

**Stephenville –
Port aux Basque
Regional Council
of the
Rural Secretariat
Executive Council**



**Activity Report
2008-09**

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Message from the Chair

As Chairperson for the Stephenville-Port aux Basques Regional Council, I hereby submit the annual activity report for the 2008-09 fiscal year. On behalf of the council and in accordance with the Guidelines for Annual Activity Reports for Category 3 Government Entities, my signature is indicative of the Council's accountability for the results achieved.

The past year has been an active one for the regional council members as we focused on meeting our commitments with respect to the Transparency and Accountability Act. In addition to attending regular Regional Council meetings and working toward fulfilling the transparency & accountability commitments during the reporting period, there were also other activities whereby a proportion of the council members attended thus providing representation on behalf of the full council.

A part of meeting our transparency and accountability commitments included the preparation and submission of several documents to the provincial government. As a Regional Council we worked through a priority area whereby we developed a process for regional priorities. A part of the process involved developing a pathway for submission of documents, and the pathway chosen by regional council members was to submit to the Minister Responsible for the Rural Secretariat and copied to other appropriate persons including the ADM of the Rural Secretariat. The documents have been submitted as per the above noted process.

As members of a Regional Council of the Rural Secretariat we look forward to the next year and the opportunity to continue working with others and the provincial government. We are committed to the Regional Council and Rural Secretariat. We additionally feel that the process we have engaged with is beginning to help build relationships as well as help those we engage with to better understand the work of the Rural Secretariat. Ultimately, our overall goal is to help influence and effect positive change in the region and province as a whole.

Sincerely,



Robin Davis
Chair
Stephenville-Port aux Basques Regional Council of the Rural Secretariat

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1. Overview of the Region



The population of the Stephenville-Port aux Basques region is estimated to be 30,011 in 2009, or about 5.9 percent of the total provincial population. This share is expected to decrease to 5.2 percent over the next 15 years.

Employment in the Stephenville-Port aux Basques region is estimated at 14,270 according to Census 2006, or 5.3 percent of total provincial employment. Employment in the region increased by almost 9.4 percent since Census 2001, but has decrease by approximately 2 percent since Census 1996.

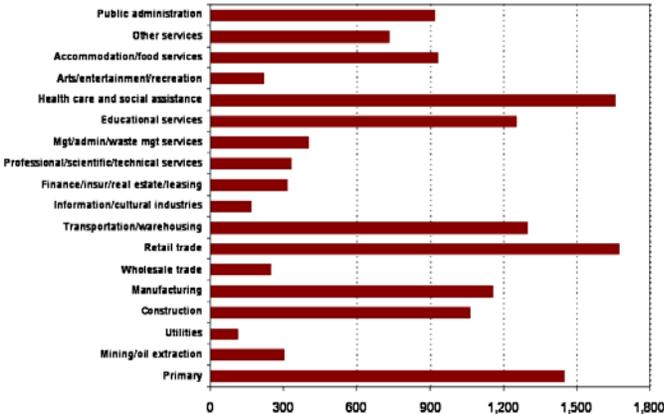
Goods-producing industries, including primary activity, mining and oil extraction, construction, utilities and manufacturing accounted for 28.7 percent of employment in the region in 2006. This sector accounted for 26.8 percent of provincial employment. Industry level detail is provided in Chart 1.

Private sector services, excluding private education and health services, accounted for 44.5 percent of employment compared to 46.3 percent for the province as a whole.

Last, employment in public administration and services that are largely funded or delivered by the public sector, such as education, health care and social assistance, totalled 3,835 in 2005, or 26.9 percent of employment. This compares to 27.1 percent for the province as a whole.

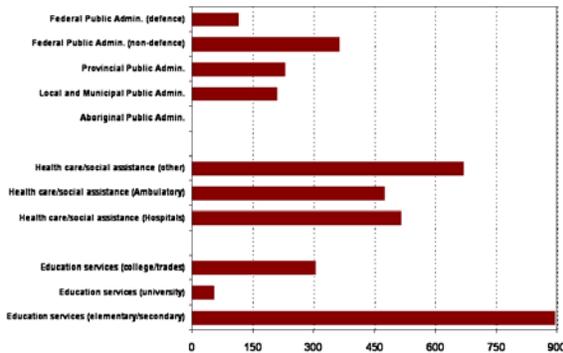
Within the broad public administration and related services group, health care and social assistance services employment totalled 1,660 and educational services totalled 1,255. Federal, provincial, municipal and aboriginal public administration, including defence services,

**Chart 1
Employment by Industry, 2005**



totalled 920. Industry level detail is provided in Chart 2.

Chart 2
Public and Related Services Employment, 2005



There were 123.8 persons employed in public administration and related services in 2005 per 1,000 people resident in the region in 2005. This compares to 142.7 persons per every 1,000 residents for the province as a whole. Industry level detail is provided in Chart 3.

The profile of employment in the region is also changing. In 2005, 78.4 percent of employment was considered full-time (30 or more hours per week) and 35.5 percent of employment was considered full-year (50 or more weeks worked per year). By

comparison, 76.5 percent of employment was considered full-time in 1995, and 34.6 percent was considered full-year.

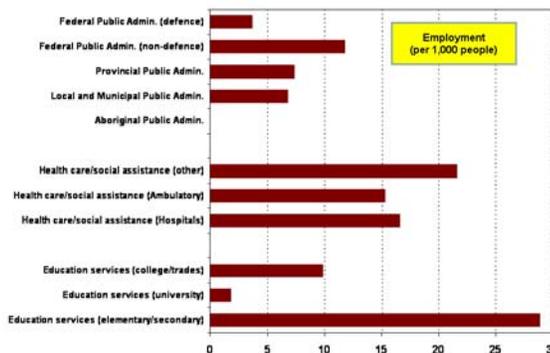
The potential labour supply is declining at a faster rate than employment. The labour force population (ages 15-64) was estimated at 26,070 in 1995 and 21,470 in 2005, representing a decline of about 17.6 percent over the 10 year period.

Faster employment growth relative to the labour supply resulted in a lower unemployment rate and higher incomes, and indirectly resulted in lower reliance on income support.

The regional unemployment rate declined from about 34 percent in 1995 to 25.9 percent in 2005, and personal income per capita, after adjusting for inflation and personal taxes, grew by 31.5 percent.

Total incidence of income support, or the percentage of people that received income support at some point during the year, declined from 30.4 percent in 1995 to 18.4 percent in 2005.

Chart 3
Per capita Public and Related Services Employment, 2005



One of the key long-term labour market challenge facing the region relates to how to meet employment demand as the labour supply ages and declines over the next decade. Today, about 39.4 percent of those ages 15-64 are ages 50-64. This is expected to increase to about 45 percent by 2020. Over the same period, the labour force age population is expected to decline by about 28.5 percent from about 20,548 to just over 15,990 persons.

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 12 members; seven female and five male. The council currently has representation from larger and smaller communities throughout the region, including eleven members from communities of less than 5,000 people. The council met four times in 2008-09.

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. Below is a summary of the expenditures for the region including both planner and council costs:

	Stephenville - Port aux Basques Budget 2008-09	Stephenville -Port aux Basques Expenditures
Transportation & Communications	22,000.00	15,919.01
Supplies	2,500.00	1,648.69
Purchased Services	2,500.00	262.24
TOTAL	27,000.00	17,829.94

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 is Sam Organ. His office is located with Innovation, Trade and Rural Development at Stephenville.

Regional Council members	Community
Robin Davis (Chair)	Stephenville Crossing
Jacqueline Deaves	Cape St. George
Ruth Forsey-Gale	McKay's
Susan Fowlow	Stephenville
Henry Gaudon	Loudres
Margaret Gaudon	Port au Port
Audrey Gracie	Kippens
Sheila King	Burnt Island
Eric Legge	Cartyville
Jeff Patry	Doyles
Michelle Skinner	Kippens
Calvin White	Flat Bay

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

3. Mandate

The Regional Council mandate 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 over the five-year period.
- 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.

4. Lines of Business

The Council supports the Rural Secretariat's two lines of business.

- **Partnership Development.** The Rural Secretariat engages citizens and coordinates the development of partnerships to focus on sustainable regional development and provide direct consideration of regional issues in the development of public policy.
- **Regional Impact Awareness and Action.** The Rural Secretariat conducts research and analysis, and provides informed advice on opportunities and challenges in all regions of Newfoundland and Labrador.

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.

Through its work, the council is identifying priorities that contribute to regional sustainability which considers economic, social, cultural and environmental aspects.

8. Mission

The mission statement identifies the priority focus area of the council. It represents the key long-term objective that the council will be striving towards as they move forward. The priority focus areas support the strategic directions of the Provincial Government. The statement also identifies the indicators that will assist both the council and the public in monitoring and evaluating success. The council will report on its mission statement in its 2010-11 Annual Report.

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.

9. Report on Performance

In its 2008-11 Activity Plan the council identified three goals. This section outlines each of these goals, its measure and indicators, and describes activities undertaken by the council to advance its achievement.

The activities and performance of the council with respect to each of the goals as outlined below, is 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. The council recognizes that these strategic directions are long-term in nature and believes that its activities in 2008-09 and beyond will further support these directions.

9.1 Issue 1: Sustainability

As a means to achieving sustainability, Regional Council members decided to investigate agriculture and agrifoods. Council saw this economic sector as important for their region based on the fact that the region has a long history in agriculture, and has some of the most fertile soils and 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.

2008-09 Objective:

By March 31, 2009, the Stephenville-Port aux Basques Regional Council will have defined and validated opportunities and barriers associated with agrifoods expansion and production in the region.

Measure:

Agrifoods opportunities and barriers defined and validated.

Indicator	Accomplishments 2008-09
<p>Research completed – presentations and literature review</p> <p>Major issues within the industry sector identified and documented</p> <p>Definition and validation has occurred through community engagement and other information collection processes</p>	<ul style="list-style-type: none"> • The council reviewed Natural Resources Strategic Plan 2008-11, 2006 Agriculture Community Profiles, 2006 Census of Agriculture, Canadian Agriculture at a Glance, and Regional Economic Development Board (REDB) strategic economic plans. • The council held regional engagement sessions and had formulated a draft listing of regional issues to consider. A forum was then held which was structured to consider these issues (see next bullet). As a result of the forum, these issues were validated. • The council hosted a regional forum on agriculture in partnership with the Harris Centre. Presentations were given by the Agriculture branch of the Department of Natural Resources, Agriculture and Agri-food Canada, Fisheries and Marine Institute of Newfoundland and Labrador, College of the North Atlantic, and local producers at this session. Other attendees included farmers and industry representatives from the region, Regional Economic Development Board representatives from Zones 9 and 10, and the Department of Innovation, Trade and Rural Development (INTRD). A report was prepared by the Harris Centre. • Based on its research work, engagement sessions and the outcomes of the forum, it prepared and submitted an agriculture advice document to the Ministers of Natural Resources and Minister Responsible for the Rural Secretariat. The document was also circulated to the Provincial Council and other Regional Councils. • Opportunities and barriers identified in the advice document included: <ul style="list-style-type: none"> ○ Labour issues: aging populations, low recruitment/new entrant rates, lack of skilled labour ○ Policy: need for new land use plans and programs, revised funding programs for producers, lack of regulation around crop usage in public institutions and retailers in the province as compared to egg/dairy producers, government positions to aid in development of agriculture, prioritizing of the industry as a whole by the province ○ Education/public awareness: school curriculum programs to introduce children and teens to the industry, province-wide awareness building activities and programs

Indicator	Accomplishments 2008-09
Relationships begin to develop whereby all relevant partners (industry and government departments) are sharing information	<ul style="list-style-type: none"> • Relationships and synergies developed at the forum resulted in follow up activity. More specifically, the Departments of Natural Resources (Agriculture branch), Department of Innovation, Trade and Rural Development, the Stephenville – Port aux Basques Regional Council, Regional Economic Development Boards (zones 9 and 10) and industry established a working group. • The terms of reference for the above noted working group include the following: <p>Purpose - <i>To work collectively as a group to identify issues and opportunities in the agricultural sector within the region</i></p> <p>Objectives:</p> <ol style="list-style-type: none"> 1. <i>To explore the agricultural industry in the region with the goal of optimizing opportunities for growth and expansion</i> 2. <i>To identify specific issues / challenges in the industry with a solution focused approach</i>

Based on these accomplishments, the council will work toward the following measure and indicators for it 2009-10 Objective.

2009-10 Objective:

By March 31, 2010, the Stephenville-Port aux Basques Regional Council will have communicated identified opportunities and issues within the agriculture and agrifoods sector.

2009-10 Measure:

- Engage with industry representatives on the Stephenville-Port aux Basques Regional Council's advice document

2009-10 Indicators:

- Advisory paper on agriculture and agrifoods industry distributed to industry representatives within the region
- Engagement sessions held

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 region currently has significant existing transportation infrastructure ranging from a roads network to airport and marine infrastructure. However, there is a need to ensure that infrastructure is well developed and maintained, including further enhancements that may be required to ensure the region can be responsive to potential development. It 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.

2008-09 Objective:

By March 31, 2009, the Stephenville-Port aux Basques Regional Council will have explored transportation infrastructure priorities for the region.

Measure:

Priorities identified

Indicator	Accomplishments 2008-09
<p>Council dialogue to reach consensus on priority issues</p> <p>Community engagement activities completed to gather input and information</p> <p>Other sources of information explored</p>	<ul style="list-style-type: none">• The council held discussions to identify, on a preliminary basis, a listing of regional transportation issues to consider. Consensus was reached by council on the following issues:<ul style="list-style-type: none">• Marine infrastructure: wharves, slipways and other haul out facilities, maintenance and services related to the refitting of vessels, storage facilities and lay down areas• Highways/roads: TCH, trunk roads, access roads, bridges, community roads, snow clearing, and trail ways• Ferries: Intra-provincial ferries, Marine Atlantic, and Vessel Replacement Strategy• Air: Stephenville airport, Deer Lake airport and other airstrips.• The council held regional engagement sessions on transportation issues in the region. Council intends to continue this dialogue in 2009-10. As part of the 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 annual report for 2008-09).• The council reviewed Vessel Replacement Strategy and Department of Transportation and Works Strategic Plan 08-11, and REDB strategic economic plans.

Based on these accomplishments, the council will work toward the following measure and indicators for it 2009-10 Objective.

2009-10 Objective:

By March 31, 2010, the Stephenville-Port aux Basques Regional Council will have identified opportunities for action related to the maintenance or improvement of transportation infrastructure.

2009-10 Measure:

- Opportunities for action identified

2009-10 Indicators:

- Community engagement sessions held
- Community-based research completed to provide additional information on transportation infrastructure issues
- Position paper developed

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 feel it is of critical importance that both the Provincial Government and citizens understand the process of how the Regional Council identifies prioritizes and investigates regional issues. Recognizing this, the Stephenville-Port aux Basques Regional Council decided to make Communication/Priority Process one of their issues in their 2008-11 Activity Plan.

Please note: In the 2008-11 Stephenville – Port aux Basques Regional Council Activity Plan, the measure and indicators for the Communication/Priority Process goal were accidentally omitted during the review process. The measure and indicators associated with the 2011 goal for this issue are presented below.

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:

- Established process in place for the identifying, prioritizing and investigating regional issues
- Communicating with appropriate level government departmental officials, Rural Secretariat Provincial Council and citizens occurring
- Regional issues being identified based on vision document
- Regional Council, with assistance of the regional planner will educate government and citizens of the work it does
- Increase in the collaborative activity
- Revisions made to the Stephenville – Port aux Basques vision document

2008-09 Objective:

By March 31, 2009, the Stephenville – Port aux Basques Regional Council will have developed a structured process to develop regional priorities.

Measure:

Priority setting process developed

Indicator	Accomplishments 2008-09
<p>Related research completed</p> <p>Engagement with others has taken place</p> <p>Discussions and meetings with appropriate government departments</p>	<ul style="list-style-type: none"> • The council conducted a jurisdictional scan to identify planning and communications processes used by community organizations. • The council held two focus groups with local stakeholders including Regional Economic Development Boards, municipalities, Community Education Network, Community in Schools, Bay St. George Status of Women, Community Youth Network, College of North Atlantic, and l'Association régionale de la Côte-Ouest (ARCO). • Through its community engagement sessions related to its agriculture and transportation priorities, meetings with government officials (e.g., Departments of Natural Resources, Department of Innovation, Trade and Rural Development, Transportation and Works) and the agriculture regional forum, the council formulated a process to identify future priorities with regional stakeholders
<p>Priority area identified, validated and revised if necessary</p>	<ul style="list-style-type: none"> • Completion of this process resulted in the council validating its current agriculture and transportation priorities.
<p>Consensus reached and position paper developed and put forward</p> <p>Consensus reached and position paper developed and put forward</p>	<ul style="list-style-type: none"> • The council reached consensus on the process by which priorities are identified, and produced a document outlining the process. The council submitted this document to the Minister Responsible for the Rural Secretariat. The following steps were outlined in this document in developing regional priorities: <ul style="list-style-type: none"> • Priority identification • Related research conducted • Discussion and meetings of Regional Council around issue • Engagement with relevant stakeholders • Production of final document indicating the findings of the council's work

Based on these accomplishments, council will work toward the following measure and indicators for it 2009-10 Objective.

2009-10 Objective:

By March 31, 2010, the Stephenville – Port aux Basques Regional Council will have evaluated the process to determine its effectiveness and whether or not changes need to be made or if an alternate process needs to be developed.

2009-10 Measure:

- Process evaluated

2009-10 Indicators:

- Discussions held within the Council
- Process reviewed and evaluated

10. Additional Highlights

The Stephenville-Port aux Basques Regional Council is seeking to broaden public dialogue on long-term opportunities and challenges facing the region. It aims to provide input and advice to the Provincial Government on these opportunities and challenges. This is a long-term process that will require ongoing collaboration with citizens, stakeholders and interests in the region.

The council feels that its performance in 2008-09 has allowed it to make advancements in this process. The council is providing an open and transparent means for rural perceptions, realities, opportunities, challenges and potential solutions to be discussed, debated and deliberated. It has brought together citizens, stakeholders and interests from differing backgrounds with differing priorities and perspectives, differing bases of information and knowledge, and differing expectations. It has built confidence, leadership and trust, and it has broadened public awareness of issues.

In addition to the points raised in Section 9, two additional highlights are worthy of mention. These are consistent with the Rural Secretariat's strategic directions and mandate, and will serve to inform the work of the Council in 2009-10 and 2010-11.

Three Regional Council members attended a learning event hosted by the Rural Secretariat in October 2008. Building on the annual Dialogue Day events from 2004 to 2007, this event was facilitated by Dr. Rupert Downey of the University of Victoria and focused on community-based research. This learning event was followed by the *Knowledge in Motion '08* conference hosted by the Leslie Harris Centre of Regional Development of Memorial University. This conference focused on the importance of linking university research to community development needs and priorities and how to translate knowledge to inform public policy and decision making.

In early 2009, the Regional Council submitted an advice document outlining their concerns around Alternate Family Care (AFC) in the region. AFC provides adults with intellectual disabilities the opportunity for living with a family unit. Specifically the council identified funding allocations and

recruitment of AFC providers on the west coast of the province as an issue, particularly given existing labour market and population trends.

11. 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 faced by the council remain fairly similar from year to year. The council 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 provide advice to government to advance efforts to provide such supports.

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, such as and among others, regional economic development, environmental awareness and protection, social policy advancement and municipal governance. The challenge for council is to openly and positively 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 council, 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

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

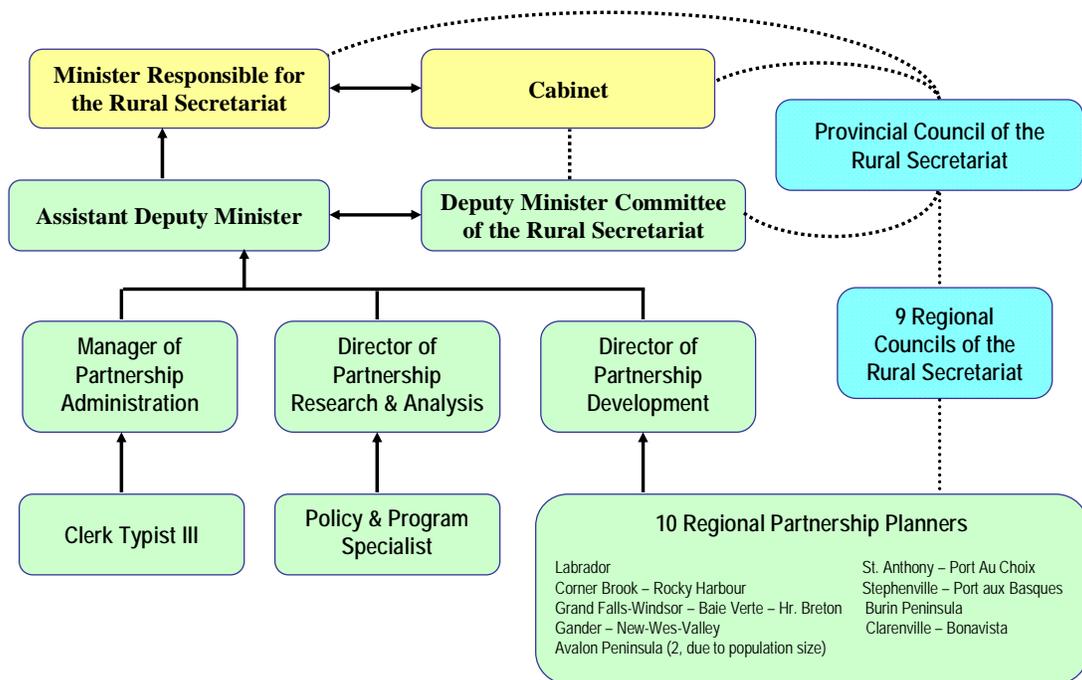
Outcome Statement: Improved Government understanding of and response to significant and long-term regional issues.

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

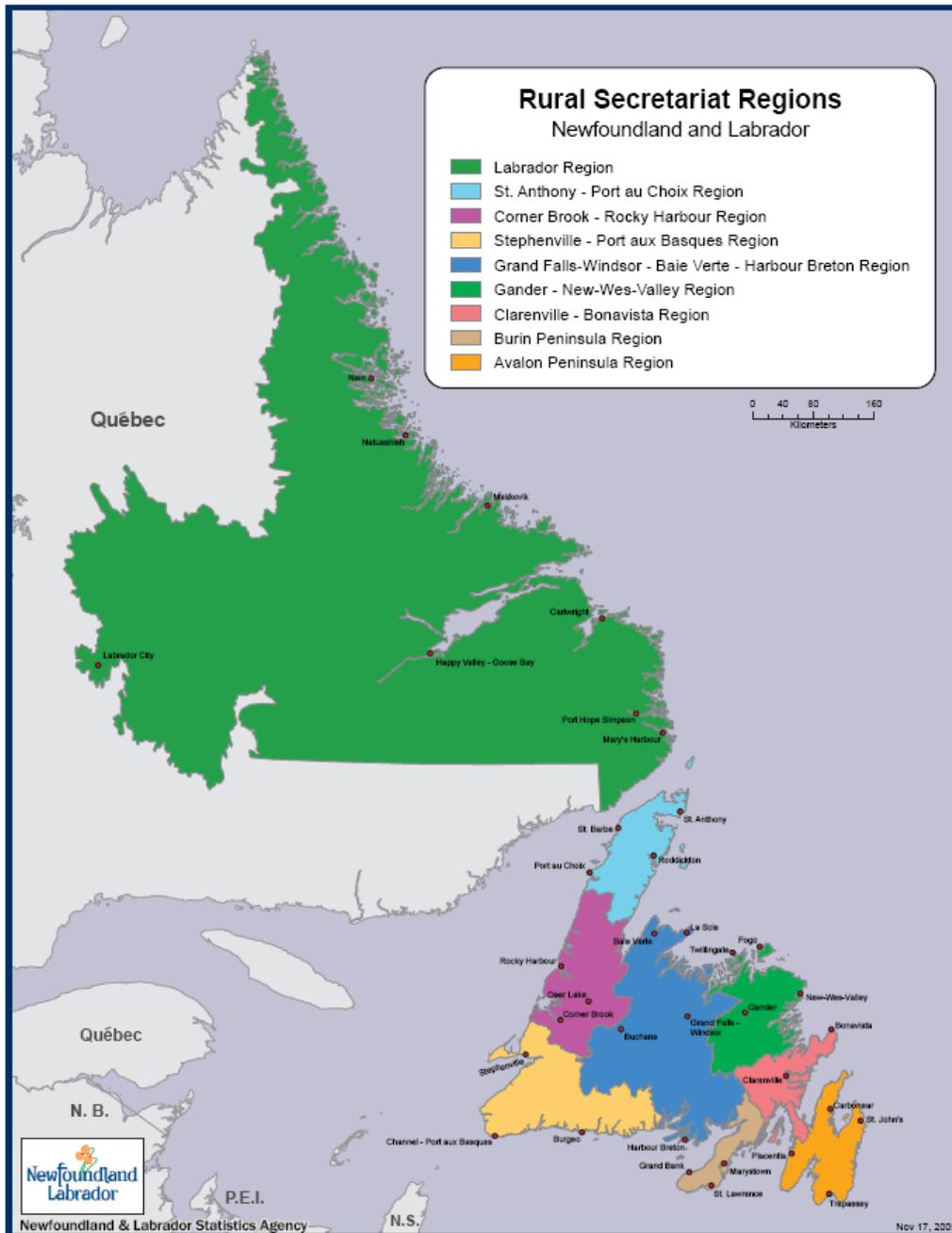
- Regional perspectives which can inform the development and implementation of public policy

Appendix B: Organizational Structure

Rural Secretariat Structure



Appendix C: Map of Rural Secretariat Regions



Appendix D: Mandate of Rural Secretariat and Regional Councils

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.

Mandate of the Provincial Council of the Rural Secretariat

The Provincial Council's mandate is to:

- Develop a common, evidence-based understanding of the social, economic, environmental and cultural realities facing the province.
- 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.
- Identify and advise government on policies and programs which either advance, negatively impact or need to be developed to encourage the necessary change over the five year period.
- 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.
- Meet twice annually with the provincial Cabinet and deputy ministers to advance regional development priorities.
- 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 Credit:



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Rural Secretariat

Sam Organ

Regional Partnership Planner
Stephenville - Port aux Basques
35 Carolina Avenue
Stephenville, NL A2N 3P8
(w): (709) 643-2435
(f): (709) 643-2434
Email: sorgan@gov.nl.ca