



Intergovernmental and
Aboriginal Affairs Secretariat
Activity Plan
2011 - 2014

MESSAGE FROM THE MINISTER



As the Minister for Intergovernmental and Aboriginal Affairs, and in accordance with my responsibilities under the *Transparency and Accountability Act*, I am pleased to present the Activity Plan for the Intergovernmental and Aboriginal Affairs Secretariat covering the period April 1, 2011 to March 31, 2014.

The Secretariat is a newly established entity, merging the former Intergovernmental Affairs Secretariat with the Aboriginal Affairs Branch of the former Department of Labrador and Aboriginal Affairs. It is responsible for the development, implementation and administration of the Provincial Government's policies and associated agreements respecting intergovernmental and Aboriginal issues. This Activity Plan incorporates component areas of the following strategic directions for which I am responsible: Equity in the Federation, Self-Reliance, Social and Economic Development of Aboriginal People in the Province and Defence.

This document was prepared under my direction and my signature below signifies my accountability for the preparation of this plan and the achievement of the objectives identified therein.

Sincerely,

A handwritten signature in black ink, appearing to read "Nick McGrath". The signature is fluid and cursive, with a prominent flourish at the end.

NICK McGRATH, M.H.A.
Labrador West
Minister

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Overview and Organizational Structure

The Intergovernmental and Aboriginal Affairs Secretariat (the Secretariat or IGAAS) has two branches: Intergovernmental Affairs and Aboriginal Affairs.

Through its responsibilities for intergovernmental relations, the Secretariat leads the formulation of Government's intergovernmental policies and strategies and monitors and coordinates interdepartmental initiatives to ensure their consistent application. This includes recommending strategic approaches to federal-provincial-territorial relations and negotiating intergovernmental agreements in consultation with relevant departments. The Secretariat is also responsible for policy areas that do not fall under the responsibility of other entities and are usually in federal constitutional jurisdiction, including defence and foreign affairs.

Through its responsibilities for Aboriginal affairs, the Secretariat focuses on the negotiation and implementation of Aboriginal land claims and self-government agreements and on policy and planning related to Aboriginal issues. The Secretariat also provides analysis and policy advice to other departments on Aboriginal matters and key issues affecting Aboriginal people, and their Governments and organizations.

Number of Employees

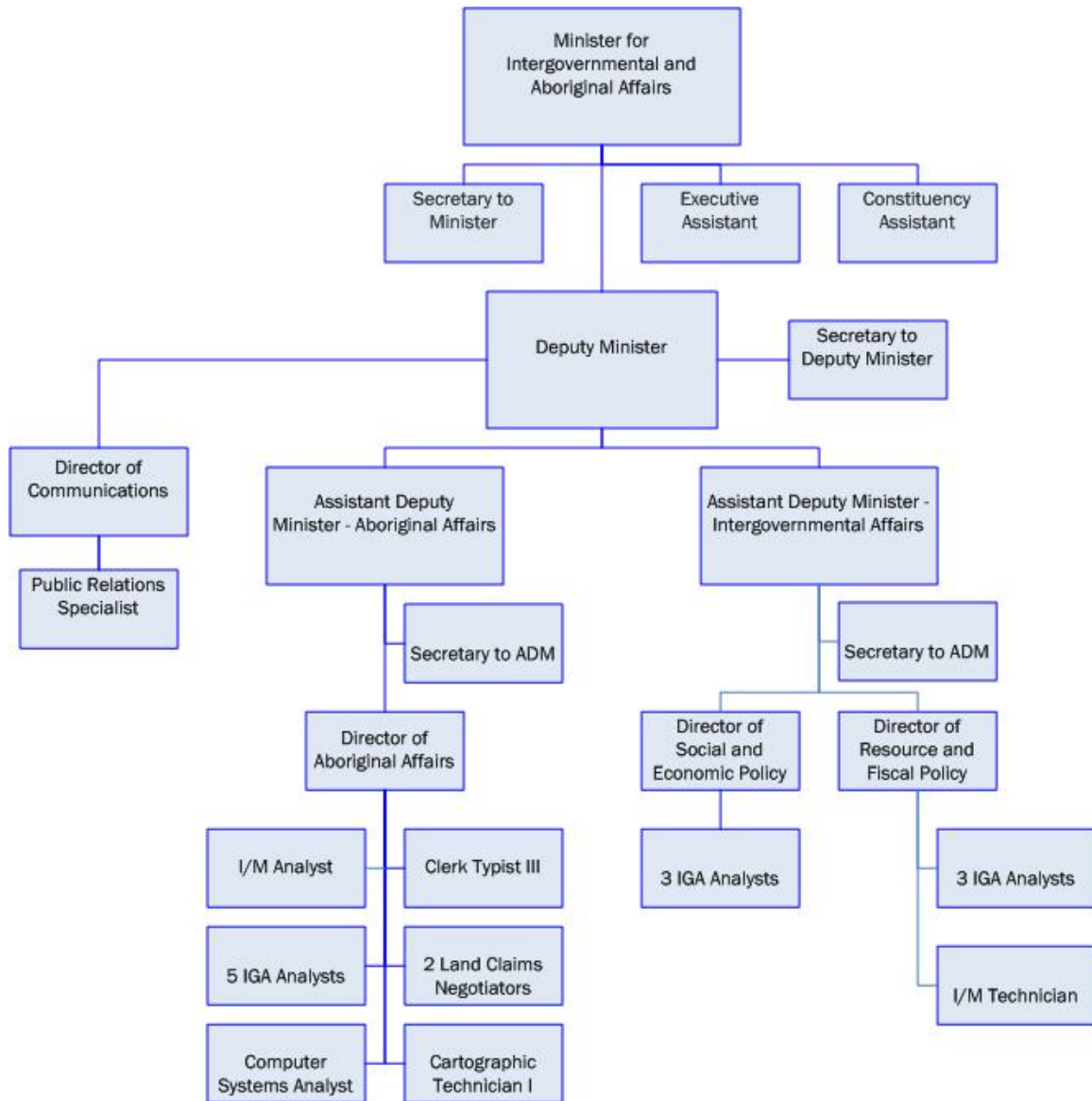
As of October 28, 2011, 25 people, 14 males and 11 females staff the Secretariat. They currently have offices in the Confederation Building, St. John's on both the 6th and 7th Floors, East block.



Inuit Sculpture

Image courtesy of The Rooms

The organization chart below outlines the structure of the Secretariat.



From time to time where relevant education or experience allows, the Secretariat also hires student interns or offers work-terms to students to provide work experience.

Mandate

The mandate of the Intergovernmental and Aboriginal Affairs Secretariat is derived primarily from the *Intergovernmental Affairs Act*, and relevant provisions from the departmental notice under the *Executive Council Act*. The Secretariat's mandate is to:

- participate and be a party to the negotiation of all proposed intergovernmental agreements, as well as negotiate and ensure the effective implementation of land claims, self-government and other agreements related to Aboriginal governments and organizations;
- coordinate and develop the policies, programs and activities of the Government and its agencies that support Aboriginal and Intergovernmental issues and relations in the Province;
- continually monitor, review and evaluate the policies, programs, activities and services of the Government and its agencies ensuring the perspectives of Aboriginal people are considered;
- continually monitor, review and evaluate the policies, programs, activities and services of the Government and its agencies in relation to intergovernmental relations;
- advance the social and economic well being of Aboriginal people in the province;
- provide public information and education in matters related to land claims;
- promote the military diversification and long-term operation of 5 Wing Goose Bay;
- act as the point of contact for the federal government where no analogous provincial department exists and the lead entity for the development of intergovernmental policy; and
- take necessary action to initiate, maintain or improve intergovernmental co-operation between the government of the province and sovereign governments.



The Honourable Kathy Dunderdale, Premier of Newfoundland and Labrador, with Canada's other three female premiers, left to right: Premier Eva Aariak, Nunavut; Premier Christy Clark, British Columbia; Premier Dunderdale; Premier Alison Redford, Alberta. The premiers were attending the Council of the Federation Meetings in Victoria, B.C. January 16 and 17, 2012.

Lines of Business

The Secretariat is responsible for the development, implementation and administration of provincial policies and associated agreements respecting intergovernmental and Aboriginal issues.

Intergovernmental Affairs

Policy and Planning:

The Secretariat is responsible for monitoring and analyzing intergovernmental dimensions of constitutional, social, fiscal, economic and resource policy matters in order to formulate and provide policy advice on the development of government's intergovernmental strategy and agenda.

The Secretariat has a legislated mandate to be a party to all intergovernmental agreements on behalf of the Province. This ensures strong policy continuity across different policy areas and to ensure the best results are achieved for Newfoundland and Labrador.

Social and Economic Policy: Policy formulation derives from an ongoing review and analysis of all intergovernmental issues relating to social and economic matters. These issues include education; immigration; labour market programs; health; social services; women's policy; housing; justice; internal and international trade; industry and economic development; transportation/infrastructure; emergency preparedness; protocol; foreign affairs; innovation; research and development; Aboriginal affairs; child, youth and family services policy; and national defence. Its regular staff complement is a director and three analysts.

Resource and Fiscal Policy: Policy formulation derives from an ongoing review and analysis of all intergovernmental issues relating to constitutional issues, fiscal and resource policy matters. These issues include federal presence; fisheries and oceans; agriculture; environment; tourism, culture and recreation; parks; forestry; energy; mining; wildlife; government services; crown lands; and, fiscal arrangements. It is also responsible for the identification and analysis of the Province's intergovernmental priorities. Its regular staff complement is a director and three analysts.

Support and Coordination: The Secretariat builds relationships with other governments and international entities to advance the Province's interests. The Secretariat advocates for Newfoundland and Labrador at bilateral, multilateral, regional and international intergovernmental meetings and conferences to promote Newfoundland and Labrador's positions on matters of importance to this province. The Secretariat further promotes the Province's interests by assisting entities in their participation in intergovernmental meetings and negotiations, and their negotiation of intergovernmental agreements.

In lieu of a provincial department of Defence, the Secretariat acts as a liaison for military officials and community stakeholders while representing the provincial interest. In recent years, defence activity has focused on training by allied forces at 5 Wing Goose Bay, working with the Department of National Defence (DND) on mutual issues of interest and advocating for improved search and rescue capabilities across all marine industries.

International activities also fall within the responsibility of the Secretariat. The Secretariat is responsible for the coordination of policies, programs and activities of the Government of Newfoundland and Labrador in relation to other sovereign governments.



Minister Nick McGrath signing the New Dawn Agreements, November 18, 2011

Aboriginal Affairs

Policy and Planning: The Secretariat, in collaboration with other provincial public entities, negotiates and implements agreements with the Federal Government and Aboriginal governments and organizations; liaises with other jurisdictions and provincial/national Aboriginal organizations; and manages intergovernmental relations with respect to Aboriginal issues.

In doing so, the Secretariat aims to ensure that provincial policies, programs and services consider the views of Aboriginal people in the province, mainly via the provision of advice to provincial departments and agencies and participation in provincial horizontal initiatives. It also participates in inter-jurisdictional working groups and committees, including with National Aboriginal Organizations, to advance Aboriginal interests.

Land Claims, Self-Government and Other Agreements: The Secretariat represents the province in negotiations with the federal government and Aboriginal Governments / organizations towards land claims, self-government, devolution and other agreements. The Secretariat is responsible for ensuring the implementation and management of these agreements, and providing leadership and advice with respect to any duty to consult Aboriginal organizations that may be owed by the Provincial Crown.

Support and Coordination: The Secretariat assists and co-ordinates other interdepartmental and regional initiatives. The Secretariat liaises with other Aboriginal ministries and assists in the management of intergovernmental relations on national Aboriginal issues.



During their first official visit to Newfoundland and Labrador Their Excellencies the Right Honourable David Johnston, Governor General of Canada, and Mrs. Sharon Johnston, were welcomed at the Confederation Building by the Honourable Kathy Dunderdale, Premier of Newfoundland and Labrador. During the visit the Governor General signed the Distinguished Visitors Book.

L-R: Her Excellency Mrs. Sharon Johnston, the Honourable Kathy Dunderdale, His Excellency David Johnston, Lt. (N) Jonathan LaFontaine, Aide-de-Camp. Photo credit: MCpl. Dany Veillette, Rideau Hall © 2011 Office of the Secretary to the Governor General of Canada

Photo courtesy of MCpl Dany Veillette, Rideau Hall © 2011 Office of the Secretary to the Governor General of Canada

Values

The Secretariat will focus on five core values while carrying out its activity plan over the next three years. Employees should focus their efforts on these fundamental standards during this planning cycle.

Each Employee...	
Professionalism	... uses their experience and expertise to provide the highest quality advice, analysis and service in a courteous and timely manner.
Diversity and Inclusiveness	... will treat people with respect, dignity and sensitivity, and will recognize the importance of diversity; encourage inclusiveness in the workplace; and respect the characteristics that make individuals unique.
Innovation and Initiative	... takes initiative and endeavours to be proactive in addressing issues and developing innovative solutions to address existing and future interests and concerns of those we serve.
Collaboration and Consultation	... will be supportive to those whom we serve and each other, and will seek knowledge and opinions of others, including Aboriginal Governments and organizations, regional organizations, municipal governments, other interested organizations, stakeholders, experts and other relevant people, entities, and sources, when developing advice, policy and positions. Each person acknowledges the competencies and contributions of his or her colleagues.
Accountability	... accepts responsibility for his or her actions and is committed to reviewing their performance to improve quality of service, and understands that, as public servants, they are ultimately responsible to citizens.

Primary Clients

The clients of the Intergovernmental and Aboriginal Affairs Secretariat include:

- The people of Newfoundland and Labrador, whose interests the Secretariat must represent in negotiating agreements, including Aboriginal land claims, that are fair and balanced;
- The Premier, our Minister, and Cabinet Ministers, to whom officials provide information, policy advice, and logistical support, including at major intergovernmental meetings such as the Council of Atlantic Premiers, the Conference of New England Governors and Eastern Canadian Premiers, and the Council of the Federation;
- Labrador Inuit, Labrador Innu, Mi'kmaq, members of the NunatuKavut Community Council, and representative organizations in the province, who may need support to advocate to the Federal Government, an avenue to have input into provincial policies, to be consulted appropriately on resource management and development decisions, and co-operation to negotiate and implement agreements;
- Innu and Naskapi in Quebec and their representative organizations, who assert Aboriginal rights in Labrador and may need to be consulted appropriately on resource management and development decisions; and,
- All government entities that need policy advice on Aboriginal and intergovernmental issues.



The Honourable Kathy Dunderdale, Premier of Newfoundland and Labrador, poses with provincial and territorial premiers at the Council of the Federation meetings, January 16, 2012, in Victoria B.C.

Vision and Mission

Vision

The Intergovernmental and Aboriginal Affairs Secretariat's vision is of a strong, self-reliant, vibrant Province, including Aboriginal communities, that is prosperous, inclusive, and respects diversity.

The mission statement identifies the priority focus area of the Minister between 2011-2017. It represents the key longer-term, six-year result that the Minister and the Secretariat will work towards to achieve the strategic directions of government. The statement also identifies the measures and indicators that will assist the Secretariat and the public in monitoring and evaluating our activities. This Activity Plan covers the first planning cycle, or three years, of this reporting period. To this end, our mission is founded upon the need to ensure that the province is positioned to articulate its views effectively in its relationships with other governments, including Aboriginal governments / organizations. This mission ensures the Minister is able to promote Newfoundland and Labrador's interests in the areas of Intergovernmental and Aboriginal relations.

Mission Statement

By March 31, 2017, the Intergovernmental and Aboriginal Affairs Secretariat will have advanced Newfoundland and Labrador's best interests with sovereign governments in Canada and abroad as well as with Aboriginal governments / organizations, while advocating for the progression of the social and economic development of Aboriginal communities in the province.

Measure 1: Advanced the Province's interests

Indicators

- Participated in intergovernmental fora and supported the Premier and Ministers;

- Provided analysis of federal-provincial-territorial issues to clients and formulated intergovernmental policy and strategy where appropriate;
- Worked with departments and entities to develop the Province's positions on intergovernmental issues;
- Made representations to other governments to promote the Province's interests; and,
- Ensured that intergovernmental and international agreements yield the best possible results for the province.

Measure 2: Advanced the progression of social and economic development of Aboriginal communities and continue to implement negotiated agreements

Indicators

- Worked with the Federal Government regarding federal investment and policies that are reflective of the needs and opportunities in Aboriginal communities;
- Facilitated and coordinated stakeholder group meetings;
- Progressed the implementation of the Labrador Inuit Land Claims Agreement measured against obligations in the treaty, the implementation plan and subsidiary agreements;
- Contributed to progress in the development of other agreements; and,
- Progressed other land claims agreements and devolution self-government agreements through active negotiations, with progression shown through key benchmarks being achieved.



Traditional Mi'kmaq Regalia, Conne River Pow Wow

Issues

In consideration of government's strategic directions and the mandate and financial resources of the Secretariat, the following issues have been identified as the key priorities of the Minister for the next three years (see Appendix A). Measures and indicators are provided for objectives to assist both the Secretariat and the public in monitoring and evaluating success. The focus of the Secretariat is consistent over the planning period, therefore it will be reporting on the same objectives in each of the next three annual reporting processes.

The Canadian intergovernmental environment is continually transforming as leadership and priorities change. In response to such changes, the Secretariat facilitates the province's positioning on issues of specific and common concern to achieve the vision of a province making an important contribution to a strong and united Canada which is treated equitably within the federation.

The Government of Newfoundland and Labrador will continue to strive for the goal of fairness within the Canadian federation and will seek to ensure that the province is treated equitably within national programs. The Secretariat also works with departments and agencies to ensure that ongoing collaborative federal-provincial efforts continue to be productive.

Advancing the social and economic development of Aboriginal communities in the province requires effective relationships with Aboriginal people and their governments and organizations, and the Federal Government.

Where appropriate, the Government negotiates, concludes and implements self-government, land claims, and other agreements with the Federal Government and/or Aboriginal governments and organizations.

Governments will strive to ensure that Provincial Government policy effectively reflects the interests of Aboriginal people in the province in areas such as, for example, the advancement of the interests of Aboriginal women.

Therefore the issues addressed in this plan are:

- 1. Equity in the Federation**
- 2. Self Reliance**
- 3. Aboriginal Interests; and,**
- 4. Effective Relationships.**



The Honourable Premier Kathy Dunderdale with her Atlantic Canada colleagues of the Council of Atlantic Premiers, in St. John's, December 5, 2011.

Issue 1: Equity in the Federation

A strong federation has strong provinces and territories, working together, in the interests of their citizens. The Secretariat works to advance Newfoundland and Labrador as a full partner with other provinces and territories and the Federal Government. In order to do this, Newfoundland and Labrador has to build and maintain productive relationships. This includes supporting the Premier's and Ministers' attendance at intergovernmental meetings, such as the Council of the Federation, the Council of Atlantic Premiers, the Conference of New England Governors and Eastern Canadian Premiers, First Ministers' Meetings and ministerial meetings. It also requires the Secretariat to develop analysis of federal-provincial-territorial issues for its clients and to help coordinate intergovernmental activities across the Government of Newfoundland and Labrador.

The Secretariat works with the Department of Finance and other government entities in advocating for an equitable share of major federal transfers and funding delivered through intergovernmental agreements. It works to ensure that such funding aligns with the Province's specific needs and unique characteristics. The Secretariat also works with other government entities in advocating for an equitable

share of federal program spending that is responsive to the needs in Newfoundland and Labrador, including transfers to individuals.

Of particular importance is the Secretariat's role in advocating for enhanced federal employment and programming in the province, commonly referred to as federal presence.

The Federal Government has sole responsibility for national defence as there is no provincial department or agency that has national defence as its primary mandate. The Secretariat acts as lead provincial entity for these matters.

This includes advocating for issues of importance related to the province's three military installations at 5 Wing Goose Bay, 9 Wing Gander and CFS St. John's. The Secretariat further provides analysis and support on any other matters related to national defence. This role has involved promoting actions such as the military diversification and long-term operation of 5 Wing Goose Bay, by advocating for the base as an ideal site for foreign military training, and advocating for improved search and rescue services in Newfoundland and Labrador by increasing resources.. By responding to these issues, the Secretariat assists in fulfilling Government's long-standing strategic direction to promote military diversification and long-term operation of 5 Wing Goose Bay, and the need to have the Federal Government improve search and rescue response time in Newfoundland and Labrador.

Objective: Each year the Secretariat will have promoted Newfoundland and Labrador's right to equitable treatment in the federation.

Measure: Promoted Newfoundland and Labrador's right to equitable treatment

Indicators:

- Strategic approaches undertaken to promote increased federal presence in Newfoundland and Labrador
- Strategic approaches undertaken to promote military diversification and long-term opportunities for 5 Wing Goose Bay and other military matters where appropriate
- Advocated and made representations to the Federal Government, provinces and territories on issues of importance to the Province as they arise
- Coordinated interdepartmental intergovernmental activities

Issue 2: Self-Reliance

Self-reliance means that the Province can be secure, confident and engage governments, including the Federal Government, on our own terms. Newfoundland and Labrador has demonstrated its self-reliance both at home and on the world stage. Strong relationships with other governments can best be pursued from a position of self-reliance. Being self-reliant means not being dependent on the Federal Government to protect the Province's interests internationally, but instead taking an active role in promoting our priorities.

The Secretariat works to formulate intergovernmental policy that represents the Province's best interests; works to ensure intergovernmental agreements signed by the Province are in its best interests; and, builds relationships with national, sub-national and international governments and international entities, including through the Premier's and Ministers' participation in such intergovernmental fora as the Conference of New England Governors and Eastern Canadian Premiers.

Objective: Each year the Secretariat will have worked to initiate, maintain and advance Newfoundland and Labrador's best interests with governments in Canada and abroad.

Measure: Worked to advance Newfoundland and Labrador's best interests with governments in Canada and abroad.

Indicators:

- Supported the advancement of the Province's jurisdictional ownership and effective control of petroleum and other resources in the waters adjacent to Newfoundland and Labrador;
- Formulated intergovernmental policy to promote self-reliance;
- Conducted analysis and provided input to ensure intergovernmental agreements are in the province's best interests; and
- Contributed to building our own relationships with national and sub-national governments, within Canada and abroad, and international entities .

Issue 3: Aboriginal Interests

People of Aboriginal descent have unique social and economic needs, resulting from historic, social, cultural, and geographic factors. Government policy and programs that do not reflect these unique needs that arise from the noted factors are less likely to advance the social and economic development of Aboriginal people in the province. The vision and mission of the Secretariat is to ensure that provincial government policies and programs are appropriately adapted or modified to account for these unique needs in order to promote the effective social and economic development of Aboriginal communities of the province. The Secretariat continues to advocate for the appropriate consideration and integration of these unique needs into provincial programs and services.

The Secretariat will play a key role in ensuring that information and advice regarding Aboriginal interests informs Provincial Government policy and programs. This can be achieved by encouraging communications and partnerships with governments, Aboriginal people, communities, organizations and other stakeholders.

This will lead to enhanced social and economic development as identified in the Strategic Directions.

Objective: Each year the Intergovernmental and Aboriginal Affairs Secretariat will have provided input to support Aboriginal interests in government policy and programs.

Measure: Provided input

Indicators:

- Provided input on Aboriginal perspectives in the development of government policy and programs;
- Government consultations are supported to enable Aboriginal perspectives to be considered;
- Facilitated Aboriginal women's input on public policy, programs and legislation;
- Advised departments on consultation obligations with respect to Aboriginal Governments / organizations on resource management and development in the Province; and
- Worked with the Federal Government regarding federal investment policies that are reflective of the needs and opportunities in Aboriginal communities.



Rare Innu Caribou Coat
Image courtesy of The Rooms

Issue 4: Effective Relationships

People of Aboriginal descent in the province have aspirations influenced by their history, culture, and social and economic circumstances. The Secretariat plays a lead role in negotiating land claims and self-government agreements as well as building and maintaining cooperative relationships with Aboriginal governments/ organizations. The Secretariat will also work with the Federal Government and Aboriginal governments / organizations to ensure they benefit from federal programs and services available to people of Aboriginal descent.

The Intergovernmental and Aboriginal Affairs Secretariat promotes sustainable social and economic development that strengthens Aboriginal communities by addressing, among other things, asserted Aboriginal rights, Aboriginal governance and effective intergovernmental relationships. Building on its historic first joint Cabinet meeting, the Provincial Government will strive to further improve the government to government relationship between the Provincial Government and the Nunatsiavut Government.

Objective: The Intergovernmental and Aboriginal Affairs Secretariat will have promoted sustainable social and economic development that strengthens Aboriginal communities.

Measure: Promoted sustainable social and economic development.

Indicators:

- Worked with Innu Nation and Canada towards a final land claims agreement and implementation plan;
- Strived to achieve devolution agreements with the Innu Nation and the Federal Government on appropriate provincial programs and services;
- Negotiated with the Nunatsiavut Government and the Federal Government devolution agreements in areas of provincial jurisdiction pursuant to the Labrador Inuit Land Claims Agreement (LILCA) and its associated Fiscal Financing Agreement, upon the request of the Nunatsiavut Government;
- Strived to achieve a final self-government agreement with the Miawpukek First Nation and the Federal Government;
- Continued progress in the implementation of the LILCA;
- Continued to work with the Federal Government regarding its constitutional responsibility towards the Aboriginal people of the province, in particular by providing Aboriginal programs and services to all eligible people of Aboriginal descent in the province;
- Continued to work with the Aboriginal Affairs Working Group;
- Advocated for the Federal Government to make a decision regarding the land claim of the NunatuKavut Community Council and continued to encourage the Federal Government to provide access to federal programs and services to members of NunatuKavut Community Council; and,
- Considered the view of Aboriginal women respecting legislation, policy, programs and services.

Appendix A: Strategic Directions

Strategic directions are the articulation of desired physical, social or economic outcomes and normally require action by more than one government entity. These directions are generally communicated by government through platform documents, Throne and Budget Speeches, policy documents, and other communiqués. The *Transparency and Accountability Act* requires departments and public bodies to take into account these strategic directions in the preparation of their performance-based plans. This action will facilitate the integration of planning practices across government and will ensure that all entities are moving forward on key commitments.

The directions related to Intergovernmental and Aboriginal Affairs are provided below. 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 table below, some have been addressed in this Activity Plan while others are addressed in the operational planning processes.

Title: Equity in the Federation

Outcome: The desired outcome is equitable treatment of Newfoundland and Labrador in the Canadian federation.

This outcome supports the policy direction of government and will require systematic intervention in the following areas:

Components of Strategic Direction	This Direction is addressed in the Secretariat's:		
	Activity Plan	Operational Plan	Branch/ Divisional Work Plans
Building cooperative relationships in the federation	X		
Interdepartmental coordination of intergovernmental activities	X		
Providing analyses of federal-provincial-territorial issues to departments, Ministers and the Premier	X		

Title: Self-Reliance

Outcome: The desired outcome is the advancement of Newfoundland and Labrador’s best interests with governments in Canada and abroad.

This outcome supports the policy direction of government and will require systematic intervention in the following areas:

Components of Strategic Direction	This Direction is addressed in the Secretariat’s:		
	Activity Plan	Operational Plan	Branch/ Divisional Work Plans
Formulating intergovernmental policy	X		
Ensuring intergovernmental and international agreements are in the province’s best interest	X		
Building our own relationships with supranational, national and sub-national governments and international entities	X		

Title: Social and Economic Development of Aboriginal People in the Province

Outcome: Enhanced social and economic well-being of Aboriginal people in the province.

These outcomes support policy direction of the Provincial Government as outlined in documents such as the Secretariat’s Mandate, Speeches from the Throne, and the *New Energy* platform.

The Intergovernmental and Aboriginal Affairs Secretariat aims to address questions of asserted Aboriginal rights, including the duty to consult in the province, establish effective relationships with the Aboriginal people and governments / organizations of the province, and improve the social and economic well-being of Aboriginal people in the province, giving rise to the Secretariat’s Strategic Direction.

Fulfillment of the Strategic Direction requires systematic intervention by the Secretariat through the following components:

- Effective relationships with Aboriginal people and governments / organizations;
- Land claims agreements and agreements-in-principle;
- Aboriginal consultation;
- Labrador Innu Comprehensive Healing Strategy;
- Advancing interests of Aboriginal women;
- Advocating for the full provision of federal Aboriginal programs and services to all Aboriginal people in the province, and
- Advice on modification of policy, programs and services to better meet the needs of Aboriginal communities and persons.

Components of Strategic Direction	This Direction is addressed in the Department's:		
	Activity Plan	Operational Plan	Branch/ Divisional Work Plans
Effective relationships with Aboriginal people and organizations/governments	X		
Land Claims Agreements and agreements-in-principle	X		
Aboriginal Consultation	X		
Labrador Innu Comprehensive Healing Strategy	X		
Advancing interests of Aboriginal women	X		
Advocating for the full provision of federal Aboriginal programs and services to all Aboriginal people in the province	X		
Advice on modification of policy, programs and services to better meet the needs of Aboriginal communities and persons	X		

Title: Defence

Outcome: The desired outcome is promotion of the military diversification and long-term operation of 5 Wing Goose Bay and Canada’s other military installations in Newfoundland and Labrador.

This outcome supports the government’s policy direction and will require systematic intervention in the following areas:

Components of Strategic Direction	This Direction is addressed in the Secretariat’s:		
	Activity Plan	Operational Plan	Branch/ Divisional Work Plans
Advocating for increased military presence	X		
Identifying new opportunities for military diversification	X		
Interdepartmental coordination and collaboration on issues pertinent to 5 Wing Goose Bay	X		



Minister McGrath hosting the 2012 Northern Development Ministers Forum
The photo is courtesy of Labrador Affairs Office

To obtain a copy of this report:

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