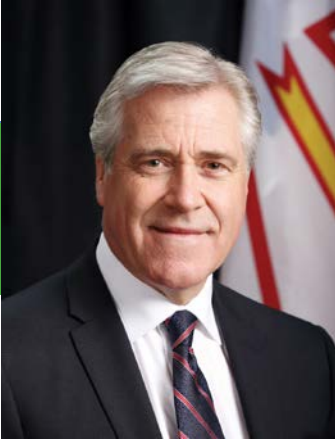


Office of Labrador Affairs

# Annual Report

2016-17





## MESSAGE FROM THE MINISTER

It is my pleasure to present the Labrador Affairs Secretariat Annual Performance Report for the fiscal year 2016-17. As Premier and Minister of Labrador Affairs, I am accountable for the preparation of this report and the results reported herein. This Annual Performance Report has been prepared in accordance with the Government of Newfoundland and Labrador's Transparency and Accountability Act provisions.

The Labrador Affairs Secretariat, through hard work, advocacy and collaborative working relationships, plays a pivotal role in supporting the economic and social development of Labrador, as well as, focusing on the relationships with Labrador residents, partners and stakeholders.

As stated in The Way Forward, our vision is that together we will achieve a strong, diversified province with a high standard of living.

I would like to take this opportunity to acknowledge the dedication and commitment of the staff within the Labrador Affairs Secretariat and I look forward to continuing to address the opportunities and challenges in the year ahead.

Sincerely,

A handwritten signature in black ink, appearing to read 'D. Ball', written in a cursive style.

Honourable Dwight Ball  
Premier  
Minister of Labrador Affairs

# Departmental Overview

On February 22, 2017, the former Labrador and Aboriginal Affairs Office was restructured to form the new Office of Labrador Affairs with the Aboriginal Affairs branch merged with Intergovernmental Affairs to create the Intergovernmental and Indigenous Affairs Secretariat.

Further re-organization occurred on September 5, 2017 resulting in the Office of Labrador Affairs renamed to the Labrador Affairs Secretariat. The re-organization also resulted in the appointment of the Assistant Deputy Minister to the Deputy Minister position.

The Secretariat focuses on advocating for the social and economic development of Labrador while providing advice on all government policies, planning and programs that impact Labrador.

The Secretariat demonstrates Government's commitment to support Labrador issues through the administration of Labrador specific programs. It also liaises with other northern ministries and assists in the management of intergovernmental relations on Labrador/northern issues, such as the Northern Development Ministers Forum.

The Labrador Affairs Secretariat collaborates with Provincial Government departments/entities, federal and municipal governments, industry organizations and social enterprises to advance the economic and social development of Labrador. The Secretariat also takes prominent roles on Labrador focused committees such as the Labrador West Regional Task Force, which consists of provincial, federal and municipal stakeholders and representatives from various mining companies to discuss impacts on the region.

As of March 31, 2017, the Labrador Affairs Secretariat consisted of 12 employees, five males and seven females.

The expenditures of the Secretariat for 2016-17 was 1,783,016.

Additional information on contact information and programs and services can be located on the Secretariat's website at <https://www.gov.nl.ca/ola/>.

## Highlights and Partnerships

### Supportive Living Action Team

The Labrador Affairs Secretariat participated on the Supportive Living Action Team examining affordable housing and homelessness initiatives. The Team was established following a closure of a boarding house in Happy Valley-Goose Bay in 2014 displacing approximately 30 residents.

As a result of the partnerships and collaboration of the Team, consisting of Provincial Government officials and Labrador partners/stakeholders such as the Nunatsiavut Government and Salvation Army Church, an emergency shelter was opened in December 2016. Operated by the Nunatsiavut Government, the shelter offers accommodations, showers and meals on a nightly basis.

### Labrador Aboriginal Nutritional and Artistic Assistance Program

The Secretariat implemented the Labrador Aboriginal Nutritional and Artistic Assistance Program in 2016-17. The program provides specific funding to the three Indigenous groups of Labrador for nutritional and artistic initiatives annually. The majority of the funding expended in 2016-17 was for nutritional initiatives such as local food banks and transportation of country foods. This program supports the Province in its food security



initiatives and potential progress to support other food-related initiatives such as food self-sufficiency projects.

### Retail Fuel Supply

As of August 2016, the local retailer fuel supplier in Black Tickle indicated it would be discontinuing service to the community. Subsequently \$40,000 was provided by Government through Budget 2016 and \$20,000 from the NunatuKavut Community Council (NCC) under the new Labrador Aboriginal Nutritional and Artistic Assistance Program towards a one-time fuel solution for the community.

The Secretariat assisted in acquiring barrels for fuel storage and a reserve of fuel as well as the delivery to Black Tickle. It worked with the Black Tickle local service district, the NunatuKavut Community Council, Woodward's Group of Companies, Nalcor, Nunatsiavut Marine and various government departments to develop the long-term solution regarding fuel for the community. The Labrador Affairs Secretariat, in collaboration with the Department of Fisheries and Land Resources, also assisted with sourcing sixty-four cords of wood from the Muskrat Falls Project to offset Black Tickles fuel needs for the winter in October 2016.

# Report on Performance

As stated above, on February 22, 2017, the former Labrador and Aboriginal Affairs Office was re-organized into the Office of Labrador Affairs and the Intergovernmental and Indigenous Affairs Secretariat.

Further re-organization occurred on September 5, 2017 resulting in the Office of Labrador Affairs renamed to the Labrador Affairs Secretariat. As a result of the re-organization, the Labrador Affairs Secretariat and the Intergovernmental and Indigenous Affairs Secretariat prepared separate Annual Reports and only reported on goals and objectives relevant to the specific entity.

The goals and objectives identified below is based on the assigned 2014-17 reporting period.

## **Issue 1: Support the economic and social development of Labrador and Indigenous people**

The Secretariat supported the economic and social development of Labrador people through its development and analysis of all government policies, programs and services to ensure they meet the needs of the people they are designed to serve. The Secretariat consistently provided comments, questions and feedback on all governmental programs and services that may have an impact on Labrador. The Secretariat also worked collaboratively with other departments and also federal and municipal partners to advocate for Labrador matters.

## Report on Goal

**Goal 1:** By March 31, 2017, the Labrador Affairs Secretariat will have promoted sustainable development by considering impacts of major resource developments on communities in Labrador and on Indigenous people.

Indicators	Accomplishments
<p>Provided input on Labrador and Indigenous perspectives on major developments:</p>	<p>Throughout 2014-17, the Secretariat reviewed and consulted on various environmental assessments, land use plans, government documents, committees and attended meetings surrounding development in Labrador. In particular, the Secretariat has overseen the permitting for the Lower Churchill Project, participated on Labrador Aboriginal Training Partnerships advisory committee, and co-chaired the Labrador West Regional Task Force.</p>
<p>Supported Government consultations to enable Labrador and Indigenous perspectives to be considered on resource development in Labrador:</p>	<p>The Secretariat has reviewed and provided advice on approximately 200 various government documents such as environmental assessments, briefing materials and land usage plans annually from 2014-17.</p> <p>The Labrador Affairs Secretariat represented the Province on various committees related to resource development such as the Northern Development Ministers Forum and the Lower Churchill Deputy Minister committee.</p> <p>The Secretariat attended different conferences related to Labrador resource development such as</p>

Indicators	Accomplishments
	Expo Labrador and Northern Exposure Conference and Trade Show. The Secretariat also attended stakeholder meetings and Annual General Meetings which discussed development, i.e. Combined Councils of Labrador AGM.
Implemented the provincial Aboriginal Consultation Policy:	This is the responsibility of Intergovernmental and Indigenous Affairs Secretariat; however, the Labrador Affairs Secretariat supported initiatives and advice as required.
Provided advice or other facilitation, or taken action to meet Government's obligations in the noted agreements:	This is the responsibility of Intergovernmental and Indigenous Affairs Secretariat; however, the Labrador Affairs Secretariat supported initiatives and advice as required.

**Objective 1.3:**

By March 31, 2017, the Labrador Affairs Secretariat will have further promoted sustainable development by considering impacts of major resource development on communities in Labrador and on Indigenous people.

Indicators	Accomplishments
Monitored the economic and social development initiatives for Labrador and Indigenous people via, but not limited to, such forums as Northern Ministers Development Forum, and Expo Labrador:	The Secretariat represented the province on the Northern Development Ministers Forum and is a member of the Northern Development Ministers Forum Senior Officials Working Group. During 2016-17, the Secretariat participated as a member of the working group for the priority project "Northern Food Security" that examined the challenges of food



	<p>security in the North and engaged with relevant provincial departments for their input on the project. The 2016 Northern Development Ministers Forum was held in Iqaluit, Nunavut.</p> <p>The 2017 Northern Development Ministers Forum is scheduled for September 5-8, 2017 in Montreal. The Secretariat participated on the working groups for three priority projects: Alternative Heating Sources for Remote Communities, Regional Northern Data, and Labour Force Development. NL also leads a working group looking at the Northern Development Ministers Forum brand and website.</p> <p>The Secretariat attended the Drivers of Growth - Women's Economic Forum held in Happy Valley-Goose Bay. The session was hosted by NLOWE in collaboration with a collective of community and government partners. The Forum explored the challenges and successes of women advancing in business and leadership roles, as well as the key in supporting women's leadership.</p> <p>The Labrador Affairs Secretariat is a member of the working group the Aboriginal Women's Training Committee which is exploring training opportunities for Indigenous women in the mining sector. The working group is comprised of government representatives and not-for-profit women's organizations.</p>
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	<p>The Secretariat also participated in and/or attended:</p> <ul style="list-style-type: none"> <li>• Conference and Trade Shows such as Northern Exposure and Expo Labrador;</li> <li>• Approximately 15 public consultations held throughout Labrador by stakeholders or other provincial entities;</li> <li>• Annual General Meetings such as Combined Councils of Labrador and Destination Labrador;</li> <li>• Labrador North Chamber of Commerce and Labrador West Chamber of Commerce sessions and luncheons;</li> <li>• Violence Prevention Labrador meetings; and</li> <li>• Supportive Living Action Team meetings.</li> </ul> <p>Through attendance at the above noted meetings and conferences, the Secretariat gathered further insight on Labrador matters to better inform policy and programs throughout 2016-17.</p>
<p>Supported committees that address impacts of major projects on Labrador and Indigenous communities such as Labrador West Regional Task Force:</p>	<p>As co-chair of the Labrador West Regional Task Force, the Secretariat was responsible for coordinating meetings, arranging relevant presenters, preparing minutes and following up on action items. The Task Force meetings were held in St. John's on October 11, 2016 and two meetings in Labrador West on June 1, 2016 and February 8, 2017. In 2016-17, the Task Force discussed the volatility of the iron ore market and the challenges and opportunities around regional sustainable development in this type of environment.</p>

	<p>The Secretariat participated as a non-voting member of the Board for the Labrador Aboriginal Training Partnership. Meetings were held quarterly in 2016-17 and as a non-voting member the Secretariat provided advice from a Labrador perspective on proposals and future considerations.</p> <p>The Secretariat participated on the Lower Churchill Deputy Ministers committee meetings which were held monthly.</p>
<p>Provided input on environmental assessments, particularly integrating any needed Indigenous consultations into environmental assessments and post-environmental assessment permitting:</p>	<p>In 2016-17, the Labrador Affairs Secretariat reviewed and provided feedback on approximately 50 environmental assessments, post-environmental assessment permitting and Land Use submissions that impacted Labrador in order to ensure that Labrador perspectives were considered.</p>
<p>Advocated for federal investment and policies that are reflective of the economic and social needs and opportunities for Labrador and Indigenous people:</p>	<p>In 2016-17, the Provincial Government continued to advocate the Federal Government for support to 5 Wing Goose Bay. The Labrador Affairs Secretariat participated in consultations on the Defence Policy Review hosted by the Department of National Defence (DND) held in Happy Valley-Goose Bay.</p> <p>Military exercises take place at 5 Wing Goose Bay annually. The Labrador Affairs Secretariat met with DND officials and attended briefings on 2016-17 exercises. Specifically, the Secretariat provided</p>

	<p>advice on the usage of snowmobile trails and discussed the Labrador Transportation Grooming Subsidy.</p> <p>In 2016, the Federal Government started an engagement process with program stakeholders on how to improve the Nutrition North Canada program. Representatives for the Nutrition North Canada program interviewed the Secretariat for input on the program in Labrador. There are eight communities in Labrador that can avail of the Nutrition North Canada program including Rigolet, Hopedale, Postville, Nain, Natuashish, Makkovik, Black Tickle and William’s Harbour.</p>
<p>Consulted and collaborated with Provincial Government departments/entities to advance economic and social development for Labrador and Indigenous people such as to increase public infrastructure and sustainable major resource developments in Labrador:</p>	<p>The Labrador Affairs Secretariat reviewed approximately 200 government documents and materials relevant to Labrador in 2016-17.</p> <p>The Secretariat communicated with relevant government entities regularly regarding Labrador-specific matters.</p> <p>The Secretariat provided assistance to Provincial Government Ministers and officials while in Labrador.</p>
<p>Provided advice to departments regarding consultations with Indigenous governments and organizations and residents of Labrador on resource</p>	<p>Throughout 2016-17, the Labrador Affairs Secretariat regularly reviewed and provided advice and Labrador views on all resource development applications, environment assessment registrations, Crown Land applications and quarry permits to ensure Labrador</p>

development in Labrador:	<p>perspectives are considered.</p> <p>The Secretariat assisted and participated in approximately 15 provincial government consultations and information sessions in Happy Valley-Goose Bay and Labrador West in 2016-17.</p>
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## **Discussion of results**

The Labrador Affairs Secretariat supported sustainable development in Labrador through collaboration and discussion with Provincial Government departments and agencies and federal counterparts, and through consultation with Labrador residents. The Secretariat participated on committees and attended conferences related to Labrador and resource development. Through collaboration and participating in various sessions and meetings, the Secretariat was able to gather information to better provide advice to government and ensure Labrador-specific matters are identified.

### **Issue 2 - Increase awareness of the unique perspectives of residents of Labrador and Indigenous people**

Residents of Labrador have unique needs resulting from historic, social, cultural and geographic factors. Government policies, programs and services that do not reflect these needs may not be effectively delivered to residents of Labrador. To ensure these are considered in Provincial Government policies, programs and services, it is necessary to communicate the perspectives of Labrador residents to government departments/entities and to the general public.

### **Report on Goal**

**Goal 2:** By March 31, 2017, the Labrador Affairs Secretariat will have worked to increase awareness of the unique perspectives of residents of Labrador and Indigenous people in government policy and programs.

Indicators	Accomplishments
<p>Communicated the unique perspectives of residents of Labrador and Indigenous people to Government department/entities:</p>	<p>The Labrador Affairs Secretariat reviewed and provided advice on various government materials such as briefing documents, environmental assessments and land usage plans. Approximately 200 documents are reviewed by the Secretariat annually.</p> <p>The Secretariat also communicated with other government departments/entities regularly to discuss matters of interest relevant to Labrador. In particular, the Secretariat is actively engaged with the Department of Natural Resources on mining operations in Labrador West.</p> <p>The Labrador Affairs Secretariat participated on various interdepartmental and intergovernmental committees such as the Interdepartmental Food Security Committee and represents the province on the Northern Development Ministers Forum. Any information gathered or shared is shared internally with relevant departments/entities.</p> <p>The Secretariat regularly communicated with local Labrador MHAs on various topics.</p>
<p>Communicated the unique perspectives of residents of Labrador and Indigenous people to the general public:</p>	<p>The Secretariat communicated with Labrador stakeholders and interest groups throughout 2014-17. Matters included fuel in Black Tickle, housing and homelessness in Happy Valley-Goose Bay, various topics with the Combined Councils of Labrador and</p>



	<p>mining operations in Labrador West.</p> <p>The Secretariat held meetings with community Inuit governments and local groups regarding the Labrador Transportation Grooming Subsidy.</p>
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**Objective 2.3:** By March 31, 2017, the Labrador Affairs Secretariat will have further promoted the unique perspectives of residents of Labrador and Indigenous people in government policy and programs.

Indicators	Accomplishments
<p>Conducted an evaluation of the Labrador Transportation Grooming Subsidy Program which addresses the unique needs of residents living in Labrador's isolated communities:</p>	<p>The Secretariat completed updates on the final evaluation report and it is currently under consideration by senior officials.</p>
<p>Provided advice to departments/entities regarding unique perspectives of residents of Labrador and Indigenous people:</p>	<p>In 2016-17, Government provided one time funding to purchase fuel supplies for Black Tickle. The Labrador Affairs Secretariat worked with relevant departments/entities, the Black Tickle Local Service District, NunatuKavut Community Council and Woodward's Group of Companies to develop a long-term solution regarding fuel for the community. Fuel drums were supplied and a fuel reserve was established to sustain residential fuel needs.</p> <p>The Secretariat represented the Department of Municipal Affairs and Environment as a non-voting observer at meetings of the Torngat Mountains</p>

	<p>Cooperative Management Board.</p> <p>The Secretariat worked with officials of the Department of Municipal Affairs and Environment to conduct a helicopter survey of the proposed boundary for the Eagle River Waterways Park.</p> <p>The Secretariat continued to work with other Provincial Government departments and agencies to ensure Labrador matters were considered when developing policy, program and initiatives throughout government. This was accomplished through interdepartmental communication and consultation, attending committee meetings, providing input into interdepartmental working groups, reviewing resource development applications and environmental assessment processes.</p>
<p>Promoted or presented at annual forums such as, but not limited to: Combined Councils of Labrador, Northern Development Ministers Forum, and the Indigenous Affairs Working Group:</p>	<p>In February 2016, the Labrador Affairs Secretariat attended the 44th annual general meeting of the Combined Councils of Labrador that was held in Happy Valley-Goose Bay. The Premier, as Minister of Labrador Affairs, held a meeting with the newly elected VPs of the Combined Councils of Labrador. The Secretariat continued to communicate with the Combined Councils of Labrador via telephone and email throughout 2016-17.</p> <p>The Secretariat represented the province on the Northern Development Ministers Forum and is a member of the Northern Development Ministers</p>

	<p>Forum Senior Officials Working Group.</p> <p>The Premier, as Minister of Labrador Affairs, presented as a keynote speaker at Expo Labrador 2016 and at the Combined Councils of Labrador AGM banquet in February 2017.</p>
<p>Supported community/Provincial Government committees:</p>	<p>The Labrador Affairs Secretariat continued to co-chair the Labrador West Regional Task Force. The Secretariat assisted with logistics in meeting locations and arranging presenter and guest speakers to attend the meetings, as well as, coordinated minutes of the meetings and followed up on action items.</p> <p>The Secretariat participated and provided feedback on the Happy Valley-Goose Bay Supportive Living Action Team. The Action Team considers supportive living initiatives in Happy Valley-Goose Bay, including a newly opened shelter. The meetings occurred weekly.</p> <p>The Secretariat continued to participate as a member on the Food First NL Advisory committee. Food First-NL is working with communities in Nunatsiavut to examine food security issues and implement a food assessment tool to look at new initiatives such as gardening, composting and community freezers. Throughout 2016-17, officials from the Labrador Affairs Secretariat met with the Executive Director and staff of Food First NL to discuss Labrador's issues and potential opportunities in the future.</p>

	<p>The Secretariat is a member of the Food Security Interdepartmental Working Group comprised of various provincial government departments. In 2016-17, an inventory of food security initiatives provided by provincial entities.</p> <p>Officials from the Labrador Affairs Secretariat attended the Labrador Friendship Centre, Destination Labrador and Violence Prevention Labrador Annual General Meetings.</p>
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**Discussion of results**

The Labrador Affairs Secretariat provided quality input to ensure Labrador interests were considered in Provincial Government policy development. The Secretariat also participated in interdepartmental working groups, supported Provincial Government consultations and administered Labrador-specific programs to promote the Labrador lens from a government decision-making perspective.

## Opportunities and Challenges

With its social and economic influences, Labrador continues to be a dynamic region of the province.

From an economic development perspective, there has been cause for optimism regarding the long term outlook of iron ore prices, and work on the Muskrat Falls Hydroelectric Project is moving forward. The Labrador Affairs Secretariat continues to

monitor current and upcoming projects to assist in addressing challenges and pursuing opportunities as they present themselves.

There are a number of key opportunities for renewed growth and development in Labrador. The mining sector in Labrador is currently experiencing a rebound particularly in light of the announcement on Wabush 3. In recent years 5 Wing Goose Bay has expanded its military training and exercises in central and northern Labrador and continues to play a prominent role in the Labrador economy. Government is also in the process of updating the 2004 feasibility study with the Harris Centre on a fixed link between Labrador and the island of Newfoundland to confirm current day costs associated with this project.

Transportation in Labrador continues to be an important topic. Widening and hard-surfacing of Route 510 funding is committed and work is ongoing. Completion of the Trans Labrador Highway will bring opportunity for increased tourism and economic development opportunities for Labrador communities. A long-term plan for ferry services to northern Labrador and upgrades to wharf facilities will remain an area of focus for the Labrador Affairs Secretariat.

Happy Valley-Goose Bay, as a central service centre for Labrador, is experiencing an increase in population from out-migration of remote communities around Labrador. With an increase in population and demographics, social impacts coincide such as affordable and availability of housing and effects on programming and services available to residents. The Secretariat continues to monitor the changing populations in Labrador and trends.

The Labrador Affairs Secretariat continues to support the economic and social development of Labrador and its residents to ensure that the unique perspectives of this region are considered when making government decisions and delivering provincial government programs and services. Labrador Affairs Secretariat will continue to work with provincial departments/entities to ensure that issues of importance are addressed.

This includes the continued paving of Phases 2 and 3 of the Trans Labrador Highway; continuing Government's work to improve food security and food self-sufficiency that reflects the needs of Labrador; working to ensure a multi-agency emergency approach is available in Labrador; and, expansion of the Family Violence Intervention Court to Labrador. The Labrador Affairs Secretariat will continue to work with other departments/entities to identify and support key areas of development in energy through wind and small-scale hydro developments in isolated regions and transportation through the fixed link feasibility study.

The Labrador Affairs Secretariat will continue to strengthen Government's relationship with Labrador stakeholders, organizations and government departments. The Secretariat will also continue its administration of Labrador-specific programs and collaborate with other northern jurisdictions to advance diverse and common interests. Continued collaboration with Labrador stakeholders and other provincial departments/entities will support the Labrador Affairs Secretariat's efforts in the advancement of social and economic development in Labrador. As stated in *The Way Forward*, the determination and drive of Newfoundlanders and Labradorians will be supported by responsive, innovative and efficient programs and services.



## Financial Information

Labrador Affairs Secretariat	Actual (\$)	Estimates	
		Amended (\$)	Original (\$)
<b>Executive Support</b>			
0.1 Salaries	429,515	448,500	477,100
Employee Benefits	1,110	3,300	3,300
Transportation and Communications	33,958	81,600	81,600
Supplies	2,337	2,700	2,700
Purchased Services	1,544	2,700	2,700
0.2 Operating Accounts	38,949	90,300	90,300
<b>Total: Executive Support</b>	<b>468,464</b>	<b>538,800</b>	<b>567,400</b>
<b>Labrador Affairs</b>			
0.1 Salaries	579,423	581,500	581,500
Employee Benefits	980	2,500	2,500
Transportation and Communications	23,362	69,300	69,300
Supplies	5,456	8,900	8,900
Purchased Services	168,191	192,100	192,100
0.2 Operating Accounts	197,989	272,800	272,800
Grants and Subsidies	537,140	541,000	541,000
<b>Total Labrador Affairs</b>	<b>1,314,552</b>	<b>1,395,300</b>	<b>1,395,300</b>
<b>Total: Labrador Affairs Secretariat</b>	<b>1,783,016</b>	<b>1,934,100</b>	<b>1,962,700</b>

“Expenditure and revenue figures included in this document are based on public information provided in the Report on the Program Expenditures and Revenues of the Consolidated Revenue Fund for Fiscal Year Ended 31 March 2017 (unaudited).”