

Dialogue on the Rural Secretariat Terra Nova Golf Resort

October 14, 2004

Summary Notes of Facilitated Sessions and Feedback Received

Part 1:

Facilitated Sessions

1. Rural Vision - Key Elements Required to Achieve our Vision
2. Rural Secretariat Mandate

Part 2:

New Thinking: Individual Responses

Part 1:

Facilitated Sessions

1. Rural Vision -
Key Elements Required to Achieve our Vision
2. Rural Secretariat Mandate

1. *Rural Vision – Key Elements Required to Achieve our Vision (Facilitated Discussion)*
 2. *Rural Secretariat Mandate (Facilitated Discussion)*
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1ST FACILITATED SESSION: RURAL VISION – KEY ELEMENTS REQUIRED TO ACHIEVE OUR VISION

Labour Market

- Need to:
 - Increase self-reliance,
 - Decrease dependency,
 - Increase private sector/entrepreneurs,
 - Increase employment (number of jobs and duration),
 - Increase incomes,
 - Increase education and skills levels.
- Hand “ups” vs. hand “outs” e.g. changes to income support programs.
- Meaningful jobs.
- Long-term, meaningful employment with an educated labour force.
- Increased economic prosperity that is sustainable and competitive.

Development - Opportunities, Supports, Requirements, etc.

- Need to focus on development instead of propping up incomes.
- Combination of strategic and sustainable development.
- Economic diversification
 - Secondary processing opportunities
 - Access to capital e.g. banking and private sector
 - Strategy for marginalized groups e.g. women, youth, Social Assistance Recipients,
 - Regional Employment Centres/clustering to maintain rural life
 - Focus on economic first, then social development
 - Components of strong economy
 - Population
 - Birthrate
 - Attitude
 - Working together
 - Federal/provincial relations
 - Regional ownership development plans
 - Sector investments: tourism, agrifoods, aquaculture, natural resources.

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- Encourage and enhance maintenance of rural way of life.
 - E.g. in agriculture and fisheries (aquaculture) – take up to the next level
- Strengths based
 - Opportunities with demographics
 - Natural resources
 - environment
- Identification of resources/assets – realizing full potential/opportunities.
- Communities developed based on best practices and excellence, opportunities; building on what's there.
- Move from narrow focus on fisheries to broader marine focus.
- Changes to tax structure.
- Review costs of Workers comp. system to small business.
- Long-term, flexible economic plan.
 - Investment (coordinated approach between investment agencies)
 - Retention (geared to youth)
 - Entrepreneurialism (supportive environment)
- Communications/Marketing.
 - Niche markets
 - Branding
 - Marketing – internal/external
 - International place to do business
 - Making good choices – stay/go

Regions and Communities

- Regional approach
 - Responsive service delivery – health and education, etc.
 - Link social and economic development
 - Leadership development
 - Economic development regionally
- Regional hubs.

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- Urban services with rural lifestyles are not possible and we need to be realistic in our expectations. Realistic expectation re levels of services in community.
- Timely and reasonable access to good health care.
- Rationalization of all social and economic programs i.e. one-stop shopping.
- Common access to service.
- Healthy citizens receiving efficient care – not necessarily the traditional way e.g. use nurse practitioners.
- Communities based on strong regional centres (not centralization).
- Long-term approach - Sustainable, stable, healthy communities.
- Some communities will die to sustain others i.e. accept integration, consolidation and amalgamation.
- Economic focus at regional level
- Regional growth centers and centralization of services.
- Distinguish between rural vs. isolated NL.
- Vibrant cultures need bit of everything to retain people and jobs. Some communities will die but others need to focus on re-defining themselves into retirement or artistic, cultural communities. These communities all need to be part of that discussion.
- Encourage and celebrate other cultures in our society.
- Diversity of communities should be maintained – healthy and thriving.
- More diverse communities – especially immigration.
- Inclusive in terms of process and communities of interest.
- Family and parents enabling community.

Equity

- Mechanism for “Reasonable Distribution of Wealth”.

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- Equitable access to resources and dollars

New Attitude

- Changed mindset
 - Positive belief in future
 - Collaborative vs. competitive
 - Willingness to change
 - Seize opportunities
 - Cultural history and diversity
- Positive attitude in community.
- Need for attitudinal change towards positive.
 - Provincially, nationally, internationally
 - Sense of ownership
 - Sense of community
- Address:
 - Low rural attitude/esteem
 - Parental/youth attitude change
- Population feeling a sense of purpose and optimism – not always focusing on the “receiving end”.
- Need for **NEW IDEAS** E.g.
 - bring people in
 - best practices elsewhere
 - invest in youth to be entrepreneurs
- Creative and innovative communities and regions.

Partnership and Empowerment as a Way of Doing Business

- Partnership/governance
 - Reduce competition between groups
 - Build on existing strengths
 - Bottom up approach
 - Plan that goes beyond political lines – “common vision”
 - Community/government partnerships
 - Municipalities restructure
 - Doing development in isolation, without knowledge and capacity

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- Community, regions and all three levels of government working together.
- Grass roots approach that builds on strengths and successes.
- Strategic partnerships/networks.
 - Well connected with/amongst community
 - Community inclusiveness
- Communities sharing resources and collaboration e.g. communities and school boards.
- Community clusters
 - Community cooperation
 - Cross sector partnerships
 - Global development
- Capacity for community-driven decision-making.
- Strong social capital – importance of voluntary sector.
- Strong, healthy, vibrant non-profit sector.
- Balance of culture with the new economy.

Infrastructure

- Transportation
 - Within province and getting out of province
 - Linking whole of NL
 - E.g. fixed link, timeline for Trans Labrador Highway
- Physical link between Northern Peninsula and Labrador.
- Good communications/transportation.
- Broadband connection.
- Good municipal infrastructure to maintain Quality of Life.
 - E.g. water and sewer
 - Maintain **clean** environment.

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- Strong social programs.
- Supportive infrastructure.
 - Physical and social
 - Targeted opportunities
- Infrastructure:
 - Roads and technology
 - Efficient, accessible, effective social programs

Education and Capacity Building

- Education:
 - Skilled trades
 - Increase literacy
 - Capacity building at community level
 - Supporting special interest groups and removing barriers to employment
 - Skills/ability to lead.
- Good and reasonable access to education at all levels – K-12 through post-secondary.
Good career guidance and focus resources on needs of this country.
- Access to good information for career choices.
- Leadership building/skill development.
- Wide spread information sharing/learning and education.
- Education/life long learning.
 - School system through postsecondary
 - Educating adults and youth as to opportunity
- Well-educated population – broad definition.
- Educated population in the broadest sense – includes trades.
- Develop a flexible labour force – with skills meeting needs.
- Knowledge transfer to and from regions
 - Strengthen role of College of the North Atlantic campuses
 - Flows must be in and out

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Other

- Knowledge-based.
- Issue of foreign investment in NL needs to be discussed – we have foreign investment happening but have not discussed consequences/wishes, etc.
 - E.g. Humber Development and also “land use”.
- Population is **not** the problem, it’s a symptom of other problems.
- Healthy demographic balance.
- Visionary use of government resources (not just financial resources).
 - E.g. services for seniors
 - Need to project into the future not just address in terms of the current situation.

Bumper Stickers:

- Success Breeds Success
- Success Breathes Success
- Positive Mental Attitude

Vision

Group A: Clusters of economically viable, sustainable communities.

Group C:

Vibrant, strong, confident, sustainable communities with a spectrum of well-educated people, strong identities, long-term employment opportunities, self-sustaining businesses, positive attitudes and regional partnerships and coordination.

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2ND FACILITATED DISCUSSION: RURAL SECRETARIAT MODEL – MANDATE AND STRUCTURE

Building on the SSP

- Don't fix what isn't broken; don't change for the sake of change; avoid more bureaucracy and duplication.
- Ensure building on positives of SSP and other community structures; building on the SSP, not throwing it all away
- Don't want to lose the magic of the SSP – both in terms of people coming together and what they have been trying to do - now progressing well after long build-up.
- Need to build on SSP credibility (and not duplicate other structures) in collaboration, but give appropriate authority and accountability and follow up.
- Concern as to what will happen with SSP initiatives that have progressed to date.
- Concern re continuity and expertise during transition; transition process is unclear

Vision, Principles and Plans

- No Vision Statement
- Who is going to make the tough decisions? Prior to confirming mandate of Rural Secretariat, government needs to make the tough decisions and establish principles & guidelines; Structure/process should be initiated by government decisions (re principles/guidelines). Having a long-term vision, beyond politics is good.
- Committed government – need to have a direction/plan for rural development which will be reviewed on a cyclical basis but it should be long-term and non-partisan.
- Catch 22 – need a combined economic and social plan but tired of planning exercises

Integration of Social and Economic

- How to integrate social and economic is still unclear; Need to clearly define what we mean by “integrated social and economic”.
- Unity of economic, social, environmental factors and recognizing links between social and economic prosperity are seen as good.
- The roles of the social and economic development players and the linkages between them need to be worked out to avoid overlap and duplication
 - Specifically between the Rural Secretariat and the REDBs, as well as the 39 Economic (Rural?) Development Associations
- Linkages should include cultural and natural heritage and should not be solely social and economic.

Linkages

- Trying to make better links and communication between all four components of Rural Secretariat i.e. Ministerial Committee, Regional Councils, etc. is good.

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Resources

- Needs enough resources to develop community, staff for regions; Funding and resources are needed on the ground/in the region; Need to have enough resources in region – whatever the size
- Many people are needed to do this work whatever the mandate

Language

- Document uses several different terms dealing with “development” – this is confusing:
 - Rural Development
 - Regional Development
 - Economic and Social Development
- Throughout the mandate statement the language should be more “passionate” and less bureaucratic – passionate language leads to greater innovation. As it stands the Mandate reads like too much *status quo*.

RURAL SECRETARIAT MANDATE

What do you like about the proposed Mandate?

Cooperative and Cross-sectoral approach

- The Rural Secretariat Mandate is a good concept but the role has to be that of facilitator or coordinator; encourage government and community working together (not US vs. THEM)
- The Rural Secretariat can provide a process to bringing people together from different sectors to look at long-term, common points of interest.
- The focus on multi departments is good; government and community working together; economic and social together

Rural Lens

- Rural lens a good idea, this would ensure it is a formalized process
 - Need a “wide-angle lens” as not all rural communities are the same
 - Need a working definition of rural
- Developing and implementing rural lens is a good thing but rural people need to be involved in developing and implementing, not just bureaucrats
- Rural Lens – development and implementation a good idea.
- Rural Lens to include evaluation.

Accountability and Evidence-based Decision Making

- The “monitoring” component of the mandate should be strengthened to include:

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- Setting goals and targets based on evidence
- Evaluation
- Reporting and monitoring
- Need more evidence based input
- Like the Research – use of evidence component
 - What did and didn't work
- Monitoring of progress is good
 - Use of evidence
 - Sharing of information – in all directions
- Need to have accountability on the political/committee level; what will be the accountability for government committees?
- Ensure there is accountability; need reporting mechanisms
- “Economic development” has become an industry; not much accountability. How effective are REDBs (and others)? Need to focus more on **outcomes** than process.

What don't you like about the proposed Mandate?

General

- Mandate too large – taking on the world
 - Mandate should be what can reasonably expect to deliver
 - Needs clear definition
- Government should not be driving economic development but should be providing environment and support to sectors.
- What is the role of government in determining where industry will be located/continue?; Should industry make these decisions?
- Process should be initiated by government decisions.
 - Rural Secretariat not seen as a key component of economic planning
- The Rural Secretariat should be a conduit for community, not a policy decision-maker
- Needs increased emphasis around breaking down silos in provincial government
 - Reduce competition
- The first and third bullets need strengthening – needs to happen inside the provincial government but also with other levels of government i.e. federal and municipal. Province needs to have formalized relations with federal government because they control more of the development funding.

What's missing from the proposed Mandate?

Engagement of Community

- Engaging people at the community level, mechanism for engaging people at the community level; doesn't speak to how to bring “local” people in, get them engaged,

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achieve their “buy-in”, get things started - some has already started under the SSP, but needs to be expanded.

- Need to consider “community” more
 - How to coordinate local partnership
 - Build on horizontal links of SSP
- Build on collaboration, move from talk to action.

Empowerment of Region/Community

- Power to make decisions at the regional level
- Empowering citizens and building capacity; Empowerment - people being there i.e. at decision-making table, not just being consulted.; decisions not imposed.
- Why not go for Regional Government?
- Need strengthening of mandate of RS regarding Authority
 - Need power to operationalize lessons learned at regional level, and to inform provincial policy and strategies
 - Go beyond “building partnerships” to shared authority and accountability
- What kinds of decisions will Regional Councils make?
- Mandate should be flexible by regions, recognizing diversity across the province.
- Mandate should continue to support a platform for non-confrontational discussion and solution-finding of issues
 - Need action based solutions
 - Need local ownership of issues and development of solutions
 - Collaborative approach but with authority to implement
- Need to expand the government and community working together component to include “developing policy

Capacity Building

- Mandate should speak to the need to build community capacity, volunteerism, motivation and skills; Community capacity building and training needed; Need **education** on issues at community and regional level for informed dialogue; Equipping and or building the capacity of people in the community who will be the ones who have to “do” this work.

Evidence-based Decision Making

- Short-term targets and deliverables are missing.

Role of Rural Secretariat in Innovation

- In bullet three - need to include the word “innovation” – speak to opportunities for innovation.
- Part of role should be to examine where are the innovative things, where are they happening

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- Approval of concept of calculated risk-taking is absent – this concept fits with that of innovation.
- Mandate needs to include how to link in new ideas, new solutions, etc.
 - Sometimes existing representatives and resources are not enough
 - Need way to bring a pipeline of information from other jurisdictions, academics, NGOs

Economic Development

- Mandate needs more focus on economic development.
- Don't incorporate economic thinking enough in what we do – we overlook the knowledge base in what we do.
- Mandate should include:
 - To address government policies that stifle economic development
 - To be an advocate for “things” rural
 - To break down the bureaucratic walls
- Government can't 'do' economic development, but has to set the context, establish the environment for creating new wealth ; creation of new wealth vs. re-distribution of existing wealth

Other

- Early intervention focus for skill-building and capacity building, work with parents part of mandate for Rural Council is missing
- Communication to public is not clear
- Need to go beyond projects to addressing policy needs.

RURAL SECRETARIAT STRUCTURE

What do you like about the proposed Structure?

Councils and Committees

- Committees being cross-departmental at all levels i.e. Minister and DM levels is good but need to have more than the provincial government involved i.e. federal and municipal governments; the involvement of the Deputy Ministers – bringing overlapping departments together for decision-making is good.
- Ministerial Committee and DM Committee OK; to make it work, more consistent meetings between senior bureaucrats and community would be valuable around specific issues.
- Community and DM meetings positive; Gives the community a voice at the larger table - this has been positive in the experience of the Violence Initiative

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What don't you like about the proposed Structure/what is missing?

General

- Form should follow function – function and relationships should be worked out first and then work out a structure;
- Name is “Rural Secretariat” but the Structure looks as if everything is feeding in to St. John’s, and that’s where the decisions will be made.
- Build on what is working and avoid more bureaucracy and duplication.
- Proposed structure may be cumbersome.
- There should be regular opportunities for senior bureaucrats and community reps to come together regarding specific issues/policies.
- Should not be just another structure to take up peoples’ time.

Shared Understanding of Roles

- Federal and provincial governments need more effort to come to shared understanding of roles of REDBs, RS, etc.
 - Need linked social and economic agendas
 - Possible new structure – *Federal Advisory Committee to the DM Committee*
 - Consisting of **senior** federal counterparts
- Cooperation with federal partners
- Is there duplication of effort between REDBs and RS committees?; no description/proposal of the linkages between:
 - Rural Secretariat
 - REDBs
 - RDAs
- What will be the role of Zone Boards vs. Regional Councils? Will it change?

Membership on Councils

- Model made no suggestions as to who the members should be on the regional councils. The “right” people need to be involved on these councils and on the Provincial Council; also people working in the Rural Secretariat need to have the “right” skills.
- Membership is a key issue
 - Needs to be expanded
 - An inclusive membership approach – coalition based not self-interest
 - Politicians could be involved at local level
- Politicians need to be at the table.
- How will representation to the regional councils be determined?

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- How will Regional Councils enable grassroots and citizen input? Need to develop channels of input; People in rural NL should be included - put “bottom up” into action instead of same few leaders in charge; Grass roots representatives are needed. Mechanism for reaching the grass roots i.e. below the regional level is missing. Local communities need to have a presence in a region.
- Other bodies need to be included e.g. outside investment agencies; how will the Federal Government/Federal Departments sit at the table? having diverse sectors at the table contributes to the richness of discussion and the linking of social & economic development.
- Need bureaucratic support – regional tables shouldn’t be controlled by bureaucrats but bureaucrats should be at the table as resource people.
- Private sector representation is lacking
- How are existing structures taken into account? How will representation from health boards & school boards associations, NLFM and other similar bodies, for instance, be included on regional and provincial councils?

Communications

- Communications is a key issue
 - Needs to be expanded to include those not sitting at the tables.
 - Communication is reciprocal
- Need direct input into Cabinet, Caucus, Premier
- Communication to public is missing.
- Are “we” really being heard? There is a lack of communication.

Regional Councils

- Number of regions is a concern – need to know geographics.
- Number of Regional Councils is manageable.
- No consensus on the number of Regional Councils needed
 - Not sure if four is the right number
 - Population may matter
- Want same number of regions as SSP i.e. six (don’t want four regions)
 - Don’t want to “stack” priorities from other regions
 - Capacity to deliver will be challenging if the Regions are collapsed – specifically for the “volunteers” who already find the scope of issues to be covered challenging.
- Funding for regional bodies is an issue
- Can we utilize existing structures?
 - Do they need more support?
- How will the current Zone Boards/SSP Committees be incorporated into the new regional councils?
- How many regional councils will there be?

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Ministerial and DM Committees

- Structure should be collapsed – Ministers and Deputies are too busy for the proposed structure so it won't work. Suggest should be a Provincial Council:
 - Chaired by one Minister and including two additional Ministers
 - One Deputy Minister there plus other Deputy Ministers to support

Provincial Council

- Provincial Council - needs to link Ministers, DMs and provincial committee in more robust way
 - More community involvement
- Term "reporting to" is problematic *Note: "Provincial Council reporting directly to the Minister for the Rural Secretariat"*.

Other

- Need more involvement of academics in rural development
 - Research capacity

Role of postsecondary at rural level, doing research.

MANDATE AND STRUCTURE - KEY ELEMENTS

Mandate

- Focus the mandate
- Build the capacity of people to do this work
- Establish measurable targets
- Include cultural and natural heritage

Structure

- Form follows function
- Define relationships

Part 2:

New Thinking: Individual Responses

NEW THINKING – INDIVIDUAL RESPONSES

Government – Roles, Responsibilities and Ways of Doing Business

- There must be an overall plan:
 - More focused strategies by government departments i.e. publicized PLANS.
 - The willingness to set goals and targets and then adhere to them.
- Governing party should include Opposition parties in developing a rural strategy. If we are going to ask communities, regions, institutions/agencies to work together more collaboratively, why doesn't Government model it?
- Gov't. has to make decisions (hard) which are in the best interest of the Province and not what may be in the best interest of individual elected members.
- Government must:
 - get out of **direct** involvement in economic development.
 - must **not** promote itself as an economic "think tank".
 - focus on regulation of industry **only**.
- Government's role is:
 - in the delivery of transportation, education, health, etc.
 - **not** identifying and funding specific industry sectors.
- Too many government levels working in same region not linking with each other, programs not linking with each other.
- Our structures are silos accountable for narrow/specific mandates.
 - Need to put a structure in place which enables education, health, social services, economic development to work together around a real outcome (with shared structure, programs, resources and infrastructure)
 - Shared agenda – all three levels of government coming together and not causing competition among rural players
 - The process needs to be facilitated – it will not happen on its own.

Regions and communities

- Regionalization – one region?
- Front-line decision making and direction setting at regional level
 - Adopt five regional approaches

- Labrador
 - Western
 - Central
 - Eastern
 - Avalon
 - (fix health boards to this)
- Principle: Not all communities can or will survive.
 - Key elements:
 - Community – creative and innovative – think regional, not just community e.g. Humber Valley Resort
 - Growth centres needed to become the **Hub** or service centre for rural communities
 - Build on strengths already in communities
 - Support for entrepreneurs – needed from community; - success needs to be celebrated

Rural Culture/Life

- We can maintain and promote a rural culture only when we understand what the culture is – communities becoming responsible for their own future, regionalism, regional economic hubs have to be understood in that context.
- People choose to live or stay in rural Newfoundland and Labrador primarily because of quality of life issues. Have we really asked the question “what are the elements of rural areas or rural life that are really important to people?” Is it the strong attachment to natural environment, natural heritage and culture? If so, we need to discuss this. If it is something else, e.g. resistance to change, we also need to discuss.
- Why are people in smaller rural areas less willing to change with the changes in all our day to day living as well as people in larger areas, change is necessary to survive as a rural area. Reality rules the day but can we accept it! Why not? How far should gov't. go to make NL work?
- The thing that is missing is the mechanism to promote the various principles identified. To maintain and promote a rural culture we have to identify what the culture is. Do we want to maintain a rural lifestyle or bring an urban lifestyle to rural Newfoundland? I would identify:
 - **independence** – communities more responsible for their future
 - regionalization – how can we develop structures that communities would support? Regional hubs for economic development are grand ideas we

have to find ways to equitable sharing of the resources that develop from economic development.

- Regional sharing of taxation vs. winner takes all community approach.
- **Bottom up approach** – needs to be accepted by government especially civil service.
- Rural NL as we knew it cannot be revived per se. We should change the way we deliver services so they are using technology or are at region-basis (but may never again be at the town level).

Urban vs. rural

- Work on building a sense of community in the larger sense, of breaking down the barriers created by this rural/urban mindset, of building strength in character, to reignite our passion as a people – proud, independent, resourceful, strong – well-equipped to face the challenge.
- Don't focus on rural to the exclusion of urban areas; there are significant issues in urban areas to address as well. If these aren't addressed, "urban" will not sustain itself either. Also, many issues are **common** to rural and urban areas (e.g. inclusion, sustainability, diversity, vibrancy) so don't make it a "rural/urban" debate.

Empowerment

- Government [needs to] become more open to the voice of the local community and provide the assistance (not just financial) to the various groups to forge ahead. Presently there is too much emphasis on producing "big" – "exciting" – learn to crawl before we walk – learn to walk before we run. Sometimes the little things given proper attention and support can be the catalyst of great improvements in and among communities.
- Need grass roots organization in local communities to deal with all these issues and a system whereby this grass root participation can be plugged into the "Region". More Regional Organizations/Councils will not do it, there has to be a grass roots participation that drives the system.
- Isn't it interesting that the very people who promote empowerment are the same ones who suggest that government must be the one to make the tough decisions?

Attitudes

- Need message to the public that our attitude needs to change
- We need to promote our own outside the province as well as within the province.

- We have to change our focus from what we can do for rural NL to what rural NL has to offer.
- We have to accept the fact there will continue to be winners and losers in Rural Development in the Province.
- Newfoundland and Labrador is one of the oldest settlements in North America. We as people, we talk proudly of being a Newfoundlander but most of us need to go away to realize how proud we are. I think that we need to start at a very young age to change the attitude towards Newfoundland and Labrador. There are tremendous opportunities but once again we do not see it until we go somewhere else. We need to change the attitude so our youth see the opportunities.
- To expand on changing “mindset”. To do this we need to focus on “family”. Our youth need role models. We have negativity that now spans 3 generations. How can youth model “positive”, “optimistic”, “strong work ethic”, “civic responsibility”. Parents need training, workshops, support so that we can grow our greatest resource – strong, hopeful, productive youth
- Fostering positive attitudes and positive thinking
- **Equitable** does not mean **equal**. If everyone is entitled to the same (be it health care, education, infrastructure, connectivity, roads or whatever) then no one will get very much.

Capacity Building

- Should recognize the importance of building self-confidence in people and communities and in building motivation to succeed and to be innovative and entrepreneurial in whatever endeavours people are engaged in.
- An organization, dept., government is only as good or effective as the people running it – so people development is key!
 - This will also build capacity!
 - This will build social capital.
 - This is also empowerment.
- Lifelong learning - breaking down of the silos between the education/learning “systems” and linking in a more holistic way health/education.

Development Opportunities, Supports, etc.

- One Idea: Innovation in new product/service based on strengths and global trends

- Support risk taking in becoming specialized region, e.g. Silicon Valley, etc.
 - NL strength is wilderness, geology, geography, environment, ecology etc. – market as a “product”
 - For education destination
 - Site for study of last frontier
 - Postsecondary specializing in earth sciences, geology, marine, wildlife, etc.
 - For tourism destination
 - Ecological and adventure tourism
 - Cultural aspects
 - Become world leader in waste management, recycle, clean environment to protect natural environment and sell services outside
- Idea 2: “immigration” as an industry
 - Enclave immigration to one area, providing supportive English, education, etc. and allow those immigrants to be new entrepreneurs, etc.
 - Aggressively identify our resources and aggressively market them as the main thrust of government – and move forward on our agenda not talk about it.
 - Need emphasis on availability of “affordable” capital for small business start up and expansion
 - Prov. Loan program?
 - Interest deferment program?
 - Tax based incentives?
 - We’ve focused on youth with respect to education but what about inclusion of youth with community economic development. In this province most of the volunteer boards are lead by leaders who have been involved for 20+ years – many times the opinions of youth are often “not heard” so how can we move forward without having inclusion of youth. We need a combination of ages to make this province a better place!

Education

- Focus on reviewing our post-secondary programs realizing that our market needs are changing.
- Lifelong learning – break down silos between education/learning systems and linking health and education in a more holistic way

Dialogue on the Rural Secretariat
October 14, 2004 – Terra Nova Golf Resort
New Thinking – Individual Responses

- Key element: Expand postsecondary education to rural areas
