

VIBRANT DIVERSE



INCLUSIVE STRONG



Front cover photos; left to right;
Muskrat Falls;
Tanya Lake;
Saglek Fjord; and
Battle Harbour.



MESSAGE FROM THE MINISTER



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

The Labrador Affairs Office is a newly established entity of Executive Council, previously the Labrador Affairs Branch of the former Department of Labrador and Aboriginal Affairs. It is responsible for coordinating government's activities related to Labrador affairs, including developing policy and programs, managing intergovernmental initiatives and all matters of significant public interest in Labrador.

This Activity Plan incorporates component areas of the strategic direction of enhanced economic and social development in Labrador, for which I am responsible.

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.

A handwritten signature in black ink, appearing to read "Nick McGrath". The signature is fluid and cursive.

Nick McGrath, M.H.A. Labrador West
Minister Responsible for Labrador Affairs



Table of Contents

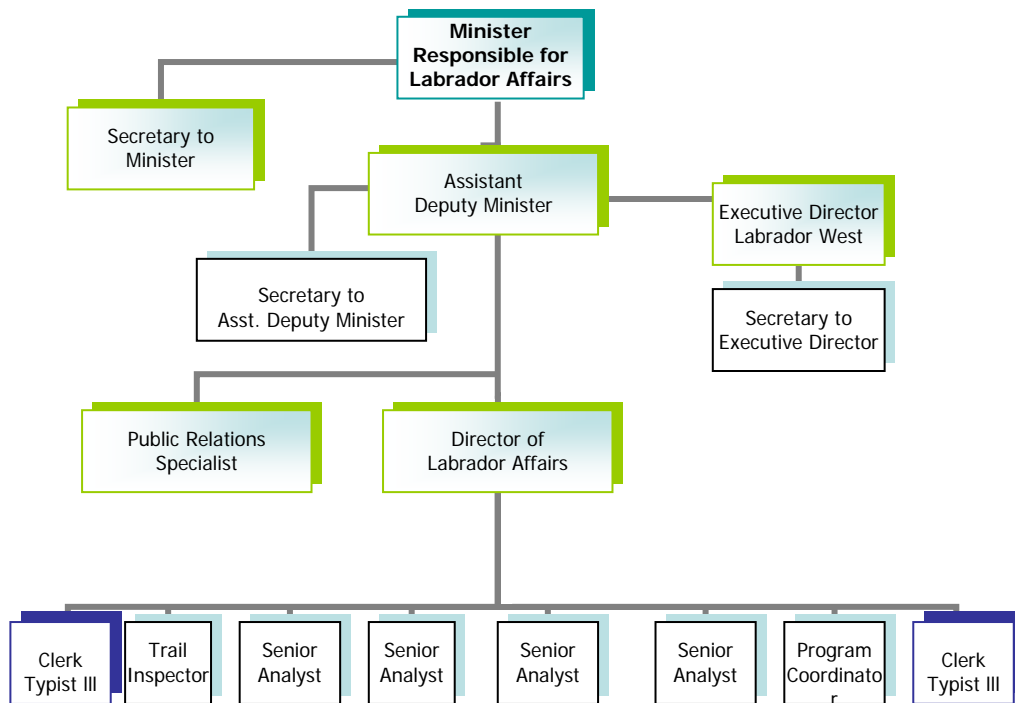
Organizational Structure and Location	3
Mandate	4
Lines of Business	4
1. Policy and Planning	4
2. Program Administration	4
3. Coordination and Collaboration	5
Values	5
Primary Clients	6
Vision	7
Issues	8
Issue 1: Social and Economic planning	9
Issue 2: Policy and Programs	10
Appendix A: Strategic Directions	12
Strategic Direction of Labrador Affairs	13



Organizational Structure and Location

On October 28, 2011, a number of departments/entities were restructured within government. The former Department of Labrador and Aboriginal Affairs was one of these departments. Aboriginal Affairs merged with Intergovernmental Affairs Secretariat to become Intergovernmental and Aboriginal Affairs Secretariat. The Labrador Affairs Branch of Labrador and Aboriginal Affairs is now the Labrador Affairs Office of Executive Council.

Labrador Affairs Office focuses on economic and social development initiatives that impact the whole of Labrador.



Labrador Affairs Office is located in Happy Valley-Goose Bay with plans to establish an office in Labrador West during the 2012-2013 fiscal year. As of October 28, 2011 the offices consist of 14 employees (6 male and 8 female). The Minister responsible for Labrador Affairs also has an office in St John's. The Director of Communications for the Office is located in St John's as well.

The budget for the Labrador Affairs Office, as provided in government's 2011-2012 estimates, is \$2,262,200.

Mandate

The mandate of the Labrador Affairs Office, is built upon the Office Notice under the *Executive Council Act*, and is to:

- a) co-ordinate and develop policies and programs relating to significant issues of government interest in Labrador;
- b) advance social and economic development in Labrador;
- c) monitor government programs and services in Labrador; and,
- d) administer Labrador-specific programs as delegated by the Provincial Government.

Lines of Business

1. Policy and Planning

The Labrador Affairs Office is responsible for the development, implementation and administration of provincial policies and associated agreements respecting Labrador issues.

The Labrador Affairs Office liaises with provincial departments and agencies and other jurisdictions on Labrador issues. In doing so, the Office aims to ensure that provincial policies, programs and services consider the unique concerns of Labrador communities, mainly via the provision of advice to provincial offices and agencies, and participation in provincial horizontal initiatives. The Labrador Affairs Office strives to develop a focused approach to government's service delivery in Labrador and demonstrates government's commitment to support Labrador issues through programs and policies.

2. Program Administration

The Labrador Affairs Office is responsible for the administration of a number of grants and subsidies unique to Labrador including:

- Air Foodlift Subsidy;
- Labrador Transportation Grooming Subsidy;
- YC Grant (Youth Conference); and,
- Combined Councils of Labrador funding.

The Labrador Affairs Office liaises with other northern ministries and assists in the management of intergovernmental relations on Labrador/northern issues.

3. Coordination and Collaboration

The Labrador Affairs Office is mandated to advance social and economic development in Labrador. This is achieved through coordination and collaboration of Labrador related initiatives. The Office collaborates with provincial government departments/entities, federal, Aboriginal and municipal governments and industry organizations to support advancement of economic and social development in Labrador. Often the Labrador Affairs Office takes the lead role in coordinating inter-governmental committees such as Environmental Management Planning and Consultative Committee and the Northern Development Ministers Forum.



Over looking Luce Pit at Iron Company of Canada.

From Left to right Anja Jeffrey; Director, Centre for the North Conference Board of Canada, Minister Peter Taptuna; NT, Deputy Minister Peter Vician; NWT, Minister Dave Ramsey; NWT, Keith Canning; Iron Company of Canada, Diane Cofsky; Director, Intergovernmental Relations Aboriginal and Northern Affairs Canada, Minister Nick McGrath, NL.

Values

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

Each Employee...	
Professionalism	... will use all their knowledge, 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; recognize the importance of diversity; and encourage inclusiveness in the workplace.
Innovative	... will be proactive and take initiative to address issues and develop innovative solutions to address interests and concerns of those they serve.
Collaboration and Consultation	... will work with and be supportive to whom they serve; will seek input and knowledge of others, including regional organizations, municipal governments, stakeholders, and relevant people and entities when developing advice, policy and positions.
Accountability	... will commit to reviewing their performance to continuously improve the quality of service offered; will commit to the responsible engagement of others in the public service; and will be cognizant of fiscal resources.

Primary Clients

The clients of the Labrador Affairs Office include:

- Labrador residents, communities and groups, who expect leadership in facilitating economic and social development in Labrador;

- The Provincial Government and its departments/entities which require policy advice on Labrador issues;
- Federal, Municipal, Aboriginal governments and other organizations that seek policy advice and information on Labrador issues; and,
- Administration clients from programs including the Air Foodlift Subsidy, Labrador Transportation Grooming Subsidy, YC Grant and Combined Councils of Labrador funding.

Vision

The Labrador Affairs Office vision is of a strong, sustainable and vibrant Labrador, where all people have the opportunity to prosper and contribute to their communities, regions, and the province.



Northern Development Ministers' Forum, Happy Valley-Goose Bay, February 6-8, 2012. From left to right Minister Eric Robinson; MB, Minister Dave Ramsey; NWT, Minister Nick McGrath; NL, and Minister Peter Taptuna; NT

Issues

In consideration of government's strategic directions to enhance economic and social development of the Labrador region and the mandate and financial resources of the Labrador Affairs Office, the following issues have been identified as the key priorities of the Minister for the next three years.

The objectives identified for the issues reflect the results expected each year of the three-year timeframe. Reporting on the objectives will be done with an annual focus. Measures and indicators are provided for the objectives of the issues to assist both the Labrador Affairs Office and the public in monitoring and evaluating success.

Advancing the social and economic development of Labrador communities of the province requires effective relationships with the residents of Labrador and other departments and entities of the Provincial Government. These relationships are enhanced by high quality communications and consultations. As a result, Provincial Government policy will more effectively reflect the interests of Labrador communities of the province in areas such as enhanced accessibility for residents of Labrador, and the economic and social development of Labrador.

Provincial engagement with resource development stakeholders in Labrador is crucial to unlocking the resource rich potential of Labrador.



Churchill River, Happy Valley-Goose Bay, Labrador

Therefore the issues to be addressed in this plan are:

Issue 1: Social and Economic planning

The vision and mission of the Labrador Affairs Office is to ensure that provincial government policies and programs are appropriately adapted or modified to account for the unique needs in Labrador, in order to promote the effective social and economic development of Labrador communities. In Labrador communities “one size does not fit all” and in many cases a single size may only serve to diminish, instead of developing, the noted interests.

Major resource development projects such as mineral development in Labrador West and hydro development at Muskrat Falls will provide economic opportunities as well as social challenges. Strategic planning will ensure government is prepared for future demands on existing government programs and services.

This can be achieved by:

- Advancing the progression of social development in Labrador; and,
- Providing leadership and supporting maximization of economic development opportunities.
- Monitoring progress of provincial government commitments through the *Northern Strategic Plan* for Labrador.

These activities will lead to enhanced social and economic development as identified in the Strategic Direction in Appendix A. The Labrador Affairs Office will report upon the objective and indicators in each of the next three years ending March 31, 2012, 2013 and 2014.

Objective 1: Each year, the Labrador Affairs Office will have provided input to government in support of economic and social planning in Labrador.

Measure: Provided input

Indicators:

- Continued to monitor the initiatives under the *Northern Strategic Plan* for Labrador;
- Supported social and economic development consultations in Labrador;
- Collaborated with provincial government departments/entities to advance economic and social development;

- Provided advice regarding consultations with residents of Labrador on resource management and development in Labrador;
- Advocated for federal investment and policies that are reflective of the economic and social needs and opportunities in Labrador communities; and,
- Supported Government's efforts to increase public infrastructure and major resource developments in Labrador.



Cain's Quest Snowmobile Race, Labrador City

Issue 2: Policy and Programs

Residents of Labrador 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 Labrador communities. Therefore, it is the ongoing mission of the Labrador Affairs Office to advocate for the appropriate consideration and integration of these unique needs into provincial programs and services. The Labrador Affairs Office needs to be aware of all government policy and programs related to

Labrador as well as be knowledgeable of all attributes of the region of Labrador. The Labrador Affairs Office will play a key role in ensuring that information and advice regarding these factors informs Provincial Government policy and programs.

This can be achieved by:

- Supporting equitable programs and services and, infrastructure to facilitate enhanced accessibility for the residents of Labrador;
- Encouraging communications and partnerships with governments, Aboriginal people, communities, organizations and other stakeholders; and,
- Providing a Labrador perspective on provincial government policy documents.

The Labrador Affairs Office will report upon the objective and indicators in each of the next three years ending March 31, 2012, 2013 and 2014.

Objective 2: Each year, the Labrador Affairs Office will have provided input regarding Labrador interests in government policy and programs

Measure: Provided input

Indicators:

- Provided input on Labrador perspectives in the development of government policy and programs;
- Monitored provincial government initiatives related to Labrador;
- Provided analysis to government on issues related to Labrador;
- Participated in inter-departmental working groups/committees to provide input on a Labrador perspective;
- Supported government consultations to enable Labrador perspectives to be considered; and,
- Monitored Labrador Affairs Office specific programs to ensure effective program delivery.



Trans Labrador Highway, Phase I

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 the Labrador Affairs Office 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 direction related to the Labrador Affairs Office is provided below. The 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 Labrador Affairs Office.

Strategic Direction of Labrador Affairs

Title: Economic and social development in Labrador and Labrador Interests

Outcome: Enhanced economic and social development in Labrador

This outcome supports policy direction of the Provincial Government as outlined in such documents as the Labrador Affairs Office's Mandate, *Northern Strategic Plan* for Labrador (NSP), the Speeches from the Throne and the *New Energy* platform.

The Labrador Affairs Office is responsible for ensuring that the goals and objectives set forth in the NSP are monitored and completed. The Labrador Affairs Office is responsible for monitoring and evaluating the status of each NSP commitment, the progress made and the future of the commitment. This responsibility requires systematic intervention by the Labrador Affairs Office in the areas of:

- Enhanced accessibility for the residents of Labrador;
- Enhanced communications;
- Economic and social development; and,
- Provincial Government policy reflecting Labrador interests.

Components of Strategic Direction	This Direction is addressed in the Office's:		
	Activity Plan	Operational Plan	Branch/ Divisional work plans
Enhanced accessibility for the residents of Labrador	X		
Enhanced communications	X		
Economic and social development	X		
Provincial Government policy reflecting Labrador interests	X		

Back cover photo;
Cartwright, Labrador

To obtain a copy of this report:

Online:

Website: www.gov.nl.ca/laa

Paper:

Labrador Affairs Office
Mailbag 3014, Stn. B
Happy Valley-Goose Bay, Newfoundland and Labrador
A0P 1E0

Phone: (709) 896-1780 Fax: (709) 896-0045

Toll free @ 1-888-435-8111




Newfoundland
Labrador