



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



*Activity Plan  
2007-08*

## Message from the Chairperson

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The 2007-08 activity plan for the Grand Falls-Windsor – Baie Verte – Harbour Breton Regional Council was prepared under the direction of the Council in accordance with the *Transparency and Accountability Act*. With its release, I on behalf of the Council assume responsibility for the preparation of the plan and for the achievement of the objectives contained therein, pursuant to section 7(4) of the *Transparency and Accountability Act*.

Since our initial meeting in October 2005, the 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 facets. The Council has been challenged with thinking regionally and thinking long-term. In order to address the challenges and maximize the opportunities, regional strengths and priorities must be identified and understood. It has become clear 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 Government, must all share responsibility for understanding this time of transition and for making the decisions to ensure regional sustainability.

As an advisory body, the 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, in the hope that this advice will influence policy development that will maximize opportunities within our region.

Sincerely,

A handwritten signature in cursive script that reads "Debbie Armstrong".

Debbie Armstrong, Chairperson  
Grand Falls–Windsor–Baie Verte–Harbour Breton Regional Council of the Rural Secretariat

# Table of Contents

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**Regional Council Overview** ..... 1

**Mandate**..... 2

**Values**..... 2

**Primary Clients** ..... 3

**Vision** ..... 3

**Mission**..... 4

**Issue/Context**..... 5

**Appendix A: Strategic Directions** ..... 8

**Appendix B: Organizational Structure** ..... 10

**Appendix C: Map of the Rural Secretariat Regions**..... 11

**Appendix D: Mandates of the Rural Secretariat and Provincial Council**..... 12

## *Regional Council Overview*

The Grand Falls-Windsor – Baie Verte – Harbour Breton Regional Council of the Rural Secretariat is comprised of 13 members; 5 female and 8 male. Members of the Council have a variety of backgrounds that include social, economic, cultural and environmental areas.

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

<b>Name</b>	<b>Community</b>
Steward May	Belleoram
Jerry Dean	Botwood
Hubert Langdon	English Harbour West
Deborah Armstrong	Grand Falls-Windsor
Karen Beresford	Grand Falls-Windsor
Don Stewart	Harbour Breton
David Hayashida	King's Point
John Price	La Scie
Bernice Walker	Norris Arm
Danny Huxter	Springdale
Kevin Pollard	Springdale
Tracey Perry	St. Alban's
Joan Strickland	St. Alban's

*\*For an up-to-date listing of Regional Council members visit  
<http://www.exec.gov.nl.ca/rural/regionalmem.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 region is Linda Brett. Linda works out of Springdale.

## *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, cultural, environmental 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, cultural, environmental 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 Grand Falls-Windsor – Harbour Breton – Baie Verte 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 to transcend traditional ideas, rules and patterns to create new ideas, relationships and methods.

<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 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 Grand Falls-Windsor – Harbour Breton – Baie Verte Regional Council supports the vision of the Rural Secretariat. Through its work, the Council is identifying priorities that contribute to regional sustainability. The Council is taking an inclusive approach to sustainability that considers economic, social, cultural and environmental aspects.

## *Mission*

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The mission statement identifies the priority focus area of the Council over the next two planning cycles. It represents the key longer-term result that the Council will be working towards as they move forward on the strategic directions of Government. The statement also identifies the measure and indicators that will assist both the Council and the public in monitoring and evaluating success.

The mission statement of the Grand Falls-Windsor – Harbour Breton – Baie Verte Regional Council of the Rural Secretariat is as follows:

By 2011 the Grand Falls-Windsor – Harbour Breton – Baie Verte 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, cultural, environment 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 and involves a considerable learning process. Citizens and Government must build trust and must 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 Council, in its quest to contribute to regional sustainability, has tried to comprehend the region with 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.” Members have reviewed the current strengths and challenges to identify future innovative opportunities in expanding private business and delivering public services. Members have considered information on; among other things, demographics, labour markets, budget allocation and policy planning. Council members must balance the roles of Government, citizens, organizations and communities.

Each Council member was appointed based on their diverse experience and knowledge in economics, culture, leadership, social and environmental issues. These varied backgrounds, in addition to new information cited above, have enabled the Council to develop an initial vision document for the year 2020. This document, dynamic in scope, is intended to set the direction for actions for long-term outcomes.

From the vision document Council members identified regional priorities. These regional priorities have and will be shared through a community engagement process. It is intended 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.

Council members may select to participate in community engagement in a variety of ways. Some members will choose to play an active role providing a valuable opportunity to hear other ideas and thoughts around key themes and add richness to the work. Others will help to involve fellow citizens by assisting Regional Partnership Planners with organizing, hosting and facilitating where appropriate.



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

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 Grand Falls-Windsor – Harbour Breton – Baie Verte 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 Grand Falls-Windsor – Harbour Breton – Baie Verte 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 include more citizens.

Measure: Citizen engagement process is broadened

Indicator: Engagement of individuals or small groups within regions

Engagement of community groups, e.g., youth groups, family resource program groups, women's groups, senior clubs etc.

Engagement of formal groups, e.g., chamber of commerce, municipalities, health advisory committees, 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**

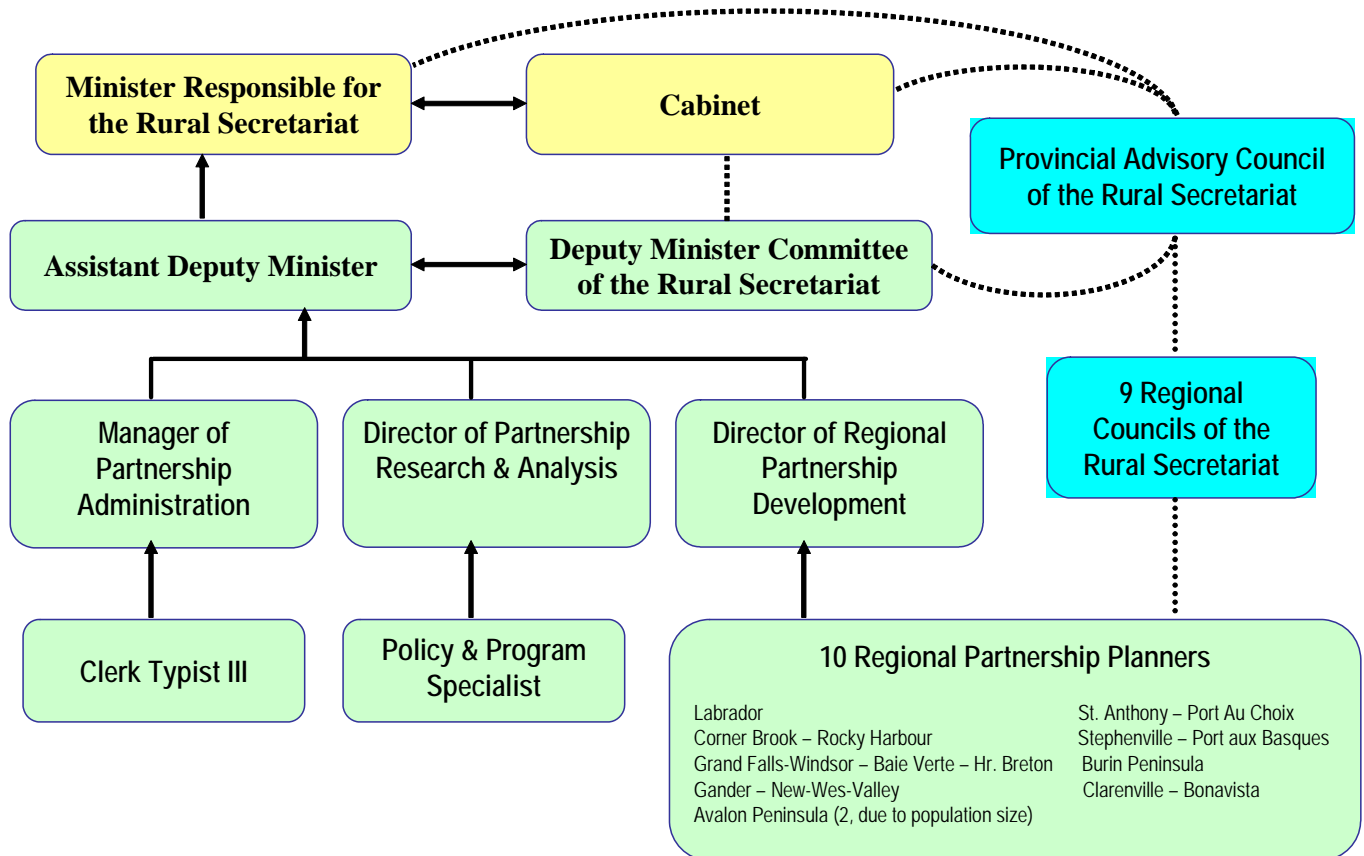
**Outcome Statement:** Improved Government understanding of and response to significant and long-term regional issues.

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

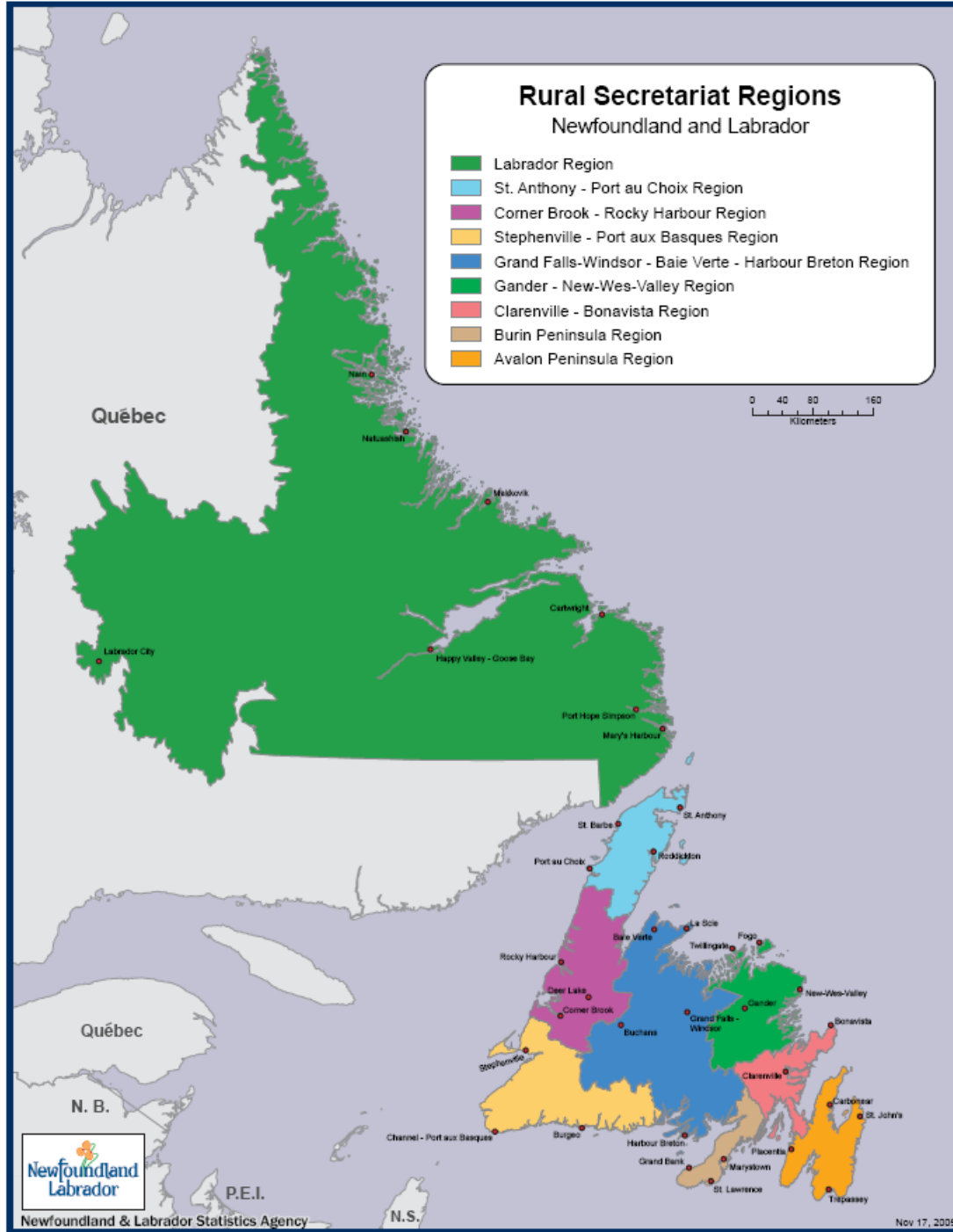
- Regional perspectives which can inform the development and implementation of public policy.

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



### Rural Secretariat

#### ***The Rural Secretariat 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

#### ***The Provincial Council Mandate is to:***

- 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:



Westport  
Photo Compliments of Linda Brett



Grand Falls-Windsor  
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Glovers Harbour  
Photo Compliments of Mary Snow



Harbour Breton  
Photo Compliments of Linda Brett



Little Bay Islands  
Photo Compliments of Transportation & Works



Botwood  
Photo Compliments of Mary Snow



## *Rural Secretariat*

Executive Council

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