Rural Secretariat
Executive Council

Annual Report
April, 2004 - March, 2005
“Government wants to work directly with, and learn from, the women and men who are actively engaged in promoting business, cultural, environmental and social initiatives in their areas. The Rural Secretariat is a major step forward in advancing the direct community involvement in the development of public policy.”

- Minister Kathy Dunderdale (March 29, 2005)
# Table of Contents

Message from the Minister ................................................................. i

Overview ........................................................................................................ 1
  * Vision ........................................................................................................... 3
  * Guiding Principles ....................................................................................... 3
  * Mandate ........................................................................................................ 3
  * Lines of Business ......................................................................................... 4

Shared Commitments .................................................................................. 4

Key Achievements and Priorities .............................................................. 5
  * Transition .................................................................................................... 5
  * Partnership Development - Internal .......................................................... 6
  * Partnership Development – External ......................................................... 7
    - Labrador Region ....................................................................................... 7
    - Cormack-Grenfell Region ......................................................................... 7
    - Central Region ......................................................................................... 9
    - Eastern Region ........................................................................................ 9
    - Avalon Region .......................................................................................... 10
    - Northeast Avalon ..................................................................................... 11

Measuring Our Progress ............................................................................ 12

Opportunities and Challenges Ahead ....................................................... 12

Financial Summary .................................................................................... 13

Appendix A Rural Secretariat Organizational Structure .......................... 15

Appendix B Rural Secretariat Regions - Map ............................................ 16

Appendix C Mandate of the Provincial and Regional Councils .................. 17

Appendix D Provincial Partners ................................................................. 18
Message from the Minister

As Minister responsible for the Rural Secretariat and in accordance with government’s commitment to accountability, I hereby submit the 2004-05 Annual Report of the Rural Secretariat which details the activities of the Secretariat from April 1, 2004 to March 31, 2005. This annual report was prepared under my direction and I am accountable for the contents.

The year 2004-05 was a transitional year that saw the Rural Secretariat develop its structure and begin to move forward on its mandate. The Secretariat is focused on a sustainability approach to regional development that integrates economic, social, environmental and cultural principles. The Secretariat acts as a focal point for government to work with regional partners in the development of a shared, long-term vision for regions and the province.

Although challenges exist, our regions have many assets and opportunities. I look forward to realizing those opportunities in partnership with our provincial and regional councils.

KATHY DUNDERDALE

Minister
2004-05 was a transitional year for the newly-established Rural Secretariat, with much of the year spent developing the structure and mandate of the Secretariat.

During 2004-05, the Rural Secretariat’s staff complement changed from the contractual arrangement used for the implementation of the Strategic Social Plan (SSP) to a permanent organizational structure.

**Interim Rural Secretariat/SSP Structure:**
- Assistant Deputy Minister
- Two Managers of Regional and Community Partnerships
- Two Managers of Research and Analysis
- One Manager of Finance and Administration
- Six Regional Planners
- Four Word Processing Equipment Operators (regional)
- One Word Processing Equipment Operator (Provincial Office)

**The following permanent Rural Secretariat Structure was approved:**
- Assistant Deputy Minister
- Director of Regional Partnership Development
- Director of Partnership Research and Analysis
- Manager of Partnership Administration
- 10 Regional Partnership Planners
- Policy and Program Specialist
- Clerk Typist III

*(See Appendix A for Organizational Chart)*

The Rural Secretariat has identified nine regions, which were selected based upon existing patterns of economic, social and community activity. Each region comprises larger and smaller communities with shared infrastructure.

The Rural Secretariat is part of the Executive Council and has six staff located in the Confederation Building. The regional partnership planners of the Secretariat will be located in ten locations throughout the province.
Additionally, the secretariat established (and will provide management and support to) the following committees in carrying out its mandate:

- Regional Councils: there will be nine regional councils comprising men and women from larger and smaller communities within each region who have backgrounds in social, business, labour, cultural and environmental development within a region. Councils will meet four times per year and initially will develop a long term vision for the sustainable development of their regions. (See Appendix C for the mandate of the regional councils)

- Provincial Council: will consist of representatives from each of the regional councils, the post secondary system, and other community representatives. The provincial council will meet twice per year with Cabinet to discuss policy and program requirements for the sustainable development of the various regions in the province. (See Appendix C for the mandate of the provincial council)

- Deputy Ministers’ Committee on Regional Development: Deputy Ministers will meet to develop cross sectoral/cross departmental approaches to regional and rural issues, and to ensure that policy and programs are designed to be complementary. The Clerk of the Executive Council will chair the committee. The deputy ministers’ committee will meet with the provincial council at least twice per year.

“If the province is to prosper in the future, communities, regions and government must cooperate, recognize our strengths and our weaknesses, and build strong regions which work together”.

- Minister Kathy Dunderdale (March 9, 2005)
Vision

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

Guiding Principles

Shared Responsibility:
Responsibility for solutions is shared among individuals, communities, regions and government; ideas and decisions are equally shared.

Sustainable Development:
Development that meets the needs of the present without compromising the ability of future generations to meet their needs.

Inclusion:
Everybody has the opportunity to participate in and benefit from sustainable development.

Measuring Progress:
Measuring economic, social and environmental progress.

Affordable:
Living within our means.

Mandate

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.
Lines of Business

The Rural Secretariat is still in a developmental stage. The following lines of business have been identified, however, there may be modifications as the Secretariat moves forward in its mandate, as lessons are learned and as the process matures.

Partnership Development: The Rural Secretariat coordinates the development of partnerships to focus on sustainable regional development and to provide direct consideration of regional issues in the development of public policy.

Regional Impact Awareness and Action: The Rural Secretariat conducts research, analysis and informed action on opportunities and challenges in all regions of Newfoundland and Labrador.

Shared Commitments

The clients of the Rural Secretariat are departments/agencies within the provincial government, the provincial and regional councils, community groups and the citizens of Newfoundland and Labrador.

As the Secretariat moves forward in its mandate, partnerships will remain a priority. In particular, the provincial and regional councils will be instrumental in developing a common vision for regions and for the province as a whole.
The Rural Secretariat has been established to focus on sustainable development, in a regional context, through the integration of social, economic, cultural and environmental aspects of regional development. Priorities this fiscal year have primarily centered on the development of the structure of the secretariat and the transition from the SSP to the broader mandate of this new organization. The supporting structures of the SSP also completed their work during this time, with the six steering committees of the SSP having held final meetings by March 31, 2005 and the Premier’s Council for Social Development having been dissolved in October 2004.

Transition

The development of the mandate and direction of the Rural Secretariat grew from a series of formal and informal consultations with stakeholders in the province, with a dialogue day, held October 2004, providing the first opportunity for a broad-based discussion.

The October 2004 dialogue day, held in Port Blandford, provided an opportunity for government and communities to exchange ideas on a vision for rural Newfoundland and Labrador. In attendance were 60 community representatives, 40 government officials and 26 Members of the House of Assembly, including the Premier and the Minister responsible for the Rural Secretariat. Community representatives brought their collective experience in economic, social, environmental and cultural development to the discussions. In selecting community representatives, regional representation, gender and age balance were considered. The day allowed for good discussions and feedback to government on a number of issues. Summary notes of the discussions that took place can be found by visiting www.exec.gov.nl.ca/rural/pdf/Dialogue-Dec2004.pdf.
The dialogue day was viewed positively by government and community participants. Participants indicated they thought such forums for direct discussions between communities and government needed to be encouraged.

Subsequent consultations were held with Cabinet, deputy ministers, steering committees of the SSP, and with all staff of the Rural Secretariat. These conversations provided the basis for the development of the mandate and role of the Rural Secretariat. On March 9, 2005 the Minister announced the results of the restructuring at a news conference in Appleton.

Open dialogue and a partnership approach, internally and externally, will continue to be a priority for the Rural Secretariat. This has been evident in the work of the Secretariat over the past year.

### Partnership Development - Internal

Over the past year, the secretariat has participated in a number of interdepartmental partnership initiatives, including:

**Interdepartmental Policy Initiatives**
- Seniors Committee – Lead agent: Health and Community Services
- Community Safety – Lead agent: Department of Justice Canada and Community Accounts, Newfoundland and Labrador Statistics Agency
- Sustainable Development Committee – Lead agent: Environment and Conservation
- Labrador Strategy – Lead agent: Labrador and Aboriginal Affairs

**Interdepartmental Program Initiatives**
- Violence Prevention Initiative - Lead agent: Women’s Policy Office
- Literacy – Lead agent: Education

**Interdepartmental Project Initiatives**
- Production Accounts - Lead agents: Innovation, Trade and Rural Development (INTRD) and the Newfoundland and Labrador Statistics Agency
- Integrated HUB model – Lead agent: Federal Rural Secretariat

The Rural Secretariat has also participated in a number of internal government initiatives (e.g., Transparency and Accountability) and is engaged with the Federal Rural Secretariat.
Partnership Development – External

During this transitional year, the Secretariat operated through the six regions of the SSP: Northeast Avalon, Avalon, Eastern, Central, Cormack-Grenfell and Labrador. The activities undertaken in each of the regions reflected partnerships that have been developed between numerous stakeholders within regions. With the formal approval of the Rural Secretariat structure, the SSP committees were formally dissolved in March 2005.

Regional Priorities and Activities

As stated previously, during 2004-05 the Rural Secretariat carried out activities within the six SSP regions (See Appendix D for a list of all provincial partners).

Labrador Region

The Labrador Regional Steering Committee worked toward the completion of the following initiatives:

- **Torgat Recreation Commission** (TRC) is a partnership between all six communities on the north coast of Labrador. A schedule of training events was developed for 2004-05. Events included: anti-bullying, indoor soccer, badminton, wilderness first aid, and recreation staff development.

- **Healthy Communities Project** was established in southern Labrador in July 2003. Joint planning sessions and a variety of workshops were sponsored, adding to the capacity of over 60 individuals.

- **Labrador Youth Online** promoted the successes of youth in the Labrador region and provided information to youth. Over 16,000 internet hits have been recorded to date.

- **Addressing Safety and Security Issues in Labrador** - The Labrador SSP, the Violence Prevention Initiative, and Labradorians for Peaceful Communities (LFPC) partnered to address safety and security issues in Labrador. A series of video conferences were held and, later, community members hosted a series of information-based video conferences on various programs and legislation (e.g. Roots of Empathy Program and Youth Criminal Justice Act) to increase community awareness of programs and services available in Labrador.

Cormack-Grenfell Region

The Cormack-Grenfell Regional Steering Committee worked toward the completion of the following initiatives:

- **Human Resources Data Collection and Strategy Development Initiative** - This initiative began in 2004 to provide data around the role of career education and labour-market needs in career choice. Surveys were conducted in local high schools and post secondary institutions, and with adult basic education students and expatriate Newfoundlanders and Labradorians. Partner agencies have continued to integrate findings into related human resource initiatives and on-going planning.
• **Canadian Manufacturers and Exporters (CME) Increasing Awareness of Skilled Trades Initiative** - In response to the CME’s identification of a major shortage of skilled tradespersons within 10 years, a survey of 16 junior high schools was completed for grade seven and eight students to determine their awareness of skilled trades and career choices pertinent to the region. This resulted in the development of 10 interactive centres with labour market information on skills trades. After the implementation of these centres, surveys were completed, which showed positive results, and the labour market information that was developed continues to be used at career fairs and for teaching purposes.

• **Strategic Social and Economic Planning and Consensus Building** - This initiative supported events that were in keeping with regional priorities and furthered co-operation throughout the region. These included:
  - Youth Forums and Career Days;
  - Volunteer Network’s “Leadership and Motivation Capacity Building Workshop”;
  - Career Development Round Table;
  - Humber Valley Caregiver Network and Caregiver’s Out of Isolation Provincial Policy Round Table;
  - Demographic presentations; and
  - Corner Brook’s Greater Board of Trade’s Vision 2020.

• **Partnerships and Collaboration** - In 2004-05, there were many successful partnership activities:
  - Volunteer Network;
  - Caregiver networks in Humber Valley and St. Anthony.

• **Development Alliance of Western Newfoundland (DAWN)**, which consists of the five economic zone boards in this region – this initiative was recognized with a nomination for the 2004 INTRD Community Economic Development “Excellence in Partnership” Award and produced two more editions of *News at DAWN* that focused on skilled trades and a special youth edition.

• **Western School District Partnering Project** with Health and Community Services Western, Human Resources, Labour and Employment, and Humber Economic Development Board. This initiative obtained funding from National Crime Prevention Strategy to provide preventative programming that would enable children and their parents to have a positive introduction to school. A Community Mobilization Program was implemented, which introduced a social work position at C.C. Loughlin Elementary School. The preventative focus of this position enabled direct services and consultation to be offered at the school. Additionally, programs such as *Families and Schools Working Together* were introduced and evaluated. Graduates and the school team have since established FAST WORKS, a two year follow up program, to further strengthen school, family and community relationships.
Central Region

The Central Regional Steering Committee worked toward the completion of the following initiatives:

- A **Specialized Services Research Project** was undertaken in 2003, to improve the transition of children with speech-language needs from the health system to the education system in central Newfoundland. Recommendations were made on ways to improve service delivery and reduce waiting lists. In 2004, follow-up activities occurred in the following priority areas:
  - Identification of transition year issues;
  - Coordination of assessments and standardization of terminology between the health and education systems;
  - Formalized communication practices between the health and education systems; and
  - Promotion of awareness targeted at parents and referral agents.

- A **Student Transition/Career Education Pilot Project** was introduced in two central region schools in September 2003. The goal of this project was to enhance and support career planning resources for students. An evaluation of the project was completed during 2004 that showed it had been successful on a number of levels and provided some lessons that will be considered as the project moves forward.

Community Capacity Building

- **New World Island (NWI) School Site Development Initiative** - In September 2004 a new K-12 school opened as a community school. Through partnership approaches, a number of initiatives have taken place since that time, including:
  - A coordinator position was implemented for the 2004-05 school year, which was sponsored by Human Resources Skills Development Canada;
  - A morning nutrition program was implemented;
  - Equipment and resources were provided for the Community Resource Room;
  - A School Health Committee was established.

Eastern Region

The Regional Steering Committee set the following priorities for the Eastern Region:

Building and Enhancing Community Capacity

- The **Facilitating Community Partnerships Initiative** works with the Placentia west region on the Burin Peninsula and Musgravetown-Lethbridge on the Bonavista Peninsula. The aim of this initiative is to build collaboration within rural regions that will develop more effective ways of sharing resources and providing services.
The Regional Volunteer Network is an initiative that assists with matching community-based organizations to potential volunteers. Organizational profiles were completed and placed in an on-line database, “Volunteer Opportunities Eastern”, at www.envision.ca. The Community Services Council has adapted the website and it is the template for the provincial volunteer information site called “Volunteer Connections”. Community-based organizations are able to update their on-line profiles and potential volunteers can become aware of service opportunities.

Provincial Student Leadership Conference - The Eastern Region hosted the 2004 Provincial Student Leadership Conference that was attended by approximately 450 Junior and Senior High School Students.

Linking and coordinating activities on Early Childhood Development - The goal of this initiative is to facilitate leadership in family literacy by assisting local community groups with skills development in literacy and early childhood programming.

Avalon Region

The Avalon Regional Steering Committee worked toward the completion of the following initiatives:

Prevention and Early Intervention

- **Early Childhood Development and Literacy** – The Regional Profile, developed in August 2003 and updated in 2004-05, pulled together an inventory of available services that enhance early childhood development and literacy as well as data on demographics, income and social characteristics in the region.

- **Community Mobilization Initiative** – The community mobilization initiative built upon the work of the Early Childhood Development and Literacy Profile. Fourteen local areas on the rural Avalon were presented with an overview of the early childhood development and literacy initiative of the Rural Secretariat. In addition, they were presented with data specifically related to the 14 areas. In each area, a strengths-based approach was used in an effort to inform residents of the resources available to them. The infrastructure, community groups and people in each area were listed as assets that could be utilized effectively to move forward with initiatives specific to the needs of that area. Seven of the 14 communities devised methods of addressing their challenges using the resources available to them.

- **Speech Language Pathology (SLP)** – Challenges and solutions regarding SLP service to pre-school children were identified. Through negotiation with key stakeholders, the group was successful in identifying concrete solutions to provide speech-language pathology services to six pre-school children in this region. A three-month pilot commenced in May 2005. The pilot will determine the feasibility of adding pre-school speech language pathology services to the existing adult services of the Avalon Health Care Institutions Board.

Recreation for All

- The long term goal of hosting Avalon Games is to bring communities together, build
leadership skills and create economic opportunities. In November 2004 a Recreation Forum was hosted entitled, “Fostering Healthy Communities Through Recreation.” The Forum brought together recreation stakeholders who were directly or indirectly involved in recreation in the region. The recommendations from the forum provided a foundation for moving forward with regional plans to maintain, enhance, and build on recreation programs, facilities, and services for all stakeholders.

Northeast Avalon

The Northeast Avalon Regional Steering Committee worked toward the completion of the following initiatives:

Early Childhood Development

In 2003-04, a profile of Early Childhood Development (ECD) was completed, on children aged 0-6 and their families. This document provided data at the community and neighbourhood levels, and was the basis for an integrated strategy on ECD for stakeholders in this region. During 2004-05, a gap analysis of programs available to children and families within the Northeast Avalon region was completed. Much of this work is now being actioned through departments within the provincial government.

Poverty

In 2003-04, similar to the ECD strategy, a profile of poverty in this region was completed. This also included data at the community and neighbourhood levels. This profile served as the basis for an integrated strategy involving numerous sectors. Work on this issue of poverty is now being actioned through departments within the provincial government.

(St. John’s)
Measuring Our Progress

The Rural Secretariat promotes and builds capacity in the use of evidence in planning and decision-making.

Indicators of Well-Being

This is a set of core indicators of social and economic well-being used to identify priorities and supporting the development of evidence-based decision-making. This set of indicators, developed over the past several years, clearly show the direct linkages between education, health status, and employment, and over time, they will allow us to see if we are achieving desired results.

Community Accounts of the Newfoundland and Labrador Statistics Agency

www.communityaccounts.ca

Over the past year, the Rural Secretariat has worked in partnership with the Newfoundland and Labrador Statistics Agency. This partnership will continue, as plans are being developed to conduct regional demographic research and to examine the relationships between large and small towns in the province. The Secretariat will also continue to work with the Statistics Agency to examine ways to maximize the use of the Community Accounts within government and by external groups and citizens.

Opportunities and Challenges Ahead

The Rural Secretariat faces a number of opportunities and challenges:

- Finding ways to link economic, social, environmental and cultural aspects of regional sustainable development;
- Working with regions to understand local economic, social and demographic trends and issues;
- Building strong and effective partnerships at a regional level;
- Developing information tools and instruments to help governments, community-based organizations and other stakeholders to assess the impacts of program and policy changes on rural areas; and
- Building strong, collaborative partnerships and analytical tools within government to ensure that regional and rural issues are considered in all policy and program development.
The Rural Secretariat Budget includes funding to support the provincial office of the Secretariat, the maintenance of the Community Accounts through the Newfoundland and Labrador Statistics Agency and the operational costs of regional offices and associated steering committee meetings. The funding for 2004-05 included funding for the transition from the SSP structure to the new Rural Secretariat organizational structure and mandate.

### Fiscal Year 2004-05 (Unaudited)

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Expenditures and revenue figures included in this document are based on the Public Accounts.
Appendix A

Rural Secretariat Organizational Structure

Minister Responsible for the Rural Secretariat

Cabinet

Provincial Council of the Rural Secretariat

Nine Regional Councils of the Rural Secretariat

Assistant Deputy Minister

Deputy Minister Committee of the Rural Secretariat

Manager of Partnership Administration

Director of Partnership Research & Analysis

Director of Regional Partnership Development

Clerk Typist III

Policy & Program Specialist

10 Regional Partnership Planners

Labrador
Corner Brook - Rocky Harbour
Grand Falls-Windsor-Baie Verte-Hr. Breton
Gander - New-Wes-Valley
Avalon Peninsula (2, due to population size)

St. Anthony - Port Au Choix
Stephenville - Port aux Basques
Burin Peninsula
Clarenville - Bonavista
Appendix B

Rural Secretariat Regions - Map

Rural Secretariat Regions
Newfoundland and Labrador

- Labrador Region
- St. Anthony - Port au Choix Region
- Corner Brook - Rocky Harbour Region
- Stephenville - Port aux Basques Region
- Grand Falls-Windsor - Baie Verte - Harbour Breton Region
- Gander - New-Wes-Valley Region
- Clarenville - Bonavista Region
- Burin Peninsula Region
- Avalon Peninsula Region

0 40 80 160
kilometers

Rural Secretariat

FY 2004-05
### Regional Councils of the Rural Secretariat

#### Regional Council Mandate:
- 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 serve as a sounding board in their region for new or proposed initiatives.
- To nominate an individual to represent the region on the Provincial Council of the Rural Secretariat.

### 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 over the five year period.
- 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.
Appendix D

Provincial Partners

Labrador Region

- Central Economic Development Corporation
- College of the North Atlantic
- Combined Councils of Labrador
- Community Mobilization Program
- Department of Education
- Department of Human Resources, Labour and Employment
- Department of Innovation, Trade and Rural Development
- Department of Labrador and Aboriginal Affairs
- Department of Tourism, Culture and Recreation
- Department of Youth Services and Post Secondary Education
- Futures in Newfoundland and Labrador’s Youth (FINALY!)
- Grenfell Regional Health Services
- Health Boards
- Health Canada
- Human Resources and Skills Development Canada
- Hyron Economic Development Corporation
- Indian and Northern Affairs Canada
- Innu Nation
- Inuit Municipal Councils
- Inukshuk Economic Development Corporation
- Labrador Institute (Memorial University of Newfoundland)
- Labrador Inuit Association
- Labrador Inuit Health Commission
- Labrador Legal Services
- Labrador Literacy and Action Network
- Labrador Métis Nation
- Labrador School Board
- Labrador Straights Development Corporation
- Labrador West Association for Community Living
- Labradorians for Peaceful Communities – Violence Prevention Initiative
- Libra House Shelter
- Mushau Innu Band Council
- Newfoundland and Labrador Housing Corporation
- Northern Peninsula/Labrador South School Board
- Sheshatshiu Innu Health Commission
- Southeastern Aurora Development Corporation
Cormack-Grenfell Region

- Canadian Manufacturers and Exporters (CME)
- College of the North Atlantic
- Community Education Network
- Cormack-Trails School District (#4)
- Department of Health and Community Services
- Department of Human Resources, Labour and Employment
- Department of Innovation, Trade and Rural Development
- Development Alliance of Western Newfoundland (DAWN)
- Futures in Newfoundland and Labrador’s Youth (FINALLY!)
- Grenfell Regional Health Services Board
- Health and Community Services Western
- Human Resources and Skills Development Canada
- Humber Economic Development Board
- Labour Market Development Agreement (LMDA)
- Long Range Regional Economic Zone Board (9)
- Marine and Mountain Zone Corporation (10)
- Memorial University of Newfoundland
- National Crime Prevention Strategy
- Newfoundland and Labrador Federation of Municipalities
- Newfoundland and Labrador Housing Corporation
- Newfoundland and Labrador Statistics Agency
- Nordic Economic Development Corporation
- Red Ochre Regional Economic Development Board
- Regional Caregiver Networks in Humber Valley and St. Anthony
- Sir Wilfred Grenfell College (Memorial University of Newfoundland)
- Volunteer Network
- Western Health Care Corporation
- Western School District
- Women in Resource Development
Central Region

- Baie Verte/Central/Connagre School Board
- Central East Health Board
- Central West Health Board
- Centre for Distance Learning and Innovation
- Coast of Bays Corporation
- College of the North Atlantic
- Community Youth Network
- Department of Human Resources, Labour and Employment
- Department of Innovation, Trade and Rural Development
- Department of Municipal and Provincial Affairs
- Emerald Zone Economic Development Corporation
- Exploits Valley Economic Development Corporation
- Exploits Valley Greenwood School, Grand Falls-Windsor
- Futures in Newfoundland and Labrador’s Youth (FINALY!)
- Health and Community Services Central
- Human Resources Skills Development Canada
- Kittiwake Economic Development Corporation
- Lewisporte Collegiate
- Lewisporte/Gander School Board
- Memorial University of Newfoundland
- New World Island (NWI) School
- Newfoundland and Labrador Federation of Municipalities
- Newfoundland and Labrador Housing Corporation
- Primary Health Care Initiative
- Twillingate-New World Island Development Association

(Glover’s Harbour)
Eastern Region
- Ability Employment Corporation
- Atlantic Canada Opportunities Agency (ACOA)
- Burin School Board
- College of the North Atlantic
- Community Services Council
- Department of Education
- Department of Human Resources, Labour and Employment
- Department of Innovation, Trade and Rural Development
- Department of Justice
- Department of Labour
- Department of Municipal and Provincial Affairs
- Department of Tourism, Culture and Recreation
- Discovery Collegiate
- Discovery Regional Development Board
- Discovery Women’s Network
- Eastern Region Wellness Coalition
- Eastern School Board
- Employment In-site Centre
- Health and Community Services Eastern Board
- Human Resources and Skills Development Canada
- Neighbourhood of Friends Tenant Association
- Newfoundland and Labrador Federation of Municipalities
- Newfoundland and Labrador Housing Corporation
- Newfoundland and Labrador Rural Development Associations
- Peninsulas Health Care Corporation
- Primary Health Care Initiative
- Royal Canadian Mounted Police (RCMP)
- Schooner Regional Development Corporation
- Smallwood Crescent Community Centre
- Vista Family Resource Centre
- Vista School Board, and relevant committees

Avalon Region
- Avalon East School Board
- Avalon Gateway Regional Economic Development Inc.
- Avalon Health Care Institutions Board
- Avalon West School Board
- College of the North Atlantic
- Department of Education
- Department of Human Resources, Labour and Employment
- Department of Innovation, Trade and Rural Development
- Department of Tourism, Culture and Recreation
- Eastern School Board
- Eastern Wellness Coalition
- Health and Community Services – Eastern Region
Northeast Avalon
- Association of Early Childhood Educators
- Avalon East School Board
- Avalon West School Board
- Capital Coast Development Alliance
- College of the North Atlantic
- Community Centre Alliance
- Community representatives
- Community Services Council
- Daybreak Parent Child Centre
- Department of Education
- Department of Health and Community Services
- Department of Human Resources, Labour and Employment
- Department of Innovation, Trade and Rural Development
- Family and Childcare Connections
- Federation of School Councils
- Health and Community Services Eastern
- Health and Community Services St. John’s
- Human Resources Skills Development Canada
- Institutional Health Boards
- Janeway Children’s Health and Rehabilitation Centre
- Kids Eat Smart Foundation
- Memorial University of Newfoundland
- Newfoundland and Labrador Federation of Municipalities
- Newfoundland and Labrador Housing Corporation
- Newfoundland and Labrador Statistics Agency
- Provincial Association of Childcare Administrators
- Salvation Army
- St. John’s Nursing Home Board
- Women Interested in Successful Employment (WISE)