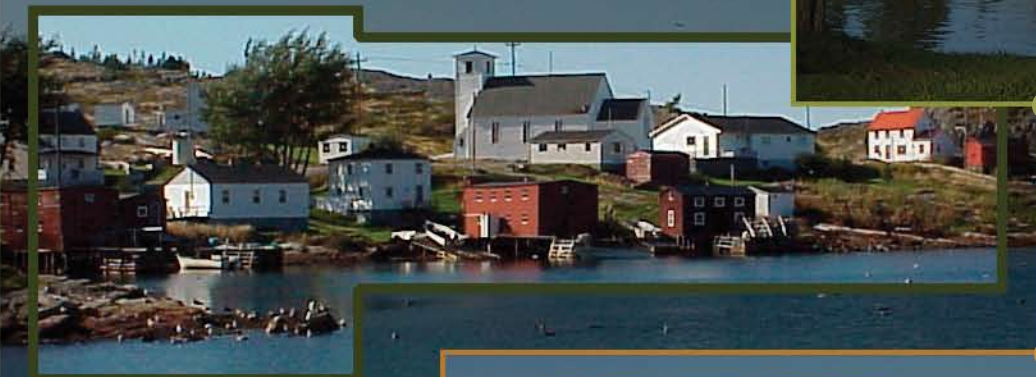


Activity Plan 2006-2008



Rural Secretariat
Executive Council

“The history of Newfoundland and Labrador is one of a strong and resilient people. I am confident in the people of this province and their ability to turn challenge into opportunity. I look forward to working together to realize our many opportunities in the years to come.”

- Minister Trevor Taylor

Table of Contents

Message from the Minister	i
1.0 Departmental Overview	1
2.0 Mandate	3
3.0 Lines of Business	3
4.0 Values.....	4
5.0 Primary Clients	4
6.0 Vision	5
7.0 Mission	5
8.0 Issues.....	6
8.1 <i>Support to Provincial and Regional Councils</i>	6
8.2 <i>Rural and Regional Considerations in Policy Development</i>	8
Appendix A <i>Strategic Directions of Minister Taylor</i>	9
1. <i>Regional Partnership Development</i>	10
2. <i>Assessment of Policy on Regional Sustainability</i>	11
Appendix B <i>Rural Secretariat Organizational Structure</i>	13
Appendix C <i>Rural Secretariat Regions - Map</i>	15
Appendix D <i>Mandates of Regional and Provincial Councils</i>	17
Appendix E <i>Plan At A Glance</i>	19

Message from the Minister

As Minister responsible for the Rural Secretariat and in accordance with government's commitment to accountability, I hereby submit the 2006-08 Activity Plan of the Rural Secretariat. This activity plan was prepared under my direction, and I am accountable for the preparation of this plan and for the achievement of the goals and objectives contained therein, pursuant to section 5(4) of the *Transparency and Accountability Act*.



The Rural Secretariat is a new, innovative and important mechanism that promotes partnership development, information sharing, informed dialogue and collaboration within government and between government and communities. It facilitates broad thinking on regional issues, engages citizens to enhance the consideration of regional issues in public policy development, and is focused on the long-term sustainability of all regions of Newfoundland and Labrador. It brings together a wide range of citizens with diverse economic, social, environmental, cultural and other backgrounds to advance regional and policy priorities throughout government.

Over the next two years, the Rural Secretariat will focus on two primary tasks. First, it will support the work of its citizen-based provincial and regional councils. Through their collective knowledge, the councils will develop a shared vision and identify policy and program priorities for action. I anticipate that the councils will begin reporting on their priorities this fiscal year.

Second, the Rural Secretariat will enhance the capacity of government to consider regional and rural issues in the development of public policy. In particular, it is conducting research of importance to rural regions and is developing mechanisms and tools to enable a consistent approach to regional public policy development.

Partnerships within government and with citizens, communities, organizations and other stakeholders will be key to the success of the Rural Secretariat. These partnerships are vital to managing economic and social change rather than being managed by change. As we move forward together to guide and direct change, I look toward the future of our regions with great optimism.

TREVOR TAYLOR

A handwritten signature in black ink, appearing to read 'T. Taylor', written over a white background.

Minister
MHA, The Straits and White Bay North

1.0 Departmental Overview

The Rural Secretariat is the focal point for collaboration on issues of importance to rural Newfoundland and Labrador. It facilitates regional input into policy development and decision-making, promotes improved cross-departmental analysis, and improved cross-departmental decision-making in relation to rural policy. This work is coordinated by a staff complement of sixteen:

- ▣ An Assistant Deputy Minister;
- ▣ A Director of Regional Partnership Development;
- ▣ A Director of Partnership Research and Analysis;
- ▣ A Manager of Partnership Administration;
- ▣ 10 Regional Partnership Planners;
- ▣ A Policy and Program Specialist; and
- ▣ A Clerk Typist III.

(See Appendix B for a complete Organizational Chart)

The Rural Secretariat has identified nine regions in the province, each of which includes larger and smaller communities and is based on existing patterns of economic and social activity. Factors such as population, economic and labour market activity, available infrastructure, and the number of communities, among others, were taken into account. (See Appendix C).

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 are located in ten locations throughout the province.

Office Location	Region
Carbonear	Avalon Peninsula
Placentia	Avalon Peninsula
Burin	Burin Peninsula
Bonavista	Clarenville - Bonavista
New-Wes-Valley	Gander - New-Wes-Valley
Springdale	Grand Falls-Windsor - Baie Verte - Harbour Breton
Stephenville	Stephenville - Port aux Basques
Corner Brook	Corner Brook - Rocky Harbour
Roddickton	St. Anthony - Port au Choix
Happy Valley-Goose Bay	Labrador

Additionally, the Secretariat has established (and provides management and support to) the following structure to carry out its mandate:

- ▣ **Regional Councils:** consist of men and women from larger and smaller communities with backgrounds in social, business, labour, cultural and environmental development. Councils meet at least four times per year to identify regional priorities. Each regional council has one member appointed to the provincial council. *(See Appendix D for the mandate of the regional councils)*
- ▣ **Provincial Council:** consists of representatives from each of the regional councils, the post secondary system, and other key economic and social partners. The provincial council meets twice per year with Cabinet to discuss policy and program requirements for the sustainability of the various regions in the province. *(See Appendix D for the mandate of the provincial council)*
- ▣ **Deputy Ministers' Committee on Regional Development:** Deputy Ministers meet with the provincial council to develop cross-sectoral approaches to regional and rural issues, and to reduce duplication of policies and programs that are counter productive. The Clerk of the Executive Council chairs the Committee.

To accomplish its mandate, the Rural Secretariat budget funds:

- ▣ Operating costs for nine regional councils of the Rural Secretariat,
- ▣ Salary and operating costs for 10 Regional Partnership Planners and their regional offices,
- ▣ Operating costs for the Provincial Council of the Rural Secretariat,
- ▣ Salary and operating costs for six staff in the Rural Secretariat Office, Confederation Building, and
- ▣ Salary and operating costs for the Community Accounts in partnership with the Newfoundland and Labrador Statistics Agency.



2.0 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.

3.0 Lines of Business

The Lines of Business of the Rural Secretariat are as follows:

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

2.0 Regional Impact Awareness: The Rural Secretariat coordinates research and analysis, and influences and informs evidence-based policy development and action on opportunities and challenges in all regions of Newfoundland and Labrador.



4.0 Values

The core values explain the character of the organization we promote and the action statements guide behaviour. It was decided that the actions which need to be enhanced during the subsequent two years could be articulated as follows:

Core Values	Collaboration	Each person is committed to working together effectively.
	Creativity	Each person seeks and supports new ideas and approaches.
	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.

5.0 Primary Clients

The primary clients of the Rural Secretariat include the regional and provincial councils, community groups such as Regional Economic Development Boards (REDB) and the Newfoundland and Labrador Federation of Municipalities (NLFM), and departments and agencies within the provincial government. On a broader basis, the client base of the Rural Secretariat includes all the citizens of Newfoundland and Labrador.

Government departments and community-based stakeholders, however, are also primary partners of the Rural Secretariat. Within government, for example, the Rural Secretariat will work with all departments in fulfilling its mandate and achieving its vision. Among others, the Rural Secretariat is establishing close working partnerships with the Department of Innovation, Trade and Rural Development; the Department of Human Resources, Labour and Employment; the Department of Labrador and Aboriginal Affairs and the Department of Finance (Newfoundland and Labrador Statistics Agency).

6.0 Vision

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

7.0 Mission

The mission statement identifies the priority focus area of the Minister over the next two planning cycles. It represents the key longer-term result that the Minister and the secretariat 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 entity and the public in monitoring and evaluating success.

By 2011, the Rural Secretariat will have implemented effective tools and processes required to ensure the consistent and formalized consideration of regional impacts in the development of public policy.

The differing circumstances between rural and urban areas have been well documented locally, nationally and internationally. In Newfoundland and Labrador, 53 percent of the population lives in towns of less than 10,000 people. This is the highest rate among provinces and combined with long-term demographic trends (out-migration, regional population shifts) presents significant challenges in the funding of public services. To effectively address these challenges, the secretariat will provide a forum for open communication between community stakeholders and government, which will facilitate the communication of regional priorities directly to government.

The Secretariat will also work within government to advance regional priorities by developing the analytical tools required for the consistent and formalized consideration of regional impacts. Through these processes, regional priorities will be identified and will inform public policy so that all regions can enhance their long-term sustainability.

Measure 1: Regional priorities are communicated and advanced within government

Indicators: Regional and provincial councils are established

Regional and provincial councils are supported to provide input into government priorities

Citizen engagement process is implemented to enhance communication between Government and Citizens

Indicators continued:

Meetings of the regional and provincial councils are scheduled and facilitated

Meetings are organized between Cabinet and the Provincial Council

Meetings are organized between the Deputy Ministers' Committee on Regional Development and the Provincial Council

Regional and local area information and targeted research is provided

Rural Lens is used by government departments in public policy and program development

Rural Secretariat staff have participated on interdepartmental committees

8.0 Issues

In consideration of Government's strategic directions and the mandate and financial resources of the Department, the following areas have been identified as the key priorities of the Minister for the next two years. The goals identified for each issue reflect the results expected in the two year timeframe while the objectives provide an annual focus. Measures and indicators are provided for both the goal and the first year's objective to assist both the Department and the public in monitoring and evaluating success.

8.1

Issue

Support to Provincial and Regional Councils

A partnership approach to regional development is essential if regions are to maximize opportunities and enhance their long-term sustainability. Governments and communities must come together and share responsibility to develop a common vision, build on regional strengths and identify solutions for regional challenges. The Rural Secretariat will encourage and provide a forum for more effective communication among partners within regions, among regions, and with and among government departments. This will be accomplished, in large part, through the provincial and regional councils of the Rural Secretariat which act as advisory bodies to government and ensure a regional perspective in policy and decision-making. These councils will lead the development of a shared vision, identify regional policy and program priorities and communicate these priorities to Cabinet and to citizens in the province. The Secretariat will provide the councils with regional and provincial information, targeted research and staff resources to enable them to fulfill their mandate.

Support to Provincial and Regional Councils <i>(Cont'd)</i>					
Goal	By 2008, the Rural Secretariat will have implemented an effective forum for communication between Government and citizens.				
	<table border="0"> <tr> <td style="vertical-align: top;">Measure:</td> <td>Implemented an effective forum</td> </tr> <tr> <td style="vertical-align: top;">Indicators:</td> <td> <ul style="list-style-type: none"> • Regional and local area information and targeted research is made available to council members, government departments and community groups • Regional and provincial councils are established • Citizen engagement process is initiated • Regional and provincial councils are supported to provide input into Government priorities • Meetings of the regional and provincial councils are scheduled and facilitated • Meetings are organized between Cabinet and the Provincial Council • Meetings are organized between the Deputy Ministers' Committee on Regional Development and the Provincial Council </td> </tr> </table>	Measure:	Implemented an effective forum	Indicators:	<ul style="list-style-type: none"> • Regional and local area information and targeted research is made available to council members, government departments and community groups • Regional and provincial councils are established • Citizen engagement process is initiated • Regional and provincial councils are supported to provide input into Government priorities • Meetings of the regional and provincial councils are scheduled and facilitated • Meetings are organized between Cabinet and the Provincial Council • Meetings are organized between the Deputy Ministers' Committee on Regional Development and the Provincial Council
	Measure:	Implemented an effective forum			
Indicators:	<ul style="list-style-type: none"> • Regional and local area information and targeted research is made available to council members, government departments and community groups • Regional and provincial councils are established • Citizen engagement process is initiated • Regional and provincial councils are supported to provide input into Government priorities • Meetings of the regional and provincial councils are scheduled and facilitated • Meetings are organized between Cabinet and the Provincial Council • Meetings are organized between the Deputy Ministers' Committee on Regional Development and the Provincial Council 				
<p>1 By March 31, 2007, the Rural Secretariat will have established processes to support the provincial and regional councils to initiate the development of preliminary regional vision documents</p> <table border="0"> <tr> <td style="vertical-align: top;">Measure:</td> <td>Processes are established</td> </tr> <tr> <td style="vertical-align: top;">Indicators:</td> <td> <ul style="list-style-type: none"> • Regional and local area information and targeted research is provided • Facilitation is provided • Forum for communication is in place • Best practices from other jurisdictions are shared • Analytical/information tools provided to support informed decision-making • Orientation supports provided • Confirmation that vision documents have been developed </td> </tr> </table>	Measure:	Processes are established	Indicators:	<ul style="list-style-type: none"> • Regional and local area information and targeted research is provided • Facilitation is provided • Forum for communication is in place • Best practices from other jurisdictions are shared • Analytical/information tools provided to support informed decision-making • Orientation supports provided • Confirmation that vision documents have been developed 	
Measure:	Processes are established				
Indicators:	<ul style="list-style-type: none"> • Regional and local area information and targeted research is provided • Facilitation is provided • Forum for communication is in place • Best practices from other jurisdictions are shared • Analytical/information tools provided to support informed decision-making • Orientation supports provided • Confirmation that vision documents have been developed 				
Objectives	<p>2 By March 31, 2008, the Rural Secretariat will have supported provincial and regional councils to make informed policy advice and recommendations to government.</p>				

8.2

Rural and Regional Considerations in Policy Development

Issue

There is a potential rural impact for every public policy, initiative or decision of government. Consideration of rural and regional impacts can be enhanced through the development and implementation of formalized processes and tools which improve the capacity of policy makers to complete rural and regional impact analysis. The Rural Secretariat will focus on the development of these processes and tools which will allow for the advancement of rural and regional perspectives in the development of public policy.

Goal

By 2008, the Rural Secretariat will have advanced knowledge of regional perspectives in public policy development.

Measure: Advanced regional perspectives

Indicators:

- Training on the use of the Rural Lens is provided to government departments
- Advice is provided to government departments on the use of the Rural Lens
- Rural Secretariat staff will have participated on interdepartmental committees and advanced regional perspectives
- Regional and provincial councils are supported
- Enhanced use of Community Accounts is facilitated

Objectives

1 By March 31, 2007, the Rural Secretariat will have developed and communicated analytical tools and facilitated the enhanced use of Community Accounts.

Measure: Analytical tools are developed, supported and communicated

Indicators:

- Analytical tools are developed and communicated

Measure: Facilitated the enhanced use of Community Accounts

Indicators:

- Committee operationalized to facilitate the enhanced use of Community Accounts

2 By March 31, 2008, the Rural Secretariat will have developed formal mechanisms to allow for the consideration of regional issues and trends in the development of government policies and programs.

Appendix A

Strategic Directions of Minister Taylor

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 provided in the tables that follow. Each strategic direction is comprised of a number of components or focus areas. These focus areas will be addressed through the various planning processes of the department. As indicated in the following tables, some have been addressed in this activity plan while others are addressed in the operational and/or work planning processes.



1. Regional Partnership Development








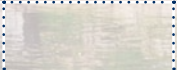

Outcome Statement: Sustainable regions.

Components of Strategic Direction	Applicable to Other Entities Reporting to the Minister	This direction is addressed in the:		
		entity's activity plan	entity's operational plan	branch/divisional work plans of the entity
1. Partnership Development: <ul style="list-style-type: none"> · Within Regions · Between Government and Regions (i.e. Regional Councils) · Inter-Departmental (e.g., Deputy Ministers' Council) · Inter-Governmental (e.g. ACOA, Federal Rural Secretariat) 		☑		
2. Forum for informed discussion and priority identification that links economic, social, cultural and environmental aspects of regional sustainability.		☑		
3. Research and indicator development (e.g. Community Accounts)		☑		



2. Assessment of Policy on Regional Sustainability

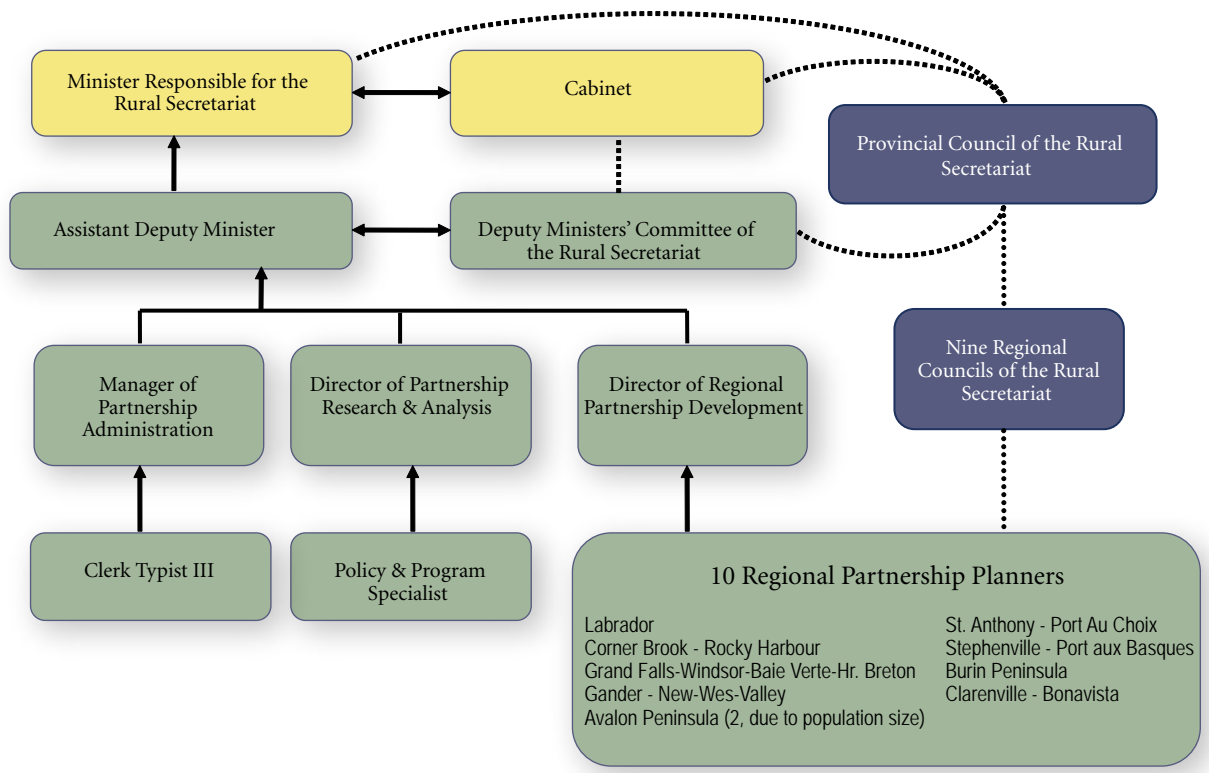
Outcome Statement: Improved Government understanding of and response to significant and long-term regional issues.

Components of Strategic Direction	Applicable to Other Entities Reporting to the Minister	This direction is addressed in the:		
		entity's activity plan	entity's operational plan	branch/divisional work plans of the entity
1. Public policy responsiveness		<input checked="" type="checkbox"/>		
2. Regional perspectives which can inform the development and implementation of public policy		<input checked="" type="checkbox"/>		
3. Rural Lens development		<input checked="" type="checkbox"/>		



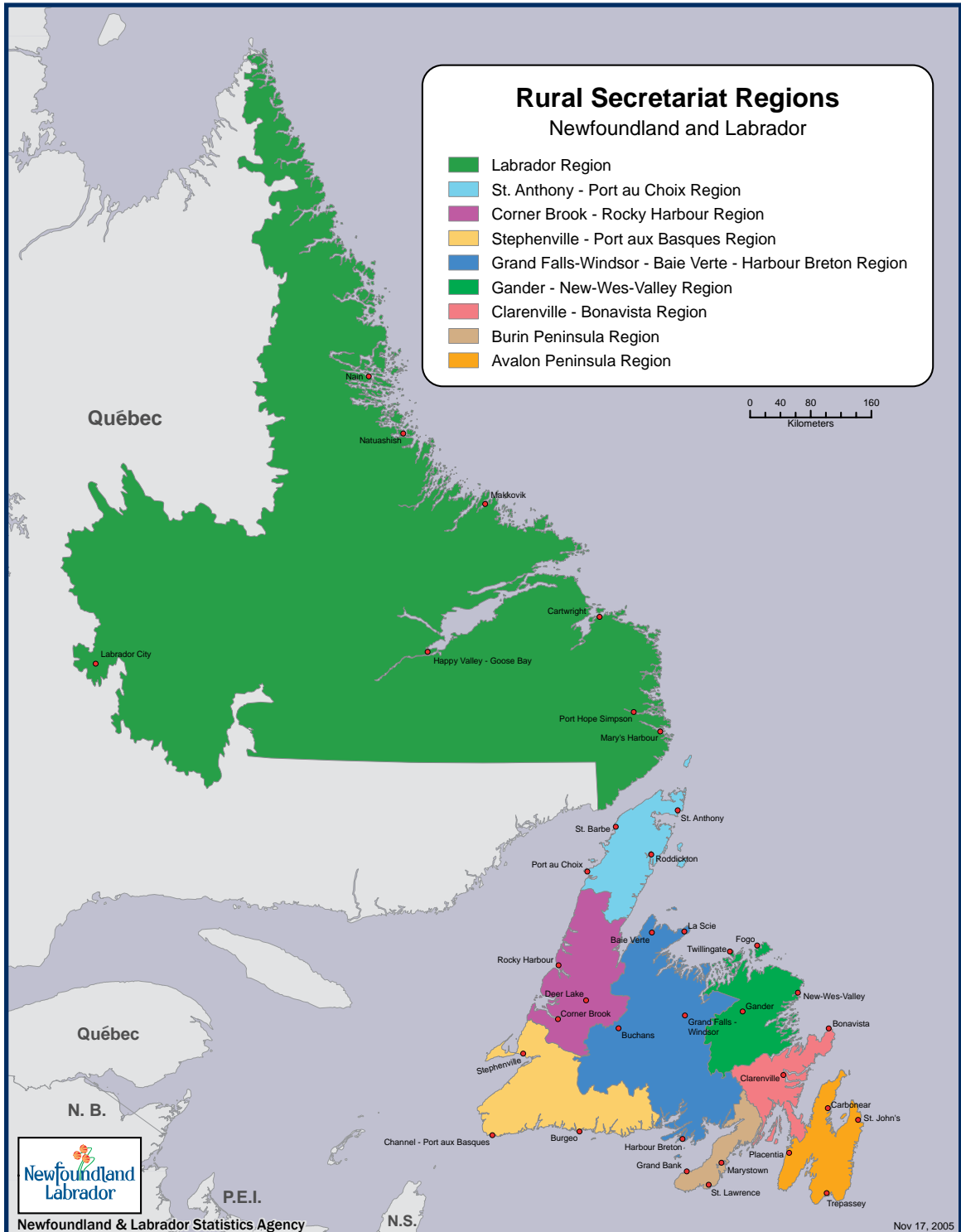
Appendix B

Rural Secretariat Organizational Structure



Appendix C

Rural Secretariat Regions - Map



Appendix D

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 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 E

Plan At A Glance

Vision

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

Mission

By 2011, the Rural Secretariat will have implemented effective tools and processes required to ensure the consistent and formalized consideration of regional impacts in the development of public policy.

Goal 1

By 2008, the Rural Secretariat will have implemented an effective forum for communication between Government and Citizens.

objective 1

By March 31, 2007, the Rural Secretariat will have established processes to support the provincial and regional councils to initiate the development of preliminary regional vision documents

objective 2

By March 31, 2008, the Rural Secretariat will have supported provincial and regional councils to make informed policy advice and recommendations to government.

Goal 2

By 2008, the Rural Secretariat will have advanced knowledge of regional perspectives in public policy development.

objective 1

By March 31, 2007, the Rural Secretariat will have developed and communicated analytical tools and facilitated the enhanced use of Community Accounts.

objective 2

By March 31, 2008, the Rural Secretariat will have developed formal mechanisms to allow for the consideration of regional issues and trends in the development of government policies and programs.

Provincial Office of the Rural Secretariat Contact Information

Rural Secretariat Executive Council P.O. Box 8700 St. John's, NL A1B 4J6	Tel: (709) 729-0168 Fax: (709) 729-1673 Email: ruralinfo@gov.nl.ca www.gov.nl.ca/rural
--	---

Regional Offices of the Rural Secretariat

Region	Office Location	Phone
Labrador	Happy Valley-Goose Bay	(709) 896-7979
St. Anthony-Port au Choix	Roddickton	(709) 457-2530
Corner Brook-Rocky Harbour	Corner Brook	(709) 637-2937
Stephenville-Port aux Basques.....	Stephenville	(709) 643-2435
Grand Falls-Windsor-Baie Verte–Harbour Breton	Springdale	(709) 673-2618
Gander – New-Wes-Valley.....	New-Wes-Valley	(709) 536-2641
Clarenville-Bonavista	Bonavista	(709) 468-5428
Burin Peninsula.....	Burin	(709) 891-2800
Avalon Peninsula	Carbonear	(709) 596-8923
Avalon Peninsula	Placentia	(709) 227-1322

Photo credits : Thank-you to all who provided us with photos for our use. We look forward to posting your images on our website and in future publications.

Photos in this document have been provided by:

- 2004 Tidy Towns Competition.....1 (*in table*), 11 (*in table & bottom*)
- Cyril Kirby..... cover (*3rd from top*)
- Department of Labrador & Aboriginal Affairs.....2,10, 12, inside back cover (*in table*)
- Department of Tourism, Culture and Recreation
- Greater Lamaline Area Development Association9, 10 (*in table*)
- Greg Dominaux cover (*2nd and 4th from top*)
- Mary Snow cover (*top*)

If you have pictures of your region (scenic, public events, etc.) and would like to share them, or if you have any inquiries about the photos used in this document please contact us by email: ruralinfo@gov.nl.ca or call our office (709) 729-0168.



**Rural Secretariat
Executive Council
P.O. Box 8700
St. John's, NL
A1B 4J6**

**Tel: (709) 729-0168
Fax: (709) 729-1673
E-mail: ruralinfo@gov.nl.ca**

www.gov.nl.ca/rural