 1) By March 31, 2009, the Burin Peninsula Regional Council will have identified specific issues and opportunities related to economic growth and diversification which will provide the focus of the Council's work for 2010 and discussed the relationship between regionalism and economic growth and diversification.

**Measure:** The Regional Council has confirmed the focus of its work for 2010.

### Indicators:

- Discussions have occurred regarding the linkages between regionalism and economic growth and diversification

- Specific issues and opportunities related to economic growth and diversification have been identified
- 2) By March 31, 2010, the Burin Peninsula Regional Council will have developed and communicated an informed regional perspective on economic growth and diversification to the provincial government and community stakeholders.
- 3) By March 31, 2011, the Burin Peninsula Regional Council will have further engaged the provincial government and community stakeholders to discuss the results contained in the position paper for additional input to advance the opportunities and advice in the document.

### 7.3 Issue Three: Demographic Change

The Burin Peninsula Regional Council realizes that to achieve long-term sustainability for the region, the issues created by demographic change must be addressed. Due to changes in our demographic and economic landscape our communities are becoming increasingly challenged to provide quality services to their residents. Our aging population, greying workforce, youth out-migration and decreasing population are but a few examples of the issues related to demographic change. Community engagement sessions conducted by the Council has further reinforced these issues and the importance of dealing with them to ensure our sustainability in the long-term.

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

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

**Indicators:**

- Specific issues and opportunities related to demographic change that affect regional sustainability identified
- Community engagement conducted and completed
- Related research and information gathering completed
- Provincial government engaged for input
- Position paper developed which communicates the Regional Council's informed regional perspective on demographic change
- Position paper submitted to the provincial government and shared with community stakeholders

**Objectives:**

- 1) By March 31, 2009, the Burin Peninsula Regional Council will have assessed the relationship between demographic change and regionalism.

**Measure:** Assessed the relationship between demographic change and regionalism.

**Indicators:**

- Impacts of demographic change on regionalism determined
- 2) By March 31, 2010, the Burin Regional Council will have examined issues and opportunities related to demographic change to determine the focus of their work for 2011.
  - 3) By March 31, 2011, the Burin Regional Council will have developed and communicated an informed regional perspective on demographic change to the provincial government and community stakeholders.

## 8.0 Appendix A

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### Strategic Directions

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

The directions related to the Rural Secretariat are as follows:

**1. Title: Regional Partnership Development**

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

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

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

Components of Strategic Direction	Included in activity plan
a. Partnership Development within regions, between the provincial government and regions	✓
b. 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**

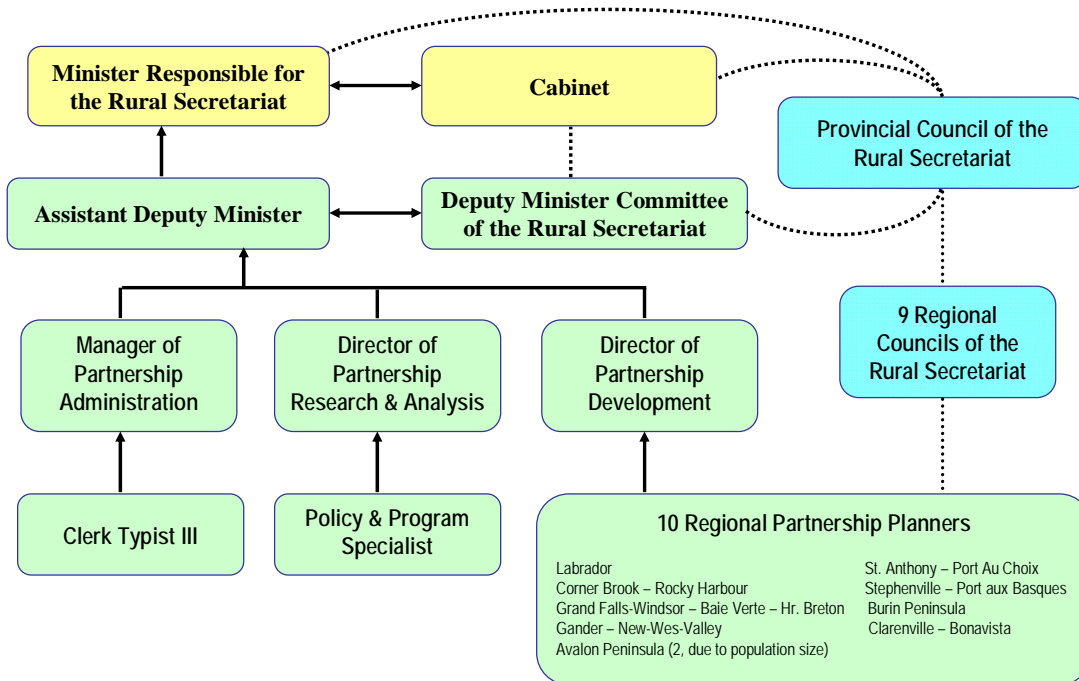
**Outcome Statement:** Improved provincial government understanding of and response to significant and long-term regional issues.

**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.

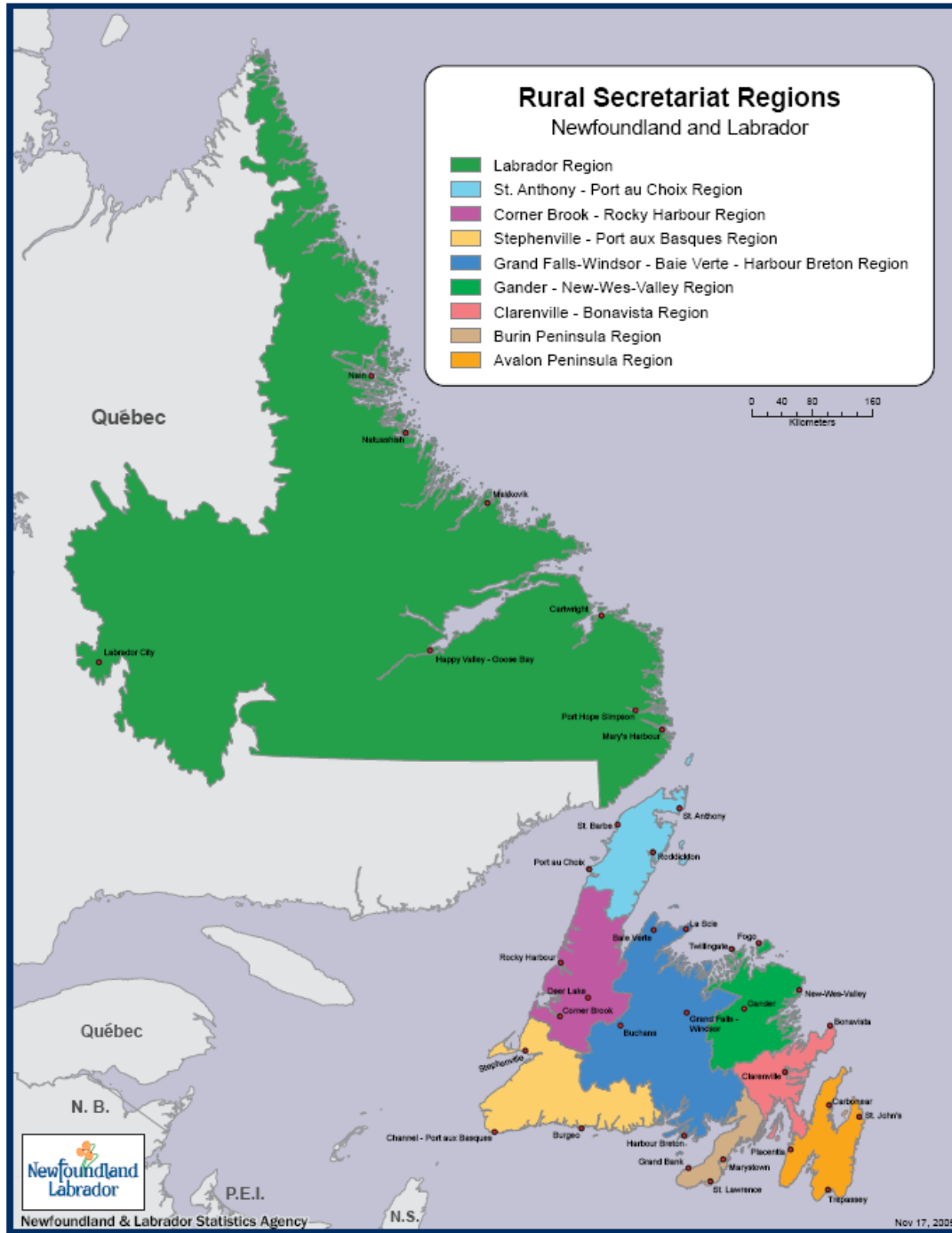
Components of Strategic Direction	Included in activity plan
Regional perspectives which can inform the development and implementation of public policy.	✓

# Rural Secretariat Structure





# 10.0 Appendix C



## 11.0 Appendix D

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### **Mandate of the Rural Secretariat**

The Rural Secretariat's mandate is to:

- Promote the well-being of all regions of Newfoundland and Labrador through a comprehensive and coordinated approach to economic, social, cultural and environmental aspects of 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 regional concerns are considered throughout the provincial government and promoted at the federal level.
- Carry out research and analysis of economic and social issues affecting all regions of Newfoundland and Labrador.
- Help communities and regions identify and take advantage of growth opportunities.

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

#### ***Provincial Council Mandate:***

- To develop a common, evidence-based understanding of the social, economic, environmental and cultural realities facing the province.
- To review key provincial economic and social measures (e.g. education levels, demographic trends, health status, income levels, EI usage, economic diversity) and to reach agreement on the priorities for change over the next five years.
- To identify and advise government on policies and programs which either advance, negatively impact or need to be developed to encourage the necessary change.
- To advance cooperation through the sharing of information on and discussion about economic and social measures, and to encourage government and community partners to take action on and be accountable for those areas within their mandates.
- To meet twice annually with the provincial Cabinet and deputy ministers to advance regional development priorities.
- 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:



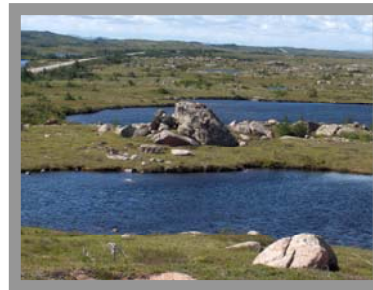
Grand Bank  
Photo Compliments of Greater  
Lamaline Area Dev Association



Lord's Cove  
Photo Compliments of Dr. Michael Graham



Mooring Cove  
Photo Compliments of Greater Lamaline Area  
Development Association



Erratics – Sandy Harbour River Area  
Photo Compliments of Irene Hurley



Frenchman's Cove Poppies  
Photo Compliments of Irene Hurley



Petit Fort  
Photo Compliments of Bruce Peckford



### *Rural Secretariat*

Executive Council

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