

Corner Brook-  
Rocky Harbour  
Regional Council  
of the  
Rural Secretariat  
Executive Council



*Activity Plan  
2007~08*

## *Message from Co-Chairs*

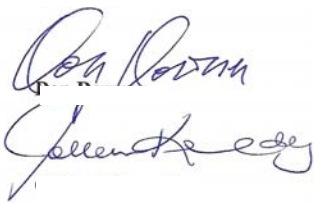
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As Co-Chairs of the Corner Brook-Rocky Harbour Regional Council of the Rural Secretariat and in accordance with Government's commitment to accountability, we hereby submit the Council's 2007-08 Activity Plan. Our signatures are on behalf of the entire Council and are indicative of our accountability for the achievement of the objectives contained in the plan, pursuant to section 7(4) of the *Transparency and Accountability Act*.

Since our initial meeting in October 2005, the Corner Brook-Rocky Harbour 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 aspects. To do this, the Council has been challenged with thinking regionally and thinking long-term. It has become clear that in order to address the challenges and maximize the opportunities, regional strengths and priorities must be identified and understood. It has also become clear that no one individual, group, or organization can achieve regional sustainability alone. As the Council works towards the advancement of regional priorities, we realize that citizens and 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, the Corner Brook-Rocky Harbour Regional Council will build a common understanding of our region and will be prepared to share our advice, with citizens of the region and with Government, with the hope that this advice will influence policy development that will maximize opportunities within our region.

Sincerely,

The image shows two handwritten signatures in blue ink. The top signature is 'Don Downer' and the bottom signature is 'Colleen Kennedy'. Both are written in a cursive, flowing style.

Don Downer  
Colleen Kennedy  
Co-Chairs  
Corner Brook-Rocky Harbour Regional Council of the Rural Secretariat

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## *Regional Council Overview*

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The Corner Brook-Rocky Harbour Regional Council is comprised of 12 members; 7 female (58%) female and 5 (42%) male. Members of the Council have a variety of backgrounds that include social work, education, marine biology, economic development, physiotherapy, business, public sector, tourism, electrical and nursing and post-secondary student/youth.

Name	Community
Juanita Brake	Corner Brook
Bertha Brophy	Daniel's Harbour
Gina Caines	Corner Brook
Joan Cranston	Norris Point
Don Downer, Co-Chair	Corner Brook
Phillip Hicks	Corner Brook
Darrel House	Cow Head
Colleen Kennedy, Co-Chair	Rocky Harbour
Colleen Kennedy-Costello	Pasadena
Roger Keough	Parson's Pond
Cyril Kirby	Deer Lake
Carla Wells	Corner Brook

\*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 Corner Brook-Rocky Harbour region is Doris Hancock. Doris works out of an office in Corner Brook, which is co-located with a number of Government departments.

## *Mandate*

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The mandate of the Regional Councils 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.

## *Values*

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The core values explain the character of the organization we promote and the action statements guide behaviour. The core values of the Rural Secretariat which also guide the behaviour of the Corner Brook- Rocky Harbour 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.

## *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.

The Council will also engage individuals, groups and organizations within the Corner Brook –Rocky Harbour Region as it carries out its work.

## *Vision*

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

The work of the Corner Brook-Rocky Harbour Regional Council supports the vision of the Rural Secretariat.

## *Mission*

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The mission statement of the Corner Brook-Rocky Harbour Regional Council of the Rural Secretariat is as follows:

By 2011 the Corner Brook-Rocky Harbour Regional Council will have participated in annual forums and annual dialogue with Government and within regions that will show the value of two-way conversations between citizens and Government.

Indicators:

- A clearly identified, long-term vision of sustainability for the region
- Ongoing two-way conversation between Government and citizens
- Citizens that are more informed about the social and economic conditions required for regional sustainability
- Enhanced regional input into priority and policy setting of Government
- Deliberative, purposeful, inclusive conversations that are informed and meaningful are becoming part of the business process for the Council and Government
- Government and citizens appreciate the kind of discussion that they have been having and see the value of these discussions
- Government and citizens are building trust
- Citizens and Government both feel ownership in the decision-making process and feel a shared sense of responsibility for regional sustainability
- Sustainable solutions are identified at the regional level
- Innovation and creativity is encouraged and supported at the regional level
- Regions have leaders who are influencing others as they adapt to the changing realities of their regions

This mission statement is written for the next four years, however, the work of the Council is looking ahead 15 years. Advancing regional sustainability takes time; issues are complex and involve a considerable learning process. Citizens, communities and Government must build trust and be willing to listen to and learn from each other.

Over the next four years, the Council will take steps to advance regional sustainability. First, regional priorities will be developed and communicated within regions and to Government departments. The next step will be to explore ways the Council together with regional partners and Government departments can work together to advance these priorities. Over time, these priorities will evolve 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 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.

## *Issue/Context*

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The Corner Brook –Rocky Harbour Regional Council places a high value on our human resources, the people of the region, their ability to be resilient and retain that which is important in a rural lifestyle. We value a clean and safe environment and recognize that conservation and stewardship must go hand-in-hand with economic development. We recognize the opportunities for growth and economic development and that with discussion and negotiation, multiple objectives can be achieved within the context of regional sustainability.

In order to make decisions that will contribute to regional sustainability, 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 and our heritage. Each Council member was appointed based on their diverse backgrounds, and each contributes a broad knowledge base to the discussion. The Council has sought to balance the role of Government, individuals, groups and organizations within the region.

The Council has developed an initial vision document. This document is intended to be a living document. It is intended to set the direction for actions for long-term outcomes. The regional priorities identified by the Council will be informed by a citizen engagement process.

Over the past year, the Corner Brook-Rocky Harbour Regional Council recognized that in order to compete locally and in a global market, increased rural competitiveness and a stable and prepared labor force are necessary. As population becomes smaller, more strategic/targeted development approaches are also necessary.



To advance this, the following preliminary priorities have been identified for purposes of discussion:

- Increased connectivity
  - infrastructure & investment in land, ocean and air transportation, energy links and broadband;
- Population stability
  - retention and growth
- Labor force development
- Environmental integrity
  - land use planning
  - regional governance

The development of priorities is a dynamic activity that changes as information is learned. Over the next year, the Corner Brook-Rocky Harbour Regional Council will be developing the supporting rationale, focusing on each priority, and exploring policy options. We will learn more about the current state of development within Government, private business and communities related to each of these priorities. Regional Council members and the regional planner will jointly continue to develop the community engagement process. This will provide opportunity to share our thinking with individuals and groups throughout the region and to obtain their ideas. Through this process, the Regional Council will demonstrate how increased regional autonomy and a greater role in regional decision-making and governance can evolve.

Public policy significantly impacts upon regional sustainability. The Council has a real opportunity to influence the development of public policy. Identifying priorities is the first step in this process. These priorities must be sustainable, achievable, realistic and affordable if they are to achieve the desired result.

Priorities identified by the Council will be communicated to Government in three primary ways. First, the Council will communicate priorities directly to the Minister responsible for the Rural Secretariat. Second, the Council will discuss relevant priorities with 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.

## Goals (or objectives):

1. By March 31, 2008 the Corner Brook-Rocky Harbour Regional Council will have refined its long-term vision for the sustainable development of the region.

*Measure:* Refinement of long-term regional vision for sustainable development

*Indicator:* Completion of a working document that is shared with regions and Government

2. By March 31, 2008 the Corner Brook-Rocky Harbour Regional Council will have clarified regional priorities that have been identified as key elements in attaining the vision.

*Measure:* Clarification of identified regional priorities

*Indicators:* More detailed information and discussion related to identified regional priorities

Initiation of the development of a framework to further guide discussion within the community and Government to advance regional priorities

3. By March 31, 2008 the citizen engagement process initiated in December 2006 is broadened to more citizens.

*Measure:* Citizen engagement process is broadened

*Indicator:* Engagement of individuals or small groups within regions

Engagement of community groups, e.g., church groups, student councils, senior's groups, etc.

Engagement of formal groups, e.g., health boards, school boards, economic development organizations, etc.

Engagement of mixed groups that include representation from community and formal groups, as well as individuals within regions who have participated in previous engagement sessions

Feedback from the citizen engagement process informs the vision document and key priorities of the region

## Appendix A

### 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.


Components of Strategic Direction	Included in activity plan	Activity has been implemented	Activity modified for inclusion in next activity plan
a. Partnership Development within regions, between 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**

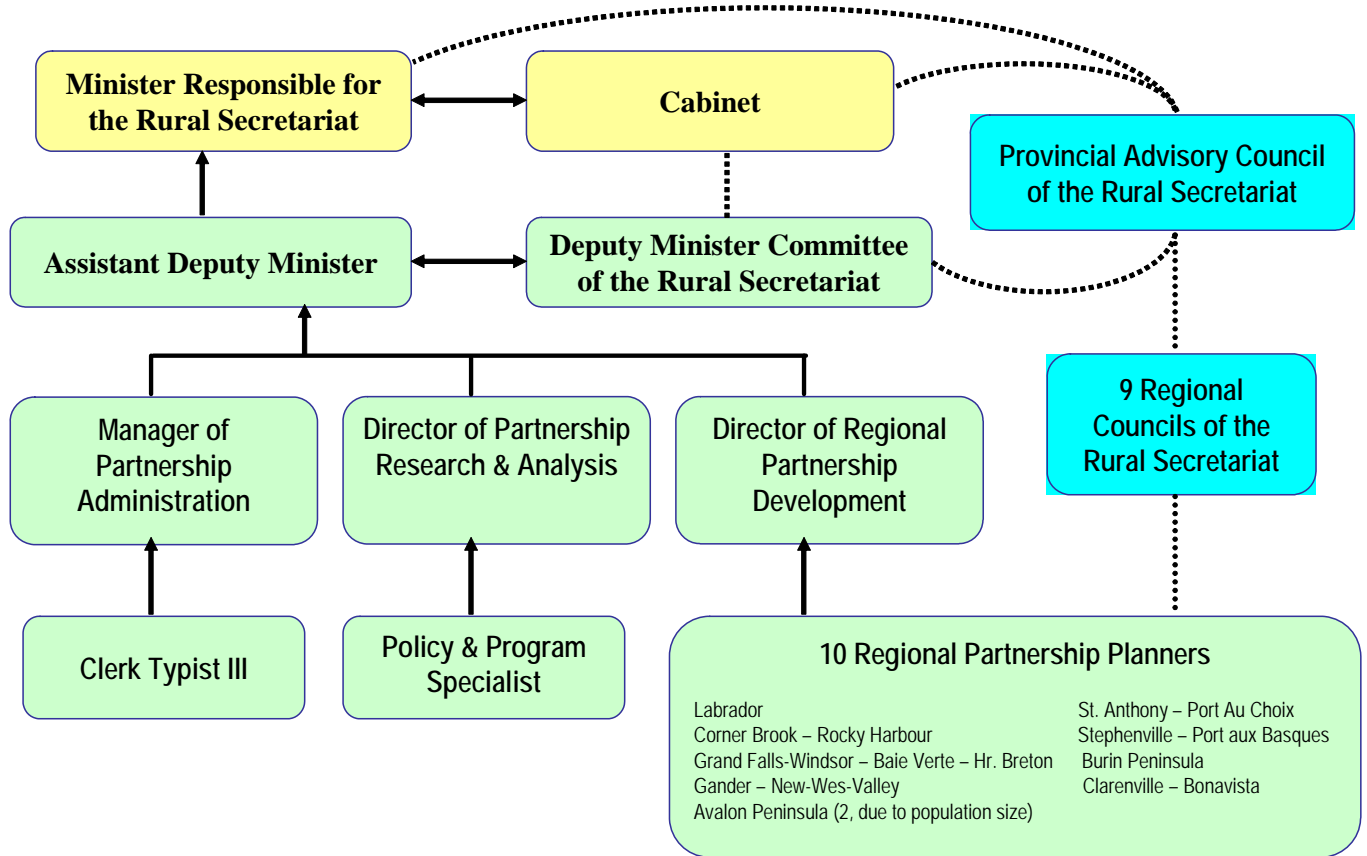
**Outcome Statement:** Improved Government understanding of and response to significant and long-term regional issues.

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

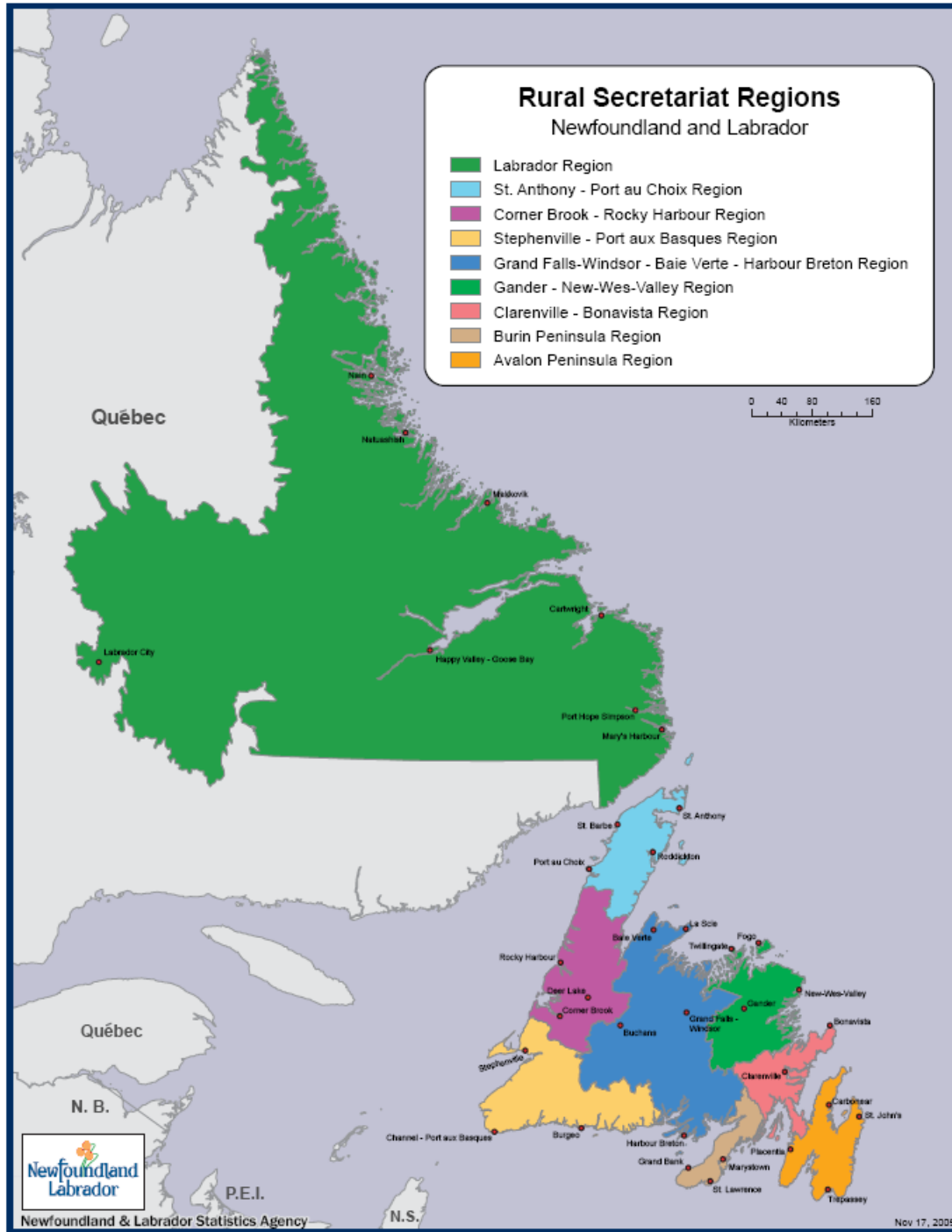
- Regional perspectives which can inform the development and implementation of public policy.

Components of Strategic Direction	Included in activity plan	Activity has been implemented	Activity modified for inclusion in next activity plan
Regional perspectives which can inform the development and implementation of public policy.			

# Rural Secretariat Structure



# Appendix C



## *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:



Corner Brook  
Photo Compliments of Daniel Baldwin



Western Brook Pond  
Photo Compliments of Gerald Crane



Cox's Cove  
Photo Compliments of Daniel Baldwin



Marble Mountain  
Photo Compliments of Ali Johnson



Bonne Bay  
Photo Compliments of Dana Pittman



Nicholsville Bridge  
Photo Compliments of Dr. Greg Wood





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